



SEE

SURVEY OF EMPLOYEE ENGAGEMENT HIGHER EDUCATION

University of Mary Hardin-Baylor

Data Report

2013



EMPLOYEE ENGAGEMENT
INSTITUTE FOR ORGANIZATIONAL EXCELLENCE

REPORT ID: 895

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 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.

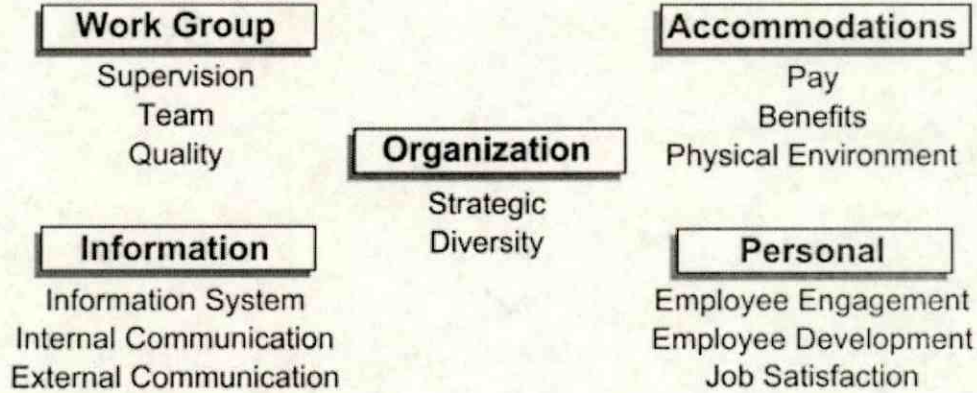
When is benchmark data available? Benchmark data is updated in the summer of every even-numbered year.

Survey Constructs

Survey Framework

Workplace Dimensions

Survey Constructs



Construct Summary: Scoring from High to Low

Score	Construct	Score	Construct
425	Benefits	402	Quality
422	Strategic	401	Employee Engagement
417	Employee Development	401	Job Satisfaction
416	Supervision	388	Diversity
412	Physical Environment	387	Information Systems
409	Team	375	Internal Communication
404	External Communication	326	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="416"/>	2010 Score:	<input type="text" value="Not Available"/>	All Respondents:	<input type="text" value="392"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 4:	<input type="text" value="392"/>
		2006 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="409"/>	2010 Score:	<input type="text" value="Not Available"/>	All Respondents:	<input type="text" value="379"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 4:	<input type="text" value="380"/>
		2006 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="402"/>	2010 Score:	<input type="text" value="Not Available"/>	All Respondents:	<input type="text" value="379"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 4:	<input type="text" value="381"/>
		2006 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:	<input type="text" value="326"/>	2010 Score:	<input type="text" value="Not Available"/>	All Respondents:	<input type="text" value="255"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 4:	<input type="text" value="258"/>
		2006 Score:	<input type="text" value="Not Available"/>	Mission 3:	<input type="text" value="268"/>

Benefits

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

Current Score:	<input type="text" value="425"/>	2010 Score:	<input type="text" value="Not Available"/>	All Respondents:	<input type="text" value="384"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 4:	<input type="text" value="385"/>
		2006 Score:	<input type="text" value="Not Available"/>	Mission 3:	<input type="text" value="391"/>

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:	<input type="text" value="412"/>	2010 Score:	<input type="text" value="Not Available"/>	All Respondents:	<input type="text" value="392"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 4:	<input type="text" value="393"/>
		2006 Score:	<input type="text" value="Not Available"/>	Mission 3:	<input type="text" value="402"/>

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:	<input type="text" value="422"/>	2010 Score:	<input type="text" value="Not Available"/>	All Respondents:	<input type="text" value="401"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 4:	<input type="text" value="398"/>
		2006 Score:	<input type="text" value="Not Available"/>	Mission 3:	<input type="text" value="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:	<input type="text" value="388"/>	2010 Score:	<input type="text" value="Not Available"/>	All Respondents:	<input type="text" value="363"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 4:	<input type="text" value="361"/>
		2006 Score:	<input type="text" value="Not Available"/>	Mission 3:	<input type="text" value="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.

<u>Information Systems</u>			
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:	<input type="text" value="387"/>	2010 Score:	<input type="text" value="Not Available"/>
		2008 Score:	<input type="text" value="Not Available"/>
		2006 Score:	<input type="text" value="Not Available"/>
		All Respondents:	<input type="text" value="369"/>
		Size Category 4:	<input type="text" value="367"/>
		Mission 3:	<input type="text" value="373"/>

<u>Internal Communication</u>			
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:	<input type="text" value="375"/>	2010 Score:	<input type="text" value="Not Available"/>
		2008 Score:	<input type="text" value="Not Available"/>
		2006 Score:	<input type="text" value="Not Available"/>
		All Respondents:	<input type="text" value="352"/>
		Size Category 4:	<input type="text" value="348"/>
		Mission 3:	<input type="text" value="361"/>

<u>External Communication</u>			
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:	<input type="text" value="404"/>	2010 Score:	<input type="text" value="Not Available"/>
		2008 Score:	<input type="text" value="Not Available"/>
		2006 Score:	<input type="text" value="Not Available"/>
		All Respondents:	<input type="text" value="386"/>
		Size Category 4:	<input type="text" value="383"/>
		Mission 3:	<input type="text" value="387"/>

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:	401	2010 Score:	Not Available	All Respondents:	380
		2008 Score:	Not Available	Size Category 4:	381
		2006 Score:	Not Available	Mission 3:	395

Employee Development

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

Current Score:	417	2010 Score:	Not Available	All Respondents:	375
		2008 Score:	Not Available	Size Category 4:	379
		2006 Score:	Not Available	Mission 3:	393

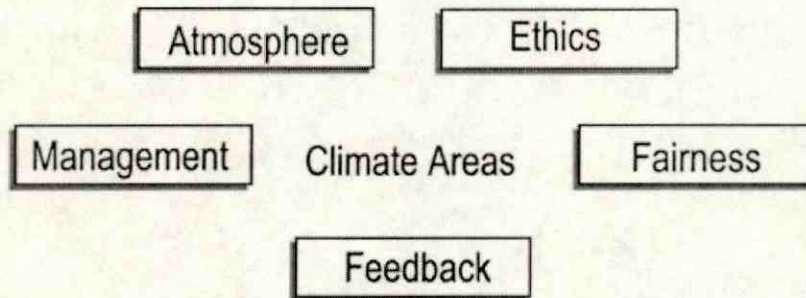
Job Satisfaction

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:	401	2010 Score:	Not Available	All Respondents:	375
		2008 Score:	Not Available	Size Category 4:	380
		2006 Score:	Not Available	Mission 3:	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:	420	2010 Score:	Not Available	All Respondents:	389
		2008 Score:	Not Available	Size Category 4:	396
		2006 Score:	Not Available	Mission 3:	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:	416	2010 Score:	Not Available	All Respondents:	392
		2008 Score:	Not Available	Size Category 4:	393
		2006 Score:	Not Available	Mission 3:	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:	380	2010 Score:	Not Available	All Respondents:	357
		2008 Score:	Not Available	Size Category 4:	359
		2006 Score:	Not Available	Mission 3:	377

Climate/Feedback

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

Current Score:	358	2010 Score:	Not Available	All Respondents:	349
		2008 Score:	Not Available	Size Category 4:	347
		2006 Score:	Not Available	Mission 3:	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:	404	2010 Score:	Not Available	All Respondents:	361
		2008 Score:	Not Available	Size Category 4:	351
		2006 Score:	Not Available	Mission 3:	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 Score:		4.39	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.75	2008 Score:	Not Available	All Respondents:	4.15
Number of Respondents:		299	2006 Score:	Not Available	Size Category 4:	4.17
					Mission 3:	4.26
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	149	130	12	4	4	0
Percentage:	49.83%	43.48%	4.01%	1.34%	1.34%	Not Available

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

Current Score:		4.15	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.91	2008 Score:	Not Available	All Respondents:	3.93
Number of Respondents:		297	2006 Score:	Not Available	Size Category 4:	3.93
					Mission 3:	3.98
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	119	128	31	14	5	0
Percentage:	40.07%	43.10%	10.44%	4.71%	1.68%	Not Available

3. There is a real feeling of teamwork.

Current Score:		4.07	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.99	2008 Score:	Not Available	All Respondents:	3.75
Number of Respondents:		297	2006 Score:	Not Available	Size Category 4:	3.77
					Mission 3:	3.86
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	115	123	31	21	7	0
Percentage:	38.72%	41.41%	10.44%	7.07%	2.36%	Not Available

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

Current Score:		4.10	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.96	2008 Score:	Not Available	All Respondents:	3.65
Number of Respondents:		299	2006 Score:	Not Available	Size Category 4:	3.65
					Mission 3:	3.79
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	118	121	33	22	4	1
Percentage:	39.46%	40.47%	11.04%	7.36%	1.34%	0.33%

Primary Items

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

Current Score: 3.72						2010 Score: Not Available	Current Benchmarks	
Standard Deviation: 1.05						2008 Score: Not Available	All Respondents:	3.49
Number of Respondents: 296						2006 Score: Not Available	Size Category 4:	3.49
							Mission 3:	3.59
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable		
Frequency:	69	122	59	31	10	5		
Percentage:	23.31%	41.22%	19.93%	10.47%	3.38%	1.69%		

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

Current Score: 3.83						2010 Score: Not Available	Current Benchmarks	
Standard Deviation: 0.96						2008 Score: Not Available	All Respondents:	3.60
Number of Respondents: 298						2006 Score: Not Available	Size Category 4:	3.60
							Mission 3:	3.76
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable		
Frequency:	71	144	49	27	6	1		
Percentage:	23.83%	48.32%	16.44%	9.06%	2.01%	0.34%		

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

Current Score: 3.95						2010 Score: Not Available	Current Benchmarks	
Standard Deviation: 0.77						2008 Score: Not Available	All Respondents:	3.76
Number of Respondents: 298						2006 Score: Not Available	Size Category 4:	3.75
							Mission 3:	3.84
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable		
Frequency:	59	182	38	15	2	2		
Percentage:	19.80%	61.07%	12.75%	5.03%	0.67%	0.67%		

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

Current Score: 3.88						2010 Score: Not Available	Current Benchmarks	
Standard Deviation: 0.79						2008 Score: Not Available	All Respondents:	3.75
Number of Respondents: 297						2006 Score: Not Available	Size Category 4:	3.71
							Mission 3:	3.73
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable		
Frequency:	47	191	38	15	5	1		
Percentage:	15.82%	64.31%	12.79%	5.05%	1.68%	0.34%		

Primary Items

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

Current Score:		3.73	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.96	2008 Score:	Not Available	All Respondents:	3.54
Number of Respondents:		298	2006 Score:	Not Available	Size Category 4:	3.52
					Mission 3:	3.54
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	50	165	44	28	10	1
Percentage:	16.78%	55.37%	14.77%	9.40%	3.36%	0.34%

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

Current Score:		3.96	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.81	2008 Score:	Not Available	All Respondents:	3.82
Number of Respondents:		297	2006 Score:	Not Available	Size Category 4:	3.77
					Mission 3:	3.80
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	67	173	39	15	3	0
Percentage:	22.56%	58.25%	13.13%	5.05%	1.01%	Not Available

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

Current Score:		4.41	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.66	2008 Score:	Not Available	All Respondents:	4.05
Number of Respondents:		297	2006 Score:	Not Available	Size Category 4:	4.04
					Mission 3:	4.11
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	146	132	14	5	0	0
Percentage:	49.16%	44.44%	4.71%	1.68%	Not Available	Not Available

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

Current Score:		4.13	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		1.01	2008 Score:	Not Available	All Respondents:	3.90
Number of Respondents:		296	2006 Score:	Not Available	Size Category 4:	3.92
					Mission 3:	4.00
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	129	112	29	17	9	0
Percentage:	43.58%	37.84%	9.80%	5.74%	3.04%	Not Available

Primary Items

13. My supervisor recognizes outstanding work.

		Current Benchmarks				
Current Score:	4.06	2010 Score:	Not Available	All Respondents:	3.87	
Standard Deviation:	1.07	2008 Score:	Not Available	Size Category 4:	3.87	
Number of Respondents:	295	2006 Score:	Not Available	Mission 3:	3.99	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	126	101	38	19	11	0
Percentage:	42.71%	34.24%	12.88%	6.44%	3.73%	Not Available

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

		Current Benchmarks				
Current Score:	4.20	2010 Score:	Not Available	All Respondents:	4.01	
Standard Deviation:	0.95	2008 Score:	Not Available	Size Category 4:	4.02	
Number of Respondents:	296	2006 Score:	Not Available	Mission 3:	4.15	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	134	115	27	13	7	0
Percentage:	45.27%	38.85%	9.12%	4.39%	2.36%	Not Available

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

		Current Benchmarks				
Current Score:	4.00	2010 Score:	Not Available	All Respondents:	3.74	
Standard Deviation:	1.04	2008 Score:	Not Available	Size Category 4:	3.74	
Number of Respondents:	295	2006 Score:	Not Available	Mission 3:	3.89	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	109	114	42	18	10	2
Percentage:	36.95%	38.64%	14.24%	6.10%	3.39%	0.68%

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

		Current Benchmarks				
Current Score:	4.54	2010 Score:	Not Available	All Respondents:	4.09	
Standard Deviation:	0.60	2008 Score:	Not Available	Size Category 4:	4.03	
Number of Respondents:	296	2006 Score:	Not Available	Mission 3:	4.09	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	171	116	7	1	1	0
Percentage:	57.77%	39.19%	2.36%	0.34%	0.34%	Not Available

Primary Items

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

Current Score:	4.04	2010 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.75	2008 Score:	Not Available	All Respondents:	4.04	
Number of Respondents:	296	2006 Score:	Not Available	Size Category 4:	3.99	
				Mission 3:	4.02	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	76	168	38	11	1	2
Percentage:	25.68%	56.76%	12.84%	3.72%	0.34%	0.68%

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

Current Score:	4.05	2010 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.80	2008 Score:	Not Available	All Respondents:	3.94	
Number of Respondents:	296	2006 Score:	Not Available	Size Category 4:	3.91	
				Mission 3:	4.04	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	81	168	32	12	3	0
Percentage:	27.36%	56.76%	10.81%	4.05%	1.01%	Not Available

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

Current Score:	4.25	2010 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.78	2008 Score:	Not Available	All Respondents:	3.96	
Number of Respondents:	294	2006 Score:	Not Available	Size Category 4:	3.99	
				Mission 3:	4.12	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	120	138	26	6	3	1
Percentage:	40.82%	46.94%	8.84%	2.04%	1.02%	0.34%

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

Current Score:	4.06	2010 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.80	2008 Score:	Not Available	All Respondents:	3.78	
Number of Respondents:	292	2006 Score:	Not Available	Size Category 4:	3.81	
				Mission 3:	3.96	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	82	157	38	9	3	3
Percentage:	28.08%	53.77%	13.01%	3.08%	1.03%	1.03%

Primary Items

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

Current Score:		3.77	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.90	2008 Score:	Not Available	All Respondents:	3.54
Number of Respondents:		291	2006 Score:	Not Available	Size Category 4:	3.51
					Mission 3:	3.55
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	53	150	57	26	4	1
Percentage:	18.21%	51.55%	19.59%	8.93%	1.37%	0.34%

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

Current Score:		4.05	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.72	2008 Score:	Not Available	All Respondents:	3.87
Number of Respondents:		292	2006 Score:	Not Available	Size Category 4:	3.88
					Mission 3:	3.93
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	64	184	31	4	4	5
Percentage:	21.92%	63.01%	10.62%	1.37%	1.37%	1.71%

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

Current Score:		4.19	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.79	2008 Score:	Not Available	All Respondents:	3.95
Number of Respondents:		291	2006 Score:	Not Available	Size Category 4:	4.05
					Mission 3:	4.24
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	107	142	32	6	3	1
Percentage:	36.77%	48.80%	11.00%	2.06%	1.03%	0.34%

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

Current Score:		3.22	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		1.04	2008 Score:	Not Available	All Respondents:	2.38
Number of Respondents:		293	2006 Score:	Not Available	Size Category 4:	2.41
					Mission 3:	2.50
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	17	128	66	62	18	2
Percentage:	5.80%	43.69%	22.53%	21.16%	6.14%	0.68%

Primary Items

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

Current Score:	3.21	2010 Score:	Not Available	Current Benchmarks		
Standard Deviation:	1.04	2008 Score:	Not Available	All Respondents:	2.52	
Number of Respondents:	290	2006 Score:	Not Available	Size Category 4:	2.54	
				Mission 3:	2.67	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	25	100	87	60	15	3
Percentage:	8.62%	34.48%	30.00%	20.69%	5.17%	1.03%

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

Current Score:	3.34	2010 Score:	Not Available	Current Benchmarks		
Standard Deviation:	1.04	2008 Score:	Not Available	All Respondents:	2.74	
Number of Respondents:	293	2006 Score:	Not Available	Size Category 4:	2.79	
				Mission 3:	2.85	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	28	129	62	63	11	0
Percentage:	9.56%	44.03%	21.16%	21.50%	3.75%	Not Available

27. My job meets my expectations.

Current Score:	3.98	2010 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.83	2008 Score:	Not Available	All Respondents:	3.59	
Number of Respondents:	293	2006 Score:	Not Available	Size Category 4:	3.62	
				Mission 3:	3.75	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	69	172	34	13	5	0
Percentage:	23.55%	58.70%	11.60%	4.44%	1.71%	Not Available

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

Current Score:	3.82	2010 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.96	2008 Score:	Not Available	All Respondents:	3.79	
Number of Respondents:	293	2006 Score:	Not Available	Size Category 4:	3.83	
				Mission 3:	3.81	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	65	150	47	22	9	0
Percentage:	22.18%	51.19%	16.04%	7.51%	3.07%	Not Available

Primary Items

29. I feel my efforts count.

						Current Benchmarks	
Current Score:	4.04	2010 Score:	Not Available	All Respondents:	3.76		
Standard Deviation:	0.98	2008 Score:	Not Available	Size Category 4:	3.78		
Number of Respondents:	292	2006 Score:	Not Available	Mission 3:	3.92		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	105	123	43	12	9	0	
Percentage:	35.96%	42.12%	14.73%	4.11%	3.08%	Not Available	

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

						Current Benchmarks	
Current Score:	3.78	2010 Score:	Not Available	All Respondents:	3.66		
Standard Deviation:	0.88	2008 Score:	Not Available	Size Category 4:	3.74		
Number of Respondents:	293	2006 Score:	Not Available	Mission 3:	3.73		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	51	157	57	22	5	1	
Percentage:	17.41%	53.58%	19.45%	7.51%	1.71%	0.34%	

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

						Current Benchmarks	
Current Score:	4.44	2010 Score:	Not Available	All Respondents:	3.95		
Standard Deviation:	0.68	2008 Score:	Not Available	Size Category 4:	4.01		
Number of Respondents:	296	2006 Score:	Not Available	Mission 3:	4.17		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	158	113	23	1	1	0	
Percentage:	53.38%	38.18%	7.77%	0.34%	0.34%	Not Available	

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

						Current Benchmarks	
Current Score:	3.89	2010 Score:	Not Available	All Respondents:	3.65		
Standard Deviation:	0.94	2008 Score:	Not Available	Size Category 4:	3.59		
Number of Respondents:	296	2006 Score:	Not Available	Mission 3:	3.70		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	70	160	36	22	8	0	
Percentage:	23.65%	54.05%	12.16%	7.43%	2.70%	Not Available	

Primary Items

33. My work atmosphere encourages open and honest communication.

Current Benchmarks						
Current Score:	3.66	2010 Score:	Not Available	All Respondents:	3.49	
Standard Deviation:	1.20	2008 Score:	Not Available	Size Category 4:	3.49	
Number of Respondents:	297	2006 Score:	Not Available	Mission 3:	3.65	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	82	110	48	37	20	0
Percentage:	27.61%	37.04%	16.16%	12.46%	6.73%	Not Available

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

Current Benchmarks						
Current Score:	3.86	2010 Score:	Not Available	All Respondents:	3.59	
Standard Deviation:	1.01	2008 Score:	Not Available	Size Category 4:	3.58	
Number of Respondents:	297	2006 Score:	Not Available	Mission 3:	3.71	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	75	152	35	23	12	0
Percentage:	25.25%	51.18%	11.78%	7.74%	4.04%	Not Available

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

Current Benchmarks						
Current Score:	3.60	2010 Score:	Not Available	All Respondents:	3.33	
Standard Deviation:	0.96	2008 Score:	Not Available	Size Category 4:	3.26	
Number of Respondents:	295	2006 Score:	Not Available	Mission 3:	3.37	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	42	138	78	25	11	1
Percentage:	14.24%	46.78%	26.44%	8.47%	3.73%	0.34%

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

Current Benchmarks						
Current Score:	4.11	2010 Score:	Not Available	All Respondents:	3.77	
Standard Deviation:	0.75	2008 Score:	Not Available	Size Category 4:	3.74	
Number of Respondents:	295	2006 Score:	Not Available	Mission 3:	3.74	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	84	169	33	4	4	1
Percentage:	28.47%	57.29%	11.19%	1.36%	1.36%	0.34%

Primary Items

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

Current Score:		4.11	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.77	2008 Score:	Not Available	All Respondents:	3.88
Number of Respondents:		294	2006 Score:	Not Available	Size Category 4:	3.86
					Mission 3:	3.94
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	86	139	40	5	2	22
Percentage:	29.25%	47.28%	13.61%	1.70%	0.68%	7.48%

38. My institution shares appropriate information with the public.

Current Score:		4.04	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.69	2008 Score:	Not Available	All Respondents:	3.93
Number of Respondents:		294	2006 Score:	Not Available	Size Category 4:	3.89
					Mission 3:	3.93
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	66	167	40	7	0	14
Percentage:	22.45%	56.80%	13.61%	2.38%	Not Available	4.76%

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

Current Score:		3.89	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.82	2008 Score:	Not Available	All Respondents:	3.86
Number of Respondents:		295	2006 Score:	Not Available	Size Category 4:	3.81
					Mission 3:	3.88
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	58	164	42	22	1	8
Percentage:	19.66%	55.59%	14.24%	7.46%	0.34%	2.71%

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

Current Score:		4.01	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.96	2008 Score:	Not Available	All Respondents:	4.00
Number of Respondents:		297	2006 Score:	Not Available	Size Category 4:	3.98
					Mission 3:	4.04
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	92	153	20	26	6	0
Percentage:	30.98%	51.52%	6.73%	8.75%	2.02%	Not Available

Primary Items

41. My workplace is well maintained.

Current Score: 4.18							2010 Score: Not Available							Current Benchmarks																											
Standard Deviation: 0.83							2008 Score: Not Available							All Respondents: 3.78																											
Number of Respondents: 293							2006 Score: Not Available							Size Category 4: 3.86																											
														Mission 3: 3.89																											
Response: Strongly Agree							Agree							Neutral							Disagree							Strongly Disagree							Don't Know/Not Applicable						
Frequency: 108							149							19							12							4							1						
Percentage: 36.86%							50.85%							6.48%							4.10%							1.37%							0.34%						

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

Current Score: 4.25							2010 Score: Not Available							Current Benchmarks																											
Standard Deviation: 0.72							2008 Score: Not Available							All Respondents: 4.01																											
Number of Respondents: 294							2006 Score: Not Available							Size Category 4: 4.02																											
														Mission 3: 4.14																											
Response: Strongly Agree							Agree							Neutral							Disagree							Strongly Disagree							Don't Know/Not Applicable						
Frequency: 111							155							21							5							2							0						
Percentage: 37.76%							52.72%							7.14%							1.70%							0.68%							Not Available						

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

Current Score: 4.03							2010 Score: Not Available							Current Benchmarks																											
Standard Deviation: 0.86							2008 Score: Not Available							All Respondents: 3.89																											
Number of Respondents: 294							2006 Score: Not Available							Size Category 4: 3.86																											
														Mission 3: 3.99																											
Response: Strongly Agree							Agree							Neutral							Disagree							Strongly Disagree							Don't Know/Not Applicable						
Frequency: 87							153							33							18							3							0						
Percentage: 29.59%							52.04%							11.22%							6.12%							1.02%							Not Available						

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

Current Score: 4.32							2010 Score: Not Available							Current Benchmarks																											
Standard Deviation: 0.84							2008 Score: Not Available							All Respondents: 3.93																											
Number of Respondents: 294							2006 Score: Not Available							Size Category 4: 3.93																											
														Mission 3: 4.09																											
Response: Strongly Agree							Agree							Neutral							Disagree							Strongly Disagree							Don't Know/Not Applicable						
Frequency: 143							119							20							7							5							0						
Percentage: 48.64%							40.48%							6.80%							2.38%							1.70%							Not Available						

Primary Items

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

Current Score:		4.17	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.86	2008 Score:	Not Available	All Respondents:	3.81
Number of Respondents:		295	2006 Score:	Not Available	Size Category 4:	3.85
					Mission 3:	4.03
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	113	139	28	10	5	0
Percentage:	38.31%	47.12%	9.49%	3.39%	1.69%	Not Available

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

Current Score:		4.14	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.78	2008 Score:	Not Available	All Respondents:	4.10
Number of Respondents:		294	2006 Score:	Not Available	Size Category 4:	4.10
					Mission 3:	4.11
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	98	150	34	10	1	1
Percentage:	33.33%	51.02%	11.56%	3.40%	0.34%	0.34%

47. I am encouraged to learn from my mistakes.

Current Score:		4.09	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.85	2008 Score:	Not Available	All Respondents:	3.98
Number of Respondents:		295	2006 Score:	Not Available	Size Category 4:	3.99
					Mission 3:	4.05
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	98	147	32	15	3	0
Percentage:	33.22%	49.83%	10.85%	5.08%	1.02%	Not Available

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

Current Score:		3.68	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		1.18	2008 Score:	Not Available	All Respondents:	3.45
Number of Respondents:		294	2006 Score:	Not Available	Size Category 4:	3.47
					Mission 3:	3.71
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	72	131	38	30	23	0
Percentage:	24.49%	44.56%	12.93%	10.20%	7.82%	Not Available

Primary Items

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

Current Score: 3.63		2010 Score:	Not Available	Current Benchmarks		
Standard Deviation:		2008 Score:	Not Available	All Respondents:	3.52	
Number of Respondents:		2006 Score:	Not Available	Size Category 4:	3.50	
				Mission 3:	3.74	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	60	143	36	30	24	0
Percentage:	20.48%	48.81%	12.29%	10.24%	8.19%	Not Available

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

Current Score: 3.65		2010 Score:	Not Available	Current Benchmarks		
Standard Deviation:		2008 Score:	Not Available	All Respondents:	3.44	
Number of Respondents:		2006 Score:	Not Available	Size Category 4:	3.40	
				Mission 3:	3.55	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	54	145	45	27	19	3
Percentage:	18.43%	49.49%	15.36%	9.22%	6.48%	1.02%

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

Current Score: 4.21		2010 Score:	Not Available	Current Benchmarks		
Standard Deviation:		2008 Score:	Not Available	All Respondents:	3.82	
Number of Respondents:		2006 Score:	Not Available	Size Category 4:	3.85	
				Mission 3:	4.01	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	108	155	22	8	3	0
Percentage:	36.49%	52.36%	7.43%	2.70%	1.01%	Not Available

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

Current Score: 3.77		2010 Score:	Not Available	Current Benchmarks		
Standard Deviation:		2008 Score:	Not Available	All Respondents:	3.72	
Number of Respondents:		2006 Score:	Not Available	Size Category 4:	3.69	
				Mission 3:	3.80	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	64	135	65	19	9	2
Percentage:	21.77%	45.92%	22.11%	6.46%	3.06%	0.68%

Primary Items

53. Every employee is valued.

Current Score:		3.89	2010 Score:	Not Available	All Respondents:	3.53
Standard Deviation:		1.01	2008 Score:	Not Available	Size Category 4:	3.50
Number of Respondents:		296	2006 Score:	Not Available	Mission 3:	3.68
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	84	137	38	29	7	1
Percentage:	28.38%	46.28%	12.84%	9.80%	2.36%	0.34%

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

Current Score:		4.22	2010 Score:	Not Available	All Respondents:	3.82
Standard Deviation:		0.80	2008 Score:	Not Available	Size Category 4:	3.86
Number of Respondents:		298	2006 Score:	Not Available	Mission 3:	3.92
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	122	130	33	10	1	2
Percentage:	40.94%	43.62%	11.07%	3.36%	0.34%	0.67%

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

Current Score:		4.21	2010 Score:	Not Available	All Respondents:	3.87
Standard Deviation:		0.72	2008 Score:	Not Available	Size Category 4:	3.90
Number of Respondents:		297	2006 Score:	Not Available	Mission 3:	3.99
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	101	165	19	9	1	2
Percentage:	34.01%	55.56%	6.40%	3.03%	0.34%	0.67%

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

Current Score:		4.14	2010 Score:	Not Available	All Respondents:	3.73
Standard Deviation:		0.83	2008 Score:	Not Available	Size Category 4:	3.77
Number of Respondents:		297	2006 Score:	Not Available	Mission 3:	3.96
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	103	152	25	14	3	0
Percentage:	34.68%	51.18%	8.42%	4.71%	1.01%	Not Available

Primary Items

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

Current Score:	4.11	2010 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.85	2008 Score:	Not Available	All Respondents:	3.56	
Number of Respondents:	298	2006 Score:	Not Available	Size Category 4:	3.62	
				Mission 3:	3.84	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	102	150	27	16	3	0
Percentage:	34.23%	50.34%	9.06%	5.37%	1.01%	Not Available

58. Our administration effectively communicates important information.

Current Score:	4.02	2010 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.92	2008 Score:	Not Available	All Respondents:	3.54	
Number of Respondents:	296	2006 Score:	Not Available	Size Category 4:	3.46	
				Mission 3:	3.55	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	89	154	32	12	9	0
Percentage:	30.07%	52.03%	10.81%	4.05%	3.04%	Not Available

59. Our administration tries to be accessible and visible.

Current Score:	4.05	2010 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.91	2008 Score:	Not Available	All Respondents:	3.68	
Number of Respondents:	295	2006 Score:	Not Available	Size Category 4:	3.55	
				Mission 3:	3.64	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	95	147	31	14	7	1
Percentage:	32.20%	49.83%	10.51%	4.75%	2.37%	0.34%

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

Current Score:	3.74	2010 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.99	2008 Score:	Not Available	All Respondents:	3.48	
Number of Respondents:	297	2006 Score:	Not Available	Size Category 4:	3.47	
				Mission 3:	3.50	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	65	132	68	22	10	0
Percentage:	21.89%	44.44%	22.90%	7.41%	3.37%	Not Available

Primary Items

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

Current Score:		3.22	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		1.24	2008 Score:	Not Available	All Respondents:	3.37
Number of Respondents:		296	2006 Score:	Not Available	Size Category 4:	3.31
					Mission 3:	3.46
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	38	104	56	49	35	14
Percentage:	12.84%	35.14%	18.92%	16.55%	11.82%	4.73%

62. My ideas and opinions count at work.

Current Score:		3.78	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		1.00	2008 Score:	Not Available	All Respondents:	3.62
Number of Respondents:		297	2006 Score:	Not Available	Size Category 4:	3.64
					Mission 3:	3.81
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	61	157	46	19	14	0
Percentage:	20.54%	52.86%	15.49%	6.40%	4.71%	Not Available

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

Current Score:		3.68	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		1.07	2008 Score:	Not Available	All Respondents:	3.34
Number of Respondents:		293	2006 Score:	Not Available	Size Category 4:	3.36
					Mission 3:	3.60
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	61	139	42	40	11	0
Percentage:	20.82%	47.44%	14.33%	13.65%	3.75%	Not Available

64. My performance is evaluated fairly.

Current Score:		3.91	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.95	2008 Score:	Not Available	All Respondents:	3.80
Number of Respondents:		297	2006 Score:	Not Available	Size Category 4:	3.81
					Mission 3:	3.93
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	71	163	32	14	12	5
Percentage:	23.91%	54.88%	10.77%	4.71%	4.04%	1.68%

Primary Items

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

Current Score:		4.04	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.89	2008 Score:	Not Available	All Respondents:	3.83
Number of Respondents:		292	2006 Score:	Not Available	Size Category 4:	3.83
					Mission 3:	3.94
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	88	152	30	12	7	3
Percentage:	30.14%	52.05%	10.27%	4.11%	2.40%	1.03%

66. Employees are generally ethical in my workplace.

Current Score:		4.28	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.68	2008 Score:	Not Available	All Respondents:	4.01
Number of Respondents:		296	2006 Score:	Not Available	Size Category 4:	4.04
					Mission 3:	4.13
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	112	160	15	6	1	2
Percentage:	37.84%	54.05%	5.07%	2.03%	0.34%	0.68%

67. Harassment is not tolerated at my workplace.

Current Score:		4.32	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.75	2008 Score:	Not Available	All Respondents:	4.11
Number of Respondents:		296	2006 Score:	Not Available	Size Category 4:	4.15
					Mission 3:	4.26
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	127	141	16	3	4	5
Percentage:	42.91%	47.64%	5.41%	1.01%	1.35%	1.69%

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

Current Score:		4.07	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.87	2008 Score:	Not Available	All Respondents:	3.68
Number of Respondents:		294	2006 Score:	Not Available	Size Category 4:	3.76
					Mission 3:	3.94
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	92	158	23	16	5	0
Percentage:	31.29%	53.74%	7.82%	5.44%	1.70%	Not Available

Primary Items

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

Current Score:		4.19	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.77	2008 Score:	Not Available	All Respondents:	3.66
Number of Respondents:		296	2006 Score:	Not Available	Size Category 4:	3.68
					Mission 3:	3.80
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	106	150	27	10	1	2
Percentage:	35.81%	50.68%	9.12%	3.38%	0.34%	0.68%

70. I understand my benefits plan.

Current Score:		4.32	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.59	2008 Score:	Not Available	All Respondents:	4.01
Number of Respondents:		295	2006 Score:	Not Available	Size Category 4:	4.03
					Mission 3:	4.06
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	109	174	7	4	0	1
Percentage:	36.95%	58.98%	2.37%	1.36%	Not Available	0.34%

71. Benefits can be selected to meet individual needs.

Current Score:		4.23	2010 Score:	Not Available	Current Benchmarks	
Standard Deviation:		0.71	2008 Score:	Not Available	All Respondents:	3.86
Number of Respondents:		295	2006 Score:	Not Available	Size Category 4:	3.85
					Mission 3:	3.88
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	106	155	27	3	2	2
Percentage:	35.93%	52.54%	9.15%	1.02%	0.68%	0.68%

Survey Constructs and Related Items

Dimension 1: Work Group

Supervision	Construct Score = 416	Avg	S.D.
11: I have a clear understanding about my work responsibilities.		4.41	0.66
12: My supervisor gives me specific feedback about my performance.		4.13	1.01
13: My supervisor recognizes outstanding work.		4.06	1.07
14: My supervisor gives me the opportunity to do my best work.		4.20	0.95
15: My supervisor is consistent when administering policies concerning employees.		4.00	1.04
Team	Construct Score = 409	Avg	S.D.
1: People in my work group cooperate to get the job done.		4.39	0.75
2: My work group is actively involved in making work processes more effective.		4.15	0.91
3: There is a real feeling of teamwork.		4.07	0.99
4: In my work group, I have an opportunity to participate in the goal setting process.		4.10	0.96
5: Work groups are trained to incorporate the opinions of each member.		3.72	1.05
Quality	Construct Score = 402	Avg	S.D.
20: My work group uses the feedback from those we serve when making decisions.		4.06	0.80
21: My work group regularly uses performance data to improve the quality of our work.		3.77	0.90
22: My work group's goals are consistently met or exceeded.		4.05	0.72
23: Our institution is known for the quality of service we provide.		4.19	0.79

Survey Constructs and Related Items

Dimension 2: Accommodations

Pay	Construct Score = 326	Avg	S.D.
24: My pay keeps pace with the cost of living.		3.22	1.04
25: Salaries are competitive with similar jobs in the community or comparable institutions.		3.21	1.04
26: I feel I am paid fairly for the work I do.		3.34	1.04
Benefits	Construct Score = 425	Avg	S.D.
69: Benefits are comparable to those offered in similar jobs.		4.19	0.77
70: I understand my benefits plan.		4.32	0.59
71: Benefits can be selected to meet individual needs.		4.23	0.71
Physical Environment	Construct Score = 412	Avg	S.D.
40: Given the type of work I do, my physical workplace meets my needs.		4.01	0.96
41: My workplace is well maintained.		4.18	0.83
42: There are sufficient procedures to ensure the safety of employees in the workplace.		4.25	0.72
43: I have adequate resources and equipment to do my job.		4.03	0.86

Survey Constructs and Related Items

Dimension 3: Organization

Strategic	Construct Score = 422	Avg	S.D.
16: I have a good understanding of our mission, vision, and strategic plan.		4.54	0.60
17: I understand the state, local, national, and global issues that impact the organization.		4.04	0.75
18: We work well with other parts of the institution.		4.05	0.80
19: We develop services to meet the needs of those we serve.		4.25	0.78
Diversity	Construct Score = 388	Avg	S.D.
50: An effort is made to get the opinions of people throughout the organization.		3.65	1.09
51: The people I work with treat each other with respect.		4.21	0.77
52: My institution works to attract, develop, and retain people with diverse backgrounds.		3.77	0.97
53: Every employee is valued.		3.89	1.01

Survey Constructs and Related Items

Dimension 4: Information

Information Systems	Construct Score = 387	Avg	S.D.
6: My work group uses the latest technology to communicate and interact.		3.83	0.96
7: The information available from our computer systems is reliable.		3.95	0.77
8: Overall, our computer information systems present information in an understandable way.		3.88	0.79
9: Our computer systems enable me to easily and quickly find the information I need.		3.73	0.96
10: Information systems are in place and accessible for me to get my job done.		3.96	0.81
Internal Communication	Construct Score = 375	Avg	S.D.
32: I feel the communication channels I must go through at work are reasonable.		3.89	0.94
33: My work atmosphere encourages open and honest communication.		3.66	1.20
34: Overall within the groups I work, there is good communication.		3.86	1.01
35: The right information gets to the right people at the right time.		3.60	0.96
External Communication	Construct Score = 404	Avg	S.D.
36: I believe we communicate our mission effectively to the public.		4.11	0.75
37: Our institution communicates well with our governing bodies (i.e. the legislature, the board of regents, etc.).		4.11	0.77
38: My institution shares appropriate information with the public.		4.04	0.69
39: We communicate effectively with other parts of the institution.		3.89	0.82

Survey Constructs and Related Items

Dimension 5: Personal

Employee Engagement	Construct Score = 401	Avg	S.D.
44: The people I work with care about my personal well-being.		4.32	0.84
45: I am encouraged to come up with ways to improve our services.		4.17	0.86
46: I know how my work impacts others in the organization.		4.14	0.78
47: I am encouraged to learn from my mistakes.		4.09	0.85
48: There is a basic trust among employees and supervisors.		3.68	1.18
49: When possible, decision making and control are given to employees doing the actual work.		3.63	1.16
Employee Development	Construct Score = 417	Avg	S.D.
54: I believe I have a career with this institution.		4.22	0.80
55: I have access to information about job opportunities, conferences, workshops, and training.		4.21	0.72
56: Learning opportunities/training are made available to me so that I can do my job better.		4.14	0.83
57: Learning opportunities/training are made available to me for professional growth/skills development.		4.11	0.85
Job Satisfaction	Construct Score = 401	Avg	S.D.
27: My job meets my expectations.		3.98	0.83
28: My work environment supports a balance between work and personal life.		3.82	0.96
29: I feel my efforts count.		4.04	0.98
30: The amount of work I am asked to do is reasonable.		3.78	0.88
31: I feel a sense of pride when I tell people where I work.		4.44	0.68

Survey Climate Areas and Related Items

Climate/Atmosphere	Construct Score = 420	Avg	S.D.
67: Harassment is not tolerated at my workplace.		4.32	0.75
68: Within my workplace, there is a feeling of community among employees.		4.07	0.87
Climate/Ethics	Construct Score = 416	Avg	S.D.
65: I am confident that if I report an ethics violation, it will be properly handled.		4.04	0.89
66: Employees are generally ethical in my workplace.		4.28	0.68
Climate/Fairness	Construct Score = 380	Avg	S.D.
63: In my workplace, I believe people generally are treated fairly (i.e. without favoritism).		3.68	1.07
64: My performance is evaluated fairly.		3.91	0.95
Climate/Feedback	Construct Score = 358	Avg	S.D.
60: I believe we will use the information from this survey to improve our performance.		3.74	0.99
61: I am satisfied with the opportunities I have to give feedback on my supervisor's performance.		3.22	1.24
62: My ideas and opinions count at work.		3.78	1.00
Climate/Management	Construct Score = 404	Avg	S.D.
58: Our administration effectively communicates important information.		4.02	0.92
59: Our administration tries to be accessible and visible.		4.05	0.91