

Executive Committee

April 2, 2024



TEXAS HISTORICAL COMMISSION

AGENDA
EXECUTIVE COMMITTEE
Renaissance Austin Hotel
Bluebonnet Room
9721 Arboretum Boulevard
Austin, TX 78759
April 2, 2024
3:00 P.M.

(or upon the adjournment of the 1:00 p.m. Historic Sites committee meeting, whichever occurs later)

This meeting of the THC Executive committee has been properly posted with the Secretary of State's Office according to the provisions of the Texas Open Meetings Act, Chapter 551, Texas Government Code. The members may discuss and/or take action on any of the items listed in the agenda.

NOTE: The Executive Committee may go into executive session (closed meeting to the public) on any agenda item if appropriate and authorized by the Open Meetings Act, TGC, Chapter 551.

- 1. Call to Order – Chairman John Nau**
 - A. Committee member introductions
 - B. Establish quorum
 - C. Recognize and/or excuse absences

- 2. Consider approval of the January 30, 2024, and the March 20, 2024, Executive Committee meeting minutes – Nau**

- 3. Human Resources, Information Technology, and Administration updates – Dr. Egele**
 - A. Survey of Employee Engagement Report
 - B. Consider approval of the FY 2024 Survey of Employee Engagement Operational action plan (item 7.4)
 - C. Administrative Updates

- 4. Committee Chairman's Report**
 - A. Ongoing Projects; and
 - B. Updates and Upcoming Events

- 5. Adjourn**

NOTICE OF ASSISTANCE AT PUBLIC MEETINGS: Persons with disabilities who plan to attend this meeting and who may need auxiliary aids or services such as interpreters for persons who are deaf or hearing impaired, readers, large print or Braille, are requested to contact Paige Neumann at 512-463-5768 at least four (4) business days prior to the meeting so that appropriate arrangements can be made.

TEXAS HISTORICAL COMMISSION

MINUTES EXECUTIVE COMMITTEE Holiday Inn Austin Town Lake Sunflower/Marigold Room 20 N-IH 35 Austin, TX 78701 January 30, 2024 3:30 p.m.

Note: For the full text of action items, please contact the THC at P.O. Box 12276, Austin, TX 78711 or call 512-463-6100.

1. Call to Order

The meeting of the Texas Historical Commission (THC) Executive Committee was called to order by Vice-Chair Catherine McKnight at 3:36 p.m. on January 30, 2024. She announced the meeting had been posted to the *Texas Register*, was being held in conformance with the Texas Open Meetings Act, Texas Government Code, Chapter 551 and that notice had been properly posted with the Secretary of State's Office as required.

A. Committee member introductions

Vice-Chair Catherine McKnight welcomed everyone, and introductions were made around the table. Members present included:
Vice-Chair Catherine McKnight
Secretary Garrett Donnelly
Commissioner John Crain
Commissioner Pete Peterson
Commissioner Laurie Limbacher

B. Establish quorum

Vice Chair McKnight reported a quorum was present and declared the meeting open.

C. Recognize and/or excuse absences

Vice Chair McKnight stated if there were no objections, they would excuse the absence of Chairman John Nau. Hearing none, the absence was excused.

2. Consider approval of the October 26 and December 13, 2023 Executive Committee meeting minutes

Commissioner Garrett Donnelly moved, and Commissioner Pete Peterson seconded, to approve the minutes from the October 26 and December 13, 2023, meetings. Hearing no objections, Vice-Chair McKnight declared the minutes approved.

3. Consider approval of the amended dates and locations for 2024 & approve the dates and locations for the 2025 quarterly meetings. (Item 7.2)

Brad Patterson, Deputy Executive Director for Preservation Programs, explained that staff were requested to evaluate rescheduling the dates and location of the April 2024 meeting to coincide with the Real Places Conference. Commissioners were polled, and the majority agreed with the proposed date change from April 25-26 to April 2-3. He noted that staff had already tentatively secured a conference venue for 2025 that will align with the proposed 2025 dates. Locations for the later 2025 quarterly meetings will be recommended for approval at a future meeting. Commissioner Laurie Limbacher moved, and Commissioner Peterson seconded, and the committee voted unanimously to send forward to the commission and recommend approval of the amended dates and locations for 2024 and to approve the dates and locations for the 2025 quarterly meetings as noted.

4. Consider approval of authorization for safe deposit boxes for the Texas Historical Commission (Item 7.3)

Dr. Egele said that with the retirement of Mark Wolfe, authority for access to the agency's safe deposit boxes needed to be transferred to the new Executive Director, Edward Lengel. Commissioner Peterson moved, and Commissioner Limbacher seconded, and the committee voted unanimously to send forward to the commission and recommend approval that effective January 31, 2024, Edward Lengel replace Mark Wolfe with access to all safe deposit boxes in the agency's name.

5. Consider approval of nomination of Daisy White as a Commission Appointee to the Board of Trustees of the Friends of THC - (Item 13.4)

Anjali Zutshi, Executive Director of the Friends of THC stated that the agreement with the commission carries a provision that the commission appoint one more than half of the total number of trustees to the Friends of THC board. The nomination of former commissioner Daisy White was being presented for consideration. Commissioner Limbacher moved, and Commissioner Donnelly seconded, and the committee voted unanimously to send forward to the commission and recommend approval of the nomination of Daisy White as a Commission Appointee to the Board of Trustees of the Friends of THC for a three-year term to begin February 1, 2024, and end August 31, 2026.

6. Consider approval to request capital authority for San Felipe de Austin archeology lab/maintenance/retail office facility - (Item 13.5)

Dr. Egele stated that capital authority was granted on the San Felipe de Austin project in April 2022. Staff worked through the Request for Qualifications procurement process and the Notice of Intent to Award was issued in June 2023. She said that in October 2023 the contract was executed after being reviewed by the Office of the Attorney General. THC was recently notified by the Texas Comptroller of Public Accounts that prior authorization to carry over FY 2023 funds into FY 2024 was needed as THC does not have capital authority for FY 2024. Commissioner Donnelly moved, and Commissioner Peterson seconded, and the committee voted unanimously to send forward to the commission and recommend approval to request capital authority for San Felipe de Austin archeology lab/maintenance/retail office facility.

7. Human Resources, Information Technology, and Administration update

Human Resources

Dr. Egele said that the Legislative Appropriations Request (LAR) request for FTE's was approved for 42 positions. She noted that seven were currently posted and 32 positions filled. She said that the agency action plan for the Survey of Employee Engagement would be presented at the April meeting. She also noted that two more surveys would be conducted in the coming months: the Customer Service Survey to be conducted in early February and the Leadership 360 Survey to be conducted in May. She noted that the agency Strategic Plans are due to the LBB on June 1. She concluded, noting that the next LAR would be due in August.

Information Technology

Dr. Egele said that the Texas History Navigator, Phase 1.5 is completed and noted that the Plan My Trip feature was up and running. She said Phase 2.0 is set to begin in February which would include the badging system and push notifications. Staff anticipate a work period of three to four months.

The Atlas Re-Writes final migration was taking place during the commission meetings. Dr. Egele noted that the National Park Service funded a grant for the project. She said that the go-live date was February 1.

Dr. Egele stated that IT staff were working with Hughes on comprehensive managed network services to the historic sites providing broadband to enhance Internet connectivity. She noted that there were five deployments pending: Magoffin Home, Fort Griffin, Fulton Mansion, Caddo Mounds, and Confederate Reunion Grounds.

8. Committee Chairman's Report

No report provided.

9. Adjourn

At 3:51 p.m., on the motion of the vice-chair and without objection, the meeting was adjourned.

**Consider approval of the FY 2024 Survey of Employee Engagement
(SEE) Operational Action Plan**

Background:

Since 1994, THC has participated in this biennial Survey, which is administered by The University of Texas Institute for Organizational Excellence (UT). UT recommends that an agency focus on improving its three lowest-scoring areas.

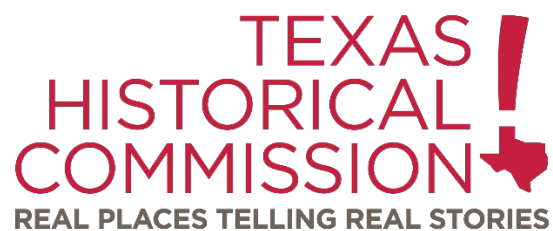
A proposed SEE Action Plan has been developed that lists several specific strategies to focus on improvement of the three lowest scoring areas of the Survey and to reinforce the very favorable results achieved overall.

Recommended motion (Committee):

Move that the committee send forward to the Commission and recommend approval of the THC FY 2024 Survey of Employee Engagement Operational Action Plan.

FY 2024

**THC Survey of
Employee Engagement Report**



FY 2024 THC Survey of Employee Engagement Report

Table of Contents

FY 2024 SEE Results Overview Report.....	Page 1
FY 2024 SEE Executive Summary Report	
FY 2024 SEE Action Plan.....	Pages 2-6
Chart Index Descriptions	
Agency Overall Score - Biennial 5-Year History.....	Chart 1
Overall SEE Score by Division (2023).....	Chart 2
Overall SEE Score by Division	
Comparison of 2023 to 2021	Chart 3
Agency Overall Score by Construct	
Comparison of 2023 to 2021	Chart 4
Agency Overall Score by Construct (2023)	
Comparison to Similar Size Agencies	Chart 5
Agency Overall Climate Score (5-Year History).....	Chart 6
Overall Climate Score by Division	
Comparison of 2023 to 2021.....	Chart 7
Overall Climate Score by Sub-Construct (2023)	
Comparison to Similar Size Agencies	Chart 8
Levels of Employee Engagement.....	Chart 9

Texas Historical Commission FY 2024 Survey of Employee Engagement Results Overview Report April 2024

Introduction

Since 1994, the Texas Historical Commission (THC) has participated in the biennial Survey of Employee Engagement (SEE) conducted by the Institute of Organizational Excellence at The University of Texas at Austin. The data provides information not only about employees' perceptions of the effectiveness of their organization but also about employees' satisfaction with their employer. The survey is a catalyst to promote excellence through participation and accountability.

From November 2023 to mid-December 2023, the staff of the THC completed this anonymous survey, and the results were released to the agency in January 2024. The Survey comprised 48 questions posed to employees that measured 12 different areas or categories called Constructs plus a Climate Category. These Constructs are used to assess overall how the agency functions. Each Construct category is rated on a 5-point scale of 1 – 5, from Strongly Disagree to Strongly Agree. There is an overall agency score, and each Construct receives a score.

A score above 350 is the desirable target. A score below 300 indicates a cause for concern.

So, how did THC fare on the survey?

Overall, the 2023 THC results are **very favorable**:

- THC achieved an overall agency score of **393**, a minor change from 2021's score of 397. According to UT, scores for state agencies typically range from 325 to 375. So, THC's trend is positive.
- The employee response rate of 80.9 percent was slightly down from 2021. A desirable target is > 50%, so our response rate is considered high compared to other agencies.
- Out of 12 constructs, **10 constructs scored over 375, with 7 constructs scoring 400 or higher** – these scores indicate areas of substantial strength.
- Categories deserving special mention are:
 - Strategic with a Score of 407.
 - Community with a score of 411.
 - Employee Engagement with a score of 408.
 - Supervision with a score of 410.
 - Workplace with a score of 401.
- Lowest scoring categories include:
 - Pay with a score of 271, a slight decrease from 2021 and 5.9% higher compared to similar agencies.
 - Employee Development with a score of 380.
 - Internal Communications with a score of 371.

All 3 of the lowest-scoring areas (Employee Development, Internal Communications, and Pay) remained stable compared to 2021. Two of these three exceeded the desirable goal of 350 or better.

UT recommends that an agency focus its efforts on improving its 3 lowest-scoring areas. THC has developed a proposed action plan that outlines additional strategies to improve the areas of Pay, Employee Development, and Internal Communications further, and that will reinforce the overall positive results from the 2023 Survey.

SEE

SURVEY OF EMPLOYEE ENGAGEMENT

Texas Historical Commission

Executive Summary

2023

Executive Summary

Table of Contents

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

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

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

Introduction

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

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

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



Noel Landuyt
Associate Director
Institute for Organizational Excellence

Organization Profile



Texas Historical Commission

Organizational Leadership:
Mark Wolfe, Executive Director

Benchmark Categories:
Size 4: Organizations with 301 to 1000 employees
Mission 1/10 : General Government

Survey Administration

Collection Period:
11/13/2023 through 12/20/2023

Survey Liaison:
Jada Louhela
Director of Human Resources
P.O. Box 12276
Austin, TX 78711

512-936-2048
jada.louhela@thc.texas.gov

The Survey

48
Primary
Items

Primary Items

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

Demographic Items

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

Constructs

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

12
Constructs



Workgroup



Strategic



Supervision



Workplace



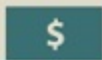
Community



Information
Systems



Internal
Communication



Pay



Benefits



Employee
Development



Job
Satisfaction



Employee
Engagement

2
Key
Scores

Overall Score

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

Levels of Employee Engagement

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

16 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 16 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

80.9%

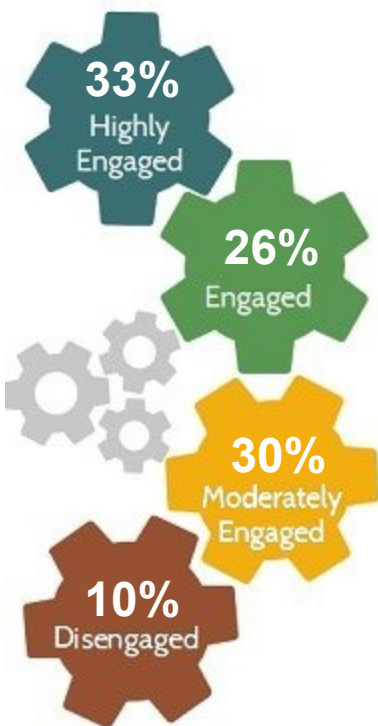
Down 4.7%

Response Rate

The response rate to the survey is your first indication of the level of employee engagement in your organization. Of the 309 employees invited to take the survey, 250 responded for a response rate of 80.9%. As a general rule, rates higher than 50% suggest soundness, while rates lower than 30% may indicate problems. At 80.9%, 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 397.**



Levels of Employee Engagement

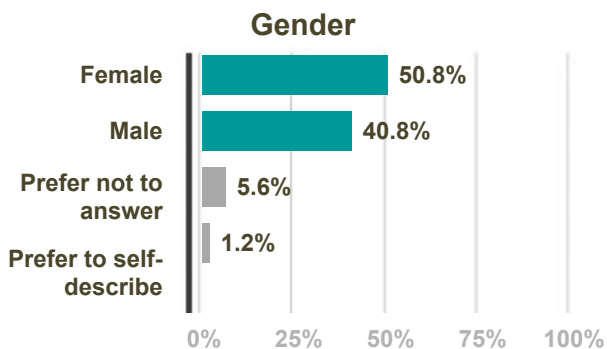
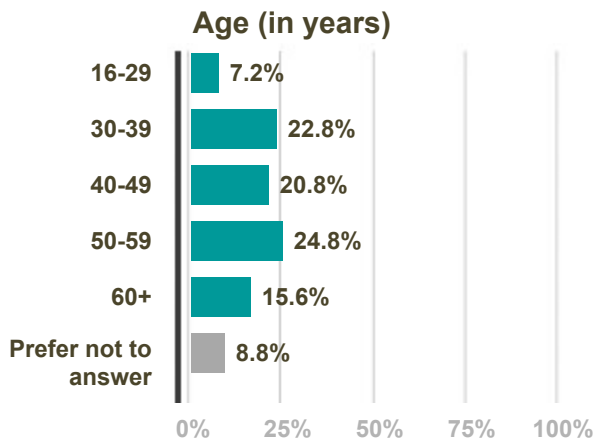
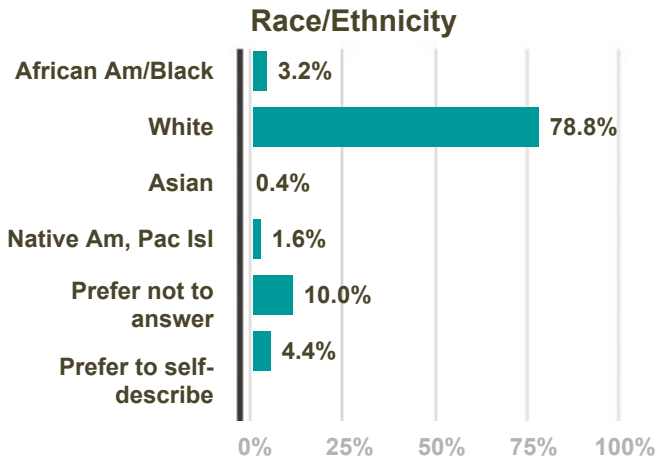
Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this organization, 33% of employees are Highly Engaged, 26% are Engaged, 30% are Moderately Engaged, and 10% are Disengaged.

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.



FOCUS FORWARD >>>

5% INTEND TO LEAVE

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

18% CAN RETIRE

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

Constructs

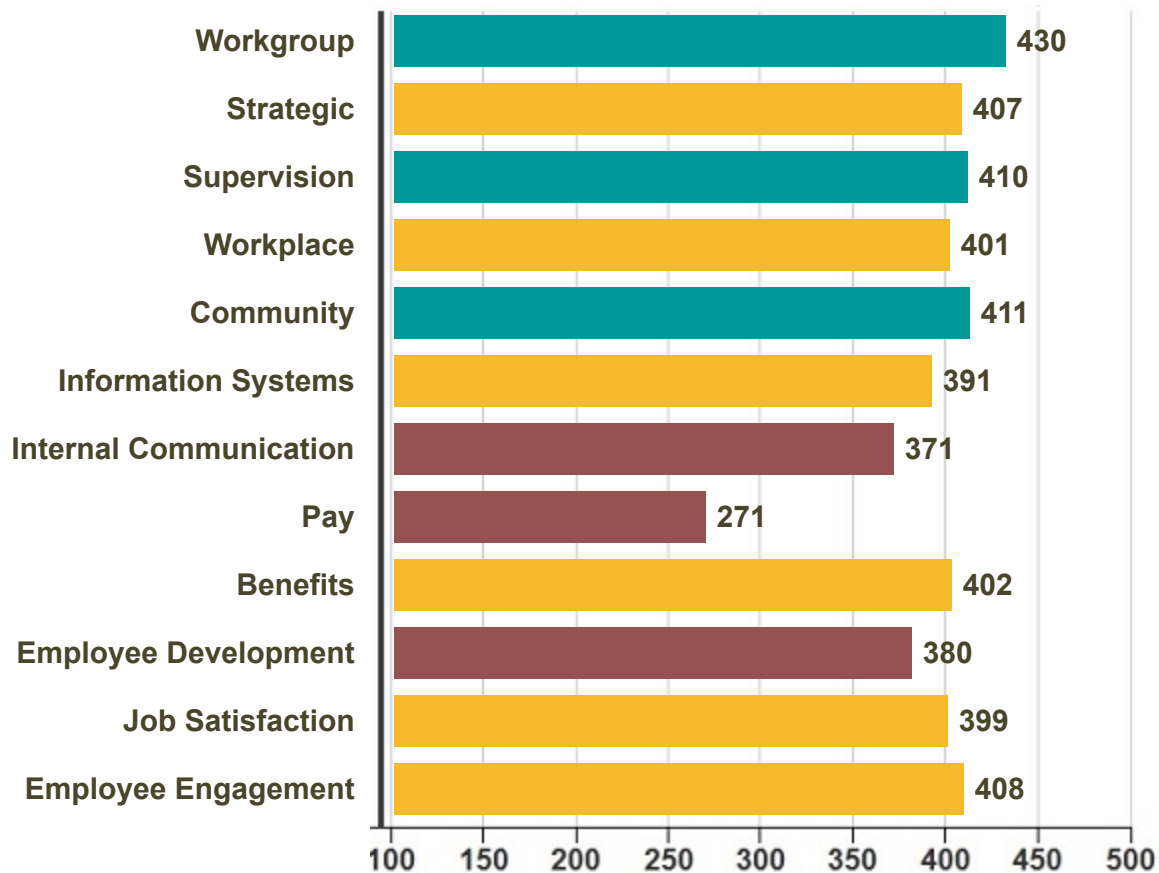
Similar items are grouped together and their scores are averaged and multiplied by 100 to produce 12 construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

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

FOCUS FORWARD >>>

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

Construct Scores



Constructs Over Time

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

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

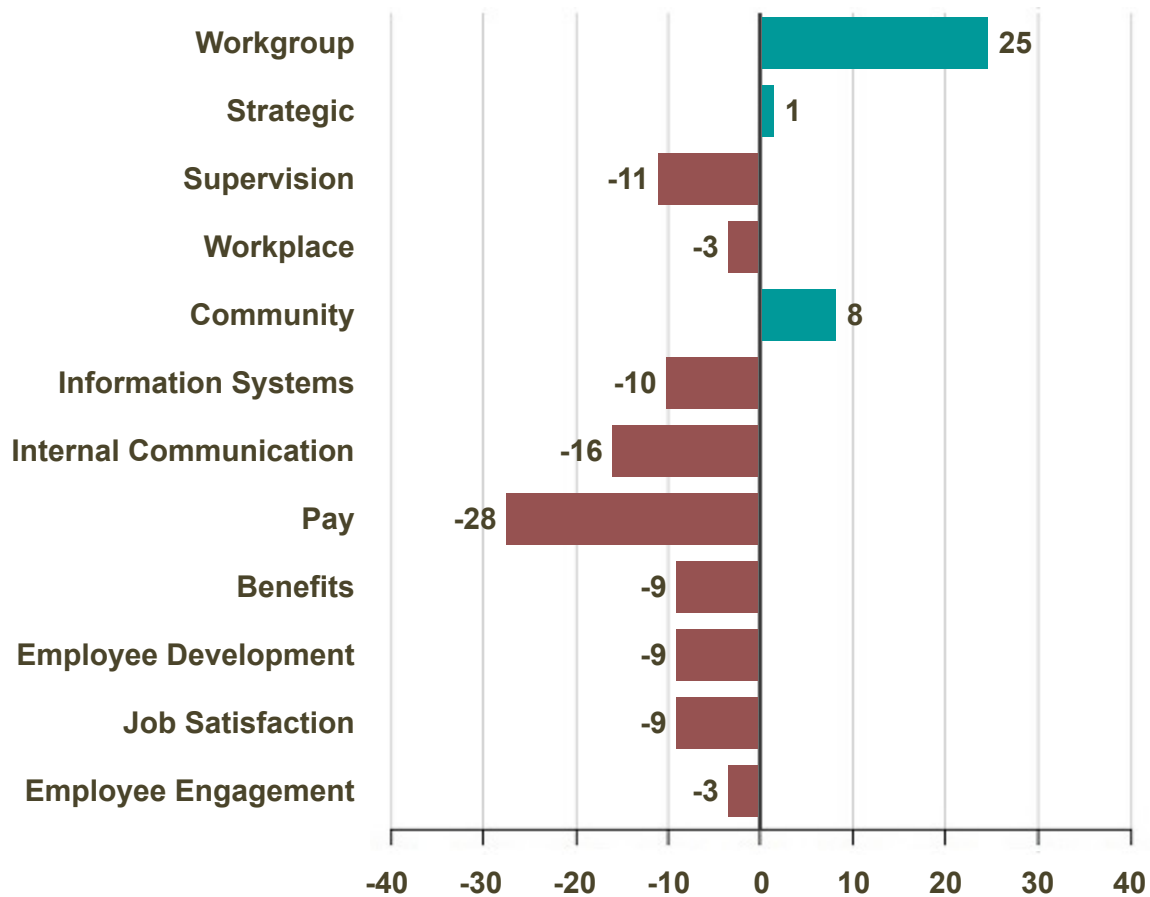
Negative changes indicate that the employees perceive that the issue has worsened since the previous survey. Negative changes of greater than 40 points and having 8 or more negative construct changes should be a source of concern for the organization and should be discussed with employees and organizational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

Has Change Occurred?

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

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

Constructs Scores Over Time



Areas of Strength and Concern

Areas of Strength



Workgroup

Score: 430

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



Community

Score: 411

The community construct captures employees' perceptions of the relationships between employees in the workplace, including trust, respect, care, and diversity among colleagues. Higher scores suggest that employees feel respected, cared for, and have established trust with their colleagues.



Supervision

Score: 410

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.

Areas of Concern



Pay

Score: 271

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.



Internal Communication

Score: 371

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.






Employee Development

Score: 380

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

Climate

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

<p>22.0%</p> <p>feel that upper management should communicate better.</p> <p>Upper management should make efforts to be visible and accessible, as well as utilize intranet/internet sites, email, and social media as appropriate to keep employees informed.</p>	<p>15.2%</p> <p>feel there aren't enough opportunities to give supervisor feedback.</p> <p>Leadership skills should be evaluated and sharpened on a regular basis. Consider implementing 360 Degree Leadership Evaluations so supervisors can get feedback from their boss, peers, and direct reports.</p>	<p>Highest Level of Disagreement</p> 
<p>14.8%</p> <p>believe the information from this survey will go unused.</p> <p>Conducting the survey creates momentum and interest in organizational improvement, so it's critical that leadership acts upon the data and keeps employees informed of changes as they occur.</p>	<p>7.2%</p> <p>feel they are not treated fairly in the workplace.</p> <p>Favoritism can negatively affect morale and cause resentment among employees. When possible, ensure responsibilities and opportunities are being shared evenly and appropriately.</p>	
<p>4.8%</p> <p>feel workplace harassment is not adequately addressed.</p> <p>While no amount of harassment is desirable within an organization, percentages above 5% would benefit from a serious look at workplace culture and the policies for dealing with harassment.</p>	<p>4.0%</p> <p>feel there are issues with ethics in the workplace.</p> <p>An ethical climate is the foundation of building trust within an organization. Reinforce the importance of ethical behavior to employees, and ensure there are appropriate channels to handle ethical violations.</p>	 <p>Lowest Level of Disagreement</p>

FOCUS FORWARD >>>

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

Survey Results Received

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



JAN
2024

FEB
2024



Review Survey Data

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

Share with All Employees

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



MAR
2024

APR
2024



Engage Employees in Change

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

Move Forward with Change

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



JUN
2024

AUG
2024



Sharpen Your Focus

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

Resurvey

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



OCT
2025

Demographic Items

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

Response Rate

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

What is a good response rate?

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

What about non-respondents?

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

Scope of Participation

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

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

Demographic Items

Total Respondents: 250
 Surveys Distributed: 309
 Response Rate: 80.91%

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

My highest education level

Did not earn high school diploma or equivalent:	Less than 5	Not Available
High school diploma or equivalent:	15	6.00%
Some college:	27	10.80%
Associate's Degree:	8	3.20%
Bachelor's Degree:	66	26.40%
Master's Degree:	104	41.60%
Doctoral Degree:	13	5.20%
Prefer not to answer:	16	6.40%

I am

Female :	127	50.80%
Male :	102	40.80%
Prefer not to answer :	14	5.60%
Prefer to self-describe:	Less than 5	Not Available

My annual salary (before taxes)

Less than \$20,001 :	Less than 5	Not Available
\$20,001 to 30,000 :	10	4.00%
\$30,001 to 40,000 :	29	11.60%
\$40,001 to 50,000 :	48	19.20%
\$50,001 to 60,000 :	38	15.20%
\$60,001 to 70,000 :	36	14.40%
\$70,001 to 80,000 :	30	12.00%
\$80,001 to 90,000 :	10	4.00%
More than \$90,000 :	29	11.60%
Prefer not to answer:	18	7.20%

I work

Full-time :	236	94.40%
Part-time :	6	2.40%
Prefer not to answer:	8	3.20%

Demographic Items

Total Respondents: 250
Surveys Distributed: 309
Response Rate: 80.91%

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

My age (in years)

16-29:	18	7.20%
30-39:	57	22.80%
40-49:	52	20.80%
50-59:	62	24.80%
60+:	39	15.60%
Prefer not to answer:	22	8.80%

Years of service with this organization

Less than 1:	41	16.40%
1-2:	38	15.20%
3-5:	56	22.40%
6-10:	38	15.20%
11-15:	32	12.80%
16+:	30	12.00%
Prefer not to answer:	15	6.00%

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

Yes:	38	15.20%
No:	182	72.80%
Prefer not to answer:	30	12.00%

My race/ethnic identification (Check all that apply)

African American or Black:	8	3.20%
White:	197	78.80%
Asian:	Less than 5	Not Available
Native American or Pacific Islander:	Less than 5	Not Available
Prefer not to answer:	25	10.00%
Prefer to self-describe:	11	4.40%

I am currently in a supervisory role.

Yes:	84	33.60%
No:	149	59.60%
Prefer not to answer:	17	6.80%

Demographic Items

Total Respondents: 250
 Surveys Distributed: 309
 Response Rate: 80.91%

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

I received a promotion during the past two years.

Yes:	40	16.00%
No:	193	77.20%
Prefer not to answer:	17	6.80%

I received a merit increase during the past two years.

Yes:	139	55.60%
No:	97	38.80%
Prefer not to answer:	14	5.60%

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

Yes:	207	82.80%
No:	12	4.80%
Prefer not to answer:	31	12.40%

I am eligible for retirement within the next two years.

Yes:	44	17.60%
No:	190	76.00%
Prefer not to answer:	16	6.40%

I currently remote work...

None of the time :	120	48.00%
Some (1 - 2 days per week) :	43	17.20%
Most (3 - 4 days per week) :	65	26.00%
All the time :	5	2.00%
Prefer not to answer:	17	6.80%

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.

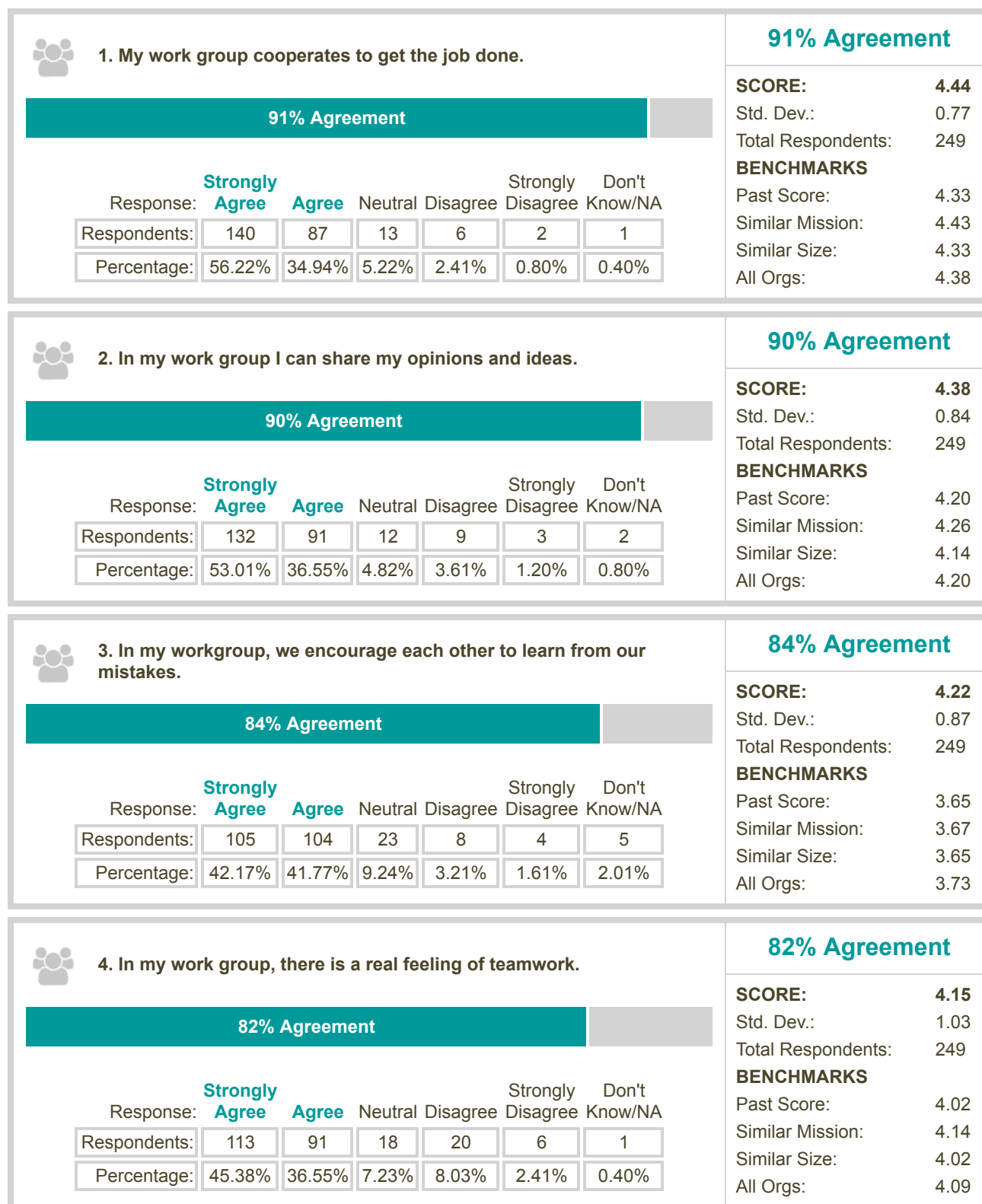
Benchmark Data

- **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.

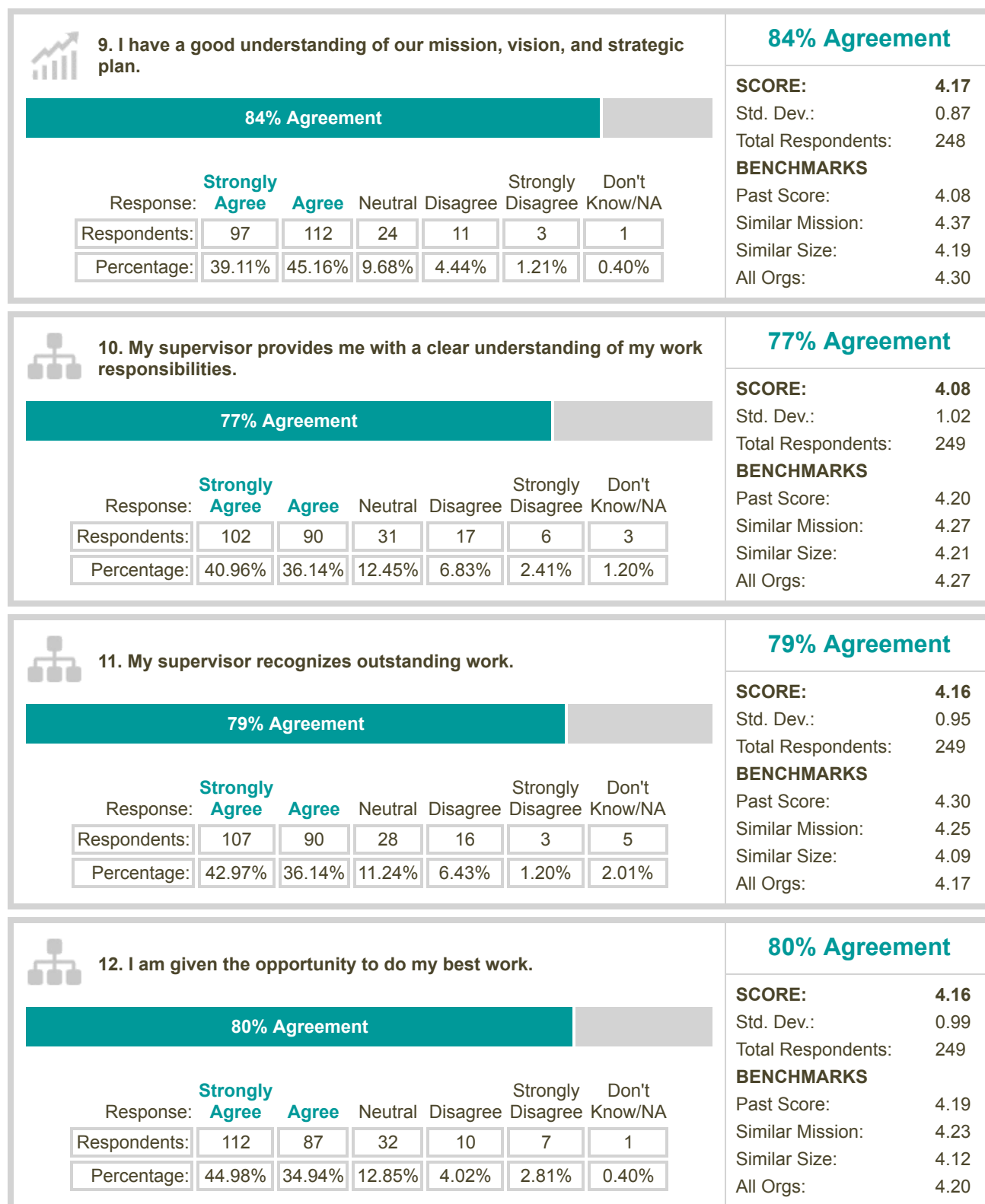
Primary Items







Primary Items

 <p>5. Our organization is known for the quality of work we provide.</p> <p style="text-align: center;">78% 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>96</td> <td>39</td> <td>8</td> <td>6</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>39.11%</td> <td>38.71%</td> <td>15.73%</td> <td>3.23%</td> <td>2.42%</td> <td>0.81%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	97	96	39	8	6	2	Percentage:	39.11%	38.71%	15.73%	3.23%	2.42%	0.81%	<p style="text-align: center;">78% Agreement</p> <p>SCORE: 4.10</p> <p>Std. Dev.: 0.95</p> <p>Total Respondents: 248</p> <p>BENCHMARKS</p> <p>Past Score: 4.17</p> <p>Similar Mission: 4.26</p> <p>Similar Size: 4.02</p> <p>All Orgs: 4.10</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	97	96	39	8	6	2																
Percentage:	39.11%	38.71%	15.73%	3.23%	2.42%	0.81%																
 <p>6. I know how my work impacts others in the organization.</p> <p style="text-align: center;">88% 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>111</td> <td>107</td> <td>15</td> <td>10</td> <td>2</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>44.94%</td> <td>43.32%</td> <td>6.07%</td> <td>4.05%</td> <td>0.81%</td> <td>0.81%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	111	107	15	10	2	2	Percentage:	44.94%	43.32%	6.07%	4.05%	0.81%	0.81%	<p style="text-align: center;">88% Agreement</p> <p>SCORE: 4.29</p> <p>Std. Dev.: 0.82</p> <p>Total Respondents: 247</p> <p>BENCHMARKS</p> <p>Past Score: 4.16</p> <p>Similar Mission: 4.46</p> <p>Similar Size: 4.27</p> <p>All Orgs: 4.36</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	111	107	15	10	2	2																
Percentage:	44.94%	43.32%	6.07%	4.05%	0.81%	0.81%																
 <p>7. My organization develops services to match the needs of our customers/clients.</p> <p style="text-align: center;">75% 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>73</td> <td>114</td> <td>37</td> <td>15</td> <td>6</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>29.32%</td> <td>45.78%</td> <td>14.86%</td> <td>6.02%</td> <td>2.41%</td> <td>1.61%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	73	114	37	15	6	4	Percentage:	29.32%	45.78%	14.86%	6.02%	2.41%	1.61%	<p style="text-align: center;">75% Agreement</p> <p>SCORE: 3.95</p> <p>Std. Dev.: 0.96</p> <p>Total Respondents: 249</p> <p>BENCHMARKS</p> <p>Past Score: 4.00</p> <p>Similar Mission: 4.22</p> <p>Similar Size: 4.03</p> <p>All Orgs: 4.08</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	73	114	37	15	6	4																
Percentage:	29.32%	45.78%	14.86%	6.02%	2.41%	1.61%																
 <p>8. Our organization communicates effectively with the public.</p> <p style="text-align: center;">71% 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>59</td> <td>117</td> <td>44</td> <td>16</td> <td>9</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>23.89%</td> <td>47.37%</td> <td>17.81%</td> <td>6.48%</td> <td>3.64%</td> <td>0.81%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	59	117	44	16	9	2	Percentage:	23.89%	47.37%	17.81%	6.48%	3.64%	0.81%	<p style="text-align: center;">71% Agreement</p> <p>SCORE: 3.82</p> <p>Std. Dev.: 0.99</p> <p>Total Respondents: 247</p> <p>BENCHMARKS</p> <p>Past Score: 3.90</p> <p>Similar Mission: 4.05</p> <p>Similar Size: 3.76</p> <p>All Orgs: 3.90</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	59	117	44	16	9	2																
Percentage:	23.89%	47.37%	17.81%	6.48%	3.64%	0.81%																





Primary Items







Primary Items

 <p>13. My supervisor is consistent when administering policies concerning employees.</p> <p>70% 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>98</td> <td>76</td> <td>41</td> <td>17</td> <td>12</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>39.36%</td> <td>30.52%</td> <td>16.47%</td> <td>6.83%</td> <td>4.82%</td> <td>2.01%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	98	76	41	17	12	5	Percentage:	39.36%	30.52%	16.47%	6.83%	4.82%	2.01%	<p>70% Agreement</p> <p>SCORE: 3.95 Std. Dev.: 1.14 Total Respondents: 249</p> <p>BENCHMARKS Past Score: 4.03 Similar Mission: 4.09 Similar Size: 4.01 All Orgs: 4.08</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	98	76	41	17	12	5																
Percentage:	39.36%	30.52%	16.47%	6.83%	4.82%	2.01%																
 <p>14. My supervisor evaluates my performance fairly.</p> <p>80% 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>104</td> <td>94</td> <td>28</td> <td>16</td> <td>2</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>41.94%</td> <td>37.90%</td> <td>11.29%</td> <td>6.45%</td> <td>0.81%</td> <td>1.61%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	104	94	28	16	2	4	Percentage:	41.94%	37.90%	11.29%	6.45%	0.81%	1.61%	<p>80% Agreement</p> <p>SCORE: 4.16 Std. Dev.: 0.93 Total Respondents: 248</p> <p>BENCHMARKS Past Score: 4.35 Similar Mission: 4.23 Similar Size: 4.15 All Orgs: 4.21</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	104	94	28	16	2	4																
Percentage:	41.94%	37.90%	11.29%	6.45%	0.81%	1.61%																
 <p>15. Given the type of work I do, my physical workplace meets my needs.</p> <p>82% 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>92</td> <td>113</td> <td>22</td> <td>13</td> <td>6</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>36.95%</td> <td>45.38%</td> <td>8.84%</td> <td>5.22%</td> <td>2.41%</td> <td>1.20%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	92	113	22	13	6	3	Percentage:	36.95%	45.38%	8.84%	5.22%	2.41%	1.20%	<p>82% Agreement</p> <p>SCORE: 4.11 Std. Dev.: 0.94 Total Respondents: 249</p> <p>BENCHMARKS Past Score: 4.14 Similar Mission: 4.29 Similar Size: 4.16 All Orgs: 4.24</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	92	113	22	13	6	3																
Percentage:	36.95%	45.38%	8.84%	5.22%	2.41%	1.20%																
 <p>16. My workplace is well maintained.</p> <p>79% 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>75</td> <td>121</td> <td>30</td> <td>16</td> <td>3</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>30.12%</td> <td>48.59%</td> <td>12.05%</td> <td>6.43%</td> <td>1.20%</td> <td>1.61%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	75	121	30	16	3	4	Percentage:	30.12%	48.59%	12.05%	6.43%	1.20%	1.61%	<p>79% Agreement</p> <p>SCORE: 4.02 Std. Dev.: 0.90 Total Respondents: 249</p> <p>BENCHMARKS Past Score: 4.00 Similar Mission: 4.14 Similar Size: 4.09 All Orgs: 4.09</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	75	121	30	16	3	4																
Percentage:	30.12%	48.59%	12.05%	6.43%	1.20%	1.61%																





Primary Items

 <p>17. There are sufficient procedures to ensure the safety of employees in the workplace.</p> <p style="text-align: center;">82% 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>78</td> <td>125</td> <td>30</td> <td>8</td> <td>5</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>31.33%</td> <td>50.20%</td> <td>12.05%</td> <td>3.21%</td> <td>2.01%</td> <td>1.20%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	78	125	30	8	5	3	Percentage:	31.33%	50.20%	12.05%	3.21%	2.01%	1.20%	<p style="text-align: center;">82% Agreement</p> <p>SCORE: 4.07 Std. Dev.: 0.87 Total Respondents: 249</p> <p>BENCHMARKS Past Score: 4.05 Similar Mission: 4.18 Similar Size: 4.11 All Orgs: 4.12</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	78	125	30	8	5	3																
Percentage:	31.33%	50.20%	12.05%	3.21%	2.01%	1.20%																
 <p>18. I have adequate resources and equipment to do my job.</p> <p style="text-align: center;">74% 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>63</td> <td>120</td> <td>33</td> <td>24</td> <td>6</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>25.40%</td> <td>48.39%</td> <td>13.31%</td> <td>9.68%</td> <td>2.42%</td> <td>0.81%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	63	120	33	24	6	2	Percentage:	25.40%	48.39%	13.31%	9.68%	2.42%	0.81%	<p style="text-align: center;">74% Agreement</p> <p>SCORE: 3.85 Std. Dev.: 0.99 Total Respondents: 248</p> <p>BENCHMARKS Past Score: 3.96 Similar Mission: 4.18 Similar Size: 3.99 All Orgs: 4.08</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	63	120	33	24	6	2																
Percentage:	25.40%	48.39%	13.31%	9.68%	2.42%	0.81%																
 <p>19. The people I work with treat each other with respect.</p> <p style="text-align: center;">83% 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>131</td> <td>76</td> <td>23</td> <td>8</td> <td>7</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>52.82%</td> <td>30.65%</td> <td>9.27%</td> <td>3.23%</td> <td>2.82%</td> <td>1.21%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	131	76	23	8	7	3	Percentage:	52.82%	30.65%	9.27%	3.23%	2.82%	1.21%	<p style="text-align: center;">83% Agreement</p> <p>SCORE: 4.29 Std. Dev.: 0.97 Total Respondents: 248</p> <p>BENCHMARKS Past Score: 4.27 Similar Mission: 4.20 Similar Size: 4.14 All Orgs: 4.17</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	131	76	23	8	7	3																
Percentage:	52.82%	30.65%	9.27%	3.23%	2.82%	1.21%																
 <p>20. The people I work with come from diverse backgrounds.</p> <p style="text-align: center;">66% 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>58</td> <td>107</td> <td>49</td> <td>25</td> <td>5</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>23.29%</td> <td>42.97%</td> <td>19.68%</td> <td>10.04%</td> <td>2.01%</td> <td>2.01%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	58	107	49	25	5	5	Percentage:	23.29%	42.97%	19.68%	10.04%	2.01%	2.01%	<p style="text-align: center;">66% Agreement</p> <p>SCORE: 3.77 Std. Dev.: 0.99 Total Respondents: 249</p> <p>BENCHMARKS Past Score: 3.61 Similar Mission: 4.14 Similar Size: 4.16 All Orgs: 4.16</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	58	107	49	25	5	5																
Percentage:	23.29%	42.97%	19.68%	10.04%	2.01%	2.01%																


Primary Items

 <p>21. The people I work with care about my personal well-being.</p> <p style="text-align: center;">82% 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>101</td> <td>102</td> <td>30</td> <td>7</td> <td>4</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>40.89%</td> <td>41.30%</td> <td>12.15%</td> <td>2.83%</td> <td>1.62%</td> <td>1.21%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	101	102	30	7	4	3	Percentage:	40.89%	41.30%	12.15%	2.83%	1.62%	1.21%	<p style="text-align: center;">82% Agreement</p> <p>SCORE: 4.18 Std. Dev.: 0.88 Total Respondents: 247</p> <p>BENCHMARKS Past Score: 4.13 Similar Mission: 4.16 Similar Size: 4.04 All Orgs: 4.09</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	101	102	30	7	4	3																
Percentage:	40.89%	41.30%	12.15%	2.83%	1.62%	1.21%																
 <p>22. I trust the people in my workplace.</p> <p style="text-align: center;">84% 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>99</td> <td>108</td> <td>21</td> <td>11</td> <td>4</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>40.08%</td> <td>43.72%</td> <td>8.50%</td> <td>4.45%</td> <td>1.62%</td> <td>1.62%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	99	108	21	11	4	4	Percentage:	40.08%	43.72%	8.50%	4.45%	1.62%	1.62%	<p style="text-align: center;">84% Agreement</p> <p>SCORE: 4.18 Std. Dev.: 0.89 Total Respondents: 247</p> <p>BENCHMARKS Past Score: 4.12 Similar Mission: 4.04 Similar Size: 3.90 All Orgs: 3.96</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	99	108	21	11	4	4																
Percentage:	40.08%	43.72%	8.50%	4.45%	1.62%	1.62%																
 <p>23. My work group uses the latest technologies to communicate and interact.</p> <p style="text-align: center;">69% 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>47</td> <td>125</td> <td>39</td> <td>28</td> <td>7</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>18.95%</td> <td>50.40%</td> <td>15.73%</td> <td>11.29%</td> <td>2.82%</td> <td>0.81%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	47	125	39	28	7	2	Percentage:	18.95%	50.40%	15.73%	11.29%	2.82%	0.81%	<p style="text-align: center;">69% Agreement</p> <p>SCORE: 3.72 Std. Dev.: 0.99 Total Respondents: 248</p> <p>BENCHMARKS Past Score: 3.86 Similar Mission: 3.93 Similar Size: 3.88 All Orgs: 3.90</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	47	125	39	28	7	2																
Percentage:	18.95%	50.40%	15.73%	11.29%	2.82%	0.81%																
 <p>24. We receive regular and useful updates on how to keep our computer and sensitive information secure from cyber-attack.</p> <p style="text-align: center;">88% 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>91</td> <td>126</td> <td>19</td> <td>9</td> <td>1</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>36.69%</td> <td>50.81%</td> <td>7.66%</td> <td>3.63%</td> <td>0.40%</td> <td>0.81%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	91	126	19	9	1	2	Percentage:	36.69%	50.81%	7.66%	3.63%	0.40%	0.81%	<p style="text-align: center;">88% Agreement</p> <p>SCORE: 4.21 Std. Dev.: 0.77 Total Respondents: 248</p> <p>BENCHMARKS Past Score: 4.25 Similar Mission: 4.30 Similar Size: 4.29 All Orgs: 4.27</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	91	126	19	9	1	2																
Percentage:	36.69%	50.81%	7.66%	3.63%	0.40%	0.81%																





Primary Items

 <p>25. Support is available for the technologies we use.</p> <p>73% 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>78</td> <td>104</td> <td>40</td> <td>20</td> <td>5</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>31.45%</td> <td>41.94%</td> <td>16.13%</td> <td>8.06%</td> <td>2.02%</td> <td>0.40%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	78	104	40	20	5	1	Percentage:	31.45%	41.94%	16.13%	8.06%	2.02%	0.40%	<p>73% Agreement</p> <p>SCORE: 3.93</p> <p>Std. Dev.: 0.99</p> <p>Total Respondents: 248</p> <p>BENCHMARKS</p> <p>Past Score: 4.05</p> <p>Similar Mission: 4.16</p> <p>Similar Size: 4.05</p> <p>All Orgs: 4.13</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	78	104	40	20	5	1																
Percentage:	31.45%	41.94%	16.13%	8.06%	2.02%	0.40%																
 <p>26. Our computer systems enable me to quickly find the information I need.</p> <p>71% 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>51</td> <td>124</td> <td>40</td> <td>21</td> <td>9</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>20.65%</td> <td>50.20%</td> <td>16.19%</td> <td>8.50%</td> <td>3.64%</td> <td>0.81%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	51	124	40	21	9	2	Percentage:	20.65%	50.20%	16.19%	8.50%	3.64%	0.81%	<p>71% Agreement</p> <p>SCORE: 3.76</p> <p>Std. Dev.: 1.00</p> <p>Total Respondents: 247</p> <p>BENCHMARKS</p> <p>Past Score: 3.89</p> <p>Similar Mission: 4.02</p> <p>Similar Size: 3.84</p> <p>All Orgs: 3.92</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	51	124	40	21	9	2																
Percentage:	20.65%	50.20%	16.19%	8.50%	3.64%	0.81%																
 <p>27. The communication channels I must go through at work are reasonable.</p> <p>63% 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>45</td> <td>112</td> <td>42</td> <td>33</td> <td>14</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>18.15%</td> <td>45.16%</td> <td>16.94%</td> <td>13.31%</td> <td>5.65%</td> <td>0.81%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	45	112	42	33	14	2	Percentage:	18.15%	45.16%	16.94%	13.31%	5.65%	0.81%	<p>63% Agreement</p> <p>SCORE: 3.57</p> <p>Std. Dev.: 1.11</p> <p>Total Respondents: 248</p> <p>BENCHMARKS</p> <p>Past Score: 3.88</p> <p>Similar Mission: 4.02</p> <p>Similar Size: 3.84</p> <p>All Orgs: 3.97</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	45	112	42	33	14	2																
Percentage:	18.15%	45.16%	16.94%	13.31%	5.65%	0.81%																
 <p>28. My work atmosphere encourages open and honest communication.</p> <p>70% 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>70</td> <td>103</td> <td>44</td> <td>16</td> <td>13</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>28.23%</td> <td>41.53%</td> <td>17.74%</td> <td>6.45%</td> <td>5.24%</td> <td>0.81%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	70	103	44	16	13	2	Percentage:	28.23%	41.53%	17.74%	6.45%	5.24%	0.81%	<p>70% Agreement</p> <p>SCORE: 3.82</p> <p>Std. Dev.: 1.08</p> <p>Total Respondents: 248</p> <p>BENCHMARKS</p> <p>Past Score: 3.95</p> <p>Similar Mission: 3.90</p> <p>Similar Size: 3.79</p> <p>All Orgs: 3.86</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	70	103	44	16	13	2																
Percentage:	28.23%	41.53%	17.74%	6.45%	5.24%	0.81%																





Primary Items

<p> 29. The communications I receive at work are timely and informative.</p> <p>68% 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>55</td> <td>113</td> <td>42</td> <td>25</td> <td>10</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>22.18%</td> <td>45.56%</td> <td>16.94%</td> <td>10.08%</td> <td>4.03%</td> <td>1.21%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	55	113	42	25	10	3	Percentage:	22.18%	45.56%	16.94%	10.08%	4.03%	1.21%	<p>68% Agreement</p> <p>SCORE: 3.73 Std. Dev.: 1.05 Total Respondents: 248</p> <p>BENCHMARKS Past Score: 3.79 Similar Mission: 3.97 Similar Size: 3.79 All Orgs: 3.91</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	55	113	42	25	10	3																
Percentage:	22.18%	45.56%	16.94%	10.08%	4.03%	1.21%																
<p>\$ 30. My pay keeps pace with the cost of living.</p> <p>18% 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>4</td> <td>40</td> <td>67</td> <td>70</td> <td>64</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>1.61%</td> <td>16.06%</td> <td>26.91%</td> <td>28.11%</td> <td>25.70%</td> <td>1.61%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	4	40	67	70	64	4	Percentage:	1.61%	16.06%	26.91%	28.11%	25.70%	1.61%	<p>18% Agreement</p> <p>SCORE: 2.39 Std. Dev.: 1.09 Total Respondents: 249</p> <p>BENCHMARKS Past Score: 2.70 Similar Mission: 2.46 Similar Size: 2.35 All Orgs: 2.46</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	4	40	67	70	64	4																
Percentage:	1.61%	16.06%	26.91%	28.11%	25.70%	1.61%																
<p>\$ 31. Salaries are competitive with similar jobs in the community.</p> <p>27% 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>11</td> <td>57</td> <td>80</td> <td>64</td> <td>34</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>4.40%</td> <td>22.80%</td> <td>32.00%</td> <td>25.60%</td> <td>13.60%</td> <td>1.60%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	11	57	80	64	34	4	Percentage:	4.40%	22.80%	32.00%	25.60%	13.60%	1.60%	<p>27% Agreement</p> <p>SCORE: 2.78 Std. Dev.: 1.09 Total Respondents: 250</p> <p>BENCHMARKS Past Score: 2.98 Similar Mission: 2.61 Similar Size: 2.52 All Orgs: 2.64</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	11	57	80	64	34	4																
Percentage:	4.40%	22.80%	32.00%	25.60%	13.60%	1.60%																
<p>\$ 32. I feel I am paid fairly for the work I do.</p> <p>36% 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>14</td> <td>75</td> <td>74</td> <td>55</td> <td>30</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>5.62%</td> <td>30.12%</td> <td>29.72%</td> <td>22.09%</td> <td>12.05%</td> <td>0.40%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	14	75	74	55	30	1	Percentage:	5.62%	30.12%	29.72%	22.09%	12.05%	0.40%	<p>36% Agreement</p> <p>SCORE: 2.95 Std. Dev.: 1.11 Total Respondents: 249</p> <p>BENCHMARKS Past Score: 3.29 Similar Mission: 2.93 Similar Size: 2.77 All Orgs: 2.89</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	14	75	74	55	30	1																
Percentage:	5.62%	30.12%	29.72%	22.09%	12.05%	0.40%																





Primary Items

 <p>33. Retirement benefits are competitive with similar jobs in the community.</p> <p>75% 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>128</td> <td>47</td> <td>6</td> <td>3</td> <td>6</td> </tr> <tr> <td>Percentage:</td> <td>24.00%</td> <td>51.20%</td> <td>18.80%</td> <td>2.40%</td> <td>1.20%</td> <td>2.40%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	60	128	47	6	3	6	Percentage:	24.00%	51.20%	18.80%	2.40%	1.20%	2.40%	<p>75% Agreement</p> <p>SCORE: 3.97 Std. Dev.: 0.81 Total Respondents: 250</p> <p>BENCHMARKS Past Score: 4.14 Similar Mission: 3.96 Similar Size: 3.74 All Orgs: 3.83</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	60	128	47	6	3	6																
Percentage:	24.00%	51.20%	18.80%	2.40%	1.20%	2.40%																
 <p>34. Health insurance benefits are competitive with similar jobs in the community.</p> <p>84% 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>129</td> <td>29</td> <td>5</td> <td>2</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>32.80%</td> <td>51.60%</td> <td>11.60%</td> <td>2.00%</td> <td>0.80%</td> <td>1.20%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	82	129	29	5	2	3	Percentage:	32.80%	51.60%	11.60%	2.00%	0.80%	1.20%	<p>84% Agreement</p> <p>SCORE: 4.15 Std. Dev.: 0.76 Total Respondents: 250</p> <p>BENCHMARKS Past Score: 4.19 Similar Mission: 4.11 Similar Size: 4.00 All Orgs: 4.01</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	82	129	29	5	2	3																
Percentage:	32.80%	51.60%	11.60%	2.00%	0.80%	1.20%																
 <p>35. Benefits can be selected to meet individual needs.</p> <p>79% 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>53</td> <td>143</td> <td>35</td> <td>10</td> <td>3</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>21.29%</td> <td>57.43%</td> <td>14.06%</td> <td>4.02%</td> <td>1.20%</td> <td>2.01%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	53	143	35	10	3	5	Percentage:	21.29%	57.43%	14.06%	4.02%	1.20%	2.01%	<p>79% Agreement</p> <p>SCORE: 3.95 Std. Dev.: 0.80 Total Respondents: 249</p> <p>BENCHMARKS Past Score: 3.99 Similar Mission: 4.00 Similar Size: 3.90 All Orgs: 3.94</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	53	143	35	10	3	5																
Percentage:	21.29%	57.43%	14.06%	4.02%	1.20%	2.01%																
 <p>36. I believe I have a career with this organization.</p> <p>74% 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>94</td> <td>91</td> <td>47</td> <td>7</td> <td>8</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>37.60%</td> <td>36.40%</td> <td>18.80%</td> <td>2.80%</td> <td>3.20%</td> <td>1.20%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	94	91	47	7	8	3	Percentage:	37.60%	36.40%	18.80%	2.80%	3.20%	1.20%	<p>74% Agreement</p> <p>SCORE: 4.04 Std. Dev.: 0.99 Total Respondents: 250</p> <p>BENCHMARKS Past Score: 4.12 Similar Mission: 3.97 Similar Size: 3.92 All Orgs: 3.97</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	94	91	47	7	8	3																
Percentage:	37.60%	36.40%	18.80%	2.80%	3.20%	1.20%																





Primary Items

 <p>37. Training is made available to me so that I can do my job better.</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>56</td> <td>111</td> <td>49</td> <td>18</td> <td>13</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>22.40%</td> <td>44.40%</td> <td>19.60%</td> <td>7.20%</td> <td>5.20%</td> <td>1.20%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	56	111	49	18	13	3	Percentage:	22.40%	44.40%	19.60%	7.20%	5.20%	1.20%	<p>67% Agreement</p> <p>SCORE: 3.72 Std. Dev.: 1.06 Total Respondents: 250</p> <p>BENCHMARKS Past Score: 3.82 Similar Mission: 3.96 Similar Size: 3.91 All Orgs: 3.90</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	56	111	49	18	13	3																
Percentage:	22.40%	44.40%	19.60%	7.20%	5.20%	1.20%																
 <p>38. Training is made available to me for personal growth and development.</p> <p>63% 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>50</td> <td>108</td> <td>52</td> <td>21</td> <td>14</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>20.08%</td> <td>43.37%</td> <td>20.88%</td> <td>8.43%</td> <td>5.62%</td> <td>1.61%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	50	108	52	21	14	4	Percentage:	20.08%	43.37%	20.88%	8.43%	5.62%	1.61%	<p>63% Agreement</p> <p>SCORE: 3.65 Std. Dev.: 1.08 Total Respondents: 249</p> <p>BENCHMARKS Past Score: 3.72 Similar Mission: 3.92 Similar Size: 3.82 All Orgs: 3.81</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	50	108	52	21	14	4																
Percentage:	20.08%	43.37%	20.88%	8.43%	5.62%	1.61%																
 <p>39. My work environment supports a balance between work and personal life.</p> <p>77% 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>70</td> <td>123</td> <td>35</td> <td>12</td> <td>9</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>28.00%</td> <td>49.20%</td> <td>14.00%</td> <td>4.80%</td> <td>3.60%</td> <td>0.40%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	70	123	35	12	9	1	Percentage:	28.00%	49.20%	14.00%	4.80%	3.60%	0.40%	<p>77% Agreement</p> <p>SCORE: 3.94 Std. Dev.: 0.97 Total Respondents: 250</p> <p>BENCHMARKS Past Score: 4.01 Similar Mission: 4.04 Similar Size: 3.79 All Orgs: 3.91</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	70	123	35	12	9	1																
Percentage:	28.00%	49.20%	14.00%	4.80%	3.60%	0.40%																
 <p>40. I feel free to be myself at work.</p> <p>76% 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>69</td> <td>121</td> <td>41</td> <td>11</td> <td>7</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>27.60%</td> <td>48.40%</td> <td>16.40%</td> <td>4.40%</td> <td>2.80%</td> <td>0.40%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	69	121	41	11	7	1	Percentage:	27.60%	48.40%	16.40%	4.40%	2.80%	0.40%	<p>76% Agreement</p> <p>SCORE: 3.94 Std. Dev.: 0.93 Total Respondents: 250</p> <p>BENCHMARKS Past Score: 4.06 Similar Mission: 4.02 Similar Size: 3.86 All Orgs: 3.94</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	69	121	41	11	7	1																
Percentage:	27.60%	48.40%	16.40%	4.40%	2.80%	0.40%																

Primary Items

 <p>41. The pace of work enables employees to effectively perform their job.</p> <p>69% 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>52</td> <td>120</td> <td>48</td> <td>20</td> <td>8</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>20.88%</td> <td>48.19%</td> <td>19.28%</td> <td>8.03%</td> <td>3.21%</td> <td>0.40%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	52	120	48	20	8	1	Percentage:	20.88%	48.19%	19.28%	8.03%	3.21%	0.40%	<p>69% Agreement</p> <p>SCORE: 3.76 Std. Dev.: 0.98 Total Respondents: 249</p> <p>BENCHMARKS Past Score: 3.83 Similar Mission: 3.81 Similar Size: 3.64 All Orgs: 3.71</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	52	120	48	20	8	1																
Percentage:	20.88%	48.19%	19.28%	8.03%	3.21%	0.40%																
 <p>42. I am proud to tell people that I work for this organization.</p> <p>87% 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>114</td> <td>104</td> <td>24</td> <td>5</td> <td>2</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>45.60%</td> <td>41.60%</td> <td>9.60%</td> <td>2.00%</td> <td>0.80%</td> <td>0.40%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	114	104	24	5	2	1	Percentage:	45.60%	41.60%	9.60%	2.00%	0.80%	0.40%	<p>87% Agreement</p> <p>SCORE: 4.30 Std. Dev.: 0.79 Total Respondents: 250</p> <p>BENCHMARKS Past Score: 4.40 Similar Mission: 4.27 Similar Size: 4.14 All Orgs: 4.17</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	114	104	24	5	2	1																
Percentage:	45.60%	41.60%	9.60%	2.00%	0.80%	0.40%																
 <p>43. Harassment is not tolerated at my workplace.</p> <p>88% 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>125</td> <td>93</td> <td>15</td> <td>5</td> <td>7</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>50.40%</td> <td>37.50%</td> <td>6.05%</td> <td>2.02%</td> <td>2.82%</td> <td>1.21%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	125	93	15	5	7	3	Percentage:	50.40%	37.50%	6.05%	2.02%	2.82%	1.21%	<p>88% Agreement</p> <p>SCORE: 4.32 Std. Dev.: 0.90 Total Respondents: 248</p> <p>BENCHMARKS Past Score: 4.29 Similar Mission: 4.33 Similar Size: 4.25 All Orgs: 4.30</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	125	93	15	5	7	3																
Percentage:	50.40%	37.50%	6.05%	2.02%	2.82%	1.21%																
 <p>44. Employees are generally ethical in my workplace.</p> <p>90% 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>119</td> <td>104</td> <td>13</td> <td>6</td> <td>4</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>47.79%</td> <td>41.77%</td> <td>5.22%</td> <td>2.41%</td> <td>1.61%</td> <td>1.20%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	119	104	13	6	4	3	Percentage:	47.79%	41.77%	5.22%	2.41%	1.61%	1.20%	<p>90% Agreement</p> <p>SCORE: 4.33 Std. Dev.: 0.82 Total Respondents: 249</p> <p>BENCHMARKS Past Score: 4.28 Similar Mission: 4.34 Similar Size: 4.19 All Orgs: 4.24</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	119	104	13	6	4	3																
Percentage:	47.79%	41.77%	5.22%	2.41%	1.61%	1.20%																

Primary Items

 <p>45. I believe we will use the information from this survey to improve our workplace.</p> <p>62% 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>55</td> <td>99</td> <td>58</td> <td>21</td> <td>16</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>22.00%</td> <td>39.60%</td> <td>23.20%</td> <td>8.40%</td> <td>6.40%</td> <td>0.40%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	55	99	58	21	16	1	Percentage:	22.00%	39.60%	23.20%	8.40%	6.40%	0.40%	<p>62% Agreement</p> <p>SCORE: 3.63</p> <p>Std. Dev.: 1.11</p> <p>Total Respondents: 250</p> <p>BENCHMARKS</p> <p>Past Score: 3.66</p> <p>Similar Mission: 3.68</p> <p>Similar Size: 3.51</p> <p>All Orgs: 3.60</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	55	99	58	21	16	1																
Percentage:	22.00%	39.60%	23.20%	8.40%	6.40%	0.40%																
 <p>46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.</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>67</td> <td>100</td> <td>40</td> <td>19</td> <td>19</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>26.80%</td> <td>40.00%</td> <td>16.00%</td> <td>7.60%</td> <td>7.60%</td> <td>2.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	67	100	40	19	19	5	Percentage:	26.80%	40.00%	16.00%	7.60%	7.60%	2.00%	<p>67% Agreement</p> <p>SCORE: 3.72</p> <p>Std. Dev.: 1.17</p> <p>Total Respondents: 250</p> <p>BENCHMARKS</p> <p>Past Score: 3.85</p> <p>Similar Mission: 3.78</p> <p>Similar Size: 3.63</p> <p>All Orgs: 3.76</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	67	100	40	19	19	5																
Percentage:	26.80%	40.00%	16.00%	7.60%	7.60%	2.00%																
 <p>47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.</p> <p>58% 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>61</td> <td>85</td> <td>48</td> <td>33</td> <td>22</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>24.40%</td> <td>34.00%</td> <td>19.20%</td> <td>13.20%</td> <td>8.80%</td> <td>0.40%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	61	85	48	33	22	1	Percentage:	24.40%	34.00%	19.20%	13.20%	8.80%	0.40%	<p>58% Agreement</p> <p>SCORE: 3.52</p> <p>Std. Dev.: 1.24</p> <p>Total Respondents: 250</p> <p>BENCHMARKS</p> <p>Past Score: 3.66</p> <p>Similar Mission: 3.91</p> <p>Similar Size: 3.66</p> <p>All Orgs: 3.83</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	61	85	48	33	22	1																
Percentage:	24.40%	34.00%	19.20%	13.20%	8.80%	0.40%																
 <p>48. I am treated fairly in my workplace.</p> <p>82% 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>102</td> <td>103</td> <td>26</td> <td>13</td> <td>5</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>40.80%</td> <td>41.20%</td> <td>10.40%</td> <td>5.20%</td> <td>2.00%</td> <td>0.40%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	102	103	26	13	5	1	Percentage:	40.80%	41.20%	10.40%	5.20%	2.00%	0.40%	<p>82% Agreement</p> <p>SCORE: 4.14</p> <p>Std. Dev.: 0.94</p> <p>Total Respondents: 250</p> <p>BENCHMARKS</p> <p>Past Score: 4.22</p> <p>Similar Mission: 4.16</p> <p>Similar Size: 4.01</p> <p>All Orgs: 4.08</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	102	103	26	13	5	1																
Percentage:	40.80%	41.20%	10.40%	5.20%	2.00%	0.40%																

Additional Items

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

*Additional Items are not included if none were submitted.

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

Response Data

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

Benchmark Data

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

Interpreting Data

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

Engagement Items

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

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

Response Data

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





Benchmark Data

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





Interpreting Data

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





Engagement Items

 <p>2. In my work group I can share my opinions and ideas.</p> <p style="text-align: center;">90% Agreement</p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: teal;">Strongly Agree</th> <th style="color: teal;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: teal;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>132</td> <td>91</td> <td>12</td> <td>9</td> <td>3</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>53.01%</td> <td>36.55%</td> <td>4.82%</td> <td>3.61%</td> <td>1.20%</td> <td>0.80%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	132	91	12	9	3	2	Percentage:	53.01%	36.55%	4.82%	3.61%	1.20%	0.80%	<p style="text-align: center; color: teal;">90% Agreement</p> <p>SCORE: 4.38</p> <p>Std. Dev.: 0.84</p> <p>Total Respondents: 249</p> <p>BENCHMARKS</p> <p>Past Score: 4.20</p> <p>Similar Mission: 4.26</p> <p>Similar Size: 4.14</p> <p>All Orgs: 4.20</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	132	91	12	9	3	2																
Percentage:	53.01%	36.55%	4.82%	3.61%	1.20%	0.80%																
 <p>5. Our organization is known for the quality of work we provide.</p> <p style="text-align: center;">78% Agreement</p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: teal;">Strongly Agree</th> <th style="color: teal;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: teal;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>97</td> <td>96</td> <td>39</td> <td>8</td> <td>6</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>39.11%</td> <td>38.71%</td> <td>15.73%</td> <td>3.23%</td> <td>2.42%</td> <td>0.81%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	97	96	39	8	6	2	Percentage:	39.11%	38.71%	15.73%	3.23%	2.42%	0.81%	<p style="text-align: center; color: teal;">78% Agreement</p> <p>SCORE: 4.10</p> <p>Std. Dev.: 0.95</p> <p>Total Respondents: 248</p> <p>BENCHMARKS</p> <p>Past Score: 4.17</p> <p>Similar Mission: 4.26</p> <p>Similar Size: 4.02</p> <p>All Orgs: 4.10</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	97	96	39	8	6	2																
Percentage:	39.11%	38.71%	15.73%	3.23%	2.42%	0.81%																
 <p>6. I know how my work impacts others in the organization.</p> <p style="text-align: center;">88% Agreement</p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: teal;">Strongly Agree</th> <th style="color: teal;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: teal;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>111</td> <td>107</td> <td>15</td> <td>10</td> <td>2</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>44.94%</td> <td>43.32%</td> <td>6.07%</td> <td>4.05%</td> <td>0.81%</td> <td>0.81%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	111	107	15	10	2	2	Percentage:	44.94%	43.32%	6.07%	4.05%	0.81%	0.81%	<p style="text-align: center; color: teal;">88% Agreement</p> <p>SCORE: 4.29</p> <p>Std. Dev.: 0.82</p> <p>Total Respondents: 247</p> <p>BENCHMARKS</p> <p>Past Score: 4.16</p> <p>Similar Mission: 4.46</p> <p>Similar Size: 4.27</p> <p>All Orgs: 4.36</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	111	107	15	10	2	2																
Percentage:	44.94%	43.32%	6.07%	4.05%	0.81%	0.81%																
 <p>10. My supervisor provides me with a clear understanding of my work responsibilities.</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: teal;">Strongly Agree</th> <th style="color: teal;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: teal;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>102</td> <td>90</td> <td>31</td> <td>17</td> <td>6</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>40.96%</td> <td>36.14%</td> <td>12.45%</td> <td>6.83%</td> <td>2.41%</td> <td>1.20%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	102	90	31	17	6	3	Percentage:	40.96%	36.14%	12.45%	6.83%	2.41%	1.20%	<p style="text-align: center; color: teal;">77% Agreement</p> <p>SCORE: 4.08</p> <p>Std. Dev.: 1.02</p> <p>Total Respondents: 249</p> <p>BENCHMARKS</p> <p>Past Score: 4.20</p> <p>Similar Mission: 4.27</p> <p>Similar Size: 4.21</p> <p>All Orgs: 4.27</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	102	90	31	17	6	3																
Percentage:	40.96%	36.14%	12.45%	6.83%	2.41%	1.20%																

Engagement Items

 <p>11. My supervisor recognizes outstanding work.</p> <p>79% 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>107</td> <td>90</td> <td>28</td> <td>16</td> <td>3</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>42.97%</td> <td>36.14%</td> <td>11.24%</td> <td>6.43%</td> <td>1.20%</td> <td>2.01%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	107	90	28	16	3	5	Percentage:	42.97%	36.14%	11.24%	6.43%	1.20%	2.01%	<p>79% Agreement</p> <p>SCORE: 4.16 Std. Dev.: 0.95 Total Respondents: 249</p> <p>BENCHMARKS Past Score: 4.30 Similar Mission: 4.25 Similar Size: 4.09 All Orgs: 4.17</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	107	90	28	16	3	5																
Percentage:	42.97%	36.14%	11.24%	6.43%	1.20%	2.01%																
 <p>12. I am given the opportunity to do my best work.</p> <p>80% 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>112</td> <td>87</td> <td>32</td> <td>10</td> <td>7</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>44.98%</td> <td>34.94%</td> <td>12.85%</td> <td>4.02%</td> <td>2.81%</td> <td>0.40%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	112	87	32	10	7	1	Percentage:	44.98%	34.94%	12.85%	4.02%	2.81%	0.40%	<p>80% Agreement</p> <p>SCORE: 4.16 Std. Dev.: 0.99 Total Respondents: 249</p> <p>BENCHMARKS Past Score: 4.19 Similar Mission: 4.23 Similar Size: 4.12 All Orgs: 4.20</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	112	87	32	10	7	1																
Percentage:	44.98%	34.94%	12.85%	4.02%	2.81%	0.40%																
 <p>14. My supervisor evaluates my performance fairly.</p> <p>80% 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>104</td> <td>94</td> <td>28</td> <td>16</td> <td>2</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>41.94%</td> <td>37.90%</td> <td>11.29%</td> <td>6.45%</td> <td>0.81%</td> <td>1.61%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	104	94	28	16	2	4	Percentage:	41.94%	37.90%	11.29%	6.45%	0.81%	1.61%	<p>80% Agreement</p> <p>SCORE: 4.16 Std. Dev.: 0.93 Total Respondents: 248</p> <p>BENCHMARKS Past Score: 4.35 Similar Mission: 4.23 Similar Size: 4.15 All Orgs: 4.21</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	104	94	28	16	2	4																
Percentage:	41.94%	37.90%	11.29%	6.45%	0.81%	1.61%																
 <p>18. I have adequate resources and equipment to do my job.</p> <p>74% 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>63</td> <td>120</td> <td>33</td> <td>24</td> <td>6</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>25.40%</td> <td>48.39%</td> <td>13.31%</td> <td>9.68%</td> <td>2.42%</td> <td>0.81%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	63	120	33	24	6	2	Percentage:	25.40%	48.39%	13.31%	9.68%	2.42%	0.81%	<p>74% Agreement</p> <p>SCORE: 3.85 Std. Dev.: 0.99 Total Respondents: 248</p> <p>BENCHMARKS Past Score: 3.96 Similar Mission: 4.18 Similar Size: 3.99 All Orgs: 4.08</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	63	120	33	24	6	2																
Percentage:	25.40%	48.39%	13.31%	9.68%	2.42%	0.81%																

Engagement Items

 <p>21. The people I work with care about my personal well-being.</p> <p>82% 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>101</td> <td>102</td> <td>30</td> <td>7</td> <td>4</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>40.89%</td> <td>41.30%</td> <td>12.15%</td> <td>2.83%</td> <td>1.62%</td> <td>1.21%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	101	102	30	7	4	3	Percentage:	40.89%	41.30%	12.15%	2.83%	1.62%	1.21%	<p>82% Agreement</p> <p>SCORE: 4.18</p> <p>Std. Dev.: 0.88</p> <p>Total Respondents: 247</p> <p>BENCHMARKS</p> <p>Past Score: 4.13</p> <p>Similar Mission: 4.16</p> <p>Similar Size: 4.04</p> <p>All Orgs: 4.09</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	101	102	30	7	4	3																
Percentage:	40.89%	41.30%	12.15%	2.83%	1.62%	1.21%																
 <p>22. I trust the people in my workplace.</p> <p>84% 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>99</td> <td>108</td> <td>21</td> <td>11</td> <td>4</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>40.08%</td> <td>43.72%</td> <td>8.50%</td> <td>4.45%</td> <td>1.62%</td> <td>1.62%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	99	108	21	11	4	4	Percentage:	40.08%	43.72%	8.50%	4.45%	1.62%	1.62%	<p>84% Agreement</p> <p>SCORE: 4.18</p> <p>Std. Dev.: 0.89</p> <p>Total Respondents: 247</p> <p>BENCHMARKS</p> <p>Past Score: 4.12</p> <p>Similar Mission: 4.04</p> <p>Similar Size: 3.90</p> <p>All Orgs: 3.96</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	99	108	21	11	4	4																
Percentage:	40.08%	43.72%	8.50%	4.45%	1.62%	1.62%																
 <p>37. Training is made available to me so that I can do my job better.</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>56</td> <td>111</td> <td>49</td> <td>18</td> <td>13</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>22.40%</td> <td>44.40%</td> <td>19.60%</td> <td>7.20%</td> <td>5.20%</td> <td>1.20%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	56	111	49	18	13	3	Percentage:	22.40%	44.40%	19.60%	7.20%	5.20%	1.20%	<p>67% Agreement</p> <p>SCORE: 3.72</p> <p>Std. Dev.: 1.06</p> <p>Total Respondents: 250</p> <p>BENCHMARKS</p> <p>Past Score: 3.82</p> <p>Similar Mission: 3.96</p> <p>Similar Size: 3.91</p> <p>All Orgs: 3.90</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	56	111	49	18	13	3																
Percentage:	22.40%	44.40%	19.60%	7.20%	5.20%	1.20%																
 <p>38. Training is made available to me for personal growth and development.</p> <p>63% 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>50</td> <td>108</td> <td>52</td> <td>21</td> <td>14</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>20.08%</td> <td>43.37%</td> <td>20.88%</td> <td>8.43%</td> <td>5.62%</td> <td>1.61%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	50	108	52	21	14	4	Percentage:	20.08%	43.37%	20.88%	8.43%	5.62%	1.61%	<p>63% Agreement</p> <p>SCORE: 3.65</p> <p>Std. Dev.: 1.08</p> <p>Total Respondents: 249</p> <p>BENCHMARKS</p> <p>Past Score: 3.72</p> <p>Similar Mission: 3.92</p> <p>Similar Size: 3.82</p> <p>All Orgs: 3.81</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	50	108	52	21	14	4																
Percentage:	20.08%	43.37%	20.88%	8.43%	5.62%	1.61%																

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: 430

The workgroup construct captures employees' perceptions of the people they work with on a daily basis and how effective they are. This construct measures the degree to which employees view their workgroup as effective, cohesive and open to the opinions of all members.	Score	Std. Dev.
1. My work group cooperates to get the job done.	4.44	0.77
2. In my work group I can share my opinions and ideas.	4.38	0.84
3. In my workgroup, we encourage each other to learn from our mistakes.	4.22	0.87
4. In my work group, there is a real feeling of teamwork.	4.15	1.03



Strategic

Construct Score: 407

The strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. This construct measures the degree to which employees understand their role in the organization and consider the organization's reputation to be positive.	Score	Std. Dev.
5. Our organization is known for the quality of work we provide.	4.10	0.95
6. I know how my work impacts others in the organization.	4.29	0.82
7. My organization develops services to match the needs of our customers/clients.	3.95	0.96
8. Our organization communicates effectively with the public.	3.82	0.99
9. I have a good understanding of our mission, vision, and strategic plan.	4.17	0.87



Supervision

Construct Score: 410

The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. This construct measures the degree to which employees view their supervisors as fair, helpful and critical to the workflow.	Score	Std. Dev.
10. My supervisor provides me with a clear understanding of my work responsibilities.	4.08	1.02
11. My supervisor recognizes outstanding work.	4.16	0.95
12. I am given the opportunity to do my best work.	4.16	0.99
13. My supervisor is consistent when administering policies concerning employees.	3.95	1.14
14. My supervisor evaluates my performance fairly.	4.16	0.93



Workplace

Construct Score: 401

The workplace construct captures employees' perceptions of the total work atmosphere, workplace safety, and the overall feel. This construct measures the degree to which employees see the setting as satisfactory, safe and that adequate tools and resources are available.	Score	Std. Dev.
15. Given the type of work I do, my physical workplace meets my needs.	4.11	0.94
16. My workplace is well maintained.	4.02	0.90
17. There are sufficient procedures to ensure the safety of employees in the workplace.	4.07	0.87
18. I have adequate resources and equipment to do my job.	3.85	0.99



Constructs and Related Items



Community

Construct Score: 411

The community construct captures employees' perceptions of the relationships between employees in the workplace, including trust, respect, care, and diversity among colleagues. This construct measures the degree to which employees feel respected, cared for, and have established trust with their colleagues.	Score	Std. Dev.
19. The people I work with treat each other with respect.	4.29	0.97
20. The people I work with come from diverse backgrounds.	3.77	0.99
21. The people I work with care about my personal well-being.	4.18	0.88
22. I trust the people in my workplace.	4.18	0.89



Information Systems

Construct Score: 391

The information systems construct captures employees' perceptions of whether computer and communication systems provide 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.	3.72	0.99
24. We receive regular and useful updates on how to keep our computer and sensitive information secure from cyber-attack.	4.21	0.77
25. Support is available for the technologies we use.	3.93	0.99
26. Our computer systems enable me to quickly find the information I need.	3.76	1.00



Internal Communication

Construct Score: 371

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.	3.57	1.11
28. My work atmosphere encourages open and honest communication.	3.82	1.08
29. The communications I receive at work are timely and informative.	3.73	1.05

Pay

Construct Score: 271

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.	2.39	1.09
31. Salaries are competitive with similar jobs in the community.	2.78	1.09
32. I feel I am paid fairly for the work I do.	2.95	1.11



Constructs and Related Items



Benefits

Construct Score: 402

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.	3.97	0.81
34. Health insurance benefits are competitive with similar jobs in the community.	4.15	0.76
35. Benefits can be selected to meet individual needs.	3.95	0.80



Employee Development

Construct Score: 380

The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. This construct measures the degree to which employees feel the organization provides opportunities for growth in organizational responsibilities and personal needs in their careers.	Score	Std. Dev.
36. I believe I have a career with this organization.	4.04	0.99
37. Training is made available to me so that I can do my job better.	3.72	1.06
38. Training is made available to me for personal growth and development.	3.65	1.08



Job Satisfaction

Construct Score: 399

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.	3.94	0.97
40. I feel free to be myself at work.	3.94	0.93
41. The pace of work enables employees to effectively perform their job.	3.76	0.98
42. I am proud to tell people that I work for this organization.	4.30	0.79



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.	4.32	0.90
44. Employees are generally ethical in my workplace.	4.33	0.82
45. I believe we will use the information from this survey to improve our workplace.	3.63	1.11
46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.	3.72	1.17
47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.	3.52	1.24
48. I am treated fairly in my workplace.	4.14	0.94



Constructs and Related Items



Employee Engagement

Construct Score: 408

Twelve items spanning several constructs were selected to get a more focused look at Employee Engagement. The Employee Engagement construct captures the degree to which employees are willing to go above and beyond, feel committed to the organization and are present while working. This construct measures the degree to which employees feel that their ideas count, their work impacts the organization and their well being and development is valued at the organization.	Score	Std. Dev.
2. In my work group I can share my opinions and ideas.	4.38	0.84
5. Our organization is known for the quality of work we provide.	4.10	0.95
6. I know how my work impacts others in the organization.	4.29	0.82
10. My supervisor provides me with a clear understanding of my work responsibilities.	4.08	1.02
11. My supervisor recognizes outstanding work.	4.16	0.95
12. I am given the opportunity to do my best work.	4.16	0.99
14. My supervisor evaluates my performance fairly.	4.16	0.93
18. I have adequate resources and equipment to do my job.	3.85	0.99
21. The people I work with care about my personal well-being.	4.18	0.88
22. I trust the people in my workplace.	4.18	0.89
37. Training is made available to me so that I can do my job better.	3.72	1.06
38. Training is made available to me for personal growth and development.	3.65	1.08



Survey Customization Sheet

Organizational Category Codes: Category 1

101 - Executive Administration	102 - Administration
103 - Archeology	104 - Architecture
105 - Community Heritage Development	106 - History Programs
107 - Communications	108 - Staff Services
109 - Information Technology	110 - THGAAC
111 - Historic Sites (Austin) DED	112 - Historic Sites (Austin) ADED
113 - Historic Sites (Outside Austin) DHSO1	114 - Historic Sites (Outside Austin) DHSO2
115 - Historic Sites (Outside Austin) DHSO3	116 - Historic Sites (Outside Austin) DHSO4

Additional Items

None.

FY 2024 SEE Operational Action Plan

Purpose:

The action plan responds to the FY 2024 Survey of Employee Engagement and identifies the Texas Historical Commission (THC) leadership actions to address the three critical areas: Pay, Internal Communication, and Professional Development. In addition to the SEE Survey, a supplemental survey was issued to a random sample of staff to drill down on key issues. The action plan uses both sources of information to develop planned activities.

Strategy 1: Re-enforce THC as a positive workplace by recognizing staff performance through monetary and non-monetary recognition and awards.

Planned Actions:

A. Conduct a follow-up Annual Compensation Review:

- Review the compensation structure to preserve appropriate supervisor and employee salary equity and relationships. Based on the analysis, salaries should be adjusted to be competitive and equitable.
- Review the Director-level compensation structure and make appropriate salary equity adjustments, if needed.

B. Conduct a biennial Review of State Job Classification and Salary Group Ranges utilized by the THC.

- Submit recommendations to the SAO for needed changes to the State Classification Act to be considered (Brad Jones has requested Archeologist IV).

C. Provide employees with information relevant to their Total Compensation Package:

- Provide a Total Compensation calculation worksheet and handout to employees. This provides potential and current employees with an accurate assessment of their Total Compensation Package. This includes holidays, paid time off, insurance, pay and professional development, etc. (see attachment)

Strategy 2: Re-enforce an environment where internal communications and feedback are welcomed, valued, and utilized.

Planned Actions:

A. Conduct various surveys that will allow for employee feedback:

- Use the results of the Survey of Employee Engagement Survey (SEE) to provide feedback to each director. Training offered by Human Resources can offer open dialogue for meaningful discussion within the divisions about the SEE.
- Conduct a Supervisor 360 Review with the University of Texas Institute of Organization Excellence to target improvement in the agency's lower-scoring areas identified in THC's FY 2024 Survey of Employee Engagement.

B. Continue with successful all-agency meetings every two months.

- Adjust the format to provide more meaningful information in a condensed version.

C. Provide a quarterly update to employees by the Executive Director.

- Provide staff with a quarterly update from the Executive Director. Employees have consistently provided feedback on this request and find it a positive update. Provided quarterly, not just during the Legislative session.

D. Provide consistent updates on the SharePoint Administrative One-Stop Shop.

- Migrate information from the Intranet to the SharePoint Administrative One-Stop Shop.

- Upcoming announcements and finalized changes to processes/procedures can be announced on the One-Stop Shop.

E. Implement a robust Onboarding/Offboarding Program

F. Provide updated organizational charts by Division/Site on the 1st and 15th of every month.

Strategy 3: Re-enforce and Support Strategic Leadership, Supervisory, and Professional Development.

Planned Actions:

A. Create a Training and Development page on the One-Stop Shop.

- Utilize the new Professional Development Coordinator in Human Resources to train or bring in outside training for various topics of interest, including Leadership Development, Team Building, and Customer Service Training.

B. Provide an E-Learning platform as an agency option for additional training.

- Create meaningful pathways for positions based on job functions with the supervisor's assistance. The e-learning platform (e.g., LinkedIn Learning) will also allow employees to pursue their interests in a wide range of topics. It promotes wellness, customer service, safety, leadership, team building, and other topics we can establish as curricula.

C. Provide Performance Evaluation, Management, and Professional Development Training in-house.

- Utilize the new Performance Coordinator to roll out the CAPPs Performance Management (PM) Module for annual performance evaluations. The CAPPs PM Module is online and will replace the paper-based assessment, significantly streamlining the reporting and tracking process.
- Train supervisors and employees on the CAPPs PM Module during FY24.
- Overall, the new FTE added to the Human Resources Team will bring the agency new opportunities for performance management and professional development training.

D. Identify strategies to educate newer employees on career advancement while incorporating succession plans for future vacancies/retirements.

- Provide new employees with an outline of the first 90-day expectations and review the functional job description.
- On their 90th day of employment, send a new hire feedback survey.
- Work with Division Directors/Supervisors to identify critical positions requiring Succession Planning.

Action Plan Schedule

Action	Responsible Party	Priority	Status	Start Date	End Date	Notes
Strategy 1						
A. Conduct follow-up annual Compensation Review	Human Resources	High	In-Progress	03/01/2024	04/30/2024	
- Review of Directors Compensation	Human Resources	High	In-Progress	03/01/2024	04/30/2024	
B. Submit recommendations to SAO for any classification changes	Human Resources	High	In-Progress	03/01/2024	12/31/2024	Waiting on SAO Instructions 1. Archeologist IV
C. Provide TCP information to employees	Human Resources	High	Not Started	04/01/2024	08/31/2024	Excel spreadsheet and handout
Metric: Provide TCP information online (spreadsheet and handout). DDs/ supervisors solicit recommendations from staff. Hold focus groups during division meetings.						
Strategy 2						
A. Conduct surveys for employee feedback	HR/COMMS	Medium	In-Progress	03/01/2024	Continuous	Providing surveys now
B. Change the format of all agency meetings	ADMIN	Medium	Not Started	TBD	Continuous	

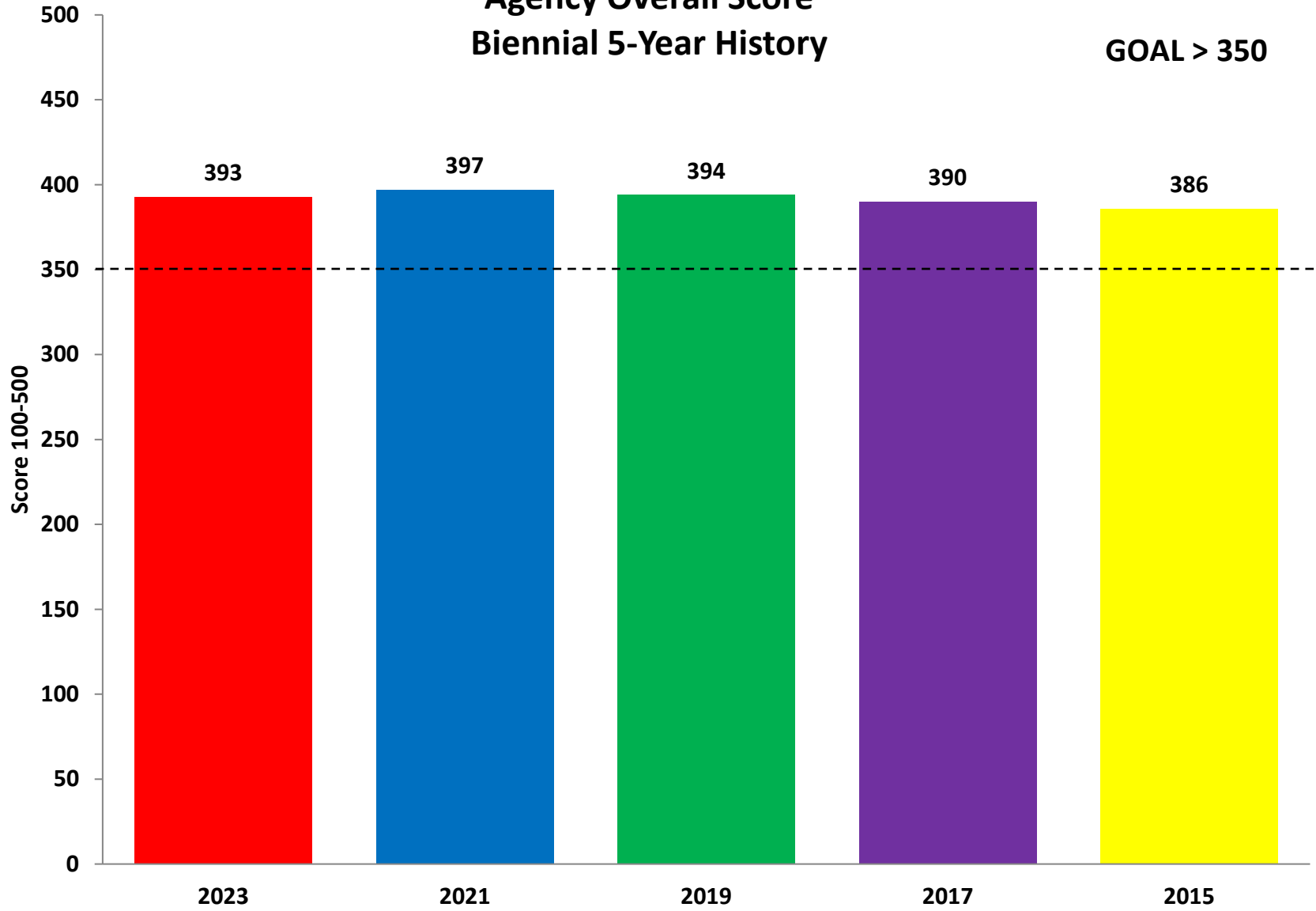
C. ED quarterly update	COMM	Medium	Not Started	TBD	Continuous- quarterly basis	Ed's Editorial
D. Provide One-Stop Shop Updates	ADMIN/COM M/ HR	Medium	In-Progress	03/01/2024	Continuous	
E. Provide Organization Charts	TBD	Medium	Not Started	09/01-224	Ongoing	
Metric: Follow-up surveys and focus groups						
Strategy 3						
A. Post training calendar on One-Stop Shop	Human Resources	Medium	Not Started	09/01/2024	Ongoing	
B. Agency-wide LinkedIn Learning Access	Human Resources	Medium	In-Progress	03/01/2024	Ongoing	Currently with PCS
C. Provide Performance Evaluation, Management, and Professional Development Training	Human Resources	High	In-Progress	03/01/2024	08/31/2024	CAPPS PM Module Roll-out, separate project
D. Identify strategies for career advancement and incorporate succession planning for critical positions—	Directors/Su pervisor/HR	Medium	Not Started	09/01/2024	12/31/2024	

90-day new employee survey.						
Metric: Focus groups, meetings, Team training, surveys						

Chart 1

**Survey of Employee Engagement
Agency Overall Score
Biennial 5-Year History**

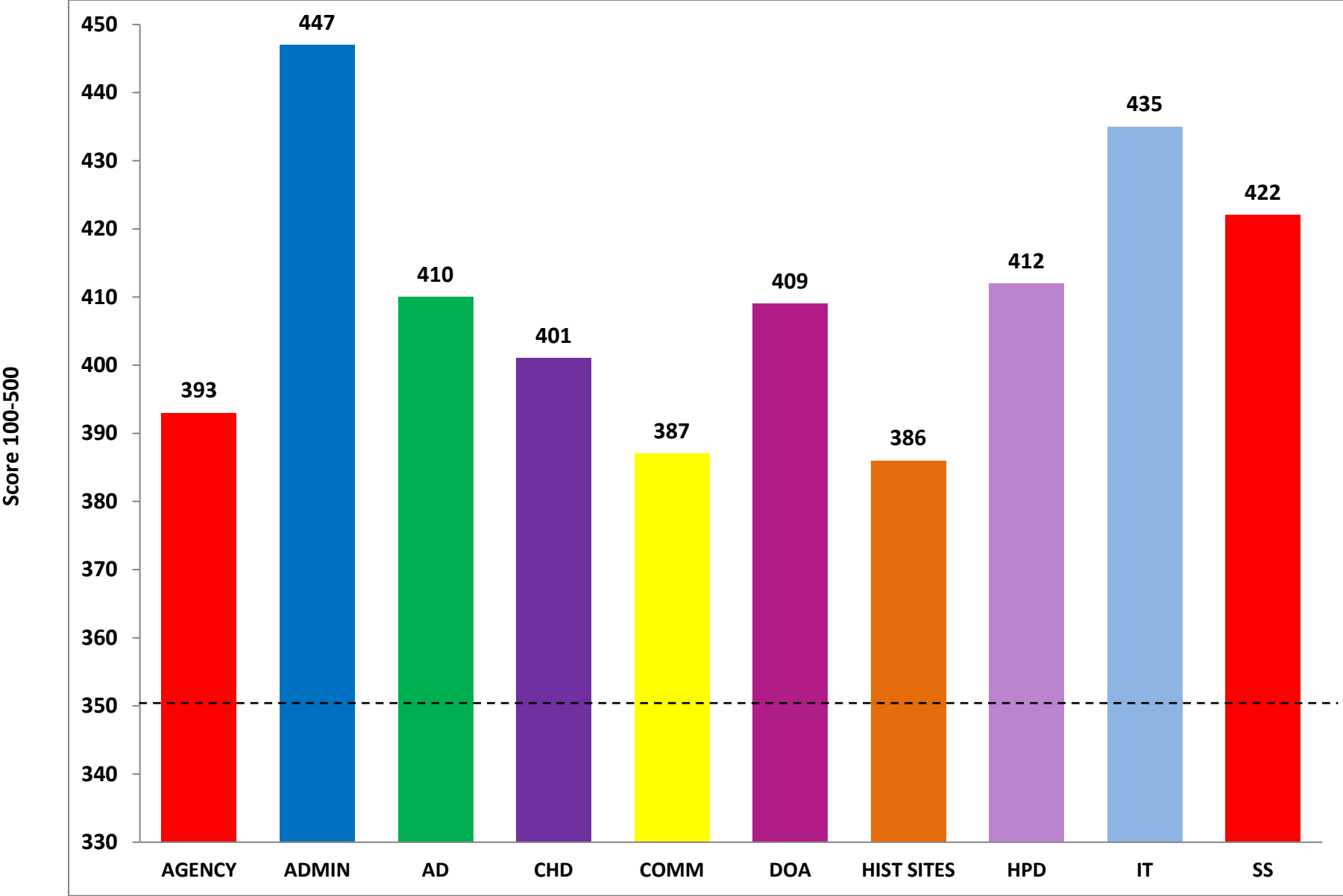
GOAL > 350



Survey of Employee Engagement Overall SEE Score by Division 2023

Chart 2

GOAL > 350



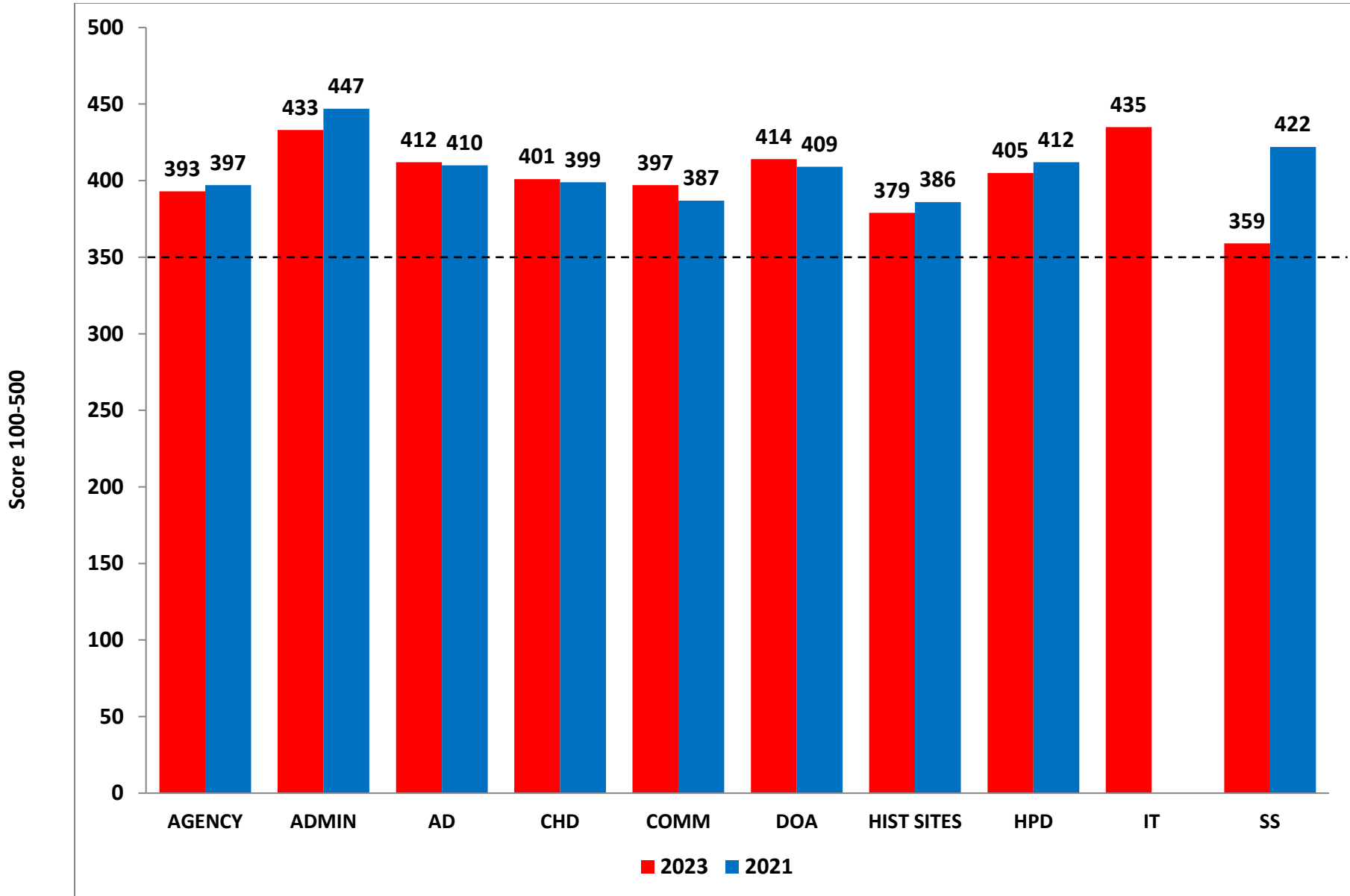
Survey of Employee Engagement

Overall SEE Score by Division

2023 – 2021 Comparison

GOAL > 350

Chart 3



Survey of Employee Engagement

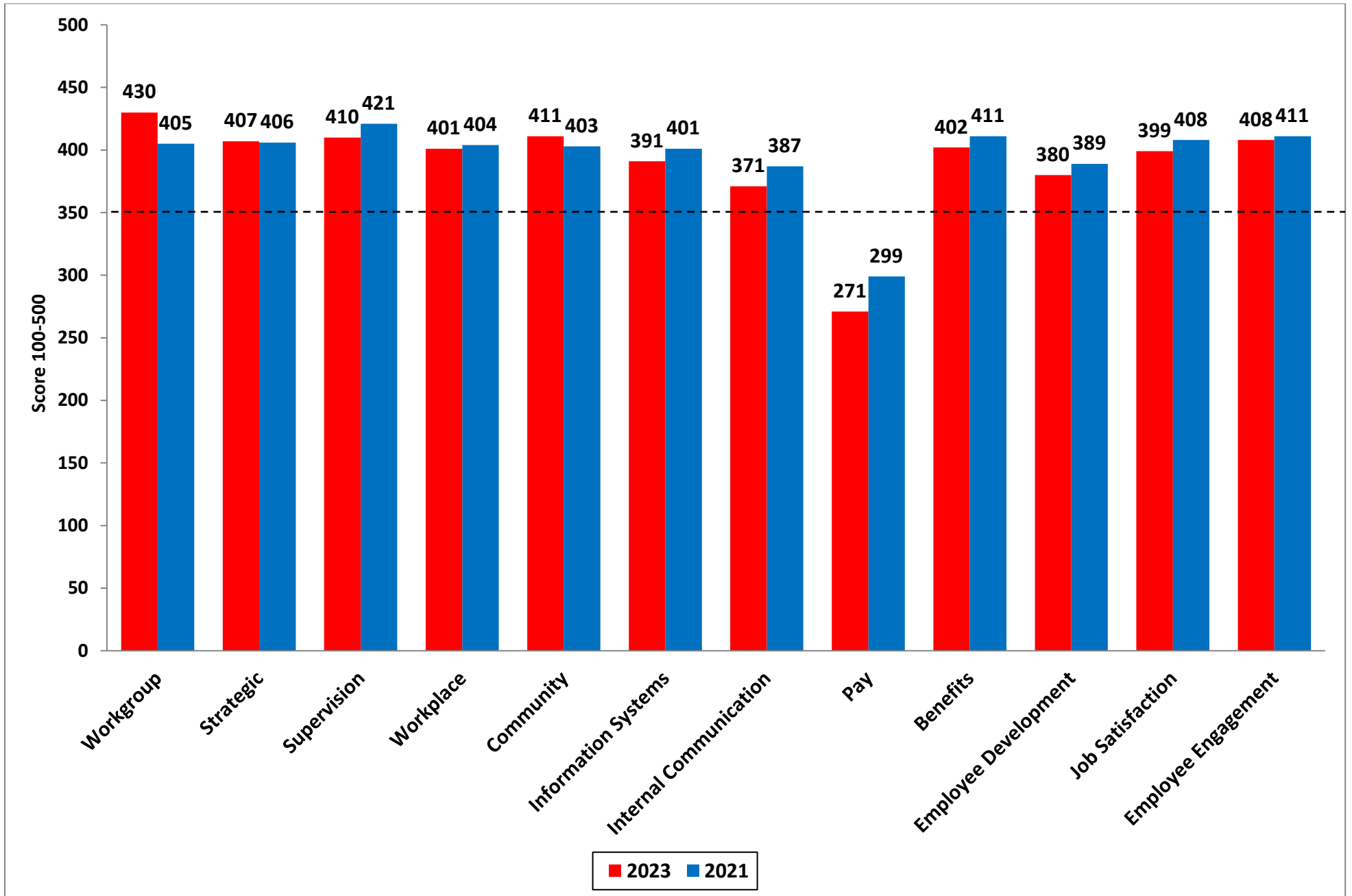
Agency Overall Score by Construct

2023- 2021

GOAL > 350

Overall Agency Score = 393

Chart 4



Survey of Employee Engagement

GOAL > 350

Agency Overall Score – 2023

Chart 5

By Construct Compared to Similar Size Agencies

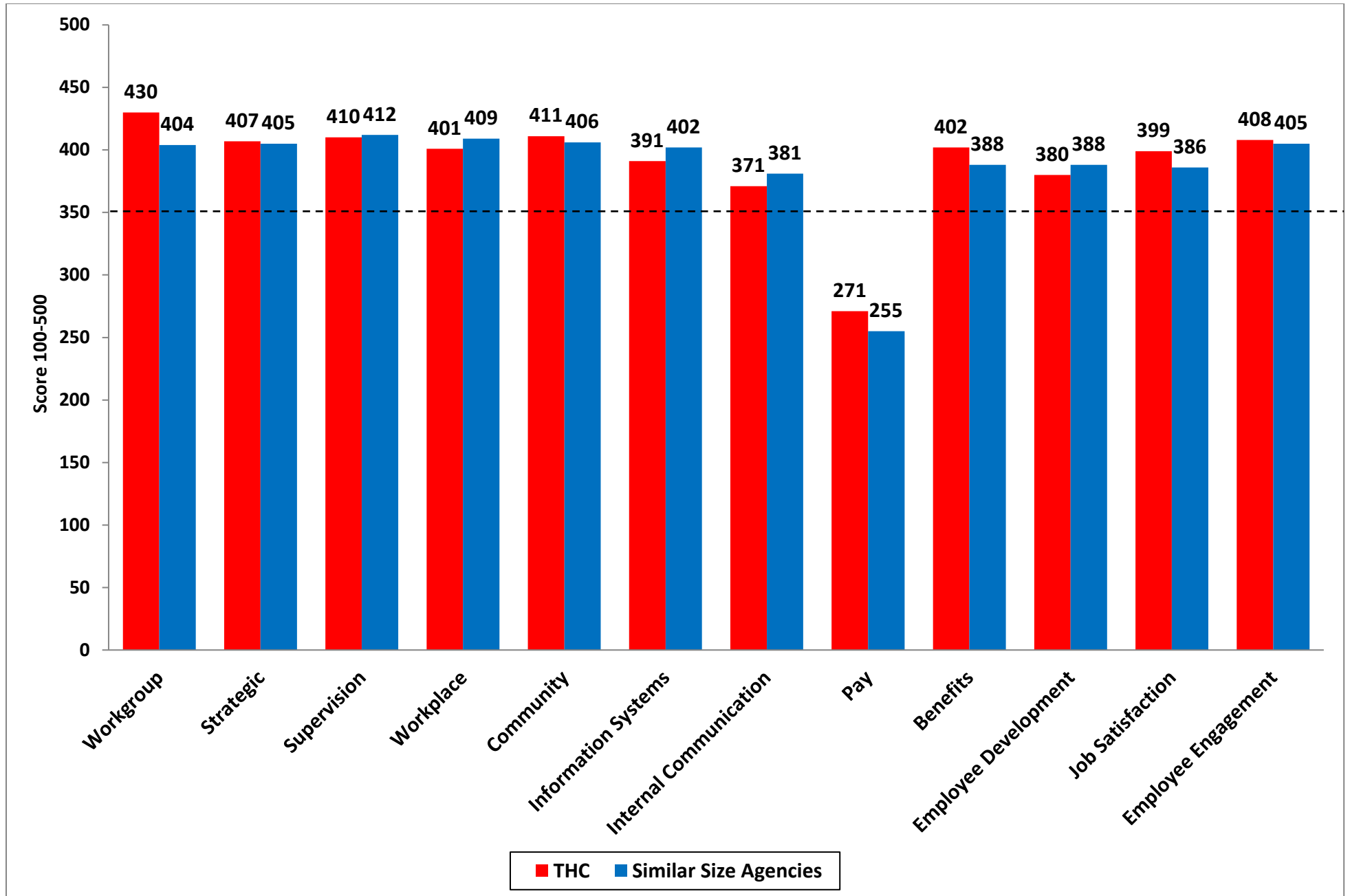
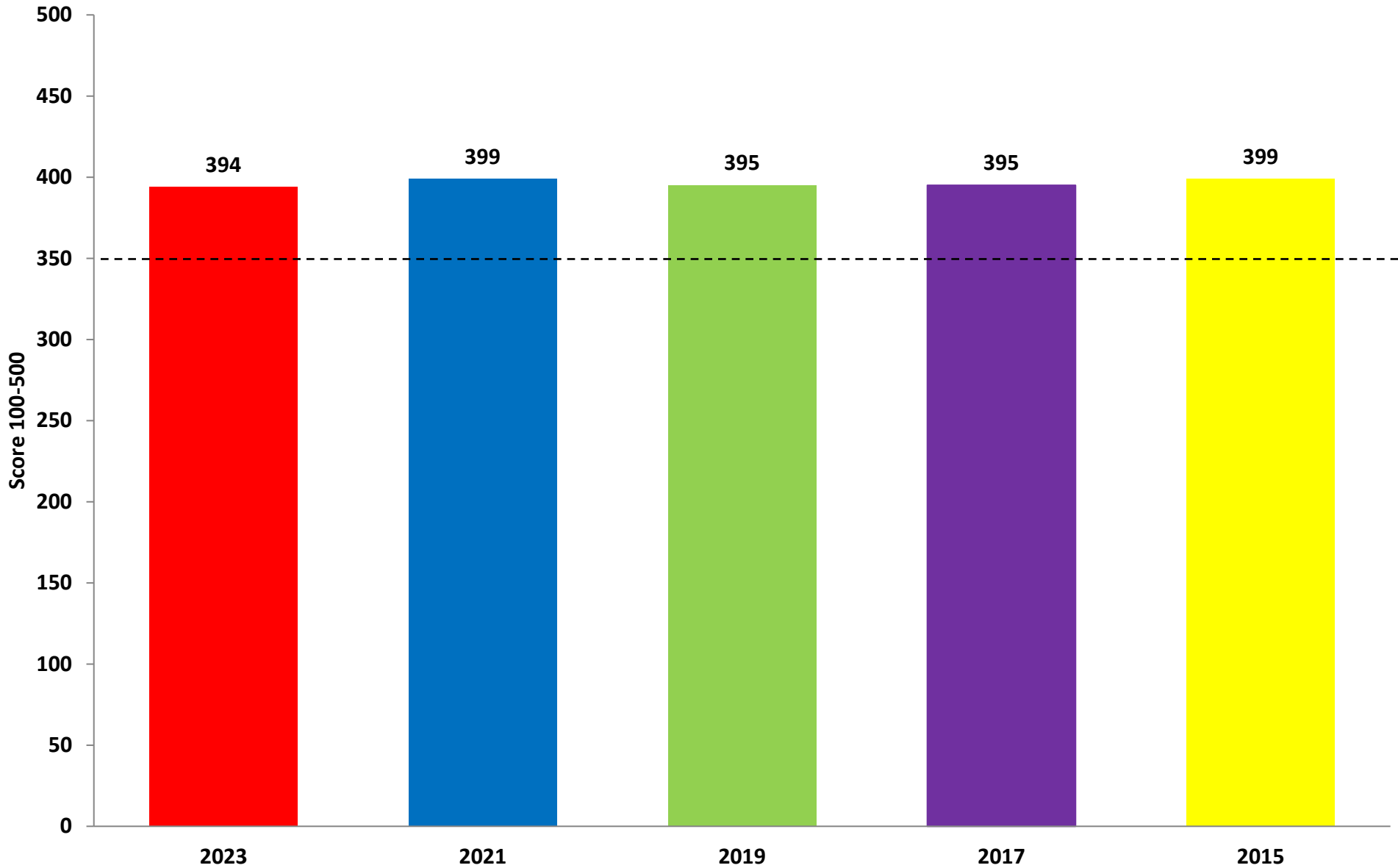


Chart 6

**Survey of Employee Engagement
Agency Overall Climate Score
5-Year History**

GOAL > 350



Survey of Employee Engagement

Overall Climate Score

Chart 7

By Division - 2023 and 2021

GOAL > 350

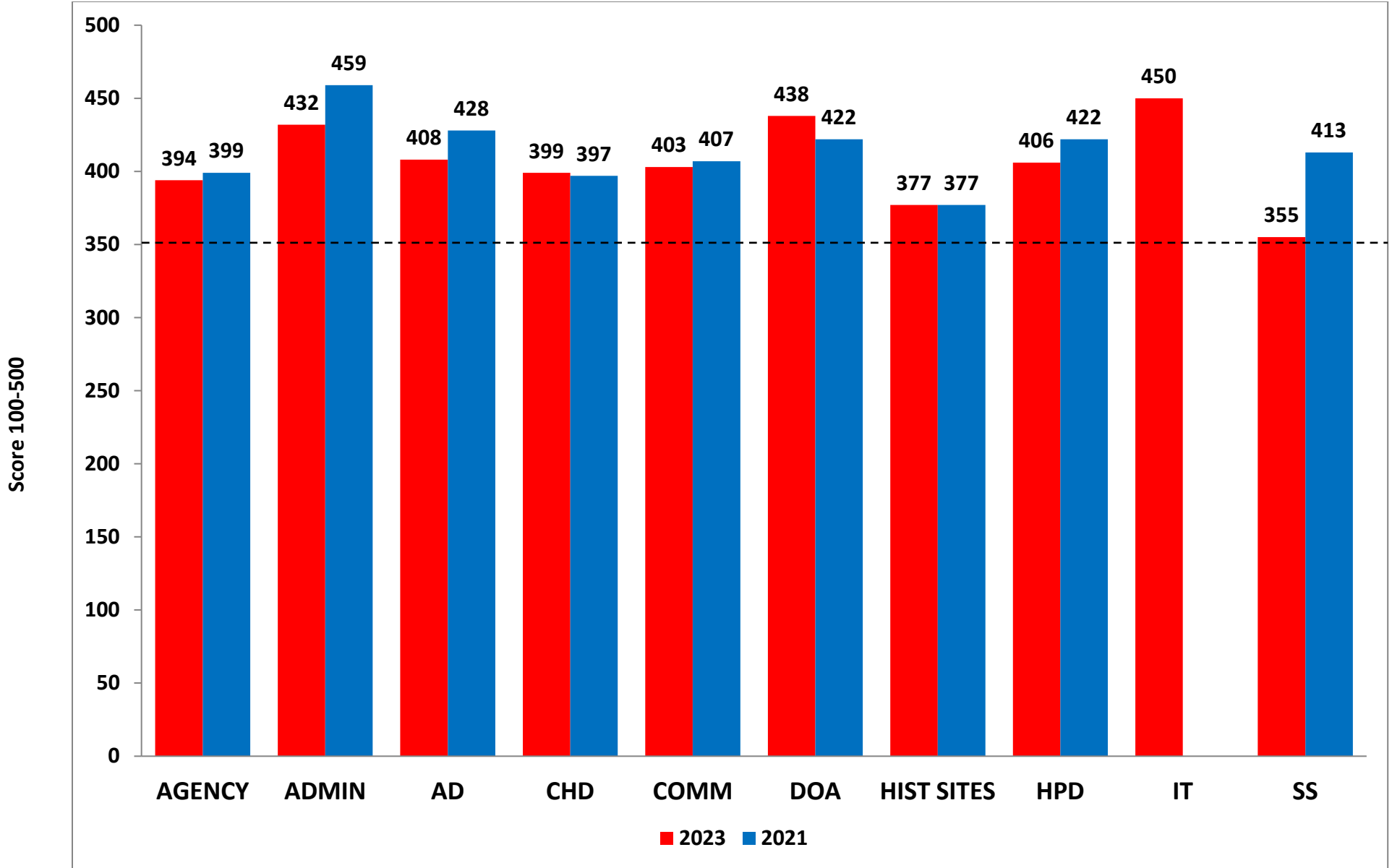


Chart 8

Survey of Employee Engagement Overall Climate Score 2023

GOAL > 350
OVERALL = 393

By Sub-construct: Comparison to Similar Size Agencies

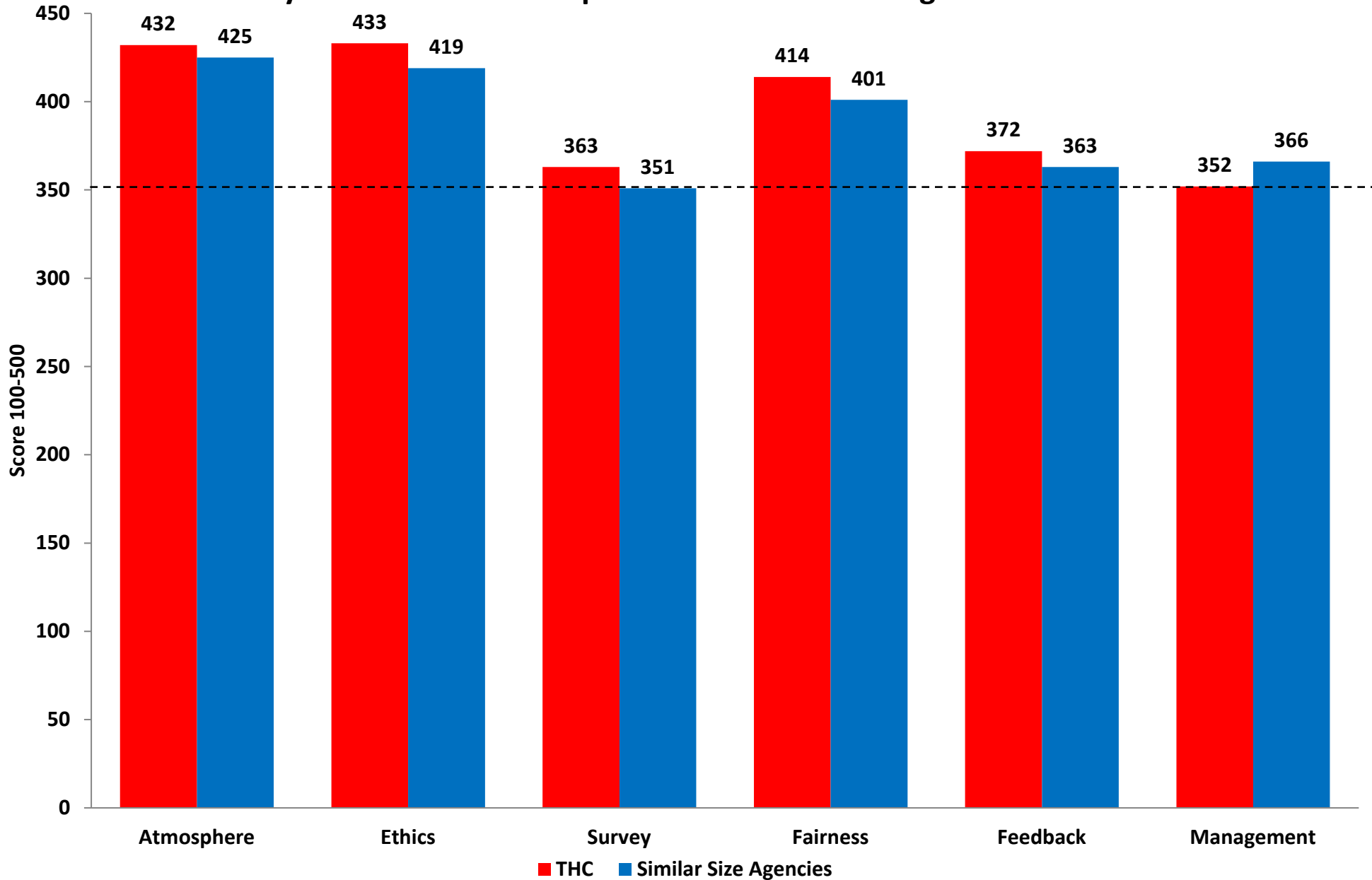
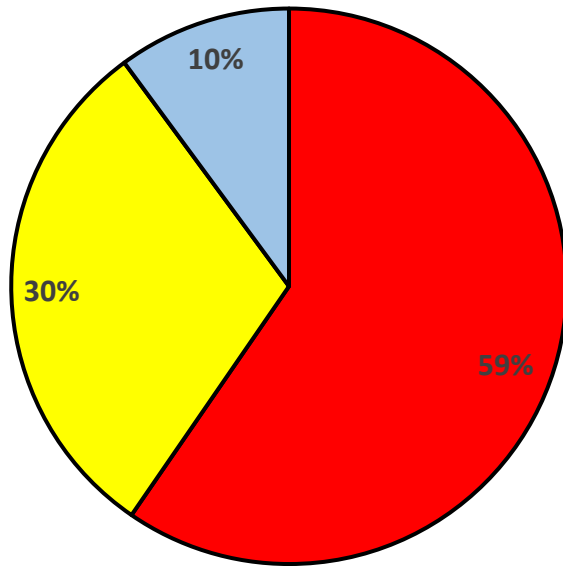


Chart 9

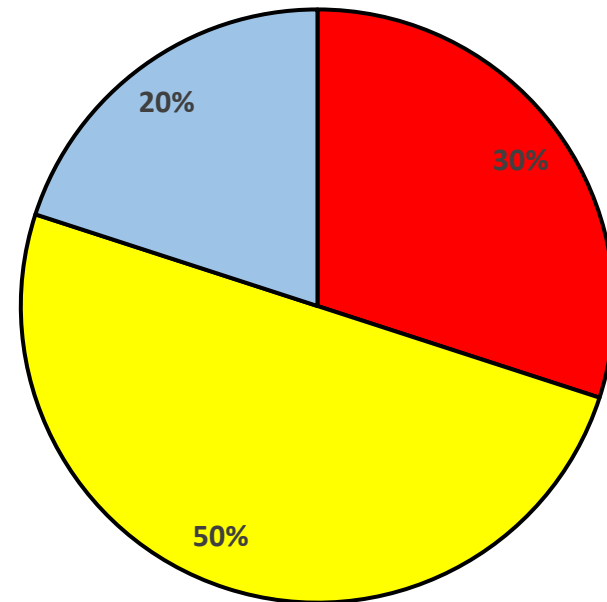
Levels of Employee Engagement

2023



- Highly Engaged and Engaged
- Moderately Engaged
- Disengaged

Nationwide Benchmark



- Highly Engaged and Engaged
- Moderately Engaged
- Disengaged