Texas Department of Public Safety
SCHEDULE F – Agency Workforce Plan 2022

Overview

The DPS Workforce Plan provides a snapshot of our agency's workforce demographics, as well as other relevant information related to human resources. The Plan includes information about the number of full-time equivalent employees, employee turnover, compensation, and workforce demographics. The data was extracted from CAPPS.

Full-Time Equivalent Employees

The FY 2021 average of filled FTE positions for the agency was 10,214.9, which was 283.3 FTEs (2.9%) more than the FY 2020 filled FTE average of 9,931.6 FTEs. This data is reported quarterly to the State Auditor's Office by our Finance Division. FTE counts do not equate to employee headcount. The number of FTEs for the agency is equal to the total hours paid divided by the total work hours in a quarter.

Employee Turnover

Employee turnover analysis is prepared from quarterly and year-end summary information entered by the agency divisions into CAPPS. The FY 2021 average headcount for the agency was 10,214.9 with 850 separations, resulting in a turnover percentage of 8.3%. Agency turnover is separated into the four categories listed below:

Category	# Of Separations
Involuntary Separations	57
Voluntary Separations	558
Retirements	235
Total	850

At this time, because CAPPS provides a limited number of "reason for separation" choices, we are unable to determine how many employees have left for better salaries, better jobs, work environment, relocation, etc. If they participate in the voluntary SAO survey, we are able capture some data in that report; however, the data is minimal.

Fiscal Year 2021 Workforce Demographics and Veteran Workforce Analysis

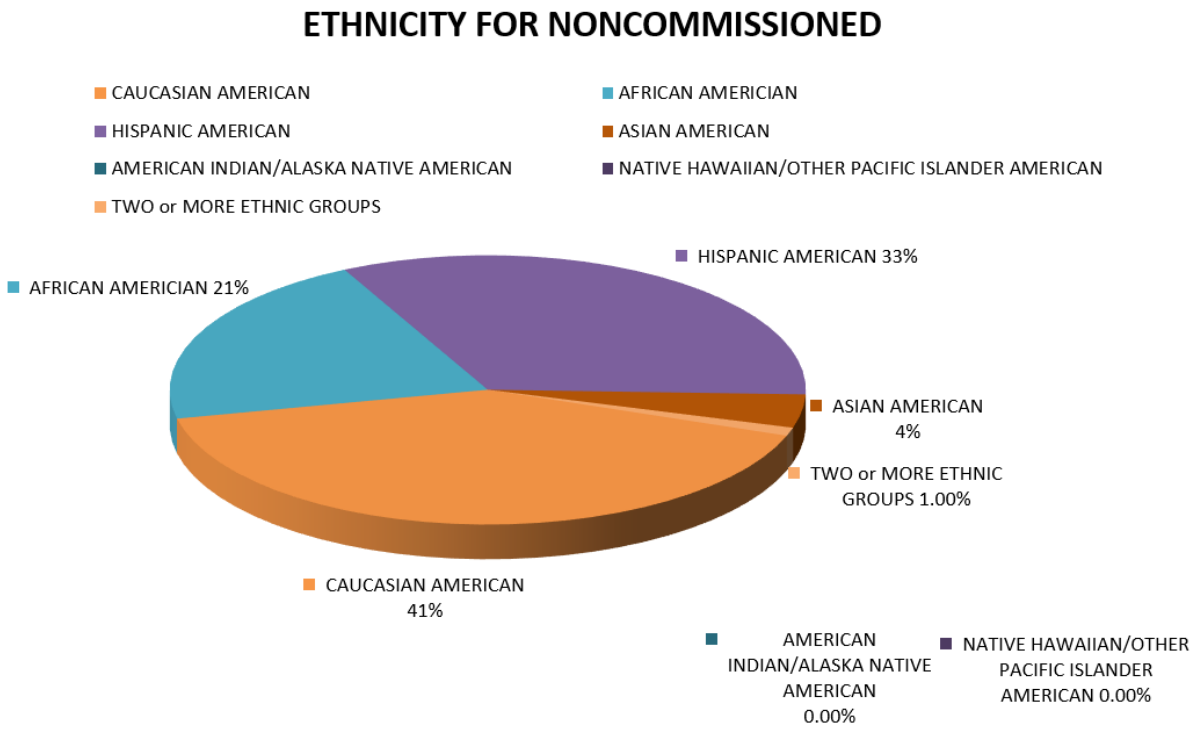
The agency achieved a 18.7% veteran status. We did not have any situations where the veteran's preference had to be invoked.

Workforce Demographics

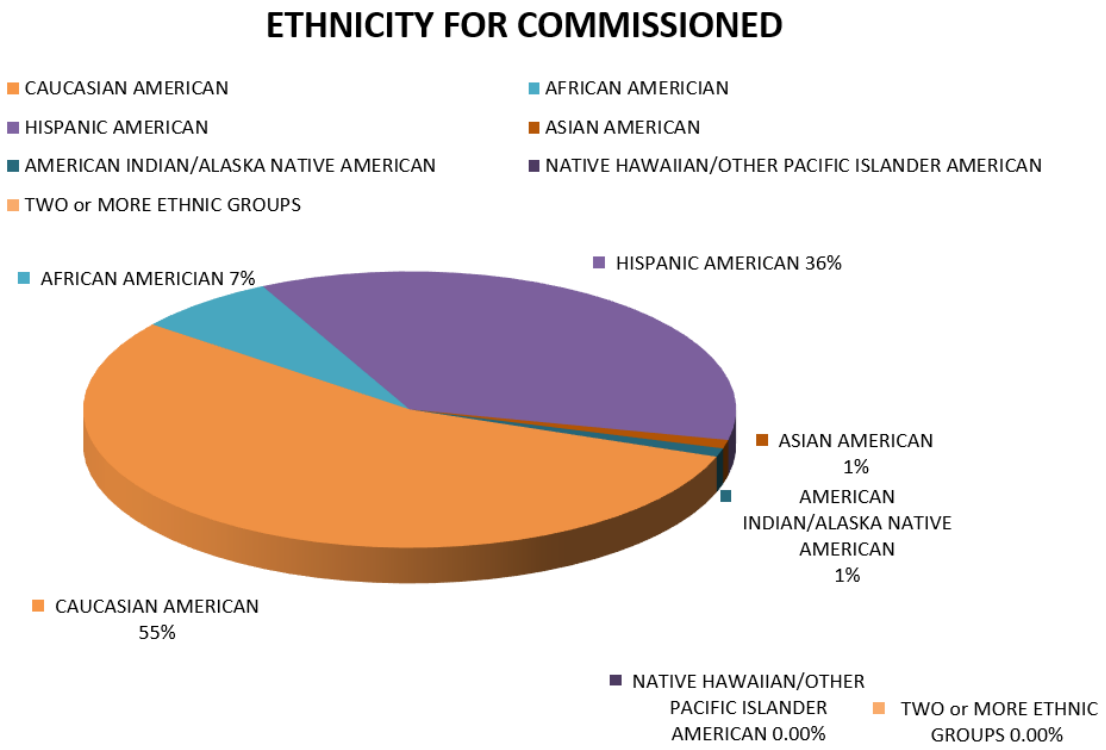
Workforce demographics include classified regular, full and part-time employees. This data is gathered from CAPPS.

The graphs included below reflect the statistical data as it relates to the composition of the population in the agency.

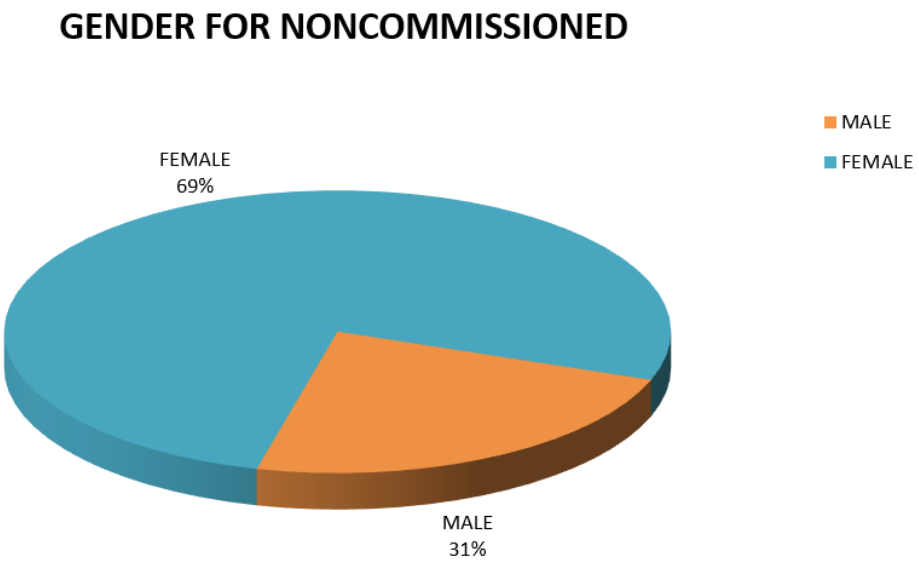
Of our non-commissioned employees, Caucasian Americans make up 41%, followed by Hispanic Americans with 33%, African Americans with 21%, Asian Americans with 4%, and those selecting two or more ethnic groups with 1%. We have two additional groups that did not reflect any employees. Those are American Indian/Alaska Native American and Native Hawaiian/Other Pacific Islander American.

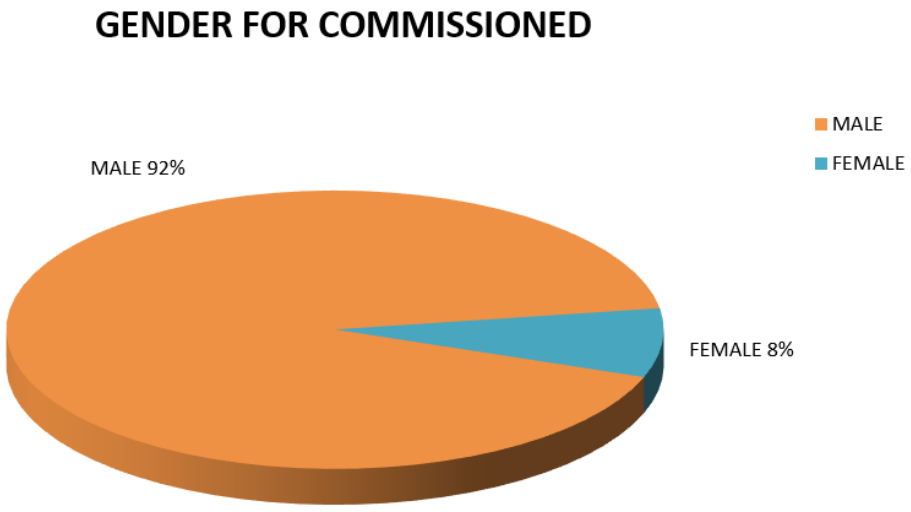


Of our law enforcement officers, Caucasian Americans make up 55%, followed by Hispanic Americans with 36%, African Americans with 7%, Asian Americans with 1%, and those selecting American Indian/Alaska Native American with 1%. We have two additional groups that did not reflect any employees. Those are Native Hawaiian/Other Pacific Islander American and those selecting two or more ethnic groups.

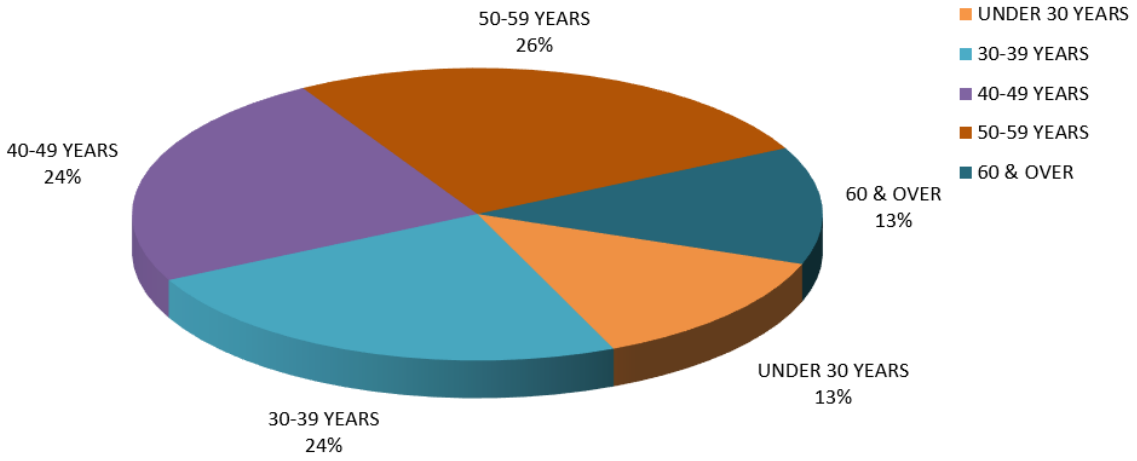


Also included in our analysis is data pertaining to gender, age, agency length of service (tenure), and education level of all our non-commissioned and commissioned employees.

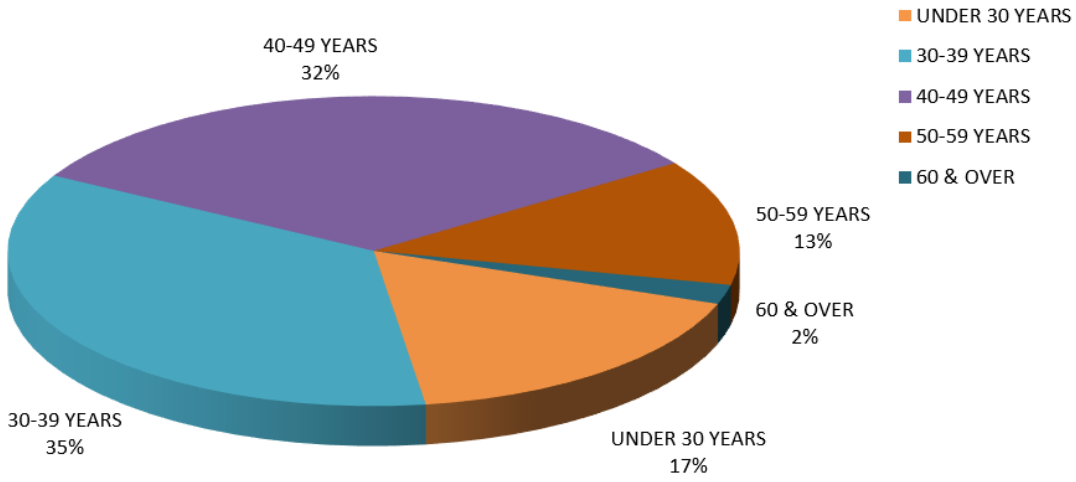




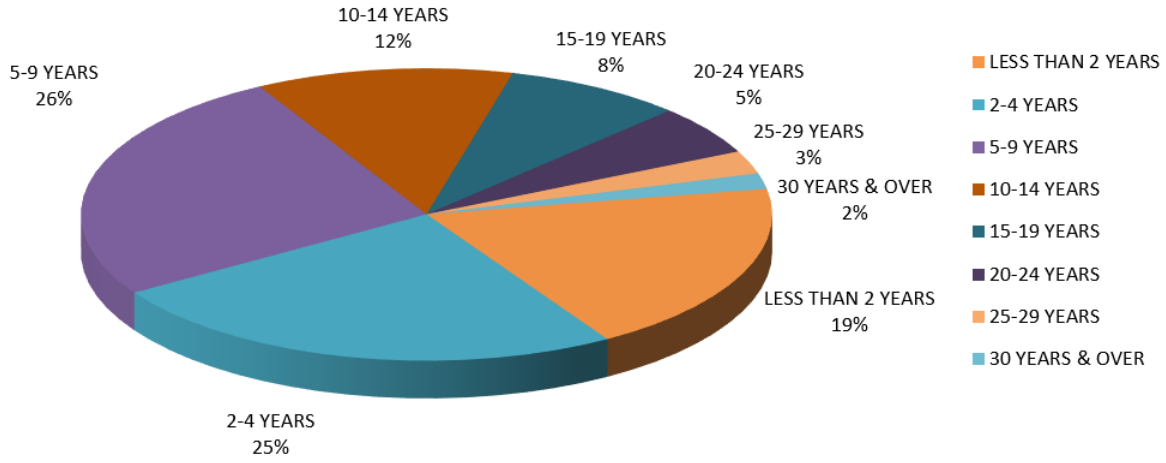
AGE FOR NONCOMMISSIONED



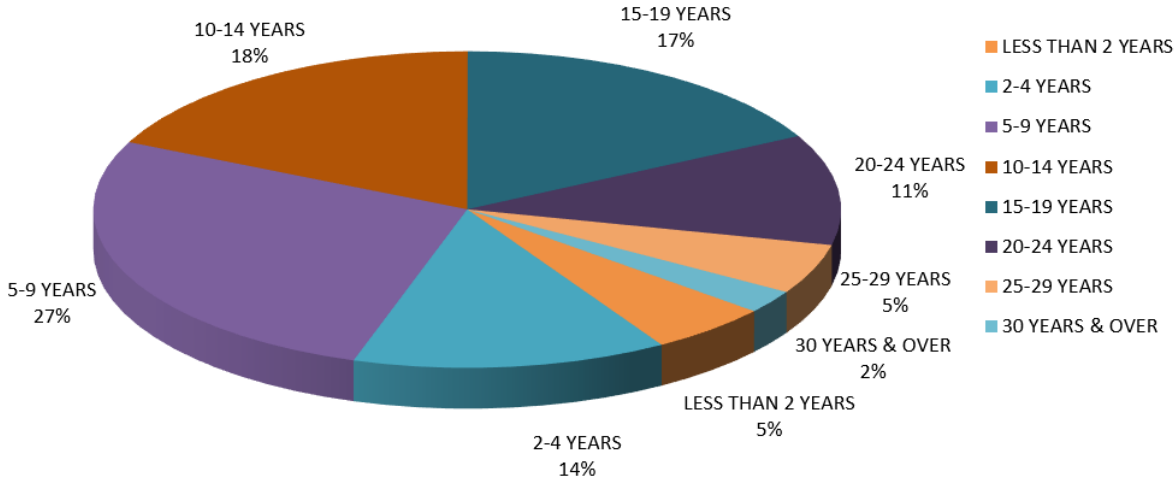
AGE FOR COMMISSIONED



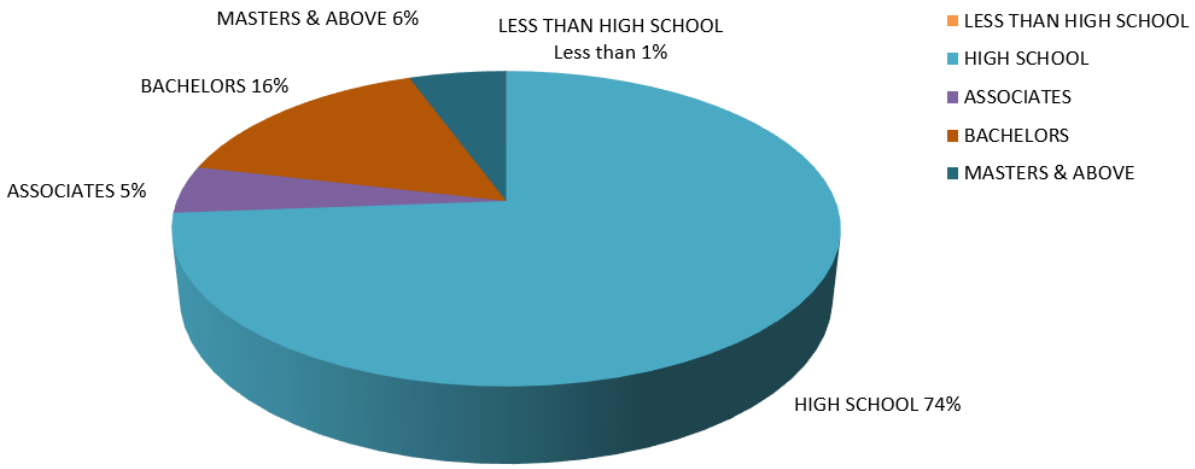
TENURE FOR NONCOMMISSIONED



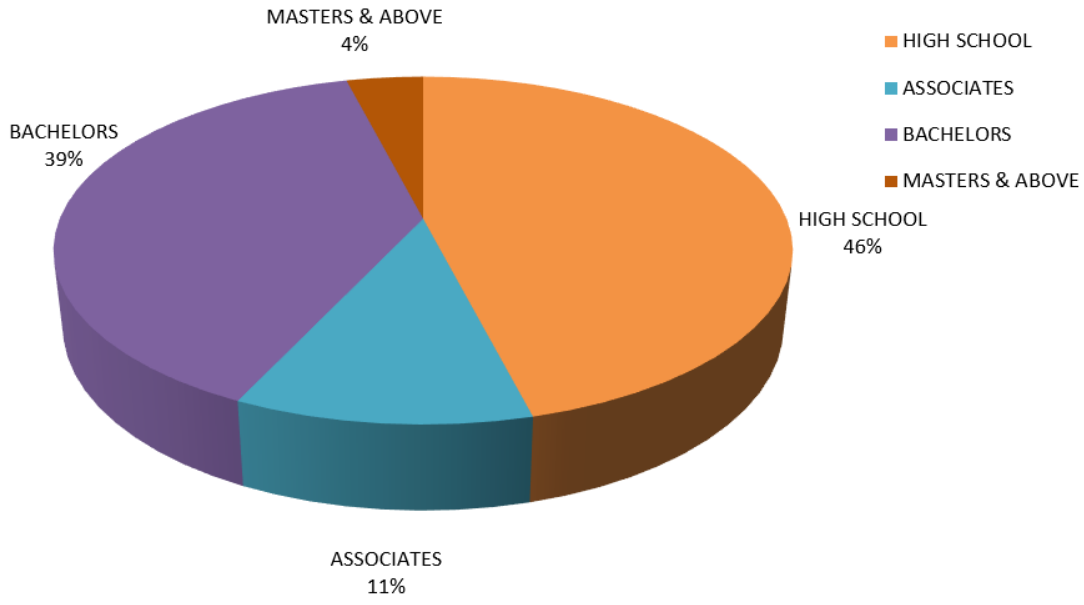
TENURE FOR COMMISSIONED



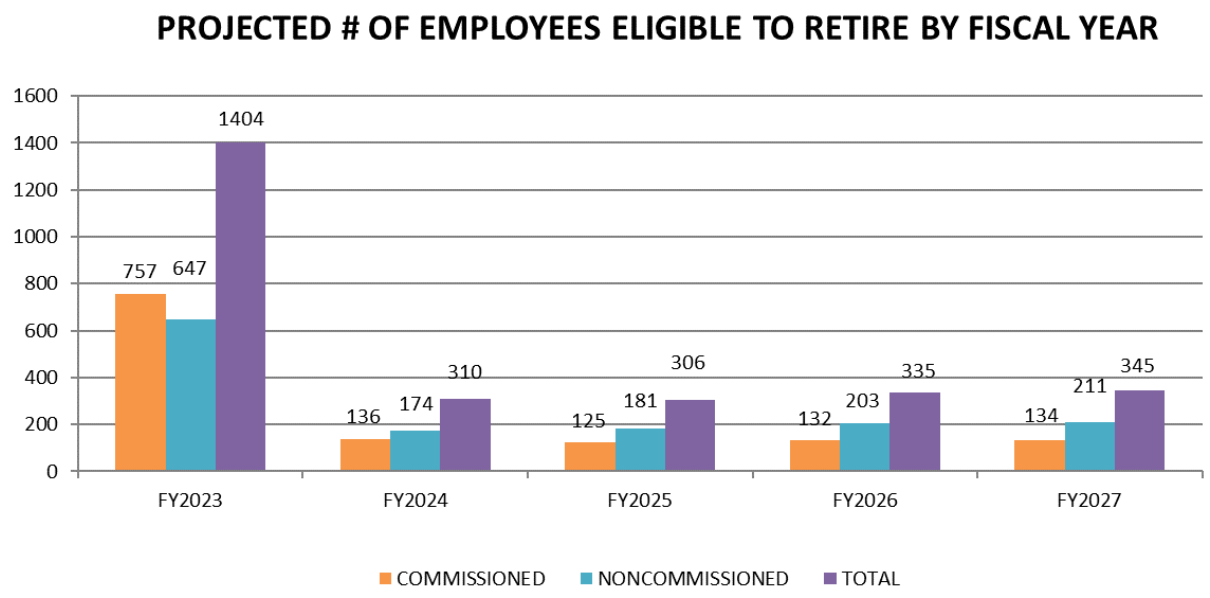
EDUCATION LEVEL FOR NONCOMMISSIONED

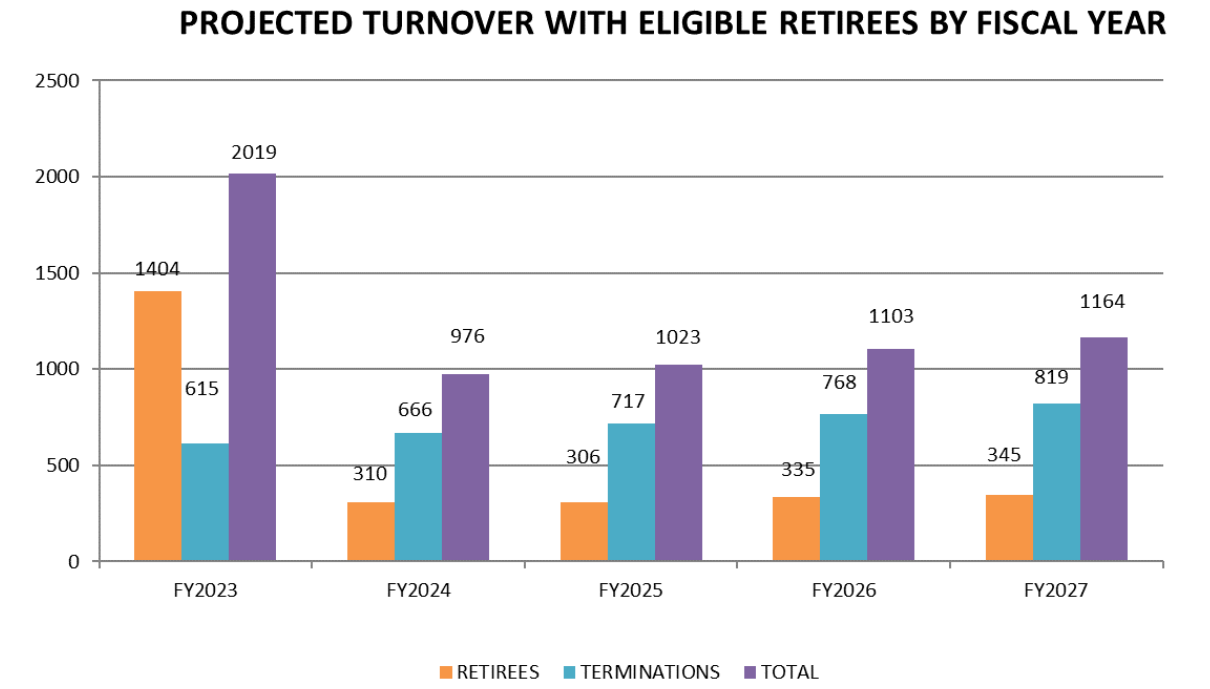


EDUCATION LEVEL FOR COMMISSIONED



Finally, we gathered data regarding our personnel eligible to retire and projections in future fiscal years.





Training objectives are not a part of our Human Resource Operations strategy and are addressed by the division of Training Operations and included in the Agency Strategic Plan. The SEE 2022 results are also included in the Agency Strategic Plan.

Schedule H

Department of Public Safety

Executive Summary

2022

Executive Summary
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Introduction

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

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

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

Noel Landuyt
Associate Director
Institute for Organizational Excellence

Organization Profile

Department of Public Safety

Organizational Leadership:
Steven McCraw, Director

Benchmark Categories:
Size 6: Organizations with 10,000+ employees
Mission 5 : Public Safety/Criminal Justice

Survey Administration

Collection Period:
03/21/2022 through 04/22/2022

Survey Liaison:
Liz Kisamore
Business Analyst
5805 N. Lamar Blvd
Bldg C.
Austin, TX 78752

512-424-5674
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The Survey

48 Primary Items

Primary Items

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

Demographic Items

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

Constructs

12 Constructs

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

2 Key Scores

Overall Score

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

Levels of Employee Engagement

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

114 Breakout Categories

Organizations can use breakout categories to get a cross-sectional look at specific functional or geographic areas. Your organization had a total of 114 breakout categories.

19 Additional Items

Organizations can customize their survey with up to 20 additional items. These items can target issues specific to the organization. Your organization added 19 additional items.

Employee Engagement

61.2%

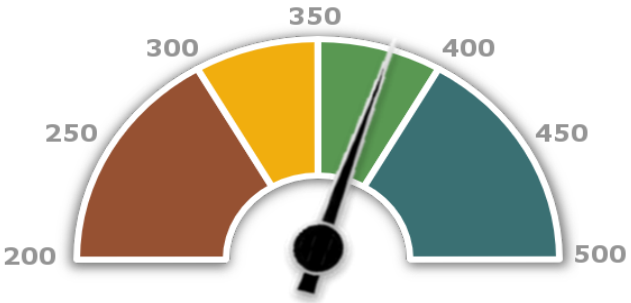
Down 2.8%

Response Rate

The response rate to the survey is your first indication of the level of employee engagement in your organization. Of the 10339 employees invited to take the survey, 6327 responded for a response rate of 61.2%. As a general rule, rates higher than 50% suggest soundness, while rates lower than 30% may indicate problems. At 61.2%, your response rate is considered high. High rates mean that employees have an investment in the organization and are willing to contribute towards making improvements within the workplace. With this level of engagement, employees have high expectations from leadership to act upon the survey results.

Overall Score

The overall score is a broad indicator for comparison purposes with other entities. Scores above 350 are desirable, and when scores dip below 300, there should be cause for concern. Scores above 400 are the product of a highly engaged workforce. **Your Overall Score from last time was 384.**



Overall Score: 378

Levels of Employee Engagement

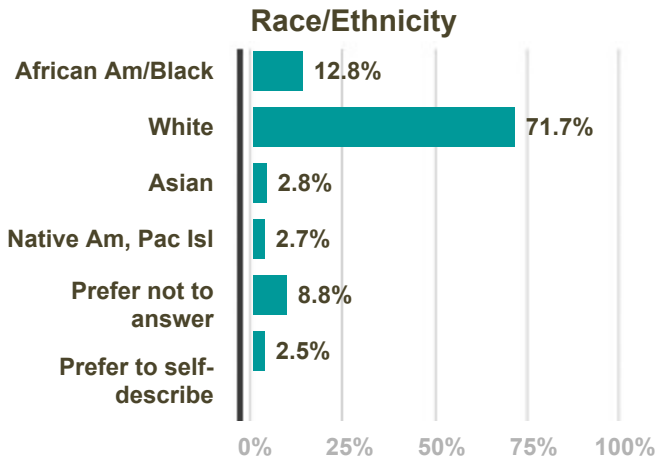
Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this organization, 25% of employees are Highly Engaged, 27% are Engaged, 35% are Moderately Engaged, and 13% are Disengaged.

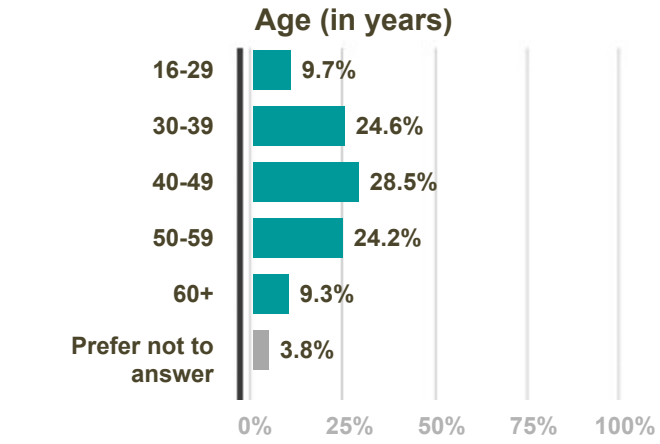
Highly Engaged employees are willing to go above and beyond in their employment. Engaged employees are more present in the workplace and show an effort to help out. Moderately Engaged employees are physically present, but put minimal effort towards accomplishing the job. Disengaged employees are disinterested in their jobs and may be actively working against their coworkers.

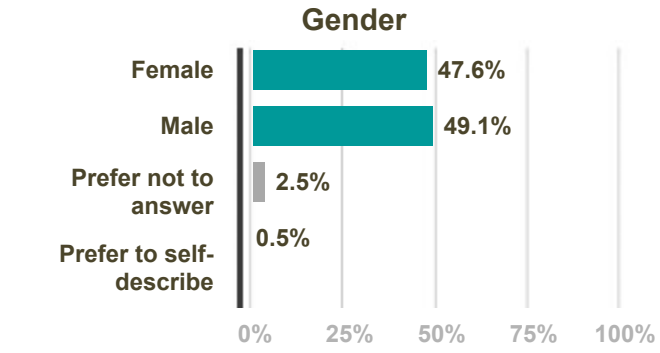
For comparison purposes, according to nationwide polling data, about 30% of employees are Highly Engaged or Engaged, 50% are Moderately Engaged, and 20% are Disengaged. While these numbers may seem intimidating, they offer a starting point for discussions on how to further engage employees. Focus on building trust, encouraging the expression of ideas, and providing employees with the resources, guidance, and training they need to do their best work.

People

Examining demographic data is an important aspect of determining the level of consensus and shared viewpoints across the organization. A diverse workforce helps ensure that different ideas are understood, and that those served see the organization as representative of the community. Gender, race/ethnicity, and age are just a few ways to measure diversity. While percentages can vary among different organizations, extreme imbalances should be a cause for concern.







YEARS OF SERVICE With this Organization

17% New Hires (0-2 years)
39% Experienced (3-10 years)
42% Very Experienced (11+ years)
3% Prefer not to answer

Each figure represents about 70.3 employees.

FOCUS FORWARD »»

5% **INTEND TO LEAVE**

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

20% **CAN RETIRE**

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

Constructs

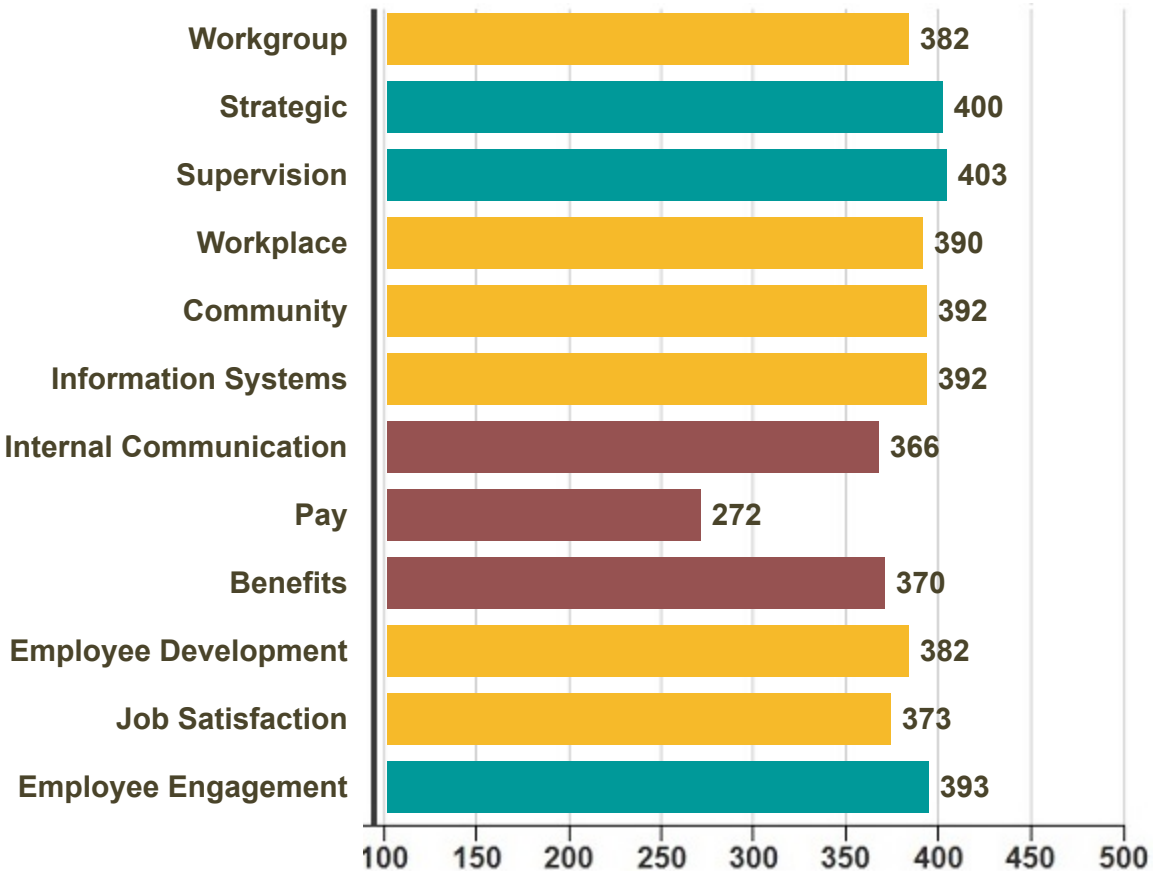
Similar items are grouped together and their scores are averaged and multiplied by 100 to produce 12 construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

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

FOCUS FORWARD »»

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

Construct Scores



Constructs Over Time

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

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

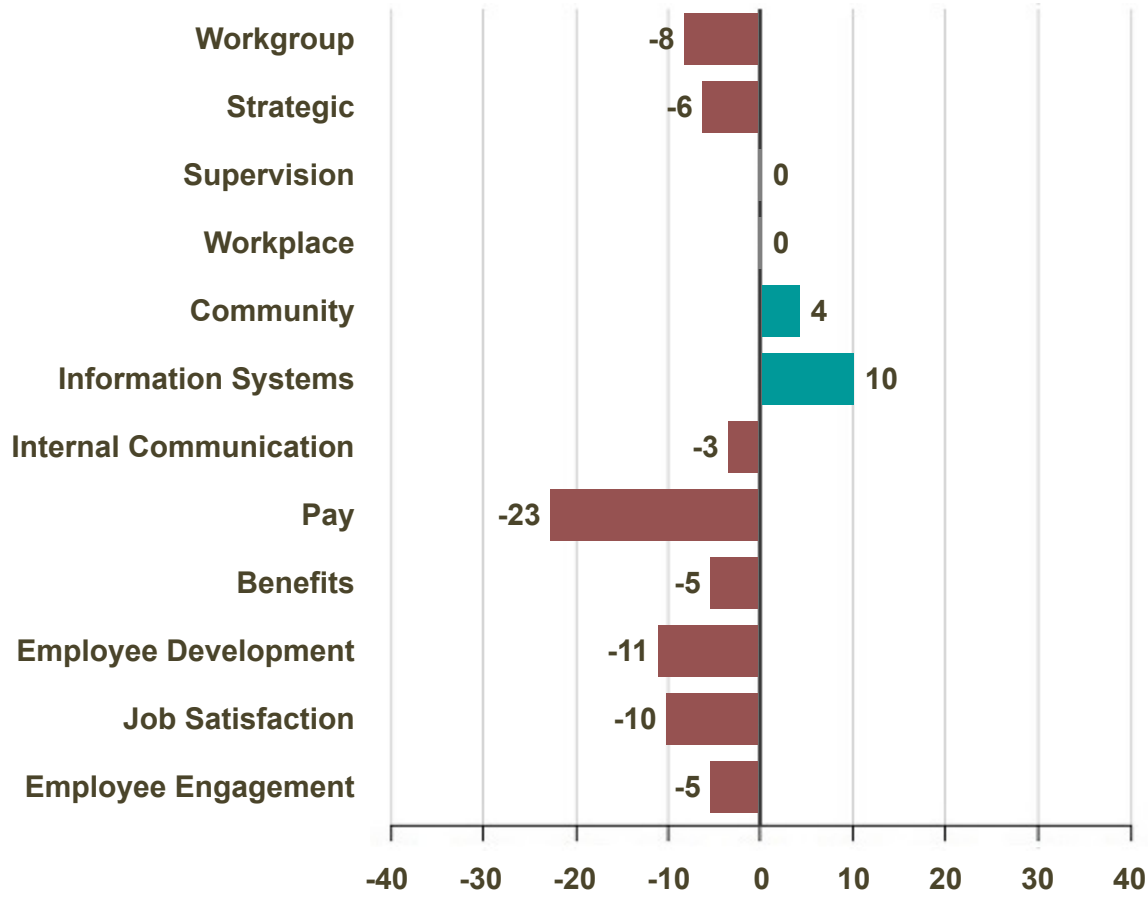
Negative changes indicate that the employees perceive that the issue has worsened since the previous survey. Negative changes of greater than 40 points and having 8 or more negative construct changes should be a source of concern for the organization and should be discussed with employees and organizaitonal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

Has Change Occured?

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

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

Constructs Scores Over Time



Areas of Strength and Concern

Areas of Strength

Supervision **Score: 403**
The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. Higher scores suggest that employees view their supervisors as fair, helpful and critical to the flow of work.

Strategic **Score: 400**
The strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. Higher scores suggest that employees understand their role in the organization and consider the organization's reputation to be positive.

Employee Engagement **Score: 393**
The employee engagement construct captures the degree to which employees are willing to go above and beyond, feel committed to the organization and are present while working. Higher scores suggest that employees feel their ideas count, their work impacts the organization and their well-being and development are valued.

Areas of Concern

Pay **Score: 272**
The pay construct captures employees' perceptions about how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. Lower scores suggest that pay is a central concern or reason for discontent and is not comparable to similar organizations.

Internal Communication **Score: 366**
The internal communication construct captures employees' perceptions of whether communication in the organization is reasonable, candid and helpful. Lower scores suggest that employees feel information does not arrive in a timely fashion and is difficult to find.

Benefits **Score: 370**
The benefits construct captures employees' perceptions about how the benefits package compares to packages at similar organizations and how flexible it is. Lower scores suggest that employees perceive benefits as less than needed or unfair in comparison to similar jobs in the community.

Climate

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

25.2%

believe the **information from this survey** will go unused.

Conducting the survey creates momentum and interest in organizational improvement, so it's critical that leadership acts upon the data and keeps employees informed of changes as they occur.

22.3%

feel that **upper management** should communicate better.

Upper management should make efforts to be visible and accessible, as well as utilize intranet/internet sites, email, and social media as appropriate to keep employees informed.

16.6%

feel there aren't enough opportunities to give **supervisor feedback**.

Leadership skills should be evaluated and sharpened on a regular basis. Consider implementing 360 Degree Leadership Evaluations so supervisors can get feedback from their boss, peers, and direct reports.

8.9%

feel they are **not treated fairly** in the workplace.

Favoritism can negatively affect morale and cause resentment among employees. When possible, ensure responsibilities and opportunities are being shared evenly and appropriately.

6.4%

feel **workplace harassment** is not adequately addressed.

While no amount of harassment is desirable within an organization, percentages **above 5%** would benefit from a serious look at workplace culture and the policies for dealing with harassment.

5.0%

feel there are **issues with ethics** in the workplace.

An ethical climate is the foundation of building trust within an organization. Reinforce the importance of ethical behavior to employees, and ensure there are appropriate channels to handle ethical violations.

FOCUS FORWARD »»

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

MAY 2022

Survey Results Received

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

JUN 2022

Review Survey Data

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

JUL 2022

Share with All Employees

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

AUG 2022

Engage Employees in Change

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

OCT 2022

Move Forward with Change

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

DEC 2022

Sharpen Your Focus

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

FEB 2024

Resurvey

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

Demographic Items

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

Response Rate

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

What is a good response rate?

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

What about non-respondents?

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

Scope of Participation

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

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

Demographic Items

Total Respondents: 6327
Surveys Distributed: 10339
Response Rate: 61.2%

	Number of Survey Respondents	Percent of Survey Respondents
My highest education level		
Did not earn high school diploma or equivalent:	9	0.14%
High school diploma or equivalent:	893	14.11%
Some college:	2098	33.16%
Associate's Degree:	771	12.19%
Bachelor's Degree:	1890	29.87%
Master's Degree:	482	7.62%
Doctoral Degree:	59	0.93%
Prefer not to answer:	125	1.98%
I am		
Female :	3013	47.62%
Male :	3104	49.06%
Prefer not to answer :	160	2.53%
Prefer to self-describe:	29	0.46%
My annual salary (before taxes)		
Less than $20,001 :	26	0.41%
$20,001 to 30,000 :	189	2.99%
$30,001 to 40,000 :	1077	17.02%
$40,001 to 50,000 :	1066	16.85%
$50,001 to 60,000 :	641	10.13%
$60,001 to 70,000 :	357	5.64%
$70,001 to 80,000 :	431	6.81%
$80,001 to 90,000 :	461	7.29%
More than $90,000 :	1604	25.35%
Prefer not to answer:	475	7.51%
I work		
Full-time :	6189	97.82%
Part-time :	29	0.46%
Prefer not to answer:	109	1.72%

Demographic Items

Total Respondents: 6327
Surveys Distributed: 10339
Response Rate: 61.2%

	Number of Survey Respondents	Percent of Survey Respondents
My age (in years)		
16-29:	614	9.70%
30-39:	1554	24.56%
40-49:	1802	28.48%
50-59:	1528	24.15%
60+:	586	9.26%
Prefer not to answer:	243	3.84%
Years of service with this organization		
Less than 1:	338	5.34%
1-2:	719	11.36%
3-5:	1091	17.24%
6-10:	1350	21.34%
11-15:	954	15.08%
16+:	1689	26.70%
Prefer not to answer:	186	2.94%
Are you of Hispanic, Latino/a/x, or of Spanish origin?		
Yes:	1933	30.55%
No:	3876	61.26%
Prefer not to answer:	518	8.19%
My race/ethnic identification (Check all that apply)		
African American or Black:	813	12.85%
White:	4538	71.72%
Asian:	177	2.80%
Native American or Pacific Islander:	170	2.69%
Prefer not to answer:	558	8.82%
Prefer to self-describe:	156	2.47%
I am currently in a supervisory role.		
Yes:	1243	19.65%
No:	4856	76.75%
Prefer not to answer:	228	3.60%

Demographic Items

Total Respondents: 6327
Surveys Distributed: 10339
Response Rate: 61.2%

	Number of Survey Respondents	Percent of Survey Respondents
I received a promotion during the past two years.		
Yes:	1652	26.11%
No:	4442	70.21%
Prefer not to answer:	233	3.68%
I received a merit increase during the past two years.		
Yes:	2599	41.08%
No:	3374	53.33%
Prefer not to answer:	354	5.60%
I plan to be working for this organization in one year.		
Yes:	5488	86.74%
No:	325	5.14%
Prefer not to answer:	514	8.12%
I am eligible for retirement within the next two years.		
Yes:	1254	19.82%
No:	4821	76.20%
Prefer not to answer:	252	3.98%
I currently remote work		
None of the time :	3854	60.91%
Some of the time :	1301	20.56%
Most of the time :	476	7.52%
All the time :	546	8.63%
Prefer not to answer:	150	2.37%

Primary Items

For the primary items (numbered 1-48), participants were asked to indicate how they agreed with each positively phrased statement. If participants did not have information or the item did not apply, they were to select don't know/not applicable.

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

Response Data

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

Benchmark Data

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

Interpreting Data

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

Primary Items

1. My work group cooperates to get the job done.

83% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2463	2766	699	224	119	37
Percentage:	39.05%	43.85%	11.08%	3.55%	1.89%	0.59%

83% Agreement

SCORE:	**4.15**
Std. Dev.:	0.89
Total Respondents:	6308
BENCHMARKS	
Past Score:	4.21
Similar Mission:	4.17
Similar Size:	4.13
All Orgs:	4.32

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

70% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1842	2544	1102	489	281	53
Percentage:	29.19%	40.31%	17.46%	7.75%	4.45%	0.84%

70% Agreement

SCORE:	**3.83**
Std. Dev.:	1.08
Total Respondents:	6311
BENCHMARKS	
Past Score:	3.89
Similar Mission:	3.86
Similar Size:	3.82
All Orgs:	4.09

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

56% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1186	2358	1570	661	305	222
Percentage:	18.82%	37.42%	24.91%	10.49%	4.84%	3.52%

56% Agreement

SCORE:	**3.57**
Std. Dev.:	1.07
Total Respondents:	6302
BENCHMARKS	
Past Score:	3.66
Similar Mission:	3.48
Similar Size:	3.63
All Orgs:	3.70

4. In my work group, there is a real feeling of teamwork.

66% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1759	2412	1142	570	378	40
Percentage:	27.92%	38.28%	18.12%	9.05%	6.00%	0.63%

66% Agreement

SCORE:	**3.74**
Std. Dev.:	1.14
Total Respondents:	6301
BENCHMARKS	
Past Score:	3.82
Similar Mission:	3.74
Similar Size:	3.75
All Orgs:	3.99

Primary Items

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

77% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2110	2731	968	292	154	47
Percentage:	33.48%	43.34%	15.36%	4.63%	2.44%	0.75%

77% Agreement

SCORE:	**4.02**
Std. Dev.:	0.95
Total Respondents:	6302
BENCHMARKS	
Past Score:	4.10
Similar Mission:	3.77
Similar Size:	3.74
All Orgs:	4.10

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

84% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2566	2754	688	163	89	43
Percentage:	40.71%	43.69%	10.92%	2.59%	1.41%	0.68%

84% Agreement

SCORE:	**4.21**
Std. Dev.:	0.84
Total Respondents:	6303
BENCHMARKS	
Past Score:	4.22
Similar Mission:	4.23
Similar Size:	4.22
All Orgs:	4.33

7. My organization develops services to match the needs of our customers/clients.

69% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1597	2751	1217	335	183	211
Percentage:	25.37%	43.71%	19.34%	5.32%	2.91%	3.35%

69% Agreement

SCORE:	**3.86**
Std. Dev.:	0.97
Total Respondents:	6294
BENCHMARKS	
Past Score:	3.94
Similar Mission:	3.90
Similar Size:	3.89
All Orgs:	4.08

8. Our organization communicates effectively with the public.

64% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1356	2668	1377	443	262	200
Percentage:	21.50%	42.31%	21.84%	7.03%	4.15%	3.17%

64% Agreement

SCORE:	**3.72**
Std. Dev.:	1.02
Total Respondents:	6306
BENCHMARKS	
Past Score:	3.82
Similar Mission:	3.60
Similar Size:	3.66
All Orgs:	3.95

Primary Items

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

85% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2575	2804	560	201	132	30
Percentage:	40.86%	44.49%	8.89%	3.19%	2.09%	0.48%

85% Agreement

SCORE:	**4.19**
Std. Dev.:	0.88
Total Respondents:	6302
BENCHMARKS	
Past Score:	4.24
Similar Mission:	4.21
Similar Size:	4.20
All Orgs:	4.28

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

82% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2614	2540	673	254	199	33
Percentage:	41.41%	40.23%	10.66%	4.02%	3.15%	0.52%

82% Agreement

SCORE:	**4.13**
Std. Dev.:	0.98
Total Respondents:	6313
BENCHMARKS	
Past Score:	4.09
Similar Mission:	4.03
Similar Size:	4.05
All Orgs:	4.19

11. My supervisor recognizes outstanding work.

75% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2324	2390	924	368	257	30
Percentage:	36.93%	37.98%	14.68%	5.85%	4.08%	0.48%

75% Agreement

SCORE:	**3.98**
Std. Dev.:	1.06
Total Respondents:	6293
BENCHMARKS	
Past Score:	3.98
Similar Mission:	3.90
Similar Size:	3.88
All Orgs:	4.11

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

79% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2347	2650	784	323	167	21
Percentage:	37.30%	42.12%	12.46%	5.13%	2.65%	0.33%

79% Agreement

SCORE:	**4.07**
Std. Dev.:	0.97
Total Respondents:	6292
BENCHMARKS	
Past Score:	4.09
Similar Mission:	4.01
Similar Size:	3.98
All Orgs:	4.14

Primary Items

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

71% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2130	2320	973	459	365	53
Percentage:	33.81%	36.83%	15.44%	7.29%	5.79%	0.84%

71% Agreement

SCORE:	**3.86**
Std. Dev.:	1.14
Total Respondents:	6300
BENCHMARKS	
Past Score:	3.90
Similar Mission:	3.81
Similar Size:	3.87
All Orgs:	3.97

14. My supervisor evaluates my performance fairly.

79% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2440	2547	824	243	196	46
Percentage:	38.75%	40.45%	13.09%	3.86%	3.11%	0.73%

79% Agreement

SCORE:	**4.09**
Std. Dev.:	0.98
Total Respondents:	6296
BENCHMARKS	
Past Score:	4.07
Similar Mission:	4.00
Similar Size:	3.98
All Orgs:	4.13

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

78% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2043	2892	701	346	216	105
Percentage:	32.41%	45.88%	11.12%	5.49%	3.43%	1.67%

78% Agreement

SCORE:	**4.00**
Std. Dev.:	0.99
Total Respondents:	6303
BENCHMARKS	
Past Score:	3.99
Similar Mission:	4.01
Similar Size:	3.92
All Orgs:	4.18

16. My workplace is well maintained.

70% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1697	2705	927	560	295	118
Percentage:	26.93%	42.92%	14.71%	8.89%	4.68%	1.87%

70% Agreement

SCORE:	**3.80**
Std. Dev.:	1.09
Total Respondents:	6302
BENCHMARKS	
Past Score:	3.82
Similar Mission:	3.83
Similar Size:	3.71
All Orgs:	3.97

Primary Items

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

76% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1734	3038	817	319	242	139
Percentage:	27.57%	48.31%	12.99%	5.07%	3.85%	2.21%

76% Agreement

SCORE:	**3.93**
Std. Dev.:	0.99
Total Respondents:	6289
BENCHMARKS	
Past Score:	3.87
Similar Mission:	3.88
Similar Size:	3.82
All Orgs:	4.11

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

74% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1709	2966	849	498	249	23
Percentage:	27.15%	47.12%	13.49%	7.91%	3.96%	0.37%

74% Agreement

SCORE:	**3.86**
Std. Dev.:	1.03
Total Respondents:	6294
BENCHMARKS	
Past Score:	3.90
Similar Mission:	3.73
Similar Size:	3.70
All Orgs:	4.04

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

74% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1855	2796	961	408	256	22
Percentage:	29.45%	44.40%	15.26%	6.48%	4.06%	0.35%

74% Agreement

SCORE:	**3.89**
Std. Dev.:	1.03
Total Respondents:	6298
BENCHMARKS	
Past Score:	3.95
Similar Mission:	3.82
Similar Size:	3.79
All Orgs:	4.01

20. The people I work with come from diverse backgrounds.

86% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2233	3221	605	120	53	74
Percentage:	35.41%	51.08%	9.59%	1.90%	0.84%	1.17%

86% Agreement

SCORE:	**4.20**
Std. Dev.:	0.76
Total Respondents:	6306
BENCHMARKS	
Past Score:	3.85
Similar Mission:	3.60
Similar Size:	3.61
All Orgs:	3.77

Primary Items

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

71% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1659	2793	1255	351	202	43
Percentage:	26.32%	44.31%	19.91%	5.57%	3.20%	0.68%

71% Agreement

SCORE:	**3.86**
Std. Dev.:	0.98
Total Respondents:	6303
BENCHMARKS	
Past Score:	3.91
Similar Mission:	3.83
Similar Size:	3.76
All Orgs:	4.03

22. I trust the people in my workplace.

64% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1492	2552	1481	458	283	35
Percentage:	23.68%	40.50%	23.50%	7.27%	4.49%	0.56%

64% Agreement

SCORE:	**3.72**
Std. Dev.:	1.05
Total Respondents:	6301
BENCHMARKS	
Past Score:	3.79
Similar Mission:	3.66
Similar Size:	3.59
All Orgs:	3.84

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

66% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1209	2969	1280	528	265	46
Percentage:	19.20%	47.15%	20.33%	8.38%	4.21%	0.73%

66% Agreement

SCORE:	**3.69**
Std. Dev.:	1.01
Total Respondents:	6297
BENCHMARKS	
Past Score:	3.72
Similar Mission:	3.53
Similar Size:	3.56
All Orgs:	3.68

24. We receive regular and useful updates on how to keep our computer and sensitive information secure from cyber-attack.

90% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2392	3308	445	73	63	22
Percentage:	37.95%	52.48%	7.06%	1.16%	1.00%	0.35%

90% Agreement

SCORE:	**4.26**
Std. Dev.:	0.72
Total Respondents:	6303
BENCHMARKS	
Past Score:	3.86
Similar Mission:	4.00
Similar Size:	4.07
All Orgs:	4.15

Primary Items

25. Support is available for the technologies we use.

82% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1813	3323	741	279	118	22
Percentage:	28.80%	52.78%	11.77%	4.43%	1.87%	0.35%

82% Agreement

SCORE:	**4.03**
Std. Dev.:	0.87
Total Respondents:	6296
BENCHMARKS	
Past Score:	3.93
Similar Mission:	3.70
Similar Size:	3.75
All Orgs:	3.97

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

67% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1302	2930	1132	571	337	21
Percentage:	20.69%	46.56%	17.99%	9.07%	5.36%	0.33%

67% Agreement

SCORE:	**3.68**
Std. Dev.:	1.07
Total Respondents:	6293
BENCHMARKS	
Past Score:	3.76
Similar Mission:	3.45
Similar Size:	3.56
All Orgs:	3.80

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

71% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1206	3264	1123	421	248	32
Percentage:	19.16%	51.86%	17.84%	6.69%	3.94%	0.51%

71% Agreement

SCORE:	**3.76**
Std. Dev.:	0.97
Total Respondents:	6294
BENCHMARKS	
Past Score:	3.76
Similar Mission:	3.68
Similar Size:	3.65
All Orgs:	3.87

28. My work atmosphere encourages open and honest communication.

62% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1403	2503	1248	612	501	28
Percentage:	22.29%	39.76%	19.83%	9.72%	7.96%	0.44%

62% Agreement

SCORE:	**3.59**
Std. Dev.:	1.17
Total Respondents:	6295
BENCHMARKS	
Past Score:	3.65
Similar Mission:	3.56
Similar Size:	3.50
All Orgs:	3.74

Primary Items

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

64% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1203	2809	1384	586	300	23
Percentage:	19.08%	44.55%	21.95%	9.29%	4.76%	0.36%

64% Agreement

SCORE:	**3.64**
Std. Dev.:	1.04
Total Respondents:	6305
BENCHMARKS	
Past Score:	3.66
Similar Mission:	3.57
Similar Size:	3.57
All Orgs:	3.79

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

25% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	345	1228	1343	1504	1861	30
Percentage:	5.47%	19.46%	21.28%	23.83%	29.49%	0.48%

25% Agreement

SCORE:	**2.47**
Std. Dev.:	1.25
Total Respondents:	6311
BENCHMARKS	
Past Score:	2.82
Similar Mission:	2.39
Similar Size:	2.24
All Orgs:	2.71

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

32% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	468	1573	1616	1386	1139	111
Percentage:	7.44%	25.00%	25.68%	22.02%	18.10%	1.76%

32% Agreement

SCORE:	**2.81**
Std. Dev.:	1.22
Total Respondents:	6293
BENCHMARKS	
Past Score:	2.96
Similar Mission:	2.59
Similar Size:	2.44
All Orgs:	2.80

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

36% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	515	1755	1596	1327	1079	29
Percentage:	8.17%	27.85%	25.33%	21.06%	17.12%	0.46%

36% Agreement

SCORE:	**2.89**
Std. Dev.:	1.22
Total Respondents:	6301
BENCHMARKS	
Past Score:	3.07
Similar Mission:	2.74
Similar Size:	2.49
All Orgs:	3.03

Primary Items

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

60% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	971	2815	1610	428	279	188
Percentage:	15.43%	44.75%	25.59%	6.80%	4.43%	2.99%

60% Agreement

SCORE:	**3.62**
Std. Dev.:	0.98
Total Respondents:	6291
BENCHMARKS	
Past Score:	3.73
Similar Mission:	3.72
Similar Size:	3.59
All Orgs:	3.91

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

67% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1142	3056	1372	374	216	133
Percentage:	18.15%	48.56%	21.80%	5.94%	3.43%	2.11%

67% Agreement

SCORE:	**3.74**
Std. Dev.:	0.95
Total Respondents:	6293
BENCHMARKS	
Past Score:	3.76
Similar Mission:	3.86
Similar Size:	3.76
All Orgs:	4.03

35. Benefits can be selected to meet individual needs.

68% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	970	3298	1448	332	155	96
Percentage:	15.40%	52.36%	22.99%	5.27%	2.46%	1.52%

68% Agreement

SCORE:	**3.74**
Std. Dev.:	0.87
Total Respondents:	6299
BENCHMARKS	
Past Score:	3.77
Similar Mission:	3.79
Similar Size:	3.77
All Orgs:	3.96

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

77% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2101	2776	964	205	184	65
Percentage:	33.38%	44.10%	15.31%	3.26%	2.92%	1.03%

77% Agreement

SCORE:	**4.03**
Std. Dev.:	0.94
Total Respondents:	6295
BENCHMARKS	
Past Score:	4.13
Similar Mission:	3.86
Similar Size:	3.87
All Orgs:	3.92

Primary Items

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

70% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1509	2908	1092	474	272	29
Percentage:	24.01%	46.28%	17.38%	7.54%	4.33%	0.46%

70% Agreement

SCORE:	**3.78**
Std. Dev.:	1.03
Total Respondents:	6284
BENCHMARKS	
Past Score:	3.88
Similar Mission:	3.58
Similar Size:	3.77
All Orgs:	3.88

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

65% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1369	2690	1278	576	346	32
Percentage:	21.76%	42.76%	20.31%	9.16%	5.50%	0.51%

65% Agreement

SCORE:	**3.66**
Std. Dev.:	1.09
Total Respondents:	6291
BENCHMARKS	
Past Score:	3.79
Similar Mission:	3.43
Similar Size:	3.63
All Orgs:	3.76

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

59% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1231	2495	1230	712	591	33
Percentage:	19.56%	39.65%	19.55%	11.32%	9.39%	0.52%

59% Agreement

SCORE:	**3.49**
Std. Dev.:	1.20
Total Respondents:	6292
BENCHMARKS	
Past Score:	3.62
Similar Mission:	3.64
Similar Size:	3.49
All Orgs:	3.95

40. I feel free to be myself at work.

64% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1312	2744	1302	503	403	36
Percentage:	20.83%	43.56%	20.67%	7.98%	6.40%	0.57%

64% Agreement

SCORE:	**3.65**
Std. Dev.:	1.09
Total Respondents:	6300
BENCHMARKS	
Past Score:	3.70
Similar Mission:	3.71
Similar Size:	3.58
All Orgs:	3.86

Primary Items

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

67% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1068	3170	1197	525	298	25
Percentage:	17.00%	50.45%	19.05%	8.36%	4.74%	0.40%

67% Agreement

SCORE:	**3.67**
Std. Dev.:	1.01
Total Respondents:	6283
BENCHMARKS	
Past Score:	3.78
Similar Mission:	3.65
Similar Size:	3.44
All Orgs:	3.79

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

80% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2319	2713	942	184	97	36
Percentage:	36.86%	43.13%	14.97%	2.92%	1.54%	0.57%

80% Agreement

SCORE:	**4.11**
Std. Dev.:	0.88
Total Respondents:	6291
BENCHMARKS	
Past Score:	4.20
Similar Mission:	3.97
Similar Size:	3.83
All Orgs:	4.16

43. Harassment is not tolerated at my workplace.

84% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2667	2605	577	247	156	43
Percentage:	42.37%	41.38%	9.17%	3.92%	2.48%	0.68%

84% Agreement

SCORE:	**4.18**
Std. Dev.:	0.93
Total Respondents:	6295
BENCHMARKS	
Past Score:	4.22
Similar Mission:	4.16
Similar Size:	4.07
All Orgs:	4.24

44. Employees are generally ethical in my workplace.

82% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2074	3052	805	192	123	40
Percentage:	32.99%	48.55%	12.81%	3.05%	1.96%	0.64%

82% Agreement

SCORE:	**4.08**
Std. Dev.:	0.87
Total Respondents:	6286
BENCHMARKS	
Past Score:	4.13
Similar Mission:	4.00
Similar Size:	3.88
All Orgs:	4.18

Primary Items

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

45% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1032	1778	1818	762	824	73
Percentage:	16.41%	28.28%	28.92%	12.12%	13.11%	1.16%

45% Agreement

SCORE:	**3.23**
Std. Dev.:	1.25
Total Respondents:	6287
BENCHMARKS	
Past Score:	3.31
Similar Mission:	3.29
Similar Size:	3.26
All Orgs:	3.61

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

61% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1412	2429	1301	542	500	96
Percentage:	22.48%	38.68%	20.72%	8.63%	7.96%	1.53%

61% Agreement

SCORE:	**3.60**
Std. Dev.:	1.17
Total Respondents:	6280
BENCHMARKS	
Past Score:	3.63
Similar Mission:	3.51
Similar Size:	3.56
All Orgs:	3.68

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

54% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1085	2293	1450	715	685	46
Percentage:	17.29%	36.55%	23.11%	11.40%	10.92%	0.73%

54% Agreement

SCORE:	**3.38**
Std. Dev.:	1.21
Total Respondents:	6274
BENCHMARKS	
Past Score:	3.52
Similar Mission:	3.51
Similar Size:	3.51
All Orgs:	3.75

48. I am treated fairly in my workplace.

74% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1690	2938	1075	326	233	26
Percentage:	26.88%	46.72%	17.10%	5.18%	3.71%	0.41%

74% Agreement

SCORE:	**3.88**
Std. Dev.:	0.99
Total Respondents:	6288
BENCHMARKS	
Past Score:	3.93
Similar Mission:	3.86
Similar Size:	3.78
All Orgs:	4.04

Additional Items

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

*Additional Items are not included if none were submitted.

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

Response Data

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

Benchmark Data

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

Interpreting Data

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

Additional Items

1. There is someone at work who encourages my development.

71% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1744	2704	1129	454	222	46
Percentage:	27.69%	42.93%	17.92%	7.21%	3.52%	0.73%

71% Agreement

SCORE: **3.85**
Std. Dev.: 1.02
Total Respondents: 6299

2. The mission/purpose of my work group makes me feel my job is important.

76% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1818	2943	1078	269	151	37
Percentage:	28.88%	46.74%	17.12%	4.27%	2.40%	0.59%

76% Agreement

SCORE: **3.96**
Std. Dev.: 0.92
Total Respondents: 6296

3. I would recommend the Department to others as a good place to work.

69% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1721	2654	1314	350	224	38
Percentage:	27.31%	42.12%	20.85%	5.55%	3.55%	0.60%

69% Agreement

SCORE: **3.85**
Std. Dev.: 1.00
Total Respondents: 6301

4. I intend to work for the Department for at least another year.

87% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2838	2678	494	120	76	100
Percentage:	45.00%	42.47%	7.83%	1.90%	1.21%	1.59%

87% Agreement

SCORE: **4.30**
Std. Dev.: 0.80
Total Respondents: 6306

Additional Items

5. I have at least one friend at work.

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2371	3004	619	156	68	71
Percentage:	37.70%	47.77%	9.84%	2.48%	1.08%	1.13%

85% Agreement

SCORE:	**4.20**
Std. Dev.:	0.80
Total Respondents:	6289

6. In the last six months, my supervisor has talked to me about my progress.

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2122	2895	659	331	212	80
Percentage:	33.69%	45.96%	10.46%	5.25%	3.37%	1.27%

80% Agreement

SCORE:	**4.03**
Std. Dev.:	0.98
Total Respondents:	6299

7. I have the opportunity at work to learn and grow.

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1713	2863	1056	390	254	25
Percentage:	27.19%	45.44%	16.76%	6.19%	4.03%	0.40%

73% Agreement

SCORE:	**3.86**
Std. Dev.:	1.02
Total Respondents:	6301

8. My direct supervisor exemplifies the Department's motto: "Courtesy-Service-Protection."

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2463	2460	863	230	225	60
Percentage:	39.09%	39.04%	13.70%	3.65%	3.57%	0.95%

78% Agreement

SCORE:	**4.07**
Std. Dev.:	1.00
Total Respondents:	6301

Additional Items

9. My work group is constantly improving our services.

65% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1423	2657	1514	403	211	79
Percentage:	22.63%	42.26%	24.08%	6.41%	3.36%	1.26%

65% Agreement

SCORE:	**3.75**
Std. Dev.:	0.99
Total Respondents:	6287

10. The Department is changing for the better.

49% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	982	2099	2124	582	450	64
Percentage:	15.58%	33.31%	33.71%	9.24%	7.14%	1.02%

49% Agreement

SCORE:	**3.41**
Std. Dev.:	1.09
Total Respondents:	6301

11. The ability to communicate with department senior leadership has improved.

44% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	838	1917	2033	755	589	156
Percentage:	13.33%	30.49%	32.33%	12.01%	9.37%	2.48%

44% Agreement

SCORE:	**3.27**
Std. Dev.:	1.14
Total Respondents:	6288

12. Employees have sufficient means available to suggest workplace-related ideas and change.

53% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	926	2401	1669	742	487	59
Percentage:	14.74%	38.21%	26.56%	11.81%	7.75%	0.94%

53% Agreement

SCORE:	**3.41**
Std. Dev.:	1.12
Total Respondents:	6284

Additional Items

13. Our current values of Integrity, Teamwork, Accountability, and Excellence are on target.

64% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1363	2646	1451	490	303	40
Percentage:	21.66%	42.05%	23.06%	7.79%	4.81%	0.64%

64% Agreement

SCORE: **3.68**
Std. Dev.: 1.05
Total Respondents: 6293

14. In the last year, I have actively looked for transfer or promotional opportunities within the Department.

45% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1203	1620	1042	1181	513	743
Percentage:	19.09%	25.71%	16.53%	18.74%	8.14%	11.79%

45% Agreement

SCORE: **3.33**
Std. Dev.: 1.28
Total Respondents: 6302

15. My duty-station facility provides a productive, safe and clean work environment that enables me to fulfill the mission and objectives of my position.

71% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1469	3017	984	406	241	180
Percentage:	23.33%	47.91%	15.63%	6.45%	3.83%	2.86%

71% Agreement

SCORE: **3.83**
Std. Dev.: 1.00
Total Respondents: 6297

16. I am aware of the policies and avenues for reporting complaints that may fall under either OIG and/or EEO.

84% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1829	3444	645	224	101	52
Percentage:	29.05%	54.71%	10.25%	3.56%	1.60%	0.83%

84% Agreement

SCORE: **4.07**
Std. Dev.: 0.83
Total Respondents: 6295

Additional Items

17. I am comfortable bringing up problems and tough issues to leadership.

64% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1494	2521	1051	655	536	41
Percentage:	23.72%	40.03%	16.69%	10.40%	8.51%	0.65%

64% Agreement

SCORE:	**3.60**
Std. Dev.:	1.20
Total Respondents:	6298

18. I am empowered to identify better ways to carry out my duties or operations of my unit.

68% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1462	2815	1229	435	285	58
Percentage:	23.27%	44.80%	19.56%	6.92%	4.54%	0.92%

68% Agreement

SCORE:	**3.76**
Std. Dev.:	1.03
Total Respondents:	6284

19. I am aware of the services provided by the Dispute Resolution Office and Victim and Employee Support Services and how to access them.

79% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1688	3301	823	281	134	66
Percentage:	26.82%	52.46%	13.08%	4.47%	2.13%	1.05%

79% Agreement

SCORE:	**3.98**
Std. Dev.:	0.88
Total Respondents:	6293

Engagement Items

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

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

Response Data

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

Benchmark Data

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

Interpreting Data

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

Engagement Items

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

70% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1842	2544	1102	489	281	53
Percentage:	29.19%	40.31%	17.46%	7.75%	4.45%	0.84%

70% Agreement

SCORE:	**3.83**
Std. Dev.:	1.08
Total Respondents:	6311
BENCHMARKS	
Past Score:	3.89
Similar Mission:	3.86
Similar Size:	3.82
All Orgs:	4.09

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

77% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2110	2731	968	292	154	47
Percentage:	33.48%	43.34%	15.36%	4.63%	2.44%	0.75%

77% Agreement

SCORE:	**4.02**
Std. Dev.:	0.95
Total Respondents:	6302
BENCHMARKS	
Past Score:	4.10
Similar Mission:	3.77
Similar Size:	3.74
All Orgs:	4.10

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

84% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2566	2754	688	163	89	43
Percentage:	40.71%	43.69%	10.92%	2.59%	1.41%	0.68%

84% Agreement

SCORE:	**4.21**
Std. Dev.:	0.84
Total Respondents:	6303
BENCHMARKS	
Past Score:	4.22
Similar Mission:	4.23
Similar Size:	4.22
All Orgs:	4.33

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

82% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2614	2540	673	254	199	33
Percentage:	41.41%	40.23%	10.66%	4.02%	3.15%	0.52%

82% Agreement

SCORE:	**4.13**
Std. Dev.:	0.98
Total Respondents:	6313
BENCHMARKS	
Past Score:	4.09
Similar Mission:	4.03
Similar Size:	4.05
All Orgs:	4.19

Engagement Items

11. My supervisor recognizes outstanding work.

75% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2324	2390	924	368	257	30
Percentage:	36.93%	37.98%	14.68%	5.85%	4.08%	0.48%

75% Agreement

SCORE:	**3.98**
Std. Dev.:	1.06
Total Respondents:	6293
BENCHMARKS	
Past Score:	3.98
Similar Mission:	3.90
Similar Size:	3.88
All Orgs:	4.11

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

79% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2347	2650	784	323	167	21
Percentage:	37.30%	42.12%	12.46%	5.13%	2.65%	0.33%

79% Agreement

SCORE:	**4.07**
Std. Dev.:	0.97
Total Respondents:	6292
BENCHMARKS	
Past Score:	4.09
Similar Mission:	4.01
Similar Size:	3.98
All Orgs:	4.14

14. My supervisor evaluates my performance fairly.

79% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2440	2547	824	243	196	46
Percentage:	38.75%	40.45%	13.09%	3.86%	3.11%	0.73%

79% Agreement

SCORE:	**4.09**
Std. Dev.:	0.98
Total Respondents:	6296
BENCHMARKS	
Past Score:	4.07
Similar Mission:	4.00
Similar Size:	3.98
All Orgs:	4.13

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

74% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1709	2966	849	498	249	23
Percentage:	27.15%	47.12%	13.49%	7.91%	3.96%	0.37%

74% Agreement

SCORE:	**3.86**
Std. Dev.:	1.03
Total Respondents:	6294
BENCHMARKS	
Past Score:	3.90
Similar Mission:	3.73
Similar Size:	3.70
All Orgs:	4.04

Engagement Items

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

71% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1659	2793	1255	351	202	43
Percentage:	26.32%	44.31%	19.91%	5.57%	3.20%	0.68%

71% Agreement

SCORE:	**3.86**
Std. Dev.:	0.98
Total Respondents:	6303
BENCHMARKS	
Past Score:	3.91
Similar Mission:	3.83
Similar Size:	3.76
All Orgs:	4.03

22. I trust the people in my workplace.

64% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1492	2552	1481	458	283	35
Percentage:	23.68%	40.50%	23.50%	7.27%	4.49%	0.56%

64% Agreement

SCORE:	**3.72**
Std. Dev.:	1.05
Total Respondents:	6301
BENCHMARKS	
Past Score:	3.79
Similar Mission:	3.66
Similar Size:	3.59
All Orgs:	3.84

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

70% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1509	2908	1092	474	272	29
Percentage:	24.01%	46.28%	17.38%	7.54%	4.33%	0.46%

70% Agreement

SCORE:	**3.78**
Std. Dev.:	1.03
Total Respondents:	6284
BENCHMARKS	
Past Score:	3.88
Similar Mission:	3.58
Similar Size:	3.77
All Orgs:	3.88

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

65% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1369	2690	1278	576	346	32
Percentage:	21.76%	42.76%	20.31%	9.16%	5.50%	0.51%

65% Agreement

SCORE:	**3.66**
Std. Dev.:	1.09
Total Respondents:	6291
BENCHMARKS	
Past Score:	3.79
Similar Mission:	3.43
Similar Size:	3.63
All Orgs:	3.76

Constructs and Related Items

The Survey of Employee Engagement framework is composed of twelve Survey Constructs designed to broadly profile areas of strength and concern so that interventions may be targeted appropriately. Survey Constructs are developed from the Primary Items (numbered 1-48). This Appendix contains a summary of the Survey Constructs and the related Primary Items. Constructs are scored differently from items to denote them as a separate measure. Using this scoring convention, construct scores can range from a low of 100 to a high of 500.

Your Data

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

Benchmark Data

- **Past Score** is your organization's score reported from the previous iteration. "None" is reported if there is no past score, if the construct is new or consists of new items, or if no comparative data is available.
- **All Respondents** is the average score from all participants from all organizations.
- **Size Category** is the average score from organizations that are similar size to your organization.
- **Mission** is the average score from organizations of similar mission to your organization.
- **Organizational Categories** are benchmarked against the organization as a whole.

What is a good score?

Any interpretation of data must be done in context of the organizational setting and environmental factors impacting the organization. In general, most scores are between 300 and 400. Scores below a 325 are of concern because they indicate general dissatisfaction. Scores above 375 indicate positive perceptions.

Constructs and Related Items

Workgroup — Construct Score: 382

The workgroup construct captures employees' perceptions of the people they work with on a daily basis and how effective they are. This construct measures the degree to which employees view their workgroup as effective, cohesive and open to the opinions of all members.	Score	Std. Dev.
1. My work group cooperates to get the job done.	4.15	0.89
2. In my work group, my opinions and ideas count.	3.83	1.08
3. My work group regularly uses performance data to improve the quality of our work.	3.57	1.07
4. In my work group, there is a real feeling of teamwork.	3.74	1.14

Strategic — Construct Score: 400

The strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. This construct measures the degree to which employees understand their role in the organization and consider the organization's reputation to be positive.	Score	Std. Dev.
5. Our organization is known for the quality of work we provide.	4.02	0.95
6. I know how my work impacts others in the organization.	4.21	0.84
7. My organization develops services to match the needs of our customers/clients.	3.86	0.97
8. Our organization communicates effectively with the public.	3.72	1.02
9. I have a good understanding of our mission, vision, and strategic plan.	4.19	0.88

Supervision — Construct Score: 403

The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. This construct measures the degree to which employees view their supervisors as fair, helpful and critical to the workflow.	Score	Std. Dev.
10. My supervisor provides me with a clear understanding of my work responsibilities.	4.13	0.98
11. My supervisor recognizes outstanding work.	3.98	1.06
12. I am given the opportunity to do my best work.	4.07	0.97
13. My supervisor is consistent when administering policies concerning employees.	3.86	1.14
14. My supervisor evaluates my performance fairly.	4.09	0.98

Workplace — Construct Score: 390

The workplace construct captures employees' perceptions of the total work atmosphere, workplace safety, and the overall feel. This construct measures the degree to which employees see the setting as satisfactory, safe and that adequate tools and resources are available.	Score	Std. Dev.
15. Given the type of work I do, my physical workplace meets my needs.	4.00	0.99
16. My workplace is well maintained.	3.80	1.09
17. There are sufficient procedures to ensure the safety of employees in the workplace.	3.93	0.99
18. I have adequate resources and equipment to do my job.	3.86	1.03

Constructs and Related Items

Community — Construct Score: 392

The community construct captures employees' perceptions of the relationships between employees in the workplace, including trust, respect, care, and diversity among colleagues. This construct measures the degree to which employees feel respected, cared for, and have established trust with their colleagues.	Score	Std. Dev.
19. The people I work with treat each other with respect.	3.89	1.03
20. The people I work with come from diverse backgrounds.	4.20	0.76
21. The people I work with care about my personal well-being.	3.86	0.98
22. I trust the people in my workplace.	3.72	1.05

Information Systems — Construct Score: 392

The information systems construct captures employees' perceptions of whether computer and communication systems prove accessible, accurate, and clear information. This construct measures the degree to which employees view the availability and utility of information positively.	Score	Std. Dev.
23. My work group uses the latest technologies to communicate and interact.	3.69	1.01
24. We receive regular and useful updates on how to keep our computer and sensitive information secure from cyber-attack.	4.26	0.72
25. Support is available for the technologies we use.	4.03	0.87
26. Our computer systems enable me to quickly find the information I need.	3.68	1.07

Internal Communication — Construct Score: 366

The internal communication construct captures employees' perceptions of whether communication in the organization is reasonable, candid and helpful. This construct measures the degree to which employees view communication with peers, supervisors and other parts of the organization as functional and effective.	Score	Std. Dev.
27. The communication channels I must go through at work are reasonable.	3.76	0.97
28. My work atmosphere encourages open and honest communication.	3.59	1.17
29. The communications I receive at work are timely and informative.	3.64	1.04

Pay — Construct Score: 272

The pay construct captures employees' perceptions of how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. This construct measures the degree to which employees view pay as well valued relative to the type of work, work demands and comparable positions.	Score	Std. Dev.
30. My pay keeps pace with the cost of living.	2.47	1.25
31. Salaries are competitive with similar jobs in the community.	2.81	1.22
32. I feel I am paid fairly for the work I do.	2.89	1.22

Constructs and Related Items

Benefits — Construct Score: 370

The benefits construct captures employees' perceptions of how the benefits package compares to packages at similar organizations and how flexible it is. This construct measures the degree to which employees see health insurance and retirement benefits as competitive with similar jobs in the community.	Score	Std. Dev.
33. Retirement benefits are competitive with similar jobs in the community.	3.62	0.98
34. Health insurance benefits are competitive with similar jobs in the community.	3.74	0.95
35. Benefits can be selected to meet individual needs.	3.74	0.87

Employee Development — Construct Score: 382

The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. This construct measures the degree to which employees feel the organization provides opportunities for growth in organizational responsibilities and personal needs in their careers.	Score	Std. Dev.
36. I believe I have a career with this organization.	4.03	0.94
37. Training is made available to me so that I can do my job better.	3.78	1.03
38. Training is made available to me for personal growth and development.	3.66	1.09

Job Satisfaction — Construct Score: 373

The job satisfaction construct captures employees' perceptions about the overall work situation and ability to maintain work-life balance. This construct measures the degree to which employees are pleased with working conditions and their workload.	Score	Std. Dev.
39. My work environment supports a balance between work and personal life.	3.49	1.20
40. I feel free to be myself at work.	3.65	1.09
41. The amount of work I am asked to do is reasonable.	3.67	1.01
42. I am proud to tell people that I work for this organization.	4.11	0.88

Climate

While not scored as a construct, the following six items assess the climate in which employees work. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. Moreover, it is an organization with proactive management that communicates and has the capability to make thoughtful decisions.	Score	Std. Dev.
43. Harassment is not tolerated at my workplace.	4.18	0.93
44. Employees are generally ethical in my workplace.	4.08	0.87
45. I believe we will use the information from this survey to improve our workplace.	3.23	1.25
46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.	3.60	1.17
47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.	3.38	1.21
48. I am treated fairly in my workplace.	3.88	0.99

Constructs and Related Items

Employee Engagement — Construct Score: 393

Twelve items spanning several constructs were selected to get a more focused look at Employee Engagement. The Employee Engagement construct captures the degree to which employees are willing to go above and beyond, feel committed to the organization and are present while working. This construct measures the degree to which employees feel that their ideas count, their work impacts the organization and their well being and development is valued at the organization.	**Score**	**Std. Dev.**
2. In my work group, my opinions and ideas count.	3.83	1.08
5. Our organization is known for the quality of work we provide.	4.02	0.95
6. I know how my work impacts others in the organization.	4.21	0.84
10. My supervisor provides me with a clear understanding of my work responsibilities.	4.13	0.98
11. My supervisor recognizes outstanding work.	3.98	1.06
12. I am given the opportunity to do my best work.	4.07	0.97
14. My supervisor evaluates my performance fairly.	4.09	0.98
18. I have adequate resources and equipment to do my job.	3.86	1.03
21. The people I work with care about my personal well-being.	3.86	0.98
22. I trust the people in my workplace.	3.72	1.05
37. Training is made available to me so that I can do my job better.	3.78	1.03
38. Training is made available to me for personal growth and development.	3.66	1.09

Survey Customization Sheet

Organizational Category Codes: Category 1

102 - DS Director's Staff
103 - CID Criminal Investigations
107 - DLD Driver License
109 - FIN Finance
111 - ICT Intelligence & Counterterrorism
113 - IT Information Technology
117 - TRD Texas Rangers
119 - RSD Regulatory Services
123 - THP Texas Highway Patrol
125 - AOD Aircraft Operations
127 - CAO Chief Auditor's Office
131 - TOD Training Operations
137 - OGC Office of General Counsel
139 - OIG Office of Inspector General
140 - IOD Infrastructure Operations
141 - HROD Human Resource Operations
143 - Cyber Security
144 - CLD Crime Lab Division
145 - CRD Crime Records Division
146 - EPB Executive Protection Bureau

Organizational Category Codes: Category 2

201 - Commissioned
203 - Non-Commissioned

Organizational Category Codes: Category 3

300 - Headquarters
301 - North Texas
302 - Southeast Texas
303 - Central Texas
330 - South Texas
340 - West Texas
350 - Northwest Texas
360 - Capitol

Organizational Category Codes: Category 4

400 - CID HQ
401 - CID Region 1
402 - CID Region 2
403 - CID Region 3
404 - CID Region 4
405 - CID Region 5
406 - CID Region 6
407 - CID Region 7
408 - CLD Breath Alcohol Lab
409 - CLD Lab
410 - CLD Technical Services
411 - CRD Access & Dissemination/Biometric Services/ CHRIP
412 - CRD CIB/SORB/IBRB
413 - CRD CJIS ISO/Administration
414 - DLD Administration
415 - DLD Customer Service Center
416 - DLD Enforcement & Compliance
417 - DLD Issuance Services
418 - DLD License & Records
419 - DLD Region 1A Garland
420 - DLD Region 1B Ft Worth
421 - DLD Region 1C Carrollton
422 - DLD Region 2A Houston
423 - DLD Region 2B Conroe
424 - DLD Region 2C Rosenberg
425 - DLD Region 3 Weslaco
426 - DLD Region 4 El Paso
427 - DLD Region 5 Lubbock
428 - DLD Region 6A San Antonio
429 - DLD Region 6B Pflugerville
430 - FIN Accounting & Financial Reporting
431 - FIN Budget
432 - HROD DRO/EEO/BusinessOps
433 - HROD Human Resources
434 - HROD VESS
436 - ICT Intel & Counterterrorism
437 - ICT JCIC
438 - IOD Communications
439 - IOD Facilities
440 - IOD Supply Chain & Distribution
441 - IOD Strategy & Implementation
442 - IOD Vehicles & Technology
443 - IT Finance & Resource Planning
444 - IT Infrastructure & Operations
445 - IT Innovation & Application Services
446 - RSD Compliance & Enforcement
447 - RSD Licensing & Review
448 - RSD Operations & Shared Services
449 - THP Motor Carrier Bureau
450 - Texas Highway Patrol Program (K9, TMU, Crash Team)
451 - THP Region 1
452 - THP Region 2
453 - THP Region 3
454 - THP Region 4
455 - THP Region 5
456 - THP Region 6
457 - THP Region 7
458 - THP HQ

459 - TOD Law Enforcement Education
460 - TOD Recruiting
461 - TOD Tactical Training Center
462 - TOD Training Operations Division
463 - TOD Trooper Training Unit
464 - TRD Special Operations
465 - TRD Region 1
466 - TRD Region 2
467 - TRD Region 3
468 - TRD Region 4
469 - TRD Region 5
470 - TRD Region 6
471 - TRD HQ

Organizational Category Codes: Category 5

500 - Male
501 - Female

Organizational Category Codes: Category 6

600 - AIOAN (American Indian/Alaska Native)
601 - Asian
602 - Black
603 - Hispanic
604 - Multi
605 - NHOPI (Native Hawaiian/Other Pacific Islander)
606 - White

Additional Items

1. There is someone at work who encourages my development.
2. The mission/purpose of my work group makes me feel my job is important.
3. I would recommend the Department to others as a good place to work.
4. I intend to work for the Department for at least another year.
5. I have at least one friend at work.
6. In the last six months, my supervisor has talked to me about my progress.
7. I have the opportunity at work to learn and grow.
8. My direct supervisor exemplifies the Department's motto: "Courtesy-Service-Protection."
9. My work group is constantly improving our services.
10. The Department is changing for the better.
11. The ability to communicate with department senior leadership has improved.
12. Employees have sufficient means available to suggest workplace-related ideas and change.
13. Our current values of Integrity, Teamwork, Accountability, and Excellence are on target.
14. In the last year, I have actively looked for transfer or promotional opportunities within the Department.
15. My duty-station facility provides a productive, safe and clean work environment that enables me to fulfill the mission and objectives of my position.
16. I am aware of the policies and avenues for reporting complaints that may fall under either OIG and/or EEO.
17. I am comfortable bringing up problems and tough issues to leadership.
18. I am empowered to identify better ways to carry out my duties or operations of my unit.
19. I am aware of the services provided by the Dispute Resolution Office and Victim and Employee Support Services and how to access them.