



SEE

SURVEY OF EMPLOYEE ENGAGEMENT HIGHER EDUCATION

The University of Texas at Austin

Data Report

2014



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*Additional Items are not included if none were submitted.

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

Current Benchmark Data
Survey Interventions Example and Best Practices
Helpful Publications, and
Additional Survey Information

Institute for Organizational Excellence
1925 San Jacinto Blvd.
D3500
Austin, Texas 78712

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

Survey Respondent Information

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

Response Rate

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

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

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

Scope of Participation

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

- If less than five respondents selected a demographic variable, "Less Than Five" and "Not Available" is reported to protect the respondents' anonymity.
- Participants have the option to skip items, so the number of respondents reported in the response rate may be greater than the number of respondents for any given item. In the example, there are 100 respondents, but only 98 completed the item. Therefore, the number of respondents for gender is 98 or 98%, leaving 2% as not responding.

| | Number of Survey Respondents | Percent of Survey Respondents |
|---|------------------------------------|-------------------------------------|
| Total Respondents: 100 Surveys Distributed: 200 Response Rate: 50% | | |
| ----- | | |
| Gender | | |
| Female: | 49 | 49% |
| Male: | 49 | 49% |

Survey Respondent Information

Total Respondents: 3522

Survey Distributed: 11329

Response Rate: 31.09%

**Number of Survey
Respondents**

**Percent of Survey
Respondents**

My highest education level

| | | |
|-------------------------------|------|--------|
| Did not finish high school: | 94 | 2.67% |
| High school diploma (or GED): | 259 | 7.35% |
| Some college: | 444 | 12.61% |
| Associate's Degree: | 139 | 3.95% |
| Bachelor's Degree: | 1307 | 37.11% |
| Master's Degree: | 877 | 24.90% |
| Doctoral Degree: | 364 | 10.34% |

I am

| | | |
|---------|------|--------|
| Female: | 2034 | 57.75% |
| Male: | 1331 | 37.79% |

My annual salary (before taxes)

| | | |
|---------------------|-----|--------|
| Less than \$15,000: | 67 | 1.90% |
| \$15,000-\$25,000: | 240 | 6.81% |
| \$25,001-\$35,000: | 486 | 13.80% |
| \$35,001-\$45,000: | 769 | 21.83% |
| \$45,001-\$60,000: | 791 | 22.46% |
| \$60,001-\$75,000: | 489 | 13.88% |
| \$75,001-\$90,000: | 264 | 7.50% |
| More than \$90,000: | 335 | 9.51% |

My age (in years)

| | | |
|--------|-----|--------|
| 16-29: | 404 | 11.47% |
| 30-39: | 904 | 25.67% |
| 40-49: | 772 | 21.92% |
| 50-59: | 921 | 26.15% |
| 60+: | 453 | 12.86% |

Years of service with this organization

| | | |
|--------------|-----|--------|
| Less than 1: | 348 | 9.88% |
| 1-2: | 458 | 13.00% |
| 3-5: | 510 | 14.48% |
| 6-10: | 744 | 21.12% |
| 11-15: | 532 | 15.11% |
| 16+: | 791 | 22.46% |

Survey Respondent Information

Total Respondents: 3522

Survey Distributed: 11329

Response Rate: 31.09%

| | Number of Survey Respondents | Percent of Survey Respondents |
|--|-------------------------------------|--------------------------------------|
| My race/ethnic identification | | |
| African-American/Black: | 176 | 5.00% |
| Hispanic/Mexican-American/Latino/a: | 584 | 16.58% |
| Anglo-American/White: | 2409 | 68.40% |
| Asian-American/Pacific Islander/Native American Indian: | 134 | 3.80% |
| Multiracial/Other: | 127 | 3.61% |
| I am currently in a supervisory role. | | |
| Yes: | 1270 | 36.06% |
| No: | 2088 | 59.28% |
| Not Applicable: | Less Than 5 | Not Available |
| I received a promotion during the last two years. | | |
| Yes: | 674 | 19.14% |
| No: | 2479 | 70.39% |
| Not Applicable: | Less Than 5 | Not Available |
| I received a merit increase during the last two years. | | |
| Yes: | 1768 | 50.20% |
| No: | 1394 | 39.58% |
| Not Applicable: | Less Than 5 | Not Available |
| I plan to be working for this organization in one year. | | |
| Yes: | 2977 | 84.53% |
| No: | 310 | 8.80% |
| Not Applicable: | Less Than 5 | Not Available |
| I am primarily | | |
| Faculty: | 110 | 3.12% |
| Staff: | 3358 | 95.34% |

Survey Constructs

The Survey of Employee Engagement is a framework, which at the highest level, consists of five Workplace Dimensions capturing the total work environment. Each Workplace Dimension is composed of several Survey Constructs designed to broadly profile areas of strength and concern so that interventions may be targeted appropriately. Survey Constructs are developed from the Primary Items (numbered 1-71). The organizational Climate is also developed from the Primary Items, but is reported in the climate section of this report. Appendix A1 contains a summary of the Survey Constructs and the related Primary Items. Constructs are scored differently from items to denote them as a separate measure. Using this scoring convention, construct scores can range from a low of 100 to a high of 500. When interpreting the scores, see the suggestions made on the Primary Item leading page of this report.

Your Data

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

Benchmark Data

- **YEAR Score** is your organization's score reported from previous iterations. Not Available is reported if there is no past score or if the item was new or no comparative data was available. Due to changes in the instrument, over time data is not available prior to 2010.
- **All Respondents** is the average score from all participants from all organizations.
- **Size Category** is the average score from organizations that are similar size to your organization.
- **Mission** is the average score from organizations of similar mission to your organization.

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

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

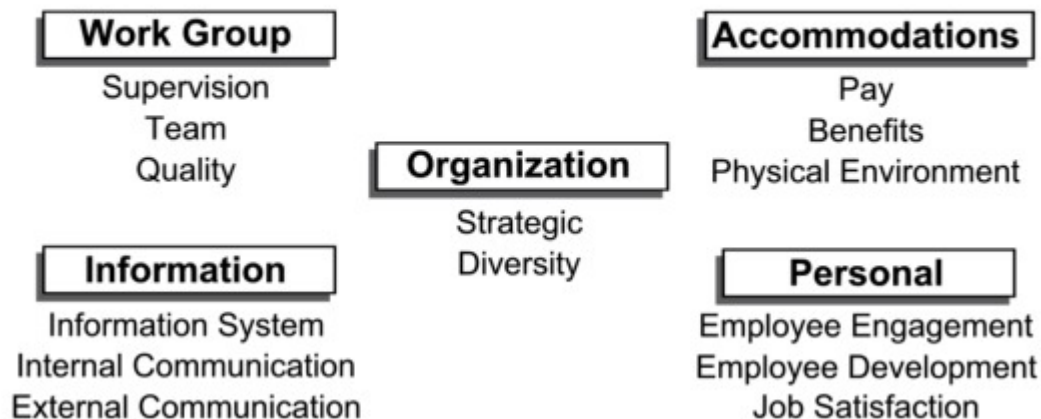
When is benchmark data available? Benchmark data is updated in the summer of every even-numbered year.

Survey Constructs

Survey Framework

Workplace Dimensions

Survey Constructs



Construct Summary: Scoring from High to Low

| Score | Construct | Score | Construct |
|-------|----------------------|-------|------------------------|
| 396 | Strategic | 379 | Employee Development |
| 393 | Physical Environment | 379 | Job Satisfaction |
| 392 | Supervision | 375 | Information Systems |
| 391 | Benefits | 361 | Diversity |
| 385 | Employee Engagement | 358 | External Communication |
| 384 | Team | 347 | Internal Communication |
| 383 | Quality | 250 | Pay |

Survey Constructs

Work Group

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

Supervision

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

| | | | | | |
|----------------|----------------------------------|-------------|--|------------------|----------------------------------|
| Current Score: | <input type="text" value="392"/> | 2012 Score: | <input type="text" value="394"/> | All Respondents: | <input type="text" value="392"/> |
| | | 2010 Score: | <input type="text" value="Not Available"/> | Size Category 6: | <input type="text" value="375"/> |
| | | 2008 Score: | <input type="text" value="Not Available"/> | Mission 3: | <input type="text" value="403"/> |

Team

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

| | | | | | |
|----------------|----------------------------------|-------------|--|------------------|----------------------------------|
| Current Score: | <input type="text" value="384"/> | 2012 Score: | <input type="text" value="383"/> | All Respondents: | <input type="text" value="379"/> |
| | | 2010 Score: | <input type="text" value="Not Available"/> | Size Category 6: | <input type="text" value="350"/> |
| | | 2008 Score: | <input type="text" value="Not Available"/> | Mission 3: | <input type="text" value="389"/> |

Quality

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

| | | | | | |
|----------------|----------------------------------|-------------|--|------------------|----------------------------------|
| Current Score: | <input type="text" value="383"/> | 2012 Score: | <input type="text" value="381"/> | All Respondents: | <input type="text" value="379"/> |
| | | 2010 Score: | <input type="text" value="Not Available"/> | Size Category 6: | <input type="text" value="343"/> |
| | | 2008 Score: | <input type="text" value="Not Available"/> | Mission 3: | <input type="text" value="392"/> |

Survey Constructs

Accommodations

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

Pay

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

Current Score:

2012 Score:

All Respondents:

2010 Score:

Size Category 6:

2008 Score:

Mission 3:

Benefits

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

Current Score:

2012 Score:

All Respondents:

2010 Score:

Size Category 6:

2008 Score:

Mission 3:

Physical Environment

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

Current Score:

2012 Score:

All Respondents:

2010 Score:

Size Category 6:

2008 Score:

Mission 3:

Survey Constructs

Organization

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

Strategic

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

| | | | | | |
|-----------------------|------------|-------------|---------------|------------------|-----|
| Current Score: | 396 | 2012 Score: | 398 | All Respondents: | 401 |
| | | 2010 Score: | Not Available | Size Category 6: | 376 |
| | | 2008 Score: | Not Available | Mission 3: | 407 |

Diversity

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

| | | | | | |
|-----------------------|------------|-------------|---------------|------------------|-----|
| Current Score: | 361 | 2012 Score: | 362 | All Respondents: | 363 |
| | | 2010 Score: | Not Available | Size Category 6: | 318 |
| | | 2008 Score: | Not Available | Mission 3: | 376 |

Survey Constructs

Information

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

Information Systems

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

Current Score:

2012 Score:

All Respondents:

2010 Score:

Size Category 6:

2008 Score:

Mission 3:

Internal Communication

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

Current Score:

2012 Score:

All Respondents:

2010 Score:

Size Category 6:

2008 Score:

Mission 3:

External Communication

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

Current Score:

2012 Score:

All Respondents:

2010 Score:

Size Category 6:

2008 Score:

Mission 3:

Survey Constructs

Personal

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

Employee Engagement

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

| | | | | | |
|-----------------------|----------------------------------|-------------|--|------------------|----------------------------------|
| Current Score: | <input type="text" value="385"/> | 2012 Score: | <input type="text" value="385"/> | All Respondents: | <input type="text" value="380"/> |
| | | 2010 Score: | <input type="text" value="Not Available"/> | Size Category 6: | <input type="text" value="348"/> |
| | | 2008 Score: | <input type="text" value="Not Available"/> | Mission 3: | <input type="text" value="395"/> |

Employee Development

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

| | | | | | |
|-----------------------|----------------------------------|-------------|--|------------------|----------------------------------|
| Current Score: | <input type="text" value="379"/> | 2012 Score: | <input type="text" value="376"/> | All Respondents: | <input type="text" value="375"/> |
| | | 2010 Score: | <input type="text" value="Not Available"/> | Size Category 6: | <input type="text" value="360"/> |
| | | 2008 Score: | <input type="text" value="Not Available"/> | Mission 3: | <input type="text" value="393"/> |

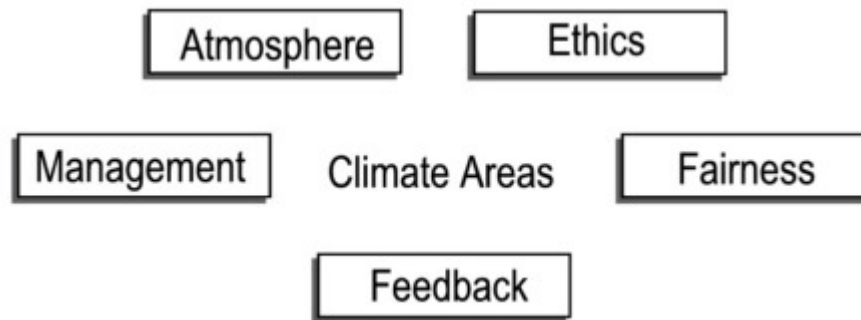
Job Satisfaction

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

| | | | | | |
|-----------------------|----------------------------------|-------------|--|------------------|----------------------------------|
| Current Score: | <input type="text" value="379"/> | 2012 Score: | <input type="text" value="379"/> | All Respondents: | <input type="text" value="375"/> |
| | | 2010 Score: | <input type="text" value="Not Available"/> | Size Category 6: | <input type="text" value="333"/> |
| | | 2008 Score: | <input type="text" value="Not Available"/> | Mission 3: | <input type="text" value="388"/> |

Survey Climate Areas

The climate in which employees work does, to a large extent, determine the efficiency and effectiveness of an organization. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. Moreover, it is an organization with proactive management that communicates and has the capability to make thoughtful decisions. Climate areas are scored differently from items to denote them as a separate measure. Using this scoring convention, climate scores can range from a low of 100 to a high of 500. When interpreting the scores, see the suggestions made on the Primary Item leading page of this report.



Your Data

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

Benchmark Data

- **YEAR** Score is your organization's score reported from previous iterations. Not Available is reported if there is no past score or if the item was new or no comparative data was available.
- **All Respondents** is the average score from all participants from all organizations.
- **Size Category** is the average score from organizations that are similar size to your organization.
- **Mission** is the average score from organizations of similar mission to your organization.

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

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

Survey Climate Areas

Climate

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

Climate/Atmosphere

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

| | | | | | |
|-----------------------|----------------------------------|-------------|--|------------------|----------------------------------|
| Current Score: | <input type="text" value="396"/> | 2012 Score: | <input type="text" value="394"/> | All Respondents: | <input type="text" value="389"/> |
| | | 2010 Score: | <input type="text" value="Not Available"/> | Size Category 6: | <input type="text" value="357"/> |
| | | 2008 Score: | <input type="text" value="Not Available"/> | Mission 3: | <input type="text" value="410"/> |

Climate/Ethics

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

| | | | | | |
|-----------------------|----------------------------------|-------------|--|------------------|----------------------------------|
| Current Score: | <input type="text" value="393"/> | 2012 Score: | <input type="text" value="392"/> | All Respondents: | <input type="text" value="392"/> |
| | | 2010 Score: | <input type="text" value="Not Available"/> | Size Category 6: | <input type="text" value="352"/> |
| | | 2008 Score: | <input type="text" value="Not Available"/> | Mission 3: | <input type="text" value="404"/> |

Climate/Fairness

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

| | | | | | |
|-----------------------|----------------------------------|-------------|--|------------------|----------------------------------|
| Current Score: | <input type="text" value="365"/> | 2012 Score: | <input type="text" value="350"/> | All Respondents: | <input type="text" value="357"/> |
| | | 2010 Score: | <input type="text" value="Not Available"/> | Size Category 6: | <input type="text" value="310"/> |
| | | 2008 Score: | <input type="text" value="Not Available"/> | Mission 3: | <input type="text" value="377"/> |

Climate/Feedback

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

| | | | | | |
|-----------------------|----------------------------------|-------------|--|------------------|----------------------------------|
| Current Score: | <input type="text" value="338"/> | 2012 Score: | <input type="text" value="339"/> | All Respondents: | <input type="text" value="349"/> |
| | | 2010 Score: | <input type="text" value="Not Available"/> | Size Category 6: | <input type="text" value="310"/> |
| | | 2008 Score: | <input type="text" value="Not Available"/> | Mission 3: | <input type="text" value="359"/> |

Climate/Management

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

| | | | | | |
|-----------------------|----------------------------------|-------------|--|------------------|----------------------------------|
| Current Score: | <input type="text" value="354"/> | 2012 Score: | <input type="text" value="333"/> | All Respondents: | <input type="text" value="361"/> |
| | | 2010 Score: | <input type="text" value="Not Available"/> | Size Category 6: | <input type="text" value="302"/> |
| | | 2008 Score: | <input type="text" value="Not Available"/> | Mission 3: | <input type="text" value="360"/> |

Primary Items

For the primary items (numbered 1-71), participants were asked to indicate how they agreed with each positively phrased statement. If participants did not have information or the item did not apply, they were to select don't know/not applicable. For items referring to work group, they were asked to respond from the perspective of their immediate workplace (those individuals or areas they interacted with most often).

Reported Data

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

Response Data

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

Benchmark Data

- **YEAR Score** is your organization's score reported from previous iterations. Not Available is reported if there is no past score or if the item was new or no comparative data was available.
- **All Respondents** is the average score from all participants from all organizations.
- **Size Category** is the average score from organizations that are similar size to your organization.
- **Mission** is the average score from organizations of similar mission to your organization.

Interpreting Data

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

Primary Items

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

| | | | | | | | |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
| | | | | | | Current Benchmarks | |
| Current Score: | 4.22 | 2012 Score: | 4.20 | All Respondents: | 4.15 | | |
| Standard Deviation: | 0.89 | 2010 Score: | Not Available | Size Category 6: | 3.88 | | |
| Number of Respondents: | 3493 | 2008 Score: | Not Available | Mission 3: | 4.26 | | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable | |
| Frequency: | 1497 | 1482 | 259 | 158 | 59 | 38 | |
| Percentage: | 42.86% | 42.43% | 7.41% | 4.52% | 1.69% | 1.09% | |

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

| | | | | | | | |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
| | | | | | | Current Benchmarks | |
| Current Score: | 3.96 | 2012 Score: | 3.96 | All Respondents: | 3.93 | | |
| Standard Deviation: | 1.02 | 2010 Score: | Not Available | Size Category 6: | 3.64 | | |
| Number of Respondents: | 3482 | 2008 Score: | Not Available | Mission 3: | 3.98 | | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable | |
| Frequency: | 1145 | 1471 | 433 | 283 | 97 | 53 | |
| Percentage: | 32.88% | 42.25% | 12.44% | 8.13% | 2.79% | 1.52% | |

3. There is a real feeling of teamwork.

| | | | | | | | |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
| | | | | | | Current Benchmarks | |
| Current Score: | 3.83 | 2012 Score: | 3.82 | All Respondents: | 3.75 | | |
| Standard Deviation: | 1.10 | 2010 Score: | Not Available | Size Category 6: | 3.44 | | |
| Number of Respondents: | 3488 | 2008 Score: | Not Available | Mission 3: | 3.86 | | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable | |
| Frequency: | 1066 | 1378 | 510 | 355 | 144 | 35 | |
| Percentage: | 30.56% | 39.51% | 14.62% | 10.18% | 4.13% | 1.00% | |

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

| | | | | | | | |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
| | | | | | | Current Benchmarks | |
| Current Score: | 3.72 | 2012 Score: | 3.72 | All Respondents: | 3.65 | | |
| Standard Deviation: | 1.16 | 2010 Score: | Not Available | Size Category 6: | 3.35 | | |
| Number of Respondents: | 3487 | 2008 Score: | Not Available | Mission 3: | 3.79 | | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable | |
| Frequency: | 948 | 1340 | 497 | 417 | 193 | 92 | |
| Percentage: | 27.19% | 38.43% | 14.25% | 11.96% | 5.53% | 2.64% | |

Primary Items

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

| | | | | | | | | | | | | | | | | | |
|---|--|-------------------------------------|--|-------------------------------------|--|---|--|-------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| Current Score: <input type="text" value="3.47"/> | | | | | | 2012 Score: <input type="text" value="3.46"/> | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: <input type="text" value="1.12"/> | | | | | | 2010 Score: <input type="text" value="Not Available"/> | | | | | | All Respondents: <input type="text" value="3.49"/> | | | | | |
| Number of Respondents: <input type="text" value="3475"/> | | | | | | 2008 Score: <input type="text" value="Not Available"/> | | | | | | Size Category 6: <input type="text" value="3.18"/> | | | | | |
| | | | | | | | | | | | | Mission 3: <input type="text" value="3.59"/> | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | <input type="text" value="584"/> | | <input type="text" value="1288"/> | | <input type="text" value="759"/> | | <input type="text" value="531"/> | | <input type="text" value="184"/> | | <input type="text" value="129"/> | | | | | |
| Percentage: | | <input type="text" value="16.81%"/> | | <input type="text" value="37.06%"/> | | <input type="text" value="21.84%"/> | | <input type="text" value="15.28%"/> | | <input type="text" value="5.29%"/> | | <input type="text" value="3.71%"/> | | | | | |

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

| | | | | | | | | | | | | | | | | | |
|---|--|-------------------------------------|--|-------------------------------------|--|---|--|-------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| Current Score: <input type="text" value="3.60"/> | | | | | | 2012 Score: <input type="text" value="3.66"/> | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: <input type="text" value="1.05"/> | | | | | | 2010 Score: <input type="text" value="Not Available"/> | | | | | | All Respondents: <input type="text" value="3.60"/> | | | | | |
| Number of Respondents: <input type="text" value="3477"/> | | | | | | 2008 Score: <input type="text" value="Not Available"/> | | | | | | Size Category 6: <input type="text" value="3.22"/> | | | | | |
| | | | | | | | | | | | | Mission 3: <input type="text" value="3.76"/> | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | <input type="text" value="609"/> | | <input type="text" value="1550"/> | | <input type="text" value="658"/> | | <input type="text" value="453"/> | | <input type="text" value="137"/> | | <input type="text" value="70"/> | | | | | |
| Percentage: | | <input type="text" value="17.52%"/> | | <input type="text" value="44.58%"/> | | <input type="text" value="18.92%"/> | | <input type="text" value="13.03%"/> | | <input type="text" value="3.94%"/> | | <input type="text" value="2.01%"/> | | | | | |

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

| | | | | | | | | | | | | | | | | | |
|---|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| Current Score: <input type="text" value="3.90"/> | | | | | | 2012 Score: <input type="text" value="3.97"/> | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: <input type="text" value="0.86"/> | | | | | | 2010 Score: <input type="text" value="Not Available"/> | | | | | | All Respondents: <input type="text" value="3.76"/> | | | | | |
| Number of Respondents: <input type="text" value="3477"/> | | | | | | 2008 Score: <input type="text" value="Not Available"/> | | | | | | Size Category 6: <input type="text" value="3.55"/> | | | | | |
| | | | | | | | | | | | | Mission 3: <input type="text" value="3.84"/> | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | <input type="text" value="720"/> | | <input type="text" value="1897"/> | | <input type="text" value="516"/> | | <input type="text" value="193"/> | | <input type="text" value="56"/> | | <input type="text" value="95"/> | | | | | |
| Percentage: | | <input type="text" value="20.71%"/> | | <input type="text" value="54.56%"/> | | <input type="text" value="14.84%"/> | | <input type="text" value="5.55%"/> | | <input type="text" value="1.61%"/> | | <input type="text" value="2.73%"/> | | | | | |

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

| | | | | | | | | | | | | | | | | | |
|---|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| Current Score: <input type="text" value="3.77"/> | | | | | | 2012 Score: <input type="text" value="3.82"/> | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: <input type="text" value="0.88"/> | | | | | | 2010 Score: <input type="text" value="Not Available"/> | | | | | | All Respondents: <input type="text" value="3.75"/> | | | | | |
| Number of Respondents: <input type="text" value="3468"/> | | | | | | 2008 Score: <input type="text" value="Not Available"/> | | | | | | Size Category 6: <input type="text" value="3.56"/> | | | | | |
| | | | | | | | | | | | | Mission 3: <input type="text" value="3.73"/> | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | <input type="text" value="518"/> | | <input type="text" value="1961"/> | | <input type="text" value="555"/> | | <input type="text" value="264"/> | | <input type="text" value="74"/> | | <input type="text" value="96"/> | | | | | |
| Percentage: | | <input type="text" value="14.94%"/> | | <input type="text" value="56.55%"/> | | <input type="text" value="16.00%"/> | | <input type="text" value="7.61%"/> | | <input type="text" value="2.13%"/> | | <input type="text" value="2.77%"/> | | | | | |

Primary Items

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

| | | | | | | | | | | | | | | | | | |
|-----------------------------------|--|----------------|--|--------|--|---------------------------|--|----------|--|-------------------|--|---------------------------|--|--|--|--|--|
| Current Score: 3.64 | | | | | | 2012 Score: 3.69 | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: 0.98 | | | | | | 2010 Score: Not Available | | | | | | All Respondents: 3.54 | | | | | |
| Number of Respondents: 3477 | | | | | | 2008 Score: Not Available | | | | | | Size Category 6: 3.35 | | | | | |
| | | | | | | | | | | | | Mission 3: 3.54 | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | 506 | | 1771 | | 602 | | 405 | | 111 | | 82 | | | | | |
| Percentage: | | 14.55% | | 50.93% | | 17.31% | | 11.65% | | 3.19% | | 2.36% | | | | | |

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

| | | | | | | | | | | | | | | | | | |
|-----------------------------------|--|----------------|--|--------|--|---------------------------|--|----------|--|-------------------|--|---------------------------|--|--|--|--|--|
| Current Score: 3.83 | | | | | | 2012 Score: 3.89 | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: 0.89 | | | | | | 2010 Score: Not Available | | | | | | All Respondents: 3.82 | | | | | |
| Number of Respondents: 3485 | | | | | | 2008 Score: Not Available | | | | | | Size Category 6: 3.57 | | | | | |
| | | | | | | | | | | | | Mission 3: 3.80 | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | 649 | | 1951 | | 479 | | 266 | | 68 | | 72 | | | | | |
| Percentage: | | 18.62% | | 55.98% | | 13.74% | | 7.63% | | 1.95% | | 2.07% | | | | | |

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

| | | | | | | | | | | | | | | | | | |
|-----------------------------------|--|----------------|--|--------|--|---------------------------|--|----------|--|-------------------|--|---------------------------|--|--|--|--|--|
| Current Score: 4.23 | | | | | | 2012 Score: 4.25 | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: 0.86 | | | | | | 2010 Score: Not Available | | | | | | All Respondents: 4.05 | | | | | |
| Number of Respondents: 3458 | | | | | | 2008 Score: Not Available | | | | | | Size Category 6: 4.12 | | | | | |
| | | | | | | | | | | | | Mission 3: 4.11 | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | 1469 | | 1574 | | 182 | | 180 | | 42 | | 11 | | | | | |
| Percentage: | | 42.48% | | 45.52% | | 5.26% | | 5.21% | | 1.21% | | 0.32% | | | | | |

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

| | | | | | | | | | | | | | | | | | |
|-----------------------------------|--|----------------|--|--------|--|---------------------------|--|----------|--|-------------------|--|---------------------------|--|--|--|--|--|
| Current Score: 3.81 | | | | | | 2012 Score: 3.87 | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: 1.09 | | | | | | 2010 Score: Not Available | | | | | | All Respondents: 3.90 | | | | | |
| Number of Respondents: 3464 | | | | | | 2008 Score: Not Available | | | | | | Size Category 6: 3.70 | | | | | |
| | | | | | | | | | | | | Mission 3: 4.00 | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | 990 | | 1464 | | 499 | | 322 | | 161 | | 28 | | | | | |
| Percentage: | | 28.58% | | 42.26% | | 14.41% | | 9.30% | | 4.65% | | 0.81% | | | | | |

Primary Items

13. My supervisor recognizes outstanding work.

| | | | | | | | | | | | | | | | | | |
|---|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| Current Score: <input type="text" value="3.85"/> | | | | | | 2012 Score: <input type="text" value="3.88"/> | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: <input type="text" value="1.13"/> | | | | | | 2010 Score: <input type="text" value="Not Available"/> | | | | | | All Respondents: <input type="text" value="3.87"/> | | | | | |
| Number of Respondents: <input type="text" value="3462"/> | | | | | | 2008 Score: <input type="text" value="Not Available"/> | | | | | | Size Category 6: <input type="text" value="3.59"/> | | | | | |
| | | | | | | | | | | | | Mission 3: <input type="text" value="3.99"/> | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | <input type="text" value="1143"/> | | <input type="text" value="1299"/> | | <input type="text" value="500"/> | | <input type="text" value="319"/> | | <input type="text" value="170"/> | | <input type="text" value="31"/> | | | | | |
| Percentage: | | <input type="text" value="33.02%"/> | | <input type="text" value="37.52%"/> | | <input type="text" value="14.44%"/> | | <input type="text" value="9.21%"/> | | <input type="text" value="4.91%"/> | | <input type="text" value="0.90%"/> | | | | | |

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

| | | | | | | | | | | | | | | | | | |
|---|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| Current Score: <input type="text" value="3.99"/> | | | | | | 2012 Score: <input type="text" value="4.00"/> | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: <input type="text" value="1.07"/> | | | | | | 2010 Score: <input type="text" value="Not Available"/> | | | | | | All Respondents: <input type="text" value="4.01"/> | | | | | |
| Number of Respondents: <input type="text" value="3459"/> | | | | | | 2008 Score: <input type="text" value="Not Available"/> | | | | | | Size Category 6: <input type="text" value="3.81"/> | | | | | |
| | | | | | | | | | | | | Mission 3: <input type="text" value="4.15"/> | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | <input type="text" value="1289"/> | | <input type="text" value="1338"/> | | <input type="text" value="422"/> | | <input type="text" value="256"/> | | <input type="text" value="133"/> | | <input type="text" value="21"/> | | | | | |
| Percentage: | | <input type="text" value="37.27%"/> | | <input type="text" value="38.68%"/> | | <input type="text" value="12.20%"/> | | <input type="text" value="7.40%"/> | | <input type="text" value="3.85%"/> | | <input type="text" value="0.61%"/> | | | | | |

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

| | | | | | | | | | | | | | | | | | |
|---|--|-------------------------------------|--|-------------------------------------|--|---|--|-------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| Current Score: <input type="text" value="3.73"/> | | | | | | 2012 Score: <input type="text" value="3.69"/> | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: <input type="text" value="1.17"/> | | | | | | 2010 Score: <input type="text" value="Not Available"/> | | | | | | All Respondents: <input type="text" value="3.74"/> | | | | | |
| Number of Respondents: <input type="text" value="3456"/> | | | | | | 2008 Score: <input type="text" value="Not Available"/> | | | | | | Size Category 6: <input type="text" value="3.56"/> | | | | | |
| | | | | | | | | | | | | Mission 3: <input type="text" value="3.89"/> | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | <input type="text" value="979"/> | | <input type="text" value="1313"/> | | <input type="text" value="508"/> | | <input type="text" value="372"/> | | <input type="text" value="208"/> | | <input type="text" value="76"/> | | | | | |
| Percentage: | | <input type="text" value="28.33%"/> | | <input type="text" value="37.99%"/> | | <input type="text" value="14.70%"/> | | <input type="text" value="10.76%"/> | | <input type="text" value="6.02%"/> | | <input type="text" value="2.20%"/> | | | | | |

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

| | | | | | | | | | | | | | | | | | |
|---|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| Current Score: <input type="text" value="3.90"/> | | | | | | 2012 Score: <input type="text" value="3.93"/> | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: <input type="text" value="1.03"/> | | | | | | 2010 Score: <input type="text" value="Not Available"/> | | | | | | All Respondents: <input type="text" value="4.09"/> | | | | | |
| Number of Respondents: <input type="text" value="3442"/> | | | | | | 2008 Score: <input type="text" value="Not Available"/> | | | | | | Size Category 6: <input type="text" value="3.95"/> | | | | | |
| | | | | | | | | | | | | Mission 3: <input type="text" value="4.09"/> | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | <input type="text" value="1025"/> | | <input type="text" value="1541"/> | | <input type="text" value="461"/> | | <input type="text" value="276"/> | | <input type="text" value="117"/> | | <input type="text" value="22"/> | | | | | |
| Percentage: | | <input type="text" value="29.78%"/> | | <input type="text" value="44.77%"/> | | <input type="text" value="13.39%"/> | | <input type="text" value="8.02%"/> | | <input type="text" value="3.40%"/> | | <input type="text" value="0.64%"/> | | | | | |

Primary Items

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

| | | | | | | | | | | | | | | | | | |
|-----------------------------------|--|----------------|--|--------|--|---------------------------|--|----------|--|-------------------|--|---------------------------|--|--|--|--|--|
| Current Score: 3.90 | | | | | | 2012 Score: 3.92 | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: 0.88 | | | | | | 2010 Score: Not Available | | | | | | All Respondents: 4.04 | | | | | |
| Number of Respondents: 3453 | | | | | | 2008 Score: Not Available | | | | | | Size Category 6: 3.81 | | | | | |
| | | | | | | | | | | | | Mission 3: 4.02 | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | 818 | | 1711 | | 587 | | 213 | | 46 | | 78 | | | | | |
| Percentage: | | 23.69% | | 49.55% | | 17.00% | | 6.17% | | 1.33% | | 2.26% | | | | | |

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

| | | | | | | | | | | | | | | | | | |
|-----------------------------------|--|----------------|--|--------|--|---------------------------|--|----------|--|-------------------|--|---------------------------|--|--|--|--|--|
| Current Score: 3.84 | | | | | | 2012 Score: 3.89 | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: 0.93 | | | | | | 2010 Score: Not Available | | | | | | All Respondents: 3.94 | | | | | |
| Number of Respondents: 3445 | | | | | | 2008 Score: Not Available | | | | | | Size Category 6: 3.64 | | | | | |
| | | | | | | | | | | | | Mission 3: 4.04 | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | 762 | | 1678 | | 605 | | 246 | | 71 | | 83 | | | | | |
| Percentage: | | 22.12% | | 48.71% | | 17.56% | | 7.14% | | 2.06% | | 2.41% | | | | | |

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

| | | | | | | | | | | | | | | | | | |
|-----------------------------------|--|----------------|--|--------|--|---------------------------|--|----------|--|-------------------|--|---------------------------|--|--|--|--|--|
| Current Score: 4.19 | | | | | | 2012 Score: 4.19 | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: 0.81 | | | | | | 2010 Score: Not Available | | | | | | All Respondents: 3.96 | | | | | |
| Number of Respondents: 3436 | | | | | | 2008 Score: Not Available | | | | | | Size Category 6: 3.65 | | | | | |
| | | | | | | | | | | | | Mission 3: 4.12 | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | 1258 | | 1626 | | 299 | | 126 | | 25 | | 102 | | | | | |
| Percentage: | | 36.61% | | 47.32% | | 8.70% | | 3.67% | | 0.73% | | 2.97% | | | | | |

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

| | | | | | | | | | | | | | | | | | |
|-----------------------------------|--|----------------|--|--------|--|---------------------------|--|----------|--|-------------------|--|---------------------------|--|--|--|--|--|
| Current Score: 3.95 | | | | | | 2012 Score: 3.94 | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: 0.94 | | | | | | 2010 Score: Not Available | | | | | | All Respondents: 3.78 | | | | | |
| Number of Respondents: 3464 | | | | | | 2008 Score: Not Available | | | | | | Size Category 6: 3.41 | | | | | |
| | | | | | | | | | | | | Mission 3: 3.96 | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | 977 | | 1559 | | 501 | | 224 | | 64 | | 139 | | | | | |
| Percentage: | | 28.20% | | 45.01% | | 14.46% | | 6.47% | | 1.85% | | 4.01% | | | | | |

Primary Items

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

| | | | | | | | | | | | | | | | | | |
|---|--|-------------------------------------|--|-------------------------------------|--|---|--|-------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| Current Score: <input type="text" value="3.40"/> | | | | | | 2012 Score: <input type="text" value="3.35"/> | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: <input type="text" value="1.07"/> | | | | | | 2010 Score: <input type="text" value="Not Available"/> | | | | | | All Respondents: <input type="text" value="3.54"/> | | | | | |
| Number of Respondents: <input type="text" value="3452"/> | | | | | | 2008 Score: <input type="text" value="Not Available"/> | | | | | | Size Category 6: <input type="text" value="3.29"/> | | | | | |
| | | | | | | | | | | | | Mission 3: <input type="text" value="3.55"/> | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | <input type="text" value="463"/> | | <input type="text" value="1231"/> | | <input type="text" value="812"/> | | <input type="text" value="571"/> | | <input type="text" value="145"/> | | <input type="text" value="230"/> | | | | | |
| Percentage: | | <input type="text" value="13.41%"/> | | <input type="text" value="35.66%"/> | | <input type="text" value="23.52%"/> | | <input type="text" value="16.54%"/> | | <input type="text" value="4.20%"/> | | <input type="text" value="6.66%"/> | | | | | |

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

| | | | | | | | | | | | | | | | | | |
|---|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| Current Score: <input type="text" value="3.90"/> | | | | | | 2012 Score: <input type="text" value="3.86"/> | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: <input type="text" value="0.85"/> | | | | | | 2010 Score: <input type="text" value="Not Available"/> | | | | | | All Respondents: <input type="text" value="3.87"/> | | | | | |
| Number of Respondents: <input type="text" value="3449"/> | | | | | | 2008 Score: <input type="text" value="Not Available"/> | | | | | | Size Category 6: <input type="text" value="3.56"/> | | | | | |
| | | | | | | | | | | | | Mission 3: <input type="text" value="3.93"/> | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | <input type="text" value="752"/> | | <input type="text" value="1735"/> | | <input type="text" value="627"/> | | <input type="text" value="165"/> | | <input type="text" value="46"/> | | <input type="text" value="124"/> | | | | | |
| Percentage: | | <input type="text" value="21.80%"/> | | <input type="text" value="50.30%"/> | | <input type="text" value="18.18%"/> | | <input type="text" value="4.78%"/> | | <input type="text" value="1.33%"/> | | <input type="text" value="3.60%"/> | | | | | |

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

| | | | | | | | | | | | | | | | | | |
|---|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| Current Score: <input type="text" value="4.06"/> | | | | | | 2012 Score: <input type="text" value="4.08"/> | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: <input type="text" value="0.87"/> | | | | | | 2010 Score: <input type="text" value="Not Available"/> | | | | | | All Respondents: <input type="text" value="3.95"/> | | | | | |
| Number of Respondents: <input type="text" value="3443"/> | | | | | | 2008 Score: <input type="text" value="Not Available"/> | | | | | | Size Category 6: <input type="text" value="3.46"/> | | | | | |
| | | | | | | | | | | | | Mission 3: <input type="text" value="4.24"/> | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | <input type="text" value="1101"/> | | <input type="text" value="1588"/> | | <input type="text" value="497"/> | | <input type="text" value="129"/> | | <input type="text" value="52"/> | | <input type="text" value="76"/> | | | | | |
| Percentage: | | <input type="text" value="31.98%"/> | | <input type="text" value="46.12%"/> | | <input type="text" value="14.44%"/> | | <input type="text" value="3.75%"/> | | <input type="text" value="1.51%"/> | | <input type="text" value="2.21%"/> | | | | | |

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

| | | | | | | | | | | | | | | | | | |
|---|--|------------------------------------|--|-------------------------------------|--|---|--|-------------------------------------|--|-------------------------------------|--|---|--|--|--|--|--|
| Current Score: <input type="text" value="2.30"/> | | | | | | 2012 Score: <input type="text" value="2.47"/> | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: <input type="text" value="1.15"/> | | | | | | 2010 Score: <input type="text" value="Not Available"/> | | | | | | All Respondents: <input type="text" value="2.38"/> | | | | | |
| Number of Respondents: <input type="text" value="3465"/> | | | | | | 2008 Score: <input type="text" value="Not Available"/> | | | | | | Size Category 6: <input type="text" value="1.72"/> | | | | | |
| | | | | | | | | | | | | Mission 3: <input type="text" value="2.50"/> | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | <input type="text" value="88"/> | | <input type="text" value="586"/> | | <input type="text" value="625"/> | | <input type="text" value="1089"/> | | <input type="text" value="1031"/> | | <input type="text" value="46"/> | | | | | |
| Percentage: | | <input type="text" value="2.54%"/> | | <input type="text" value="16.91%"/> | | <input type="text" value="18.04%"/> | | <input type="text" value="31.43%"/> | | <input type="text" value="29.75%"/> | | <input type="text" value="1.33%"/> | | | | | |

Primary Items

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

| | | | | | | |
|------------------------|----------------|-------------|-------------|---------------|-------------------|---------------------------|
| Current Score: | | 2.48 | 2012 Score: | 2.58 | All Respondents: | 2.52 |
| Standard Deviation: | | 1.16 | 2010 Score: | Not Available | Size Category 6: | 2.01 |
| Number of Respondents: | | 3464 | 2008 Score: | Not Available | Mission 3: | 2.67 |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 118 | 650 | 803 | 980 | 829 | 84 |
| Percentage: | 3.41% | 18.76% | 23.18% | 28.29% | 23.93% | 2.42% |

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

| | | | | | | |
|------------------------|----------------|-------------|-------------|---------------|-------------------|---------------------------|
| Current Score: | | 2.71 | 2012 Score: | 2.86 | All Respondents: | 2.74 |
| Standard Deviation: | | 1.17 | 2010 Score: | Not Available | Size Category 6: | 2.07 |
| Number of Respondents: | | 3460 | 2008 Score: | Not Available | Mission 3: | 2.85 |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 172 | 873 | 796 | 981 | 612 | 26 |
| Percentage: | 4.97% | 25.23% | 23.01% | 28.35% | 17.69% | 0.75% |

27. My job meets my expectations.

| | | | | | | |
|------------------------|----------------|-------------|-------------|---------------|-------------------|---------------------------|
| Current Score: | | 3.55 | 2012 Score: | 3.61 | All Respondents: | 3.59 |
| Standard Deviation: | | 1.03 | 2010 Score: | Not Available | Size Category 6: | 3.25 |
| Number of Respondents: | | 3458 | 2008 Score: | Not Available | Mission 3: | 3.75 |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 479 | 1667 | 702 | 412 | 171 | 27 |
| Percentage: | 13.85% | 48.21% | 20.30% | 11.91% | 4.95% | 0.78% |

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

| | | | | | | |
|------------------------|----------------|-------------|-------------|---------------|-------------------|---------------------------|
| Current Score: | | 3.77 | 2012 Score: | 3.71 | All Respondents: | 3.79 |
| Standard Deviation: | | 1.08 | 2010 Score: | Not Available | Size Category 6: | 3.30 |
| Number of Respondents: | | 3463 | 2008 Score: | Not Available | Mission 3: | 3.81 |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 872 | 1565 | 520 | 305 | 177 | 24 |
| Percentage: | 25.18% | 45.19% | 15.02% | 8.81% | 5.11% | 0.69% |

Primary Items

29. I feel my efforts count.

| | | | | | | |
|------------------------|----------------|-------------|-------------|---------------|-------------------|---------------------------|
| Current Score: | | 3.85 | 2012 Score: | 3.86 | All Respondents: | 3.76 |
| Standard Deviation: | | 1.09 | 2010 Score: | Not Available | Size Category 6: | 3.36 |
| Number of Respondents: | | 3451 | 2008 Score: | Not Available | Mission 3: | 3.92 |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 1001 | 1557 | 427 | 263 | 185 | 18 |
| Percentage: | 29.01% | 45.12% | 12.37% | 7.62% | 5.36% | 0.52% |

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

| | | | | | | |
|------------------------|----------------|-------------|-------------|---------------|-------------------|---------------------------|
| Current Score: | | 3.67 | 2012 Score: | 3.66 | All Respondents: | 3.66 |
| Standard Deviation: | | 1.04 | 2010 Score: | Not Available | Size Category 6: | 3.21 |
| Number of Respondents: | | 3466 | 2008 Score: | Not Available | Mission 3: | 3.73 |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 637 | 1724 | 568 | 356 | 162 | 19 |
| Percentage: | 18.38% | 49.74% | 16.39% | 10.27% | 4.67% | 0.55% |

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

| | | | | | | |
|------------------------|----------------|-------------|-------------|---------------|-------------------|---------------------------|
| Current Score: | | 4.09 | 2012 Score: | 4.13 | All Respondents: | 3.95 |
| Standard Deviation: | | 0.89 | 2010 Score: | Not Available | Size Category 6: | 3.51 |
| Number of Respondents: | | 3461 | 2008 Score: | Not Available | Mission 3: | 4.17 |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 1226 | 1567 | 440 | 154 | 54 | 20 |
| Percentage: | 35.42% | 45.28% | 12.71% | 4.45% | 1.56% | 0.58% |

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

| | | | | | | |
|------------------------|----------------|-------------|-------------|---------------|-------------------|---------------------------|
| Current Score: | | 3.53 | 2012 Score: | 3.52 | All Respondents: | 3.65 |
| Standard Deviation: | | 1.05 | 2010 Score: | Not Available | Size Category 6: | 3.27 |
| Number of Respondents: | | 3461 | 2008 Score: | Not Available | Mission 3: | 3.70 |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 471 | 1715 | 604 | 468 | 179 | 24 |
| Percentage: | 13.61% | 49.55% | 17.45% | 13.52% | 5.17% | 0.69% |

Primary Items

33. My work atmosphere encourages open and honest communication.

| | | | | | | | |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
| | | | | | | Current Benchmarks | |
| Current Score: | 3.50 | 2012 Score: | 3.47 | All Respondents: | 3.49 | | |
| Standard Deviation: | 1.18 | 2010 Score: | Not Available | Size Category 6: | 3.11 | | |
| Number of Respondents: | 3451 | 2008 Score: | Not Available | Mission 3: | 3.65 | | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable | |
| Frequency: | 649 | 1449 | 582 | 484 | 271 | 16 | |
| Percentage: | 18.81% | 41.99% | 16.86% | 14.02% | 7.85% | 0.46% | |

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

| | | | | | | | |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
| | | | | | | Current Benchmarks | |
| Current Score: | 3.59 | 2012 Score: | 3.56 | All Respondents: | 3.59 | | |
| Standard Deviation: | 1.06 | 2010 Score: | Not Available | Size Category 6: | 3.28 | | |
| Number of Respondents: | 3456 | 2008 Score: | Not Available | Mission 3: | 3.71 | | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable | |
| Frequency: | 581 | 1662 | 573 | 457 | 163 | 20 | |
| Percentage: | 16.81% | 48.09% | 16.58% | 13.22% | 4.72% | 0.58% | |

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

| | | | | | | | |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
| | | | | | | Current Benchmarks | |
| Current Score: | 3.27 | 2012 Score: | 3.27 | All Respondents: | 3.33 | | |
| Standard Deviation: | 1.04 | 2010 Score: | Not Available | Size Category 6: | 2.93 | | |
| Number of Respondents: | 3457 | 2008 Score: | Not Available | Mission 3: | 3.37 | | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable | |
| Frequency: | 281 | 1419 | 878 | 647 | 199 | 33 | |
| Percentage: | 8.13% | 41.05% | 25.40% | 18.72% | 5.76% | 0.95% | |

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

| | | | | | | | |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
| | | | | | | Current Benchmarks | |
| Current Score: | 3.64 | 2012 Score: | 3.65 | All Respondents: | 3.77 | | |
| Standard Deviation: | 0.95 | 2010 Score: | Not Available | Size Category 6: | 3.28 | | |
| Number of Respondents: | 3439 | 2008 Score: | Not Available | Mission 3: | 3.74 | | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable | |
| Frequency: | 497 | 1625 | 760 | 320 | 99 | 138 | |
| Percentage: | 14.45% | 47.25% | 22.10% | 9.31% | 2.88% | 4.01% | |

Primary Items

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

| | | | | | | | | | | |
|-----------------------------------|----------------|--------|---------|----------|-------------------|---------------------------|-------------|---------------------------|------------------|------|
| Current Score: 3.38 | | | | | | 2012 Score: | 3.55 | Current Benchmarks | | |
| Standard Deviation: | | | | | | 0.92 | 2010 Score: | Not Available | All Respondents: | 3.88 |
| Number of Respondents: | | | | | | 3449 | 2008 Score: | Not Available | Size Category 6: | 3.27 |
| | | | | | | | | Mission 3: | 3.94 | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable | | | | |
| Frequency: | 291 | 1055 | 1195 | 297 | 104 | 507 | | | | |
| Percentage: | 8.44% | 30.59% | 34.65% | 8.61% | 3.02% | 14.70% | | | | |

38. My institution shares appropriate information with the public.

| | | | | | | | | | | |
|-----------------------------------|----------------|--------|---------|----------|-------------------|---------------------------|-------------|---------------------------|------------------|------|
| Current Score: 3.69 | | | | | | 2012 Score: | 3.76 | Current Benchmarks | | |
| Standard Deviation: | | | | | | 0.83 | 2010 Score: | Not Available | All Respondents: | 3.93 |
| Number of Respondents: | | | | | | 3444 | 2008 Score: | Not Available | Size Category 6: | 3.43 |
| | | | | | | | | Mission 3: | 3.93 | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable | | | | |
| Frequency: | 396 | 1665 | 872 | 166 | 61 | 284 | | | | |
| Percentage: | 11.50% | 48.34% | 25.32% | 4.82% | 1.77% | 8.25% | | | | |

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

| | | | | | | | | | | |
|-----------------------------------|----------------|--------|---------|----------|-------------------|---------------------------|-------------|---------------------------|------------------|------|
| Current Score: 3.59 | | | | | | 2012 Score: | 3.61 | Current Benchmarks | | |
| Standard Deviation: | | | | | | 0.93 | 2010 Score: | Not Available | All Respondents: | 3.86 |
| Number of Respondents: | | | | | | 3438 | 2008 Score: | Not Available | Size Category 6: | 3.44 |
| | | | | | | | | Mission 3: | 3.88 | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable | | | | |
| Frequency: | 408 | 1638 | 813 | 344 | 86 | 149 | | | | |
| Percentage: | 11.87% | 47.64% | 23.65% | 10.01% | 2.50% | 4.33% | | | | |

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

| | | | | | | | | | | |
|-----------------------------------|----------------|--------|---------|----------|-------------------|---------------------------|-------------|---------------------------|------------------|------|
| Current Score: 3.92 | | | | | | 2012 Score: | 3.94 | Current Benchmarks | | |
| Standard Deviation: | | | | | | 0.92 | 2010 Score: | Not Available | All Respondents: | 4.00 |
| Number of Respondents: | | | | | | 3468 | 2008 Score: | Not Available | Size Category 6: | 3.62 |
| | | | | | | | | Mission 3: | 4.04 | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable | | | | |
| Frequency: | 846 | 1907 | 363 | 248 | 85 | 19 | | | | |
| Percentage: | 24.39% | 54.99% | 10.47% | 7.15% | 2.45% | 0.55% | | | | |

Primary Items

41. My workplace is well maintained.

| | | | | | | |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| Current Score: | | 3.82 | 2012 Score: | 3.81 | Current Benchmarks | |
| Standard Deviation: | | 0.97 | 2010 Score: | Not Available | All Respondents: | 3.78 |
| Number of Respondents: | | 3457 | 2008 Score: | Not Available | Size Category 6: | 3.41 |
| | | | | | Mission 3: | 3.89 |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 748 | 1807 | 472 | 311 | 95 | 24 |
| Percentage: | 21.64% | 52.27% | 13.65% | 9.00% | 2.75% | 0.69% |

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

| | | | | | | |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| Current Score: | | 4.05 | 2012 Score: | 4.03 | Current Benchmarks | |
| Standard Deviation: | | 0.81 | 2010 Score: | Not Available | All Respondents: | 4.01 |
| Number of Respondents: | | 3447 | 2008 Score: | Not Available | Size Category 6: | 3.62 |
| | | | | | Mission 3: | 4.14 |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 936 | 1953 | 325 | 152 | 44 | 37 |
| Percentage: | 27.15% | 56.66% | 9.43% | 4.41% | 1.28% | 1.07% |

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

| | | | | | | |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| Current Score: | | 3.94 | 2012 Score: | 3.96 | Current Benchmarks | |
| Standard Deviation: | | 0.90 | 2010 Score: | Not Available | All Respondents: | 3.89 |
| Number of Respondents: | | 3463 | 2008 Score: | Not Available | Size Category 6: | 3.45 |
| | | | | | Mission 3: | 3.99 |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 837 | 1950 | 349 | 243 | 69 | 15 |
| Percentage: | 24.17% | 56.31% | 10.08% | 7.02% | 1.99% | 0.43% |

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

| | | | | | | |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| Current Score: | | 4.02 | 2012 Score: | 4.02 | Current Benchmarks | |
| Standard Deviation: | | 0.96 | 2010 Score: | Not Available | All Respondents: | 3.93 |
| Number of Respondents: | | 3458 | 2008 Score: | Not Available | Size Category 6: | 3.57 |
| | | | | | Mission 3: | 4.09 |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 1136 | 1594 | 429 | 174 | 99 | 26 |
| Percentage: | 32.85% | 46.10% | 12.41% | 5.03% | 2.86% | 0.75% |

Primary Items

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

| | | | | | | |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| Current Score: | | 3.87 | 2012 Score: | 3.90 | Current Benchmarks | |
| Standard Deviation: | | 1.03 | 2010 Score: | Not Available | All Respondents: | 3.81 |
| Number of Respondents: | | 3461 | 2008 Score: | Not Available | Size Category 6: | 3.45 |
| | | | | | Mission 3: | 4.03 |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 958 | 1564 | 462 | 296 | 114 | 67 |
| Percentage: | 27.68% | 45.19% | 13.35% | 8.55% | 3.29% | 1.94% |

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

| | | | | | | |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| Current Score: | | 4.12 | 2012 Score: | 4.14 | Current Benchmarks | |
| Standard Deviation: | | 0.79 | 2010 Score: | Not Available | All Respondents: | 4.10 |
| Number of Respondents: | | 3463 | 2008 Score: | Not Available | Size Category 6: | 3.90 |
| | | | | | Mission 3: | 4.11 |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 1081 | 1854 | 333 | 119 | 32 | 44 |
| Percentage: | 31.22% | 53.54% | 9.62% | 3.44% | 0.92% | 1.27% |

47. I am encouraged to learn from my mistakes.

| | | | | | | |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| Current Score: | | 3.97 | 2012 Score: | 3.99 | Current Benchmarks | |
| Standard Deviation: | | 0.87 | 2010 Score: | Not Available | All Respondents: | 3.98 |
| Number of Respondents: | | 3459 | 2008 Score: | Not Available | Size Category 6: | 3.79 |
| | | | | | Mission 3: | 4.05 |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 883 | 1823 | 478 | 161 | 61 | 53 |
| Percentage: | 25.53% | 52.70% | 13.82% | 4.65% | 1.76% | 1.53% |

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

| | | | | | | |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| Current Score: | | 3.57 | 2012 Score: | 3.52 | Current Benchmarks | |
| Standard Deviation: | | 1.19 | 2010 Score: | Not Available | All Respondents: | 3.45 |
| Number of Respondents: | | 3458 | 2008 Score: | Not Available | Size Category 6: | 3.03 |
| | | | | | Mission 3: | 3.71 |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 738 | 1472 | 526 | 402 | 295 | 25 |
| Percentage: | 21.34% | 42.57% | 15.21% | 11.63% | 8.53% | 0.72% |

Primary Items

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

| | | | | | | |
|---------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|
| Current Benchmarks | | | | | | |
| Current Score: | 3.53 | 2012 Score: | 3.52 | All Respondents: | 3.52 | |
| Standard Deviation: | 1.16 | 2010 Score: | Not Available | Size Category 6: | 3.13 | |
| Number of Respondents: | 3456 | 2008 Score: | Not Available | Mission 3: | 3.74 | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 618 | 1570 | 518 | 444 | 271 | 35 |
| Percentage: | 17.88% | 45.43% | 14.99% | 12.85% | 7.84% | 1.01% |

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

| | | | | | | |
|---------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|
| Current Benchmarks | | | | | | |
| Current Score: | 3.39 | 2012 Score: | 3.38 | All Respondents: | 3.44 | |
| Standard Deviation: | 1.12 | 2010 Score: | Not Available | Size Category 6: | 3.01 | |
| Number of Respondents: | 3461 | 2008 Score: | Not Available | Mission 3: | 3.55 | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 452 | 1421 | 769 | 494 | 255 | 70 |
| Percentage: | 13.06% | 41.06% | 22.22% | 14.27% | 7.37% | 2.02% |

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

| | | | | | | |
|---------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|
| Current Benchmarks | | | | | | |
| Current Score: | 3.93 | 2012 Score: | 3.92 | All Respondents: | 3.82 | |
| Standard Deviation: | 0.99 | 2010 Score: | Not Available | Size Category 6: | 3.41 | |
| Number of Respondents: | 3462 | 2008 Score: | Not Available | Mission 3: | 4.01 | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 997 | 1680 | 418 | 242 | 109 | 16 |
| Percentage: | 28.80% | 48.53% | 12.07% | 6.99% | 3.15% | 0.46% |

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

| | | | | | | |
|---------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|
| Current Benchmarks | | | | | | |
| Current Score: | 3.62 | 2012 Score: | 3.64 | All Respondents: | 3.72 | |
| Standard Deviation: | 1.06 | 2010 Score: | Not Available | Size Category 6: | 3.31 | |
| Number of Respondents: | 3458 | 2008 Score: | Not Available | Mission 3: | 3.80 | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 652 | 1444 | 754 | 350 | 161 | 97 |
| Percentage: | 18.85% | 41.76% | 21.80% | 10.12% | 4.66% | 2.81% |

Primary Items

53. Every employee is valued.

| | | | | | | |
|------------------------|----------------|-------------|-------------|---------------|-------------------|---------------------------|
| Current Score: | | 3.48 | 2012 Score: | 3.54 | All Respondents: | 3.53 |
| Standard Deviation: | | 1.14 | 2010 Score: | Not Available | Size Category 6: | 3.00 |
| Number of Respondents: | | 3468 | 2008 Score: | Not Available | Mission 3: | 3.68 |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 595 | 1435 | 663 | 516 | 226 | 33 |
| Percentage: | 17.16% | 41.38% | 19.12% | 14.88% | 6.52% | 0.95% |

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

| | | | | | | |
|------------------------|----------------|-------------|-------------|---------------|-------------------|---------------------------|
| Current Score: | | 3.74 | 2012 Score: | 3.79 | All Respondents: | 3.82 |
| Standard Deviation: | | 1.09 | 2010 Score: | Not Available | Size Category 6: | 3.65 |
| Number of Respondents: | | 3455 | 2008 Score: | Not Available | Mission 3: | 3.92 |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 868 | 1383 | 661 | 298 | 166 | 79 |
| Percentage: | 25.12% | 40.03% | 19.13% | 8.63% | 4.80% | 2.29% |

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

| | | | | | | |
|------------------------|----------------|-------------|-------------|---------------|-------------------|---------------------------|
| Current Score: | | 3.92 | 2012 Score: | 3.89 | All Respondents: | 3.87 |
| Standard Deviation: | | 0.91 | 2010 Score: | Not Available | Size Category 6: | 3.75 |
| Number of Respondents: | | 3450 | 2008 Score: | Not Available | Mission 3: | 3.99 |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 838 | 1817 | 472 | 194 | 80 | 49 |
| Percentage: | 24.29% | 52.67% | 13.68% | 5.62% | 2.32% | 1.42% |

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

| | | | | | | |
|------------------------|----------------|-------------|-------------|---------------|-------------------|---------------------------|
| Current Score: | | 3.77 | 2012 Score: | 3.71 | All Respondents: | 3.73 |
| Standard Deviation: | | 1.01 | 2010 Score: | Not Available | Size Category 6: | 3.60 |
| Number of Respondents: | | 3451 | 2008 Score: | Not Available | Mission 3: | 3.96 |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 771 | 1601 | 595 | 305 | 121 | 58 |
| Percentage: | 22.34% | 46.39% | 17.24% | 8.84% | 3.51% | 1.68% |

Primary Items

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

| | | | | | | | | | | | | | | | | | |
|---|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| Current Score: <input type="text" value="3.72"/> | | | | | | 2012 Score: <input type="text" value="3.64"/> | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: <input type="text" value="1.04"/> | | | | | | 2010 Score: <input type="text" value="Not Available"/> | | | | | | All Respondents: <input type="text" value="3.56"/> | | | | | |
| Number of Respondents: <input type="text" value="3450"/> | | | | | | 2008 Score: <input type="text" value="Not Available"/> | | | | | | Size Category 6: <input type="text" value="3.40"/> | | | | | |
| | | | | | | | | | | | | Mission 3: <input type="text" value="3.84"/> | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | <input type="text" value="744"/> | | <input type="text" value="1566"/> | | <input type="text" value="599"/> | | <input type="text" value="341"/> | | <input type="text" value="133"/> | | <input type="text" value="67"/> | | | | | |
| Percentage: | | <input type="text" value="21.57%"/> | | <input type="text" value="45.39%"/> | | <input type="text" value="17.36%"/> | | <input type="text" value="9.88%"/> | | <input type="text" value="3.86%"/> | | <input type="text" value="1.94%"/> | | | | | |

58. Our administration effectively communicates important information.

| | | | | | | | | | | | | | | | | | |
|---|--|-------------------------------------|--|-------------------------------------|--|---|--|-------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| Current Score: <input type="text" value="3.52"/> | | | | | | 2012 Score: <input type="text" value="3.20"/> | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: <input type="text" value="1.03"/> | | | | | | 2010 Score: <input type="text" value="Not Available"/> | | | | | | All Respondents: <input type="text" value="3.54"/> | | | | | |
| Number of Respondents: <input type="text" value="3454"/> | | | | | | 2008 Score: <input type="text" value="Not Available"/> | | | | | | Size Category 6: <input type="text" value="2.94"/> | | | | | |
| | | | | | | | | | | | | Mission 3: <input type="text" value="3.55"/> | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | <input type="text" value="439"/> | | <input type="text" value="1681"/> | | <input type="text" value="700"/> | | <input type="text" value="417"/> | | <input type="text" value="177"/> | | <input type="text" value="40"/> | | | | | |
| Percentage: | | <input type="text" value="12.71%"/> | | <input type="text" value="48.67%"/> | | <input type="text" value="20.27%"/> | | <input type="text" value="12.07%"/> | | <input type="text" value="5.12%"/> | | <input type="text" value="1.16%"/> | | | | | |

59. Our administration tries to be accessible and visible.

| | | | | | | | | | | | | | | | | | |
|---|--|-------------------------------------|--|-------------------------------------|--|---|--|-------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| Current Score: <input type="text" value="3.55"/> | | | | | | 2012 Score: <input type="text" value="3.45"/> | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: <input type="text" value="1.02"/> | | | | | | 2010 Score: <input type="text" value="Not Available"/> | | | | | | All Respondents: <input type="text" value="3.68"/> | | | | | |
| Number of Respondents: <input type="text" value="3448"/> | | | | | | 2008 Score: <input type="text" value="Not Available"/> | | | | | | Size Category 6: <input type="text" value="3.10"/> | | | | | |
| | | | | | | | | | | | | Mission 3: <input type="text" value="3.64"/> | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | <input type="text" value="486"/> | | <input type="text" value="1590"/> | | <input type="text" value="811"/> | | <input type="text" value="350"/> | | <input type="text" value="167"/> | | <input type="text" value="44"/> | | | | | |
| Percentage: | | <input type="text" value="14.10%"/> | | <input type="text" value="46.11%"/> | | <input type="text" value="23.52%"/> | | <input type="text" value="10.15%"/> | | <input type="text" value="4.84%"/> | | <input type="text" value="1.28%"/> | | | | | |

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

| | | | | | | | | | | | | | | | | | |
|---|--|-------------------------------------|--|-------------------------------------|--|---|--|-------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| Current Score: <input type="text" value="3.32"/> | | | | | | 2012 Score: <input type="text" value="3.33"/> | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: <input type="text" value="1.07"/> | | | | | | 2010 Score: <input type="text" value="Not Available"/> | | | | | | All Respondents: <input type="text" value="3.48"/> | | | | | |
| Number of Respondents: <input type="text" value="3465"/> | | | | | | 2008 Score: <input type="text" value="Not Available"/> | | | | | | Size Category 6: <input type="text" value="3.03"/> | | | | | |
| | | | | | | | | | | | | Mission 3: <input type="text" value="3.50"/> | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | <input type="text" value="386"/> | | <input type="text" value="1254"/> | | <input type="text" value="1066"/> | | <input type="text" value="448"/> | | <input type="text" value="248"/> | | <input type="text" value="63"/> | | | | | |
| Percentage: | | <input type="text" value="11.14%"/> | | <input type="text" value="36.19%"/> | | <input type="text" value="30.76%"/> | | <input type="text" value="12.93%"/> | | <input type="text" value="7.16%"/> | | <input type="text" value="1.82%"/> | | | | | |

Primary Items

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

| | | | | | | | | | | | | | | | | | |
|---|--|-------------------------------------|--|-------------------------------------|--|---|--|-------------------------------------|--|-------------------------------------|--|---|--|--|--|--|--|
| Current Score: <input type="text" value="3.13"/> | | | | | | 2012 Score: <input type="text" value="3.12"/> | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: <input type="text" value="1.26"/> | | | | | | 2010 Score: <input type="text" value="Not Available"/> | | | | | | All Respondents: <input type="text" value="3.37"/> | | | | | |
| Number of Respondents: <input type="text" value="3467"/> | | | | | | 2008 Score: <input type="text" value="Not Available"/> | | | | | | Size Category 6: <input type="text" value="3.10"/> | | | | | |
| | | | | | | | | | | | | Mission 3: <input type="text" value="3.46"/> | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | <input type="text" value="441"/> | | <input type="text" value="1074"/> | | <input type="text" value="721"/> | | <input type="text" value="594"/> | | <input type="text" value="460"/> | | <input type="text" value="177"/> | | | | | |
| Percentage: | | <input type="text" value="12.72%"/> | | <input type="text" value="30.98%"/> | | <input type="text" value="20.80%"/> | | <input type="text" value="17.13%"/> | | <input type="text" value="13.27%"/> | | <input type="text" value="5.11%"/> | | | | | |

62. My ideas and opinions count at work.

| | | | | | | | | | | | | | | | | | |
|---|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| Current Score: <input type="text" value="3.69"/> | | | | | | 2012 Score: <input type="text" value="3.71"/> | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: <input type="text" value="1.08"/> | | | | | | 2010 Score: <input type="text" value="Not Available"/> | | | | | | All Respondents: <input type="text" value="3.62"/> | | | | | |
| Number of Respondents: <input type="text" value="3468"/> | | | | | | 2008 Score: <input type="text" value="Not Available"/> | | | | | | Size Category 6: <input type="text" value="3.18"/> | | | | | |
| | | | | | | | | | | | | Mission 3: <input type="text" value="3.81"/> | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | <input type="text" value="750"/> | | <input type="text" value="1566"/> | | <input type="text" value="610"/> | | <input type="text" value="320"/> | | <input type="text" value="190"/> | | <input type="text" value="32"/> | | | | | |
| Percentage: | | <input type="text" value="21.63%"/> | | <input type="text" value="45.16%"/> | | <input type="text" value="17.59%"/> | | <input type="text" value="9.23%"/> | | <input type="text" value="5.48%"/> | | <input type="text" value="0.92%"/> | | | | | |

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

| | | | | | | | | | | | | | | | | | |
|---|--|-------------------------------------|--|-------------------------------------|--|---|--|-------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| Current Score: <input type="text" value="3.48"/> | | | | | | 2012 Score: <input type="text" value="3.19"/> | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: <input type="text" value="1.19"/> | | | | | | 2010 Score: <input type="text" value="Not Available"/> | | | | | | All Respondents: <input type="text" value="3.34"/> | | | | | |
| Number of Respondents: <input type="text" value="3463"/> | | | | | | 2008 Score: <input type="text" value="Not Available"/> | | | | | | Size Category 6: <input type="text" value="2.70"/> | | | | | |
| | | | | | | | | | | | | Mission 3: <input type="text" value="3.60"/> | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | <input type="text" value="616"/> | | <input type="text" value="1499"/> | | <input type="text" value="522"/> | | <input type="text" value="507"/> | | <input type="text" value="295"/> | | <input type="text" value="24"/> | | | | | |
| Percentage: | | <input type="text" value="17.79%"/> | | <input type="text" value="43.29%"/> | | <input type="text" value="15.07%"/> | | <input type="text" value="14.64%"/> | | <input type="text" value="8.52%"/> | | <input type="text" value="0.69%"/> | | | | | |

64. My performance is evaluated fairly.

| | | | | | | | | | | | | | | | | | |
|---|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| Current Score: <input type="text" value="3.81"/> | | | | | | 2012 Score: <input type="text" value="3.80"/> | | | | | | Current Benchmarks | | | | | |
| Standard Deviation: <input type="text" value="1.01"/> | | | | | | 2010 Score: <input type="text" value="Not Available"/> | | | | | | All Respondents: <input type="text" value="3.80"/> | | | | | |
| Number of Respondents: <input type="text" value="3472"/> | | | | | | 2008 Score: <input type="text" value="Not Available"/> | | | | | | Size Category 6: <input type="text" value="3.49"/> | | | | | |
| | | | | | | | | | | | | Mission 3: <input type="text" value="3.93"/> | | | | | |
| Response: | | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Don't Know/Not Applicable | | | | | |
| Frequency: | | <input type="text" value="791"/> | | <input type="text" value="1669"/> | | <input type="text" value="548"/> | | <input type="text" value="235"/> | | <input type="text" value="144"/> | | <input type="text" value="85"/> | | | | | |
| Percentage: | | <input type="text" value="22.78%"/> | | <input type="text" value="48.07%"/> | | <input type="text" value="15.78%"/> | | <input type="text" value="6.77%"/> | | <input type="text" value="4.15%"/> | | <input type="text" value="2.45%"/> | | | | | |

Primary Items

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

| | | | | | | | |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
| | | | | | | Current Benchmarks | |
| Current Score: | 3.78 | 2012 Score: | 3.79 | All Respondents: | 3.83 | | |
| Standard Deviation: | 1.07 | 2010 Score: | Not Available | Size Category 6: | 3.44 | | |
| Number of Respondents: | 3475 | 2008 Score: | Not Available | Mission 3: | 3.94 | | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable | |
| Frequency: | 870 | 1555 | 550 | 249 | 185 | 66 | |
| Percentage: | 25.04% | 44.75% | 15.83% | 7.17% | 5.32% | 1.90% | |

66. Employees are generally ethical in my workplace.

| | | | | | | | |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
| | | | | | | Current Benchmarks | |
| Current Score: | 4.08 | 2012 Score: | 4.05 | All Respondents: | 4.01 | | |
| Standard Deviation: | 0.83 | 2010 Score: | Not Available | Size Category 6: | 3.59 | | |
| Number of Respondents: | 3471 | 2008 Score: | Not Available | Mission 3: | 4.13 | | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable | |
| Frequency: | 1060 | 1847 | 360 | 127 | 52 | 25 | |
| Percentage: | 30.54% | 53.21% | 10.37% | 3.66% | 1.50% | 0.72% | |

67. Harassment is not tolerated at my workplace.

| | | | | | | | |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
| | | | | | | Current Benchmarks | |
| Current Score: | 4.15 | 2012 Score: | 4.15 | All Respondents: | 4.11 | | |
| Standard Deviation: | 0.88 | 2010 Score: | Not Available | Size Category 6: | 3.80 | | |
| Number of Respondents: | 3470 | 2008 Score: | Not Available | Mission 3: | 4.26 | | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable | |
| Frequency: | 1295 | 1591 | 307 | 139 | 64 | 74 | |
| Percentage: | 37.32% | 45.85% | 8.85% | 4.01% | 1.84% | 2.13% | |

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

| | | | | | | | |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
| | | | | | | Current Benchmarks | |
| Current Score: | 3.77 | 2012 Score: | 3.73 | All Respondents: | 3.68 | | |
| Standard Deviation: | 1.04 | 2010 Score: | Not Available | Size Category 6: | 3.34 | | |
| Number of Respondents: | 3459 | 2008 Score: | Not Available | Mission 3: | 3.94 | | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable | |
| Frequency: | 827 | 1574 | 574 | 326 | 131 | 27 | |
| Percentage: | 23.91% | 45.50% | 16.59% | 9.42% | 3.79% | 0.78% | |

Primary Items

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

| | | | | | | |
|------------------------|----------------|-------------|---------------|------------------|---------------------------|---------------------------|
| Current Score: | | 3.76 | 2012 Score: | 3.77 | Current Benchmarks | |
| Standard Deviation: | 0.99 | 2010 Score: | Not Available | All Respondents: | 3.66 | |
| Number of Respondents: | 3468 | 2008 Score: | Not Available | Size Category 6: | 3.31 | |
| | | | | Mission 3: | 3.80 | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 696 | 1665 | 605 | 252 | 125 | 125 |
| Percentage: | 20.07% | 48.01% | 17.45% | 7.27% | 3.60% | 3.60% |

70. I understand my benefits plan.

| | | | | | | |
|------------------------|----------------|-------------|---------------|------------------|---------------------------|---------------------------|
| Current Score: | | 4.04 | 2012 Score: | 4.05 | Current Benchmarks | |
| Standard Deviation: | 0.71 | 2010 Score: | Not Available | All Respondents: | 4.01 | |
| Number of Respondents: | 3466 | 2008 Score: | Not Available | Size Category 6: | 3.79 | |
| | | | | Mission 3: | 4.06 | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 740 | 2205 | 303 | 115 | 25 | 78 |
| Percentage: | 21.35% | 63.62% | 8.74% | 3.32% | 0.72% | 2.25% |

71. Benefits can be selected to meet individual needs.

| | | | | | | |
|------------------------|----------------|-------------|---------------|------------------|---------------------------|---------------------------|
| Current Score: | | 3.92 | 2012 Score: | 3.83 | Current Benchmarks | |
| Standard Deviation: | 0.78 | 2010 Score: | Not Available | All Respondents: | 3.86 | |
| Number of Respondents: | 3467 | 2008 Score: | Not Available | Size Category 6: | 3.62 | |
| | | | | Mission 3: | 3.88 | |
| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
| Frequency: | 632 | 2045 | 510 | 140 | 39 | 101 |
| Percentage: | 18.23% | 58.98% | 14.71% | 4.04% | 1.12% | 2.91% |

Additional Items

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

*Additional Items are not included if none were submitted.

Reported Data

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

Response Data

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

Benchmark Data

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

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

Additional Items

1. My supervisor allows me to participate in University sponsored activities such as staff council, commencement, or University Training.

Average Score: Standard Deviation: Number of Respondents:

| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|-------------|----------------|--------|---------|----------|-------------------|---------------------------|
| Frequency: | 1135 | 1565 | 375 | 100 | 51 | 241 |
| Percentage: | 32.74% | 45.14% | 10.82% | 2.88% | 1.47% | 6.95% |

2. If I raise a workplace concern, I believe the concern would be appropriately addressed.

Average Score: Standard Deviation: Number of Respondents:

| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|-------------|----------------|--------|---------|----------|-------------------|---------------------------|
| Frequency: | 758 | 1619 | 545 | 344 | 163 | 42 |
| Percentage: | 21.84% | 46.64% | 15.70% | 9.91% | 4.70% | 1.21% |

3. I understand how my job contributes to the overall mission of The University.

Average Score: Standard Deviation: Number of Respondents:

| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|-------------|----------------|--------|---------|----------|-------------------|---------------------------|
| Frequency: | 1091 | 1951 | 293 | 77 | 28 | 28 |
| Percentage: | 31.46% | 56.26% | 8.45% | 2.22% | 0.81% | 0.81% |

4. My supervisor supports employees in participating in campus-supported activities that promote a healthy lifestyle.

Average Score: Standard Deviation: Number of Respondents:

| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|-------------|----------------|--------|---------|----------|-------------------|---------------------------|
| Frequency: | 900 | 1506 | 670 | 126 | 87 | 178 |
| Percentage: | 25.96% | 43.44% | 19.33% | 3.63% | 2.51% | 5.13% |

5. I have access to timely information about University sponsored wellness activities.

Average Score: Standard Deviation: Number of Respondents:

| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|-------------|----------------|--------|---------|----------|-------------------|---------------------------|
| Frequency: | 877 | 2050 | 353 | 74 | 28 | 79 |
| Percentage: | 25.34% | 59.23% | 10.20% | 2.14% | 0.81% | 2.28% |

Additional Items

6. The foods available to staff at campus eateries or vending machines support healthy eating.

Average Score: Standard Deviation: Number of Respondents:

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|-------------|----------------|--------|---------|----------|-------------------|---------------------------|
| Response: | | | | | | |
| Frequency: | 225 | 977 | 1086 | 576 | 254 | 356 |
| Percentage: | 6.48% | 28.12% | 31.26% | 16.58% | 7.31% | 10.25% |

7. My schedule allows me to participate in University wellness activities.

Average Score: Standard Deviation: Number of Respondents:

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|-------------|----------------|--------|---------|----------|-------------------|---------------------------|
| Response: | | | | | | |
| Frequency: | 342 | 1150 | 786 | 705 | 249 | 226 |
| Percentage: | 9.89% | 33.26% | 22.73% | 20.39% | 7.20% | 6.54% |

8. I am aware there are wellness programs at the university accessible to faculty and staff.

Average Score: Standard Deviation: Number of Respondents:

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|-------------|----------------|--------|---------|----------|-------------------|---------------------------|
| Response: | | | | | | |
| Frequency: | 872 | 2140 | 275 | 96 | 36 | 47 |
| Percentage: | 25.16% | 61.74% | 7.93% | 2.77% | 1.04% | 1.36% |

9. I feel safe in my workplace.

Average Score: Standard Deviation: Number of Respondents:

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|-------------|----------------|--------|---------|----------|-------------------|---------------------------|
| Response: | | | | | | |
| Frequency: | 1195 | 1854 | 260 | 89 | 28 | 21 |
| Percentage: | 34.67% | 53.79% | 7.54% | 2.58% | 0.81% | 0.61% |

10. If I participated in campus sponsored wellness or work-life balance programs, I found that this positively contributed to my overall job satisfaction.

Average Score: Standard Deviation: Number of Respondents:

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|-------------|----------------|--------|---------|----------|-------------------|---------------------------|
| Response: | | | | | | |
| Frequency: | 429 | 864 | 524 | 56 | 18 | 1571 |
| Percentage: | 12.39% | 24.96% | 15.14% | 1.62% | 0.52% | 45.38% |

Additional Items

11. There is more than one wage earner in my household.

Average Score: Standard Deviation: Number of Respondents:

| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|-------------|----------------|--------|---------------|---------------|-------------------|---------------------------|
| Frequency: | 2008 | 1461 | 0 | 0 | 0 | 0 |
| Percentage: | 57.88% | 42.12% | Not Available | Not Available | Not Available | Not Available |

12. I am the primary wage earner.

Average Score: Standard Deviation: Number of Respondents:

| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|-------------|----------------|--------|---------------|---------------|-------------------|---------------------------|
| Frequency: | 2378 | 1061 | 0 | 0 | 0 | 0 |
| Percentage: | 69.15% | 30.85% | Not Available | Not Available | Not Available | Not Available |

13. The number of persons in my household.

Average Score: Standard Deviation: Number of Respondents:

| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|-------------|----------------|--------|---------|----------|-------------------|---------------------------|
| Frequency: | 159 | 524 | 588 | 1381 | 814 | 0 |
| Percentage: | 4.59% | 15.12% | 16.96% | 39.84% | 23.49% | Not Available |

14. How far from the workplace do you live?

Average Score: Standard Deviation: Number of Respondents:

| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|-------------|----------------|--------|---------|----------|-------------------|---------------------------|
| Frequency: | 641 | 1048 | 1420 | 295 | 73 | 0 |
| Percentage: | 18.44% | 30.14% | 40.84% | 8.48% | 2.10% | Not Available |

15. What is your primary mode of transportation to the workplace during the spring 2014 term?

Average Score: Standard Deviation: Number of Respondents:

| Response: | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|-------------|----------------|--------|---------|----------|-------------------|---------------------------|
| Frequency: | 64 | 2479 | 233 | 532 | 179 | 0 |
| Percentage: | 1.84% | 71.09% | 6.68% | 15.26% | 5.13% | Not Available |

Survey Constructs and Related Items

Dimension 1: Work Group

| Supervision | Construct Score = 392 | Avg | S.D. |
|--|------------------------------|------------|-------------|
| 11: I have a clear understanding about my work responsibilities. | | 4.23 | 0.86 |
| 12: My supervisor gives me specific feedback about my performance. | | 3.81 | 1.09 |
| 13: My supervisor recognizes outstanding work. | | 3.85 | 1.13 |
| 14: My supervisor gives me the opportunity to do my best work. | | 3.99 | 1.07 |
| 15: My supervisor is consistent when administering policies concerning employees. | | 3.73 | 1.17 |
| Team | Construct Score = 384 | Avg | S.D. |
| 1: People in my work group cooperate to get the job done. | | 4.22 | 0.89 |
| 2: My work group is actively involved in making work processes more effective. | | 3.96 | 1.02 |
| 3: There is a real feeling of teamwork. | | 3.83 | 1.10 |
| 4: In my work group, I have an opportunity to participate in the goal setting process. | | 3.72 | 1.16 |
| 5: Work groups are trained to incorporate the opinions of each member. | | 3.47 | 1.12 |
| Quality | Construct Score = 383 | Avg | S.D. |
| 20: My work group uses the feedback from those we serve when making decisions. | | 3.95 | 0.94 |
| 21: My work group regularly uses performance data to improve the quality of our work. | | 3.40 | 1.07 |
| 22: My work group's goals are consistently met or exceeded. | | 3.90 | 0.85 |
| 23: Our institution is known for the quality of service we provide. | | 4.06 | 0.87 |

Survey Constructs and Related Items

Dimension 2: Accommodations

| Pay | Construct Score = 250 | Avg | S.D. |
|---|------------------------------|------------|-------------|
| 24: My pay keeps pace with the cost of living. | | 2.30 | 1.15 |
| 25: Salaries are competitive with similar jobs in the community or comparable institutions. | | 2.48 | 1.16 |
| 26: I feel I am paid fairly for the work I do. | | 2.71 | 1.17 |
| Benefits | Construct Score = 391 | Avg | S.D. |
| 69: Benefits are comparable to those offered in similar jobs. | | 3.76 | 0.99 |
| 70: I understand my benefits plan. | | 4.04 | 0.71 |
| 71: Benefits can be selected to meet individual needs. | | 3.92 | 0.78 |
| Physical Environment | Construct Score = 393 | Avg | S.D. |
| 40: Given the type of work I do, my physical workplace meets my needs. | | 3.92 | 0.92 |
| 41: My workplace is well maintained. | | 3.82 | 0.97 |
| 42: There are sufficient procedures to ensure the safety of employees in the workplace. | | 4.05 | 0.81 |
| 43: I have adequate resources and equipment to do my job. | | 3.94 | 0.90 |

Survey Constructs and Related Items

Dimension 3: Organization

| Strategic | Construct Score = 396 | Avg | S.D. |
|--|------------------------------|------------|-------------|
| 16: I have a good understanding of our mission, vision, and strategic plan. | | 3.90 | 1.03 |
| 17: I understand the state, local, national, and global issues that impact the organization. | | 3.90 | 0.88 |
| 18: We work well with other parts of the institution. | | 3.84 | 0.93 |
| 19: We develop services to meet the needs of those we serve. | | 4.19 | 0.81 |
| Diversity | Construct Score = 361 | Avg | S.D. |
| 50: An effort is made to get the opinions of people throughout the organization. | | 3.39 | 1.12 |
| 51: The people I work with treat each other with respect. | | 3.93 | 0.99 |
| 52: My institution works to attract, develop, and retain people with diverse backgrounds. | | 3.62 | 1.06 |
| 53: Every employee is valued. | | 3.48 | 1.14 |

Survey Constructs and Related Items

Dimension 4: Information

| Information Systems | Construct Score = 375 | Avg | S.D. |
|--|------------------------------|------------|-------------|
| 6: My work group uses the latest technology to communicate and interact. | | 3.60 | 1.05 |
| 7: The information available from our computer systems is reliable. | | 3.90 | 0.86 |
| 8: Overall, our computer information systems present information in an understandable way. | | 3.77 | 0.88 |
| 9: Our computer systems enable me to easily and quickly find the information I need. | | 3.64 | 0.98 |
| 10: Information systems are in place and accessible for me to get my job done. | | 3.83 | 0.89 |
| Internal Communication | Construct Score = 347 | Avg | S.D. |
| 32: I feel the communication channels I must go through at work are reasonable. | | 3.53 | 1.05 |
| 33: My work atmosphere encourages open and honest communication. | | 3.50 | 1.18 |
| 34: Overall within the groups I work, there is good communication. | | 3.59 | 1.06 |
| 35: The right information gets to the right people at the right time. | | 3.27 | 1.04 |
| External Communication | Construct Score = 358 | Avg | S.D. |
| 36: I believe we communicate our mission effectively to the public. | | 3.64 | 0.95 |
| 37: Our institution communicates well with our governing bodies (i.e. the board, the legislature, etc.). | | 3.38 | 0.92 |
| 38: My institution shares appropriate information with the public. | | 3.69 | 0.83 |
| 39: We communicate effectively with other parts of the institution. | | 3.59 | 0.93 |

Survey Constructs and Related Items

Dimension 5: Personal

| Employee Engagement | Construct Score = 385 | Avg | S.D. |
|--|------------------------------|------------|-------------|
| 44: The people I work with care about my personal well-being. | | 4.02 | 0.96 |
| 45: I am encouraged to come up with ways to improve our services. | | 3.87 | 1.03 |
| 46: I know how my work impacts others in the organization. | | 4.12 | 0.79 |
| 47: I am encouraged to learn from my mistakes. | | 3.97 | 0.87 |
| 48: There is a basic trust among employees and supervisors. | | 3.57 | 1.19 |
| 49: When possible, decision making and control are given to employees doing the actual work. | | 3.53 | 1.16 |
| Employee Development | Construct Score = 379 | Avg | S.D. |
| 54: I believe I have a career with this institution. | | 3.74 | 1.09 |
| 55: I have access to information about job opportunities, conferences, workshops, and training. | | 3.92 | 0.91 |
| 56: Learning opportunities/training are made available to me so that I can do my job better. | | 3.77 | 1.01 |
| 57: Learning opportunities/training are made available to me for professional growth/skills development. | | 3.72 | 1.04 |
| Job Satisfaction | Construct Score = 379 | Avg | S.D. |
| 27: My job meets my expectations. | | 3.55 | 1.03 |
| 28: My work environment supports a balance between work and personal life. | | 3.77 | 1.08 |
| 29: I feel my efforts count. | | 3.85 | 1.09 |
| 30: The amount of work I am asked to do is reasonable. | | 3.67 | 1.04 |
| 31: I feel a sense of pride when I tell people where I work. | | 4.09 | 0.89 |

Survey Climate Areas and Related Items

| Climate/Atmosphere | Construct Score = 396 | Avg | S.D. |
|---|------------------------------|------------|-------------|
| 67: Harassment is not tolerated at my workplace. | | 4.15 | 0.88 |
| 68: Within my workplace, there is a feeling of community among employees. | | 3.77 | 1.04 |
| Climate/Ethics | Construct Score = 393 | Avg | S.D. |
| 65: I am confident that if I report an ethics violation, it will be properly handled. | | 3.78 | 1.07 |
| 66: Employees are generally ethical in my workplace. | | 4.08 | 0.83 |
| Climate/Fairness | Construct Score = 365 | Avg | S.D. |
| 63: In my workplace, I believe people generally are treated fairly (i.e. without favoritism). | | 3.48 | 1.19 |
| 64: My performance is evaluated fairly. | | 3.81 | 1.01 |
| Climate/Feedback | Construct Score = 338 | Avg | S.D. |
| 60: I believe we will use the information from this survey to improve our performance. | | 3.32 | 1.07 |
| 61: I am satisfied with the opportunities I have to give feedback on my supervisor's performance. | | 3.13 | 1.26 |
| 62: My ideas and opinions count at work. | | 3.69 | 1.08 |
| Climate/Management | Construct Score = 354 | Avg | S.D. |
| 58: Our administration effectively communicates important information. | | 3.52 | 1.03 |
| 59: Our administration tries to be accessible and visible. | | 3.55 | 1.02 |

Key to the Electronic Data Files (Excel format)

This key can be used to interpret the layout of the
721_Org_Items.xls, 721_OC1_Items.xls, and 721_OC2_Items.xls
 and the
721_Org_Additional_Items.xls, 721_OC1_Additional_Items.xls, and
721_OC2_Additional_Items.xls
 Microsoft Excel data files found on the returned disks.

721_Org_Items.xls lists the scores for each of the Survey Items for the organization as a whole. 721_OC1_Items.xls lists the scores for each of the Survey Items for each of the organizational categories filled in Organization Code Box # 2. 721_OC2_Items.xls lists the scores for each of the Survey Items for each of the organizational categories filled in Organization Code Box # 3. If an Organizational Category did not have five or more respondents no Survey Item scores will appear for that category.

721_Org_Additional_Items.xls lists the scores for each of the Additional Items for the organization as a whole. 721_OC1_Additional_Items.xls lists the scores for each of the Additional Items for each of the organizational categories filled in Organization Code Box # 2. 721_OC2_Additional_Items.xls lists the scores for each of the Additional Items for each of the organizational categories filled in Organization Code Box # 3. If an Organizational Category did not have five or more respondents no Additional Item scores will appear for that category.

Sample Data Excerpt*:

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

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

Key:

A: "ID"

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

C: "ITEM_NO"

This column contains the item number.

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

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

Q: "RESPONSE_COUNT"

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

S: "STD_DEV"

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

B: "NAME"

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

D: "ITEM_TEXT"

This column contains the text of the item.

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

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

R: "AVG"

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

T: "VR"

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

Key to the Electronic Data Files (Excel format)

This key can be used to interpret the layout of the
721_Org_Constructs.xls, 721_OC1_Constructs.xls, and 721_OC2_Constructs.xls
 Microsoft Excel data files found on the returned disks.

721_Org_Constructs.xls lists the scores for each of the Survey Constructs for the organization as a whole. 721_OC1_Constructs.xls lists the scores for each of the Survey Constructs for each of the organizational categories filled in Organization Code Box # 2. 721_OC2_Items.xls lists the scores for each of the Survey Constructs for each of the organizational categories filled in Organization Code Box # 3. If an Organizational Category did not have five or more respondents no Survey Construct scores will appear for that category.

Sample Data Excerpt:

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

Key:

A: "ID"

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

C: "CONS_NO"

This column contains the construct number.

E: "SCORE"

This column contains the score of the construct.

B: "NAME"

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

D: "CONS_NAME"

This column contains the text of the constructs.

Survey Customization Sheet

Organization Codes

1. In **Code Box 1**, all employees of the The University of Texas at Austin should fill in code **721**.

2. In **Code Box 2**,

| <u>Code</u> | <u>Code</u> |
|--|---|
| 401 Architecture and Engineering Occupations | 403 Arts, Design, Entertainment, Sports, and Media Occupations |
| 405 Building and Grounds Cleaning and Maintenance Occupations | 407 Business and Financial Operations Occupations |
| 409 Business Operations Specialists | 411 Community and Social Service Occupations |
| 413 Computer and Mathematical Occupations | 415 Construction and Extraction Occupations |
| 417 Education, Training, and Library Occupations | 419 Farming, Fishing, and Forestry Occupations |
| 421 Food Preparation and Serving Related Occupations | 423 Healthcare Practitioners and Technical Occupations |
| 425 Healthcare Support Occupations | 427 Installation, Maintenance, and Repair Occupations |
| 429 Legal Occupations | 431 Life, Physical, and Social Science Occupations |
| 433 Management Occupations | 435 Office and Administrative Support Occupations |
| 437 Personal Care and Service Occupations | 439 Production Occupations |
| 441 Protective Service Occupations | 443 Sales and Related Occupations |
| 445 Transportation and Material Moving Occupations | |

3. In **Code Box 3**,

| <u>Code</u> | <u>Code</u> |
|-----------------------------|---------------------------------|
| 501 FT-Benefits Elig | 502 FT-Not Benefits Elig |
| 503 PT-Benefits Elig | 504 PT-Not Benefits Elig |

4. In **Code Box 4**,

| <u>Code</u> | <u>Code</u> |
|----------------------------------|-----------------------------|
| 301 Architecture | 303 Business |
| 305 Communication | 307 Education |
| 309 Engineering | 311 Fine Arts |
| 313 Geosciences | 315 Graduate Studies |
| 317 Information | 319 Law |
| 321 Liberal Arts | 323 Natural Sciences |
| 325 Nursing | 327 Pharmacy |
| 329 LBJ Public Affairs | 331 Social Work |
| 333 Undergraduate Studies | |

Additional Items

- My supervisor allows me to participate in University sponsored activities such as staff council, commencement, or University Training.
- If I raise a workplace concern, I believe the concern would be appropriately addressed.
- I understand how my job contributes to the overall mission of The University.
- My supervisor supports employees in participating in campus-supported activities that promote a healthy lifestyle.
- I have access to timely information about University sponsored wellness activities.
- The foods available to staff at campus eateries or vending machines support healthy eating.
- My schedule allows me to participate in University wellness activities.
- I am aware there are wellness programs at the university accessible to faculty and staff.
- I feel safe in my workplace.
- If I participated in campus sponsored wellness or work-life balance programs, I found that this positively contributed to my overall job satisfaction.
- There is more than one wage earner in my household.
- I am the primary wage earner.
- The number of persons in my household.
- How far from the workplace do you live?
- What is your primary mode of transportation to the workplace during the spring 2014 term?

