



SEE

SURVEY OF EMPLOYEE ENGAGEMENT HIGHER EDUCATION

Texas A&M University - Corpus Christi

Technical/Paraprofessional

Data Report

2013



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See our Web Page: www.survey.utexas.edu

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- Survey Interventions Example and Best Practices
- Helpful Publications, and
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Survey Respondent Information

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, so the number of respondents reported in the response rate may be greater than the number of respondents for any given item. In the example, there are 100 respondents, but only 98 completed the item. Therefore, the number of respondents for gender is 98 or 98%, leaving 2% as not responding.

	Number of Survey Respondents	Percent of Survey Respondents
Total Respondents: 100		
Surveys Distributed: 200		
Response Rate: 50%		

Gender		
Female:	49	49%
Male:	49	49%

Survey Respondent Information

Total Respondents: 11

	<u>Number of Survey Respondents</u>	<u>Percent of Survey Respondents</u>	<u>Organization as a Whole</u>
My highest education level			
Did not finish high school:	Less Than 5	Not Available	Not Available
High school diploma (or GED):	Less Than 5	Not Available	4.17%
Some college:	5	45.45%	16.99%
Associate's Degree:	Less Than 5	Not Available	7.05%
Bachelor's Degree:	Less Than 5	Not Available	30.45%
Master's Degree:	Less Than 5	Not Available	30.45%
Doctoral Degree:	Less Than 5	Not Available	10.58%
I am			
Female:	8	72.73%	64.42%
Male:	Less Than 5	Not Available	30.77%
My annual salary (before taxes)			
Less than \$15,000:	Less Than 5	Not Available	0.32%
\$15,000-\$25,000:	Less Than 5	Not Available	6.09%
\$25,001-\$35,000:	Less Than 5	Not Available	21.79%
\$35,001-\$45,000:	Less Than 5	Not Available	24.68%
\$45,001-\$60,000:	Less Than 5	Not Available	23.40%
\$60,001-\$75,000:	Less Than 5	Not Available	11.86%
\$75,001-\$90,000:	Less Than 5	Not Available	3.53%
More than \$90,000:	Less Than 5	Not Available	7.05%
My age (in years)			
16-29:	Less Than 5	Not Available	9.94%
30-39:	Less Than 5	Not Available	20.19%
40-49:	Less Than 5	Not Available	23.08%
50-59:	Less Than 5	Not Available	32.37%
60+:	Less Than 5	Not Available	13.78%
Years of service with this organization			
Less than 1:	Less Than 5	Not Available	9.29%
1-2:	Less Than 5	Not Available	15.06%
3-5:	Less Than 5	Not Available	18.91%
6-10:	Less Than 5	Not Available	20.83%
11-15:	Less Than 5	Not Available	19.87%
16+:	Less Than 5	Not Available	15.71%

Survey Respondent Information

Total Respondents: 11	<u>Number of Survey Respondents</u>	<u>Percent of Survey Respondents</u>	<u>Organization as a Whole</u>
My race/ethnic identification			
African-American/Black:	Less Than 5	Not Available	2.24%
Hispanic/Mexican-American/Latino/a:	7	63.64%	35.58%
Anglo-American/White:	Less Than 5	Not Available	54.17%
Asian-American/Pacific Islander/Native American Indian:	Less Than 5	Not Available	2.88%
Multiracial/Other:	Less Than 5	Not Available	4.17%
I am currently in a supervisory role.			
Yes:	Less Than 5	Not Available	45.51%
No:	9	81.82%	51.60%
Not Applicable:	Less Than 5	Not Available	Not Available
I received a promotion during the last two years.			
Yes:	Less Than 5	Not Available	24.04%
No:	7	63.64%	68.59%
Not Applicable:	Less Than 5	Not Available	Not Available
I received a merit increase during the last two years.			
Yes:	Less Than 5	Not Available	45.83%
No:	7	63.64%	44.55%
Not Applicable:	Less Than 5	Not Available	Not Available
I plan to be working for this organization in one year.			
Yes:	10	90.91%	86.54%
No:	Less Than 5	Not Available	8.33%
Not Applicable:	Less Than 5	Not Available	Not Available
I am primarily			
Faculty:	Less Than 5	Not Available	3.21%
Staff:	10	90.91%	95.51%

Survey Constructs

The Survey of Employee Engagement is a framework, which at the highest level, consists of five Workplace Dimensions capturing the total work environment. Each Workplace Dimension is composed of several 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 1-71). The organizational Climate is also developed from the Primary Items, but is reported in the climate section of this report. Appendix A1 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. When interpreting the scores, see the suggestions made on the Primary Item leading page of this report.

Your Data

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

Benchmark Data

- **YEAR Score** is your organization's score reported from previous iterations. Not Available is reported if there is no past score or if the item was new or no comparative data was available. Due to changes in the instrument, over time data is not available prior to 2010.
- **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.

What is a good score? Regardless the construct average, scores range from areas of strength to areas of concern. In general, most scores are between 325 and 375. Scores below a 325 are of concern because they indicate general dissatisfaction. Scores above 375 indicate positive perceptions.

What items make up the constructs? Appendix Page A1 contains a summary of the Survey Constructs and the related Primary Items.

When is benchmark data available? Benchmark data is updated in the summer of every even-numbered year.

Survey Constructs

Work Group

This dimension relates to employees' activities within their immediate work vicinity. They include factors that concern how employees interact with peers, supervisors and the quality of work activity.

Supervision

Supervision provides insight into the nature of supervisory relationships within the organization including aspects of leadership, the communication of expectations, and sense of fairness that employees perceive exist between supervisors and themselves.

Category Code 105 Score:

Organization Score:

Team

Team captures employees' perceptions of the effectiveness of their work group and the extent to which the organizational environment supports appropriate teamwork among employees.

Category Code 105 Score:

Organization Score:

Quality

Quality focuses upon the degree to which quality principles, such as customer service and continuous improvement, are a part of the organizational culture.

Category Code 105 Score:

Organization Score:

Survey Constructs

Accommodations

This dimension looks at the physical work setting and the factors associated with pay, benefits, resources and workplace safety. It is the total compensation package and environment provided to employees by the organization.

Pay
Pay is an evaluation from the viewpoint of employees of the competitiveness of the total compensation package. It addresses how well the package "holds up" when employees compare it to similar jobs in their own communities.

Category Code 105 Score: Organization Score:

Benefits
Benefits provide an indication of the role that the employment benefit package plays in attracting and retaining employees.

Category Code 105 Score: Organization Score:

Physical Environment
Physical Environment captures employees' perceptions of the work setting and the degree to which employees believe that a safe and pleasant working environment exists.

Category Code 105 Score: Organization Score:

Survey Constructs

Organization

This dimension addresses the organization's strategic orientation and ability to leverage a diverse workforce towards fulfilling the organization's mission. It is an internal evaluation of the organization's ability to assess changes in the environment and make needed adjustments.

Strategic

Strategic orientation secures employees' thinking about how the organization responds to external influence, including those which play a role in defining the mission, services and products provided by the organization.

Category Code 105 Score:

Organization Score:

Diversity

Diversity addresses the extent to which employees feel that individual differences, including ethnicity, age and lifestyle, may result in alienation and/or missed opportunities for learning or advancement.

Category Code 105 Score:

Organization Score:

Survey Constructs

Information

This dimension refers to how consistent and structured communication flow is within the organization and to outside groups. It examines the degree to which information systems and technology are efficient and effective.

Information Systems

Information Systems provides insight into whether computer and communication systems utilized by employees enhances the ability to get the job done by providing accessible, accurate, and clear information.

Category Code 105 Score:

Organization Score:

Internal Communication

Internal Communication captures the nature of communication exchanges within the organization by addressing the extent to which employees view information exchanges as open, honest, and productive.

Category Code 105 Score:

Organization Score:

External Communication

External Communication looks at how information flows out of the organization to various constituencies and focuses upon the ability of the organization to synthesize appropriately.

Category Code 105 Score:

Organization Score:

Survey Constructs

Personal

This dimension reports on the level of overall job satisfaction and elements of actively engaging employees in the workplace. Personal and career development are assessed as to their ability to improve performance.

Employee Engagement

Employee Engagement focuses on the sense of trust and the level of employees' participation in carrying out their work responsibilities towards delivering high quality work.

Category Code 105 Score:

Organization Score:

Employee Development

Employment Development captures perceptions of the priority given to the career and personal development of employees by the organization.

Category Code 105 Score:

Organization Score:

Job Satisfaction

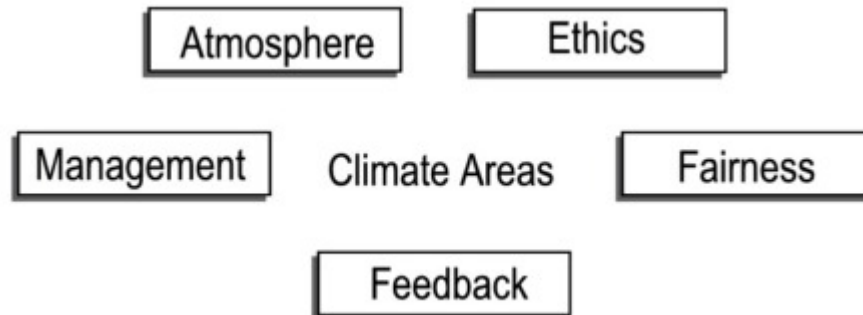
Job Satisfaction addresses employees' satisfaction with their overall work situation and weighs heavily on issues concerning work-life balance, sense of pride, and offering meaningful contributions to the workplace.

Category Code 105 Score:

Organization Score:

Survey Climate Areas

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. Climate areas are scored differently from items to denote them as a separate measure. Using this scoring convention, climate scores can range from a low of 100 to a high of 500. When interpreting the scores, see the suggestions made on the Primary Item leading page of this report.



Your Data

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

Benchmark Data

- **YEAR** Score is your organization's score reported from previous iterations. Not Available is reported if there is no past score or if the item was new or no comparative data was 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.

What is a good score? Regardless the climate average, scores range from areas of strength to areas of concern. In general, most scores are between 325 and 375. Scores below a 325 are of concern because they indicate general dissatisfaction. Scores above 375 indicate positive perceptions.

What items make up the survey climate areas? Appendix Page A6 contains a summary of the Survey Climate Areas and the related Primary Items.

Survey Climate Areas

Climate

The climate in which employees work to a large extent determines the efficiency and effectiveness of an organization. It is a combination of a safe, non-harassing, and ethical abiding employees who treat each other with fairness and respect in an organization with pro-active management and thoughtful decision making capabilities.

Climate/Atmosphere

The aspect of climate and positive Atmosphere of an organization must be free of harassment in order to establish a community of reciprocity.

Category Code 105 Score:

Organization Score:

Climate/Ethics

An Ethical climate is a foundation of building trust within an organization where not only are employees ethical in their behavior, but that ethical violations are appropriately handled.

Category Code 105 Score:

Organization Score:

Climate/Fairness

Fairness measures the extent to which employees believe that equal and fair opportunity exists for all members of the organization.

Category Code 105 Score:

Organization Score:

Climate/Feedback

Appropriate feedback is an essential element of organizational learning by providing the necessary data in which improvement can occur.

Category Code 105 Score:

Organization Score:

Climate/Management

The climate presented by Management as being accessible, visible, and an effective communicator of information is a basic tenant of successful leadership.

Category Code 105 Score:

Organization Score:

Primary Items

For the primary items (numbered 1-71), 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. For items referring to work group, they were asked to respond from the perspective of their immediate workplace (those individuals or areas they interacted with most often).

Reported Data

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

- **Current 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.
- **Number of 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.
- **Frequency** is the number of participants who selected each item (strongly agree, agree, etc.).
- **Percentage** is the percent of participants who selected each item (strongly agree, agree, etc.) divided by the total number of valid responses.

Benchmark Data

- **YEAR Score** is your organization's score reported from previous iterations. Not Available is reported if there is no past score or if the item was new or no comparative data was 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.

Interpreting Data

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

Primary Items

1. People in my work group cooperate to get the job done.

Category Code 105: Current Score: 4.36 Standard Deviation: 0.67 Number of Respondents: 11
All Organization: Current Score: 4.16 Standard Deviation: 0.90 Number of Respondents: 311

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	5	1	0	0	0
Percentage:	45.45%	45.45%	9.09%	Not Available	Not Available	Not Available

2. My work group is actively involved in making work processes more effective.

Category Code 105: Current Score: 4.18 Standard Deviation: 0.60 Number of Respondents: 11
All Organization: Current Score: 3.98 Standard Deviation: 0.98 Number of Respondents: 311

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	7	1	0	0	0
Percentage:	27.27%	63.64%	9.09%	Not Available	Not Available	Not Available

3. There is a real feeling of teamwork.

Category Code 105: Current Score: 4.09 Standard Deviation: 0.83 Number of Respondents: 11
All Organization: Current Score: 3.80 Standard Deviation: 1.10 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	7	0	1	0	0
Percentage:	27.27%	63.64%	Not Available	9.09%	Not Available	Not Available

4. In my work group, I have an opportunity to participate in the goal setting process.

Category Code 105: Current Score: 3.70 Standard Deviation: 0.95 Number of Respondents: 10
All Organization: Current Score: 3.89 Standard Deviation: 1.05 Number of Respondents: 311

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	7	0	2	0	0
Percentage:	10.00%	70.00%	Not Available	20.00%	Not Available	Not Available

Primary Items

5. Work groups are trained to incorporate the opinions of each member.

Category Code 105: Current Score: 3.73 Standard Deviation: 0.91 Number of Respondents: 11
All Organization: Current Score: 3.56 Standard Deviation: 1.05 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	5	3	1	0	0
Percentage:	18.18%	45.45%	27.27%	9.09%	Not Available	Not Available

6. My work group uses the latest technology to communicate and interact.

Category Code 105: Current Score: 3.91 Standard Deviation: 0.94 Number of Respondents: 11
All Organization: Current Score: 3.79 Standard Deviation: 0.98 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	2	5	0	0	0
Percentage:	36.36%	18.18%	45.45%	Not Available	Not Available	Not Available

7. The information available from our computer systems is reliable.

Category Code 105: Current Score: 4.09 Standard Deviation: 0.70 Number of Respondents: 11
All Organization: Current Score: 3.92 Standard Deviation: 0.80 Number of Respondents: 309

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	6	2	0	0	0
Percentage:	27.27%	54.55%	18.18%	Not Available	Not Available	Not Available

8. Overall, our computer information systems present information in an understandable way.

Category Code 105: Current Score: 4.09 Standard Deviation: 0.94 Number of Respondents: 11
All Organization: Current Score: 3.83 Standard Deviation: 0.85 Number of Respondents: 308

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	5	1	1	0	0
Percentage:	36.36%	45.45%	9.09%	9.09%	Not Available	Not Available

Primary Items

9. Our computer systems enable me to easily and quickly find the information I need.

Category Code 105: Current Score: 3.91 Standard Deviation: 0.83 Number of Respondents: 11
All Organization: Current Score: 3.75 Standard Deviation: 0.99 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	4	4	0	0	0
Percentage:	27.27%	36.36%	36.36%	Not Available	Not Available	Not Available

10. Information systems are in place and accessible for me to get my job done.

Category Code 105: Current Score: 4.00 Standard Deviation: 0.78 Number of Respondents: 11
All Organization: Current Score: 3.90 Standard Deviation: 0.87 Number of Respondents: 312

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	5	3	0	0	0
Percentage:	27.27%	45.45%	27.27%	Not Available	Not Available	Not Available

11. I have a clear understanding about my work responsibilities.

Category Code 105: Current Score: 4.64 Standard Deviation: 0.51 Number of Respondents: 11
All Organization: Current Score: 4.26 Standard Deviation: 0.80 Number of Respondents: 311

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	7	4	0	0	0	0
Percentage:	63.64%	36.36%	Not Available	Not Available	Not Available	Not Available

12. My supervisor gives me specific feedback about my performance.

Category Code 105: Current Score: 4.00 Standard Deviation: 1.27 Number of Respondents: 11
All Organization: Current Score: 3.94 Standard Deviation: 1.06 Number of Respondents: 311

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	3	2	0	1	0
Percentage:	45.45%	27.27%	18.18%	Not Available	9.09%	Not Available

Primary Items

13. My supervisor recognizes outstanding work.

Category Code 105: Current Score: 4.00 Standard Deviation: 0.78 Number of Respondents: 11
All Organization: Current Score: 3.90 Standard Deviation: 1.06 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	5	3	0	0	0
Percentage:	27.27%	45.45%	27.27%	Not Available	Not Available	Not Available

14. My supervisor gives me the opportunity to do my best work.

Category Code 105: Current Score: 4.09 Standard Deviation: 0.83 Number of Respondents: 11
All Organization: Current Score: 4.06 Standard Deviation: 0.97 Number of Respondents: 309

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	7	0	1	0	0
Percentage:	27.27%	63.64%	Not Available	9.09%	Not Available	Not Available

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

Category Code 105: Current Score: 3.91 Standard Deviation: 1.51 Number of Respondents: 11
All Organization: Current Score: 3.76 Standard Deviation: 1.18 Number of Respondents: 309

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	4	0	0	2	0
Percentage:	45.45%	36.36%	Not Available	Not Available	18.18%	Not Available

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

Category Code 105: Current Score: 4.18 Standard Deviation: 0.87 Number of Respondents: 11
All Organization: Current Score: 4.05 Standard Deviation: 0.90 Number of Respondents: 308

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	6	0	1	0	0
Percentage:	36.36%	54.55%	Not Available	9.09%	Not Available	Not Available

Primary Items

17. I understand the state, local, national, and global issues that impact the organization.

Category Code 105: Current Score: 4.10 Standard Deviation: 0.88 Number of Respondents: 10
All Organization: Current Score: 4.00 Standard Deviation: 0.84 Number of Respondents: 309

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	3	3	0	0	0
Percentage:	40.00%	30.00%	30.00%	Not Available	Not Available	Not Available

18. We work well with other parts of the institution.

Category Code 105: Current Score: 4.09 Standard Deviation: 0.94 Number of Respondents: 11
All Organization: Current Score: 3.91 Standard Deviation: 0.94 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	5	1	1	0	0
Percentage:	36.36%	45.45%	9.09%	9.09%	Not Available	Not Available

19. We develop services to meet the needs of those we serve.

Category Code 105: Current Score: 4.60 Standard Deviation: 0.52 Number of Respondents: 10
All Organization: Current Score: 4.20 Standard Deviation: 0.76 Number of Respondents: 308

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	6	4	0	0	0	0
Percentage:	60.00%	40.00%	Not Available	Not Available	Not Available	Not Available

20. My work group uses the feedback from those we serve when making decisions.

Category Code 105: Current Score: 4.09 Standard Deviation: 0.70 Number of Respondents: 11
All Organization: Current Score: 3.96 Standard Deviation: 0.87 Number of Respondents: 311

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	6	2	0	0	0
Percentage:	27.27%	54.55%	18.18%	Not Available	Not Available	Not Available

Primary Items

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

Category Code 105: Current Score: 4.00 Standard Deviation: 1.00 Number of Respondents: 11
All Organization: Current Score: 3.57 Standard Deviation: 0.98 Number of Respondents: 308

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	4	2	1	0	0
Percentage:	36.36%	36.36%	18.18%	9.09%	Not Available	Not Available

22. My work group's goals are consistently met or exceeded.

Category Code 105: Current Score: 4.09 Standard Deviation: 0.70 Number of Respondents: 11
All Organization: Current Score: 3.95 Standard Deviation: 0.84 Number of Respondents: 303

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	6	2	0	0	0
Percentage:	27.27%	54.55%	18.18%	Not Available	Not Available	Not Available

23. Our institution is known for the quality of service we provide.

Category Code 105: Current Score: 4.18 Standard Deviation: 0.60 Number of Respondents: 11
All Organization: Current Score: 4.01 Standard Deviation: 0.79 Number of Respondents: 307

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	7	1	0	0	0
Percentage:	27.27%	63.64%	9.09%	Not Available	Not Available	Not Available

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

Category Code 105: Current Score: 2.18 Standard Deviation: 0.87 Number of Respondents: 11
All Organization: Current Score: 2.38 Standard Deviation: 1.08 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	0	0	5	3	3	0
Percentage:	Not Available	Not Available	45.45%	27.27%	27.27%	Not Available

Primary Items

25. Salaries are competitive with similar jobs in the community or comparable institutions.

Category Code 105: Current Score: 2.55 Standard Deviation: 1.13 Number of Respondents: 11
All Organization: Current Score: 2.38 Standard Deviation: 1.07 Number of Respondents: 307

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	0	5	3	2	0
Percentage:	9.09%	Not Available	45.45%	27.27%	18.18%	Not Available

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

Category Code 105: Current Score: 2.27 Standard Deviation: 0.79 Number of Respondents: 11
All Organization: Current Score: 2.64 Standard Deviation: 1.07 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	0	0	5	4	2	0
Percentage:	Not Available	Not Available	45.45%	36.36%	18.18%	Not Available

27. My job meets my expectations.

Category Code 105: Current Score: 3.82 Standard Deviation: 0.87 Number of Respondents: 11
All Organization: Current Score: 3.61 Standard Deviation: 0.97 Number of Respondents: 308

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	6	2	1	0	0
Percentage:	18.18%	54.55%	18.18%	9.09%	Not Available	Not Available

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

Category Code 105: Current Score: 4.09 Standard Deviation: 0.83 Number of Respondents: 11
All Organization: Current Score: 3.73 Standard Deviation: 1.05 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	4	3	0	0	0
Percentage:	36.36%	36.36%	27.27%	Not Available	Not Available	Not Available

Primary Items

29. I feel my efforts count.

Category Code 105: Current Score: 3.91 Standard Deviation: 1.04 Number of Respondents: 11
All Organization: Current Score: 3.85 Standard Deviation: 1.03 Number of Respondents: 307

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	3	3	1	0	0
Percentage:	36.36%	27.27%	27.27%	9.09%	Not Available	Not Available

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

Category Code 105: Current Score: 3.73 Standard Deviation: 1.19 Number of Respondents: 11
All Organization: Current Score: 3.54 Standard Deviation: 1.06 Number of Respondents: 309

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	2	3	2	0	0
Percentage:	36.36%	18.18%	27.27%	18.18%	Not Available	Not Available

31. I feel a sense of pride when I tell people where I work.

Category Code 105: Current Score: 4.18 Standard Deviation: 0.98 Number of Respondents: 11
All Organization: Current Score: 4.19 Standard Deviation: 0.77 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	4	1	1	0	0
Percentage:	45.45%	36.36%	9.09%	9.09%	Not Available	Not Available

32. I feel the communication channels I must go through at work are reasonable.

Category Code 105: Current Score: 4.09 Standard Deviation: 0.83 Number of Respondents: 11
All Organization: Current Score: 3.60 Standard Deviation: 1.06 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	7	0	1	0	0
Percentage:	27.27%	63.64%	Not Available	9.09%	Not Available	Not Available

Primary Items

33. My work atmosphere encourages open and honest communication.

Category Code 105: Current Score: 3.91 Standard Deviation: 1.14 Number of Respondents: 11
All Organization: Current Score: 3.59 Standard Deviation: 1.11 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	6	1	0	1	0
Percentage:	27.27%	54.55%	9.09%	Not Available	9.09%	Not Available

34. Overall within the groups I work, there is good communication.

Category Code 105: Current Score: 3.73 Standard Deviation: 0.91 Number of Respondents: 11
All Organization: Current Score: 3.59 Standard Deviation: 1.04 Number of Respondents: 308

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	5	3	1	0	0
Percentage:	18.18%	45.45%	27.27%	9.09%	Not Available	Not Available

35. The right information gets to the right people at the right time.

Category Code 105: Current Score: 3.73 Standard Deviation: 1.01 Number of Respondents: 11
All Organization: Current Score: 3.28 Standard Deviation: 1.07 Number of Respondents: 309

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	3	4	1	0	0
Percentage:	27.27%	27.27%	36.36%	9.09%	Not Available	Not Available

36. I believe we communicate our mission effectively to the public.

Category Code 105: Current Score: 4.09 Standard Deviation: 0.54 Number of Respondents: 11
All Organization: Current Score: 3.75 Standard Deviation: 0.91 Number of Respondents: 308

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	8	1	0	0	0
Percentage:	18.18%	72.73%	9.09%	Not Available	Not Available	Not Available

Primary Items

37. Our institution communicates well with our governing bodies (i.e. the legislature, the board of regents, etc.).

Category Code 105: Current Score: 4.00 Standard Deviation: 0.71 Number of Respondents: 11
All Organization: Current Score: 3.85 Standard Deviation: 0.80 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	5	2	0	0	2
Percentage:	18.18%	45.45%	18.18%	Not Available	Not Available	18.18%

38. My institution shares appropriate information with the public.

Category Code 105: Current Score: 3.91 Standard Deviation: 0.83 Number of Respondents: 11
All Organization: Current Score: 3.78 Standard Deviation: 0.83 Number of Respondents: 311

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	7	1	1	0	0
Percentage:	18.18%	63.64%	9.09%	9.09%	Not Available	Not Available

39. We communicate effectively with other parts of the institution.

Category Code 105: Current Score: 3.82 Standard Deviation: 0.87 Number of Respondents: 11
All Organization: Current Score: 3.62 Standard Deviation: 0.96 Number of Respondents: 304

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	6	2	1	0	0
Percentage:	18.18%	54.55%	18.18%	9.09%	Not Available	Not Available

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

Category Code 105: Current Score: 4.09 Standard Deviation: 1.14 Number of Respondents: 11
All Organization: Current Score: 3.98 Standard Deviation: 0.93 Number of Respondents: 311

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	6	0	0	1	0
Percentage:	36.36%	54.55%	Not Available	Not Available	9.09%	Not Available

Primary Items

41. My workplace is well maintained.

Category Code 105: Current Score: 3.80 Standard Deviation: 0.63 Number of Respondents: 10
All Organization: Current Score: 3.93 Standard Deviation: 0.89 Number of Respondents: 307

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	6	3	0	0	0
Percentage:	10.00%	60.00%	30.00%	Not Available	Not Available	Not Available

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

Category Code 105: Current Score: 4.00 Standard Deviation: 0.47 Number of Respondents: 10
All Organization: Current Score: 4.06 Standard Deviation: 0.75 Number of Respondents: 309

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	8	1	0	0	0
Percentage:	10.00%	80.00%	10.00%	Not Available	Not Available	Not Available

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

Category Code 105: Current Score: 4.20 Standard Deviation: 0.42 Number of Respondents: 10
All Organization: Current Score: 3.94 Standard Deviation: 0.87 Number of Respondents: 307

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	8	0	0	0	0
Percentage:	20.00%	80.00%	Not Available	Not Available	Not Available	Not Available

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

Category Code 105: Current Score: 4.20 Standard Deviation: 0.63 Number of Respondents: 10
All Organization: Current Score: 4.03 Standard Deviation: 0.89 Number of Respondents: 309

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	6	1	0	0	0
Percentage:	30.00%	60.00%	10.00%	Not Available	Not Available	Not Available

Primary Items

45. I am encouraged to come up with ways to improve our services.

Category Code 105: Current Score: 3.60 Standard Deviation: 0.97 Number of Respondents: 10
All Organization: Current Score: 3.95 Standard Deviation: 0.89 Number of Respondents: 309

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	6	1	2	0	0
Percentage:	10.00%	60.00%	10.00%	20.00%	Not Available	Not Available

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

Category Code 105: Current Score: 4.20 Standard Deviation: 0.63 Number of Respondents: 10
All Organization: Current Score: 4.23 Standard Deviation: 0.65 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	6	1	0	0	0
Percentage:	30.00%	60.00%	10.00%	Not Available	Not Available	Not Available

47. I am encouraged to learn from my mistakes.

Category Code 105: Current Score: 4.20 Standard Deviation: 0.92 Number of Respondents: 10
All Organization: Current Score: 4.12 Standard Deviation: 0.74 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	5	0	1	0	0
Percentage:	40.00%	50.00%	Not Available	10.00%	Not Available	Not Available

48. There is a basic trust among employees and supervisors.

Category Code 105: Current Score: 3.33 Standard Deviation: 1.41 Number of Respondents: 9
All Organization: Current Score: 3.68 Standard Deviation: 1.09 Number of Respondents: 308

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	3	1	2	1	0
Percentage:	22.22%	33.33%	11.11%	22.22%	11.11%	Not Available

Primary Items

49. When possible, decision making and control are given to employees doing the actual work.

Category Code 105: Current Score: 3.30 Standard Deviation: 1.16 Number of Respondents: 10
All Organization: Current Score: 3.50 Standard Deviation: 1.12 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	2	3	3	0	0
Percentage:	20.00%	20.00%	30.00%	30.00%	Not Available	Not Available

50. An effort is made to get the opinions of people throughout the organization.

Category Code 105: Current Score: 3.30 Standard Deviation: 1.16 Number of Respondents: 10
All Organization: Current Score: 3.45 Standard Deviation: 1.06 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	2	3	3	0	0
Percentage:	20.00%	20.00%	30.00%	30.00%	Not Available	Not Available

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

Category Code 105: Current Score: 4.09 Standard Deviation: 0.94 Number of Respondents: 11
All Organization: Current Score: 3.86 Standard Deviation: 0.94 Number of Respondents: 309

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	5	1	1	0	0
Percentage:	36.36%	45.45%	9.09%	9.09%	Not Available	Not Available

52. My institution works to attract, develop, and retain people with diverse backgrounds.

Category Code 105: Current Score: 3.64 Standard Deviation: 1.03 Number of Respondents: 11
All Organization: Current Score: 3.75 Standard Deviation: 0.97 Number of Respondents: 311

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	5	2	2	0	0
Percentage:	18.18%	45.45%	18.18%	18.18%	Not Available	Not Available

Primary Items

53. Every employee is valued.

Category Code 105: Current Score: 3.45 Standard Deviation: 0.93 Number of Respondents: 11
All Organization: Current Score: 3.50 Standard Deviation: 1.04 Number of Respondents: 308

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	5	3	2	0	0
Percentage:	9.09%	45.45%	27.27%	18.18%	Not Available	Not Available

54. I believe I have a career with this institution.

Category Code 105: Current Score: 3.36 Standard Deviation: 1.36 Number of Respondents: 11
All Organization: Current Score: 3.84 Standard Deviation: 1.01 Number of Respondents: 308

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	4	3	0	2	0
Percentage:	18.18%	36.36%	27.27%	Not Available	18.18%	Not Available

55. I have access to information about job opportunities, conferences, workshops, and training.

Category Code 105: Current Score: 3.91 Standard Deviation: 1.30 Number of Respondents: 11
All Organization: Current Score: 3.96 Standard Deviation: 0.87 Number of Respondents: 311

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	2	3	0	1	0
Percentage:	45.45%	18.18%	27.27%	Not Available	9.09%	Not Available

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

Category Code 105: Current Score: 3.45 Standard Deviation: 1.04 Number of Respondents: 11
All Organization: Current Score: 3.79 Standard Deviation: 1.00 Number of Respondents: 311

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	5	4	0	1	0
Percentage:	9.09%	45.45%	36.36%	Not Available	9.09%	Not Available

Primary Items

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

Category Code 105: Current Score: 3.36 Standard Deviation: 1.36 Number of Respondents: 11
All Organization: Current Score: 3.74 Standard Deviation: 1.03 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	4	3	0	2	0
Percentage:	18.18%	36.36%	27.27%	Not Available	18.18%	Not Available

58. Our administration effectively communicates important information.

Category Code 105: Current Score: 3.64 Standard Deviation: 1.36 Number of Respondents: 11
All Organization: Current Score: 3.54 Standard Deviation: 1.08 Number of Respondents: 311

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	2	3	1	1	0
Percentage:	36.36%	18.18%	27.27%	9.09%	9.09%	Not Available

59. Our administration tries to be accessible and visible.

Category Code 105: Current Score: 3.55 Standard Deviation: 1.29 Number of Respondents: 11
All Organization: Current Score: 3.50 Standard Deviation: 1.13 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	3	3	1	1	0
Percentage:	27.27%	27.27%	27.27%	9.09%	9.09%	Not Available

60. I believe we will use the information from this survey to improve our performance.

Category Code 105: Current Score: 3.44 Standard Deviation: 1.33 Number of Respondents: 10
All Organization: Current Score: 3.40 Standard Deviation: 1.11 Number of Respondents: 308

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	3	2	1	1	1
Percentage:	20.00%	30.00%	20.00%	10.00%	10.00%	10.00%

Primary Items

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

Category Code 105: Current Score: 3.45 Standard Deviation: 1.13 Number of Respondents: 11
All Organization: Current Score: 3.24 Standard Deviation: 1.21 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	3	5	0	1	0
Percentage:	18.18%	27.27%	45.45%	Not Available	9.09%	Not Available

62. My ideas and opinions count at work.

Category Code 105: Current Score: 3.82 Standard Deviation: 0.75 Number of Respondents: 11
All Organization: Current Score: 3.78 Standard Deviation: 0.96 Number of Respondents: 308

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	5	4	0	0	0
Percentage:	18.18%	45.45%	36.36%	Not Available	Not Available	Not Available

63. In my workplace, I believe people generally are treated fairly (i.e. without favoritism).

Category Code 105: Current Score: 3.27 Standard Deviation: 1.27 Number of Respondents: 11
All Organization: Current Score: 3.50 Standard Deviation: 1.18 Number of Respondents: 311

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	5	3	0	2	0
Percentage:	9.09%	45.45%	27.27%	Not Available	18.18%	Not Available

64. My performance is evaluated fairly.

Category Code 105: Current Score: 4.09 Standard Deviation: 0.94 Number of Respondents: 11
All Organization: Current Score: 3.85 Standard Deviation: 0.92 Number of Respondents: 309

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	5	1	1	0	0
Percentage:	36.36%	45.45%	9.09%	9.09%	Not Available	Not Available

Primary Items

65. I am confident that if I report an ethics violation, it will be properly handled.

Category Code 105: Current Score: 3.45 Standard Deviation: 1.29 Number of Respondents: 11
All Organization: Current Score: 3.78 Standard Deviation: 1.10 Number of Respondents: 311

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	5	1	2	1	0
Percentage:	18.18%	45.45%	9.09%	18.18%	9.09%	Not Available

66. Employees are generally ethical in my workplace.

Category Code 105: Current Score: 3.82 Standard Deviation: 0.87 Number of Respondents: 11
All Organization: Current Score: 4.04 Standard Deviation: 0.86 Number of Respondents: 311

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	6	2	1	0	0
Percentage:	18.18%	54.55%	18.18%	9.09%	Not Available	Not Available

67. Harassment is not tolerated at my workplace.

Category Code 105: Current Score: 3.73 Standard Deviation: 0.91 Number of Respondents: 11
All Organization: Current Score: 4.10 Standard Deviation: 0.87 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	5	3	1	0	0
Percentage:	18.18%	45.45%	27.27%	9.09%	Not Available	Not Available

68. Within my workplace, there is a feeling of community among employees.

Category Code 105: Current Score: 3.64 Standard Deviation: 0.92 Number of Respondents: 11
All Organization: Current Score: 3.79 Standard Deviation: 1.01 Number of Respondents: 308

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	4	4	1	0	0
Percentage:	18.18%	36.36%	36.36%	9.09%	Not Available	Not Available

Primary Items

69. Benefits are comparable to those offered in similar jobs.

Category Code 105: Current Score: 3.36 Standard Deviation: 0.81 Number of Respondents: 11
All Organization: Current Score: 3.72 Standard Deviation: 0.94 Number of Respondents: 311

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	0	6	3	2	0	0
Percentage:	Not Available	54.55%	27.27%	18.18%	Not Available	Not Available

70. I understand my benefits plan.

Category Code 105: Current Score: 3.91 Standard Deviation: 0.70 Number of Respondents: 11
All Organization: Current Score: 4.05 Standard Deviation: 0.60 Number of Respondents: 312

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	6	3	0	0	0
Percentage:	18.18%	54.55%	27.27%	Not Available	Not Available	Not Available

71. Benefits can be selected to meet individual needs.

Category Code 105: Current Score: 3.60 Standard Deviation: 0.70 Number of Respondents: 10
All Organization: Current Score: 3.94 Standard Deviation: 0.66 Number of Respondents: 309

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	4	5	0	0	0
Percentage:	10.00%	40.00%	50.00%	Not Available	Not Available	Not Available

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.

Reported Data

Each additional item is returned with the item text and response data. The following definitions correspond to the items on the following pages.

Response Data

- **Current 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.
- **Number of Respondents** is the number of valid responses which includes those who selected 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.
- **Frequency** is the number of participants who selected each item (strongly agree, agree, etc.).
- **Percentage** is the percent of participants who selected each item (strongly agree, agree, etc.) 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 the averages, scores range from areas of strength to areas of concern. In general, most scores are between 3.25 and 3.75. Scores below a 3.25 are of concern because they indicate general dissatisfaction. Scores above 3.75 indicate positive perceptions. When available, over time data provides previous scores from and benchmark data comparative scores. In general (because various factors and statistical test would be needed to confirm), scores that have changed or differ by .2 may be significant.

Additional Items

1. I am satisfied with the Employee Betterment Program for tuition assistance.

Category Code 105: Average Score: 3.60 Standard Deviation: 1.08 Number of Respondents: 11
All Organization: Average Score: 3.69 Standard Deviation: 1.13 Number of Respondents: 308

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	4	2	2	0	1
Percentage:	18.18%	36.36%	18.18%	18.18%	Not Available	9.09%

2. My supervisor uses approved university policies and procedures when performing employee evaluations.

Category Code 105: Average Score: 4.09 Standard Deviation: 0.83 Number of Respondents: 11
All Organization: Average Score: 4.04 Standard Deviation: 0.86 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	4	3	0	0	0
Percentage:	36.36%	36.36%	27.27%	Not Available	Not Available	Not Available

3. It is clear to me that my adjustment in salary is directly related to my employee evaluation.

Category Code 105: Average Score: 3.27 Standard Deviation: 1.19 Number of Respondents: 11
All Organization: Average Score: 3.27 Standard Deviation: 1.21 Number of Respondents: 309

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	5	2	2	1	0
Percentage:	9.09%	45.45%	18.18%	18.18%	9.09%	Not Available

4. The complaint and grievance procedure is fair and equitable to all employees.

Category Code 105: Average Score: 3.80 Standard Deviation: 0.79 Number of Respondents: 11
All Organization: Average Score: 3.56 Standard Deviation: 0.96 Number of Respondents: 308

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	7	1	1	0	1
Percentage:	9.09%	63.64%	9.09%	9.09%	Not Available	9.09%

5. Staff council events, such as employee appreciation luncheons, staff excellence awards, and the employee book scholarship, have helped improve my morale.

Category Code 105: Average Score: 3.55 Standard Deviation: 1.13 Number of Respondents: 11
All Organization: Average Score: 3.30 Standard Deviation: 1.07 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	2	4	2	0	0
Percentage:	27.27%	18.18%	36.36%	18.18%	Not Available	Not Available

Additional Items

6. Teamwork is encouraged and practiced by my supervisor.

Category Code 105: Average Score: 4.18 Standard Deviation: 0.60 Number of Respondents: 11
All Organization: Average Score: 3.88 Standard Deviation: 0.97 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	7	1	0	0	0
Percentage:	27.27%	63.64%	9.09%	Not Available	Not Available	Not Available

7. The University provides employees with the training necessary to perform their jobs effectively.

Category Code 105: Average Score: 3.55 Standard Deviation: 0.52 Number of Respondents: 11
All Organization: Average Score: 3.57 Standard Deviation: 0.97 Number of Respondents: 311

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	0	6	5	0	0	0
Percentage:	Not Available	54.55%	45.45%	Not Available	Not Available	Not Available

8. I am satisfied with the variety of training opportunities for my professional development.

Category Code 105: Average Score: 3.27 Standard Deviation: 0.91 Number of Respondents: 11
All Organization: Average Score: 3.46 Standard Deviation: 1.07 Number of Respondents: 309

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	0	5	5	0	1	0
Percentage:	Not Available	45.45%	45.45%	Not Available	9.09%	Not Available

9. I have a good understanding of the Employee Wellness Program.

Category Code 105: Average Score: 4.20 Standard Deviation: 0.63 Number of Respondents: 11
All Organization: Average Score: 3.89 Standard Deviation: 0.86 Number of Respondents: 309

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	6	1	0	0	1
Percentage:	27.27%	54.55%	9.09%	Not Available	Not Available	9.09%

10. I understand how my work directly contributes to the overall success of this University.

Category Code 105: Average Score: 4.09 Standard Deviation: 0.54 Number of Respondents: 11
All Organization: Average Score: 4.18 Standard Deviation: 0.70 Number of Respondents: 311

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	8	1	0	0	0
Percentage:	18.18%	72.73%	9.09%	Not Available	Not Available	Not Available

Additional Items

11. Employee performance evaluations are fair and appropriate.

Category Code 105: Average Score: 3.82 Standard Deviation: 0.60 Number of Respondents: 11
All Organization: Average Score: 3.66 Standard Deviation: 0.97 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	7	3	0	0	0
Percentage:	9.09%	63.64%	27.27%	Not Available	Not Available	Not Available

12. The employee performance evaluation helps me to improve my job.

Category Code 105: Average Score: 3.91 Standard Deviation: 1.14 Number of Respondents: 11
All Organization: Average Score: 3.62 Standard Deviation: 1.03 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	6	1	0	1	0
Percentage:	27.27%	54.55%	9.09%	Not Available	9.09%	Not Available

13. I have input in the evaluation of my administrator or supervisor.

Category Code 105: Average Score: 3.00 Standard Deviation: 1.41 Number of Respondents: 10
All Organization: Average Score: 3.00 Standard Deviation: 1.30 Number of Respondents: 307

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	4	1	2	2	0
Percentage:	10.00%	40.00%	10.00%	20.00%	20.00%	Not Available

14. The University administration should provide additional permanent funding to expand the Employee Wellness Program which currently includes 20 employees a semester.

Category Code 105: Average Score: 3.56 Standard Deviation: 1.24 Number of Respondents: 11
All Organization: Average Score: 3.85 Standard Deviation: 0.98 Number of Respondents: 309

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	3	3	0	1	2
Percentage:	18.18%	27.27%	27.27%	Not Available	9.09%	18.18%

15. My workload and job responsibilities are manageable.

Category Code 105: Average Score: 3.73 Standard Deviation: 0.65 Number of Respondents: 11
All Organization: Average Score: 3.63 Standard Deviation: 0.98 Number of Respondents: 308

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	0	9	1	1	0	0
Percentage:	Not Available	81.82%	9.09%	9.09%	Not Available	Not Available

Additional Items

16. My supervisor has clearly defined the role of my position and my performance expectations.

Category Code 105: Average Score: 3.91 Standard Deviation: 0.70 Number of Respondents: 11
All Organization: Average Score: 3.79 Standard Deviation: 1.03 Number of Respondents: 310

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	6	3	0	0	0
Percentage:	18.18%	54.55%	27.27%	Not Available	Not Available	Not Available

17. Overall, I believe that the communication between management and employees has improved over the past 2 years.

Category Code 105: Average Score: 3.30 Standard Deviation: 1.16 Number of Respondents: 11
All Organization: Average Score: 3.24 Standard Deviation: 1.09 Number of Respondents: 309

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	4	3	1	1	1
Percentage:	9.09%	36.36%	27.27%	9.09%	9.09%	9.09%

18. I am satisfied with the TAMUCC smoke-free policy which prohibits smoking in university buildings, entryways, eating areas and housing and designates.

Category Code 105: Average Score: 4.36 Standard Deviation: 0.51 Number of Respondents: 11
All Organization: Average Score: 4.26 Standard Deviation: 0.95 Number of Respondents: 309

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	7	0	0	0	0
Percentage:	36.36%	63.64%	Not Available	Not Available	Not Available	Not Available

19. I am satisfied with the enforcement of the TAMUCC smoke-free policy.

Category Code 105: Average Score: 3.82 Standard Deviation: 1.17 Number of Respondents: 11
All Organization: Average Score: 3.85 Standard Deviation: 1.14 Number of Respondents: 306

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	5	2	0	1	0
Percentage:	27.27%	45.45%	18.18%	Not Available	9.09%	Not Available

20. I understand the importance of the Staff Advisory Council in representing my needs on the campus.

Category Code 105: Average Score: 3.50 Standard Deviation: 1.27 Number of Respondents: 10
All Organization: Average Score: 3.50 Standard Deviation: 1.11 Number of Respondents: 309

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	4	2	1	1	0
Percentage:	20.00%	40.00%	20.00%	10.00%	10.00%	Not Available

Survey Constructs and Related Items

Dimension 1: Work Group

Supervision	Construct Score = 413	Avg	ORG
11: I have a clear understanding about my work responsibilities.		4.64	4.26
12: My supervisor gives me specific feedback about my performance.		4.00	3.94
13: My supervisor recognizes outstanding work.		4.00	3.90
14: My supervisor gives me the opportunity to do my best work.		4.09	4.06
15: My supervisor is consistent when administering policies concerning employees.		3.91	3.76
Team	Construct Score = 401	Avg	ORG
1: People in my work group cooperate to get the job done.		4.36	4.16
2: My work group is actively involved in making work processes more effective.		4.18	3.98
3: There is a real feeling of teamwork.		4.09	3.80
4: In my work group, I have an opportunity to participate in the goal setting process.		3.70	3.89
5: Work groups are trained to incorporate the opinions of each member.		3.73	3.56
Quality	Construct Score = 409	Avg	ORG
20: My work group uses the feedback from those we serve when making decisions.		4.09	3.96
21: My work group regularly uses performance data to improve the quality of our work.		4.00	3.57
22: My work group's goals are consistently met or exceeded.		4.09	3.95
23: Our institution is known for the quality of service we provide.		4.18	4.01

Survey Constructs and Related Items

Dimension 2: Accommodations

Pay	Construct Score = 233	Avg	ORG
24: My pay keeps pace with the cost of living.		2.18	2.38
25: Salaries are competitive with similar jobs in the community or comparable institutions.		2.55	2.38
26: I feel I am paid fairly for the work I do.		2.27	2.64
Benefits	Construct Score = 362	Avg	ORG
69: Benefits are comparable to those offered in similar jobs.		3.36	3.72
70: I understand my benefits plan.		3.91	4.05
71: Benefits can be selected to meet individual needs.		3.60	3.94
Physical Environment	Construct Score = 402	Avg	ORG
40: Given the type of work I do, my physical workplace meets my needs.		4.09	3.98
41: My workplace is well maintained.		3.80	3.93
42: There are sufficient procedures to ensure the safety of employees in the workplace.		4.00	4.06
43: I have adequate resources and equipment to do my job.		4.20	3.94

Survey Constructs and Related Items

Dimension 3: Organization

Strategic	Construct Score = 424	Avg	ORG
16: I have a good understanding of our mission, vision, and strategic plan.		4.18	4.05
17: I understand the state, local, national, and global issues that impact the organization.		4.10	4.00
18: We work well with other parts of the institution.		4.09	3.91
19: We develop services to meet the needs of those we serve.		4.60	4.20
Diversity	Construct Score = 362	Avg	ORG
50: An effort is made to get the opinions of people throughout the organization.		3.30	3.45
51: The people I work with treat each other with respect.		4.09	3.86
52: My institution works to attract, develop, and retain people with diverse backgrounds.		3.64	3.75
53: Every employee is valued.		3.45	3.50

Survey Constructs and Related Items

Dimension 4: Information

Information Systems	Construct Score = 400	Avg	ORG
6: My work group uses the latest technology to communicate and interact.		3.91	3.79
7: The information available from our computer systems is reliable.		4.09	3.92
8: Overall, our computer information systems present information in an understandable way.		4.09	3.83
9: Our computer systems enable me to easily and quickly find the information I need.		3.91	3.75
10: Information systems are in place and accessible for me to get my job done.		4.00	3.90
Internal Communication	Construct Score = 387	Avg	ORG
32: I feel the communication channels I must go through at work are reasonable.		4.09	3.60
33: My work atmosphere encourages open and honest communication.		3.91	3.59
34: Overall within the groups I work, there is good communication.		3.73	3.59
35: The right information gets to the right people at the right time.		3.73	3.28
External Communication	Construct Score = 396	Avg	ORG
36: I believe we communicate our mission effectively to the public.		4.09	3.75
37: Our institution communicates well with our governing bodies (i.e. the legislature, the board of regents, etc.).		4.00	3.85
38: My institution shares appropriate information with the public.		3.91	3.78
39: We communicate effectively with other parts of the institution.		3.82	3.62

Survey Constructs and Related Items

Dimension 5: Personal

Employee Engagement	Construct Score = 381	Avg	ORG
44: The people I work with care about my personal well-being.		4.20	4.03
45: I am encouraged to come up with ways to improve our services.		3.60	3.95
46: I know how my work impacts others in the organization.		4.20	4.23
47: I am encouraged to learn from my mistakes.		4.20	4.12
48: There is a basic trust among employees and supervisors.		3.33	3.68
49: When possible, decision making and control are given to employees doing the actual work.		3.30	3.50
Employee Development	Construct Score = 352	Avg	ORG
54: I believe I have a career with this institution.		3.36	3.84
55: I have access to information about job opportunities, conferences, workshops, and training.		3.91	3.96
56: Learning opportunities/training are made available to me so that I can do my job better.		3.45	3.79
57: Learning opportunities/training are made available to me for professional growth/skills development.		3.36	3.74
Job Satisfaction	Construct Score = 395	Avg	ORG
27: My job meets my expectations.		3.82	3.61
28: My work environment supports a balance between work and personal life.		4.09	3.73
29: I feel my efforts count.		3.91	3.85
30: The amount of work I am asked to do is reasonable.		3.73	3.54
31: I feel a sense of pride when I tell people where I work.		4.18	4.19

Survey Climate Areas and Related Items

Climate/Atmosphere	Construct Score = 369	Avg	ORG
67: Harassment is not tolerated at my workplace.		3.73	4.10
68: Within my workplace, there is a feeling of community among employees.		3.64	3.79
Climate/Ethics	Construct Score = 364	Avg	ORG
65: I am confident that if I report an ethics violation, it will be properly handled.		3.45	3.78
66: Employees are generally ethical in my workplace.		3.82	4.04
Climate/Fairness	Construct Score = 368	Avg	ORG
63: In my workplace, I believe people generally are treated fairly (i.e. without favoritism).		3.27	3.50
64: My performance is evaluated fairly.		4.09	3.85
Climate/Feedback	Construct Score = 357	Avg	ORG
60: I believe we will use the information from this survey to improve our performance.		3.44	3.40
61: I am satisfied with the opportunities I have to give feedback on my supervisor's performance.		3.45	3.24
62: My ideas and opinions count at work.		3.82	3.78
Climate/Management	Construct Score = 360	Avg	ORG
58: Our administration effectively communicates important information.		3.64	3.54
59: Our administration tries to be accessible and visible.		3.55	3.50

Key to the Electronic Data Files (Excel format)

This key can be used to interpret the layout of the
760_Org_Items.xls, 760_OC1_Items.xls, and 760_OC2_Items.xls
 and the

**760_Org_Additional_Items.xls, 760_OC1_Additional_Items.xls, and
 760_OC2_Additional_Items.xls**

Microsoft Excel data files found on the returned disks.

760_Org_Items.xls lists the scores for each of the Survey Items for the organization as a whole. 760_OC1_Items.xls lists the scores for each of the Survey Items for each of the organizational categories filled in Organization Code Box # 2. 760_OC2_Items.xls lists the scores for each of the Survey Items for each of the organizational categories filled in Organization Code Box # 3. If an Organizational Category did not have five or more respondents no Survey Item scores will appear for that category.

760_Org_Additional_Items.xls lists the scores for each of the Additional Items for the organization as a whole.

760_OC1_Additional_Items.xls lists the scores for each of the Additional Items for each of the organizational categories filled in Organization Code Box # 2. 760_OC2_Additional_Items.xls lists the scores for each of the Additional Items for each of the organizational categories filled in Organization Code Box # 3. If an Organizational Category did not have five or more respondents no Additional Item scores will appear for that category.

Sample Data Excerpt*:

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
1	ID	NAME	ITEM_NO	ITEM_TEXT	SA_COUNT	SA_PCT	A_COUNT	A_PCT	N_COUNT	N_PCT	D_COUNT	D_PCT	SD_COUNT	SD_PCT	NA_COUNT	NA_PCT	RESPONSE_COUNT	AVG	STD_DEV	VR
2	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
3	111	Texas	1	We are	3	0.6	2	0.4	0	0	0	0	0	0	0	0	5	4.6	0.5	5
4	111	Texas	2	We are	2	0.4	1	0.2	2	0.4	0	0	0	0	0	0	5	4	0.5	5
5	111	Texas	3	Our goals	0	0	4	0.8	1	0.2	0	0	0	0	0	0	5	3.8	0.3	5

*This is sample has been formatted to allow it to fit on one page. Actual Data Files will not have the header column formatted at a 45 degree angle and will not have a sub-header row with letters "A"-"T".

Key:

A: "ID"

This column contains either the Organization's ID number or the Organizational Category Number.

C: "ITEM_NO"

This column contains the item number.

E, G, I, K, M, O: "R_COUNT"

These columns contain the number of respondents who selected response "R", where R=SA (Strongly Agree), A (Agree), N (Neutral), D (Disagree), SD (Strongly Disagree), or NA (Not Applicable/Don't Know").

Q: "RESPONSE_COUNT"

This column contains the total number of respondents to this item.

S: "STD_DEV"

This column contains the Standard Deviation of the responses Strongly Agree through Strongly Disagree as explained in the "AVG" definition.

B: "NAME"

This column contains either the Organization's Name or the Organizational Category Name.

D: "ITEM_TEXT"

This column contains the text of the item.

F, H, J, L, N, P: "R_PCT"

These columns contain the ratios of the number of respondents who selected response "R" (defined under "R_COUNT") to the total number of respondents for this item. Multiplying by 100 will yield the percent of respondents who selected response "R" out of the total number of respondents to this item.

R: "AVG"

This column contains the average score on this item. This is done by assigning values 5-1 to the responses Strongly Agree to Strongly Disagree respectively, summing these values for the item, and dividing by the total number of respondents who answered with a response Strongly Agree through Strongly Disagree.

T: "VR"

This column contains the number of "valid" responses; i.e. the number of respondents who selected responses Strongly Agree through Strongly Disagree. It is used as the number of respondents when computing the Average and Standard Deviation.

Key to the Electronic Data Files (Excel format)

This key can be used to interpret the layout of the
760_Org_Constructs.xls, 760_OC1_Constructs.xls, and 760_OC2_Constructs.xls
 Microsoft Excel data files found on the returned disks.

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Sample Data Excerpt:

	A	B	C	D	E
1	ID	NAME	CONS_NO	CONS_NAME	SCORE
2	250	Texas State Organization	1	Effectiveness	365
3	250	Texas State Organization	2	Fairness	338
4	250	Texas State Organization	3	Effectiveness	341
5	250	Texas State Organization	4	Diversity	353
6	250	Texas State Organization	5	Fair Pay	357
7	250	Texas State Organization	6	Work Setting	392

Key:

A: "ID"

This column contains either the Organization's ID number or the Organizational Category Number.

C: "CONS_NO"

This column contains the construct number.

E: "SCORE"

This column contains the score of the construct.

B: "NAME"

This column contains either the Organization's Name or the Organizational Category Name.

D: "CONS_NAME"

This column contains the text of the constructs.