

SEE

SURVEY OF EMPLOYEE ENGAGEMENT HIGHER EDUCATION

University of Mary Hardin-Baylor

Data Report

2018



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.

Total Respondents: 100		
Surveys Distributed: 200		
Response Rate: 50%		
	Number of Survey Respondents	Percent of Survey Respondents
<hr style="border-top: 1px dashed black;"/>		
Gender		
Female:	49	49%
Male:	49	49%

Survey Respondent Information

Total Respondents: 318

Survey Distributed: 473

Response Rate: 67.23%

**Number of Survey
Respondents**

**Percent of Survey
Respondents**

My highest education level

Did not finish high school:	Less Than 5	Not Available
High school diploma (or GED):	56	17.61%
Some college:	Less Than 5	Not Available
Associate's Degree:	16	5.03%
Bachelor's Degree:	80	25.16%
Master's Degree:	66	20.75%
Doctoral Degree:	99	31.13%

I am

Female:	187	58.81%
Male:	130	40.88%

My annual salary (before taxes)

Less than \$15,000:	Less Than 5	Not Available
\$15,000-\$25,000:	Less Than 5	Not Available
\$25,001-\$35,000:	61	19.18%
\$35,001-\$45,000:	64	20.13%
\$45,001-\$60,000:	61	19.18%
\$60,001-\$75,000:	55	17.30%
\$75,001-\$90,000:	36	11.32%
More than \$90,000:	40	12.58%

My age (in years)

16-29:	29	9.12%
30-39:	63	19.81%
40-49:	97	30.50%
50-59:	76	23.90%
60+:	52	16.35%

Years of service with this organization

Less than 1:	27	8.49%
1-2:	54	16.98%
3-5:	66	20.75%
6-10:	76	23.90%
11-15:	40	12.58%
16+:	54	16.98%

Survey Respondent Information

Total Respondents: 318
 Survey Distributed: 473
 Response Rate: 67.23%

**Number of Survey
 Respondents**

**Percent of Survey
 Respondents**

My race/ethnic identification

African-American/Black:	9	2.83%
Hispanic/Mexican-American/Latino/a:	23	7.23%
Anglo-American/White:	271	85.22%
Asian-American/Pacific Islander/Native American Indian:	5	1.57%
Multiracial/Other:	9	2.83%

I am currently in a supervisory role.

Yes:	68	21.38%
No:	249	78.30%
Not Applicable:	Less Than 5	Not Available

I am primarily

Faculty:	118	37.11%
Staff:	199	62.58%

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.

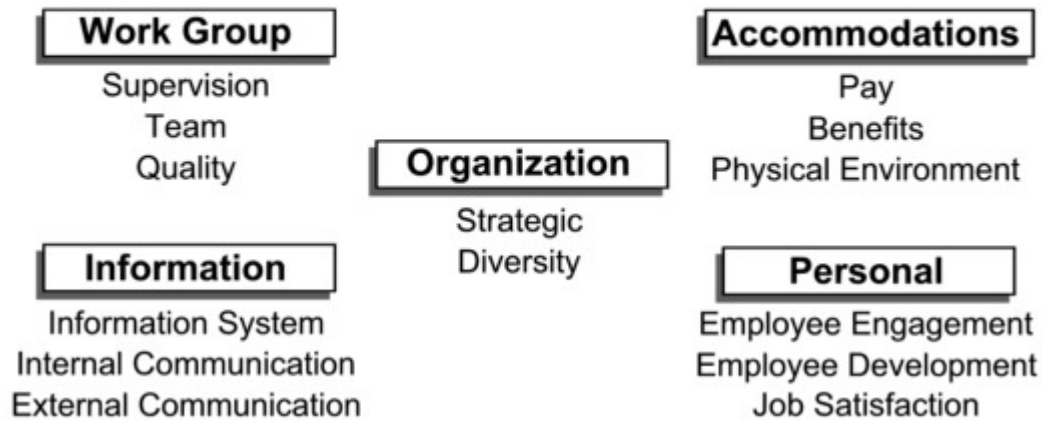
When is benchmark data available? Benchmark data is updated in the summer of every even-numbered year.

Survey Constructs

Survey Framework

Workplace Dimensions

Survey Constructs



Construct Summary: Scoring from High to Low

Score	Construct	Score	Construct
429	Strategic	407	Team
419	Physical Environment	403	Employee Engagement
416	Benefits	399	Information Systems
414	Supervision	397	Job Satisfaction
414	Employee Development	390	Diversity
409	External Communication	381	Internal Communication
407	Quality	316	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:

2015 Score:

All Respondents:

2013 Score:

Size Category 4:

2011 Score:

Mission 3:

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:

2015 Score:

All Respondents:

2013 Score:

Size Category 4:

2011 Score:

Mission 3:

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:

2015 Score:

All Respondents:

2013 Score:

Size Category 4:

2011 Score:

Mission 3:

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="316"/>	2015 Score:	<input type="text" value="333"/>	All Respondents:	<input type="text" value="255"/>
		2013 Score:	<input type="text" value="326"/>	Size Category 4:	<input type="text" value="258"/>
		2011 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="416"/>	2015 Score:	<input type="text" value="425"/>	All Respondents:	<input type="text" value="384"/>
		2013 Score:	<input type="text" value="425"/>	Size Category 4:	<input type="text" value="385"/>
		2011 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="419"/>	2015 Score:	<input type="text" value="425"/>	All Respondents:	<input type="text" value="392"/>
		2013 Score:	<input type="text" value="412"/>	Size Category 4:	<input type="text" value="393"/>
		2011 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:

2015 Score:

All Respondents:

2013 Score:

Size Category 4:

2011 Score:

Mission 3:

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:

2015 Score:

All Respondents:

2013 Score:

Size Category 4:

2011 Score:

Mission 3:

Survey Constructs

Information

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

Information Systems

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

Current Score:

2015 Score:

All Respondents:

2013 Score:

Size Category 4:

2011 Score:

Mission 3:

Internal Communication

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

Current Score:

2015 Score:

All Respondents:

2013 Score:

Size Category 4:

2011 Score:

Mission 3:

External Communication

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

Current Score:

2015 Score:

All Respondents:

2013 Score:

Size Category 4:

2011 Score:

Mission 3:

Survey Constructs

Personal

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

Employee Engagement

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

Current Score:	<input type="text" value="403"/>	2015 Score:	<input type="text" value="413"/>	All Respondents:	<input type="text" value="380"/>
		2013 Score:	<input type="text" value="401"/>	Size Category 4:	<input type="text" value="381"/>
		2011 Score:	<input type="text" value="Not Available"/>	Mission 3:	<input type="text" value="395"/>

Employee Development

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

Current Score:	<input type="text" value="414"/>	2015 Score:	<input type="text" value="422"/>	All Respondents:	<input type="text" value="375"/>
		2013 Score:	<input type="text" value="417"/>	Size Category 4:	<input type="text" value="379"/>
		2011 Score:	<input type="text" value="Not Available"/>	Mission 3:	<input type="text" value="393"/>

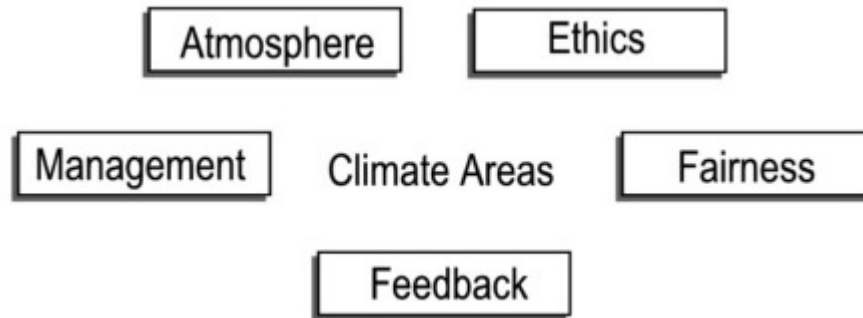
Job Satisfaction

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

Current Score:	<input type="text" value="397"/>	2015 Score:	<input type="text" value="408"/>	All Respondents:	<input type="text" value="375"/>
		2013 Score:	<input type="text" value="401"/>	Size Category 4:	<input type="text" value="380"/>
		2011 Score:	<input type="text" value="Not Available"/>	Mission 3:	<input type="text" value="388"/>

Survey Climate Areas

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



Your Data

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

Benchmark Data

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

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

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

Survey Climate Areas

Climate

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

Climate/Atmosphere

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

Current Score:

2015 Score:

All Respondents:

2013 Score:

Size Category 4:

2011 Score:

Mission 3:

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:

2015 Score:

All Respondents:

2013 Score:

Size Category 4:

2011 Score:

Mission 3:

Climate/Fairness

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

Current Score:

2015 Score:

All Respondents:

2013 Score:

Size Category 4:

2011 Score:

Mission 3:

Climate/Feedback

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

Current Score:

2015 Score:

All Respondents:

2013 Score:

Size Category 4:

2011 Score:

Mission 3:

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:

2015 Score:

All Respondents:

2013 Score:

Size Category 4:

2011 Score:

Mission 3:

Primary Items

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

Reported Data

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

Response Data

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

Benchmark Data

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

Interpreting Data

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

Primary Items

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

						Current Benchmarks	
Current Score:	4.33	2015 Score:	4.36	All Respondents:	4.15		
Standard Deviation:	0.75	2013 Score:	4.39	Size Category 4:	4.17		
Number of Respondents:	315	2011 Score:	Not Available	Mission 3:	4.26		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	146	135	22	7	5	0	
Percentage:	46.35%	42.86%	6.98%	2.22%	1.59%	Not Available	

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

						Current Benchmarks	
Current Score:	4.16	2015 Score:	4.22	All Respondents:	3.93		
Standard Deviation:	0.92	2013 Score:	4.15	Size Category 4:	3.93		
Number of Respondents:	316	2011 Score:	Not Available	Mission 3:	3.98		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	132	128	35	13	8	0	
Percentage:	41.77%	40.51%	11.08%	4.11%	2.53%	Not Available	

3. There is a real feeling of teamwork.

						Current Benchmarks	
Current Score:	4.06	2015 Score:	4.14	All Respondents:	3.75		
Standard Deviation:	0.97	2013 Score:	4.07	Size Category 4:	3.77		
Number of Respondents:	315	2011 Score:	Not Available	Mission 3:	3.86		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	122	119	44	22	8	0	
Percentage:	38.73%	37.78%	13.97%	6.98%	2.54%	Not Available	

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

						Current Benchmarks	
Current Score:	4.05	2015 Score:	4.12	All Respondents:	3.65		
Standard Deviation:	0.98	2013 Score:	4.10	Size Category 4:	3.65		
Number of Respondents:	315	2011 Score:	Not Available	Mission 3:	3.79		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	117	130	32	25	9	2	
Percentage:	37.14%	41.27%	10.16%	7.94%	2.86%	0.63%	

Primary Items

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

Current Score: 3.76						Current Benchmarks					
2015 Score: 3.77						All Respondents: 3.49					
Standard Deviation: 0.99						Size Category 4: 3.49					
Number of Respondents: 312						Mission 3: 3.59					
2013 Score: 3.72						Don't Know/Not Applicable					
2011 Score: Not Available											
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable					
Frequency:	79	120	68	29	15	1					
Percentage:	25.32%	38.46%	21.79%	9.29%	4.81%	0.32%					

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

Current Score: 3.85						Current Benchmarks					
2015 Score: 3.89						All Respondents: 3.60					
Standard Deviation: 0.91						Size Category 4: 3.60					
Number of Respondents: 314						Mission 3: 3.76					
2013 Score: 3.83						Don't Know/Not Applicable					
2011 Score: Not Available											
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable					
Frequency:	73	151	57	22	10	1					
Percentage:	23.25%	48.09%	18.15%	7.01%	3.18%	0.32%					

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

Current Score: 4.08						Current Benchmarks					
2015 Score: 4.06						All Respondents: 3.76					
Standard Deviation: 0.74						Size Category 4: 3.75					
Number of Respondents: 316						Mission 3: 3.84					
2013 Score: 3.95						Don't Know/Not Applicable					
2011 Score: Not Available											
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable					
Frequency:	86	178	37	10	3	2					
Percentage:	27.22%	56.33%	11.71%	3.16%	0.95%	0.63%					

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

Current Score: 4.03						Current Benchmarks					
2015 Score: 4.06						All Respondents: 3.75					
Standard Deviation: 0.69						Size Category 4: 3.71					
Number of Respondents: 316						Mission 3: 3.73					
2013 Score: 3.88						Don't Know/Not Applicable					
2011 Score: Not Available											
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable					
Frequency:	69	195	38	8	3	3					
Percentage:	21.84%	61.71%	12.03%	2.53%	0.95%	0.95%					

Primary Items

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

Current Score: 3.94						Current Benchmarks					
2015 Score: 3.95						All Respondents: 3.54					
Standard Deviation: 0.80						Size Category 4: 3.52					
Number of Respondents: 313						Mission 3: 3.54					
2013 Score: 3.73						Don't Know/Not Applicable					
2011 Score: Not Available											
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable					
Frequency:	74	164	47	21	6	1					
Percentage:	23.64%	52.40%	15.02%	6.71%	1.92%	0.32%					

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

Current Score: 4.06						Current Benchmarks					
2015 Score: 4.09						All Respondents: 3.82					
Standard Deviation: 0.79						Size Category 4: 3.77					
Number of Respondents: 316						Mission 3: 3.80					
2013 Score: 3.96						Don't Know/Not Applicable					
2011 Score: Not Available											
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable					
Frequency:	86	180	35	9	6	0					
Percentage:	27.22%	56.96%	11.08%	2.85%	1.90%	Not Available					

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

Current Score: 4.39						Current Benchmarks					
2015 Score: 4.44						All Respondents: 4.05					
Standard Deviation: 0.67						Size Category 4: 4.04					
Number of Respondents: 312						Mission 3: 4.11					
2013 Score: 4.41						Don't Know/Not Applicable					
2011 Score: Not Available											
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable					
Frequency:	154	125	17	10	6	0					
Percentage:	49.36%	40.06%	5.45%	3.21%	1.92%	Not Available					

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

Current Score: 4.09						Current Benchmarks					
2015 Score: 4.08						All Respondents: 3.90					
Standard Deviation: 0.94						Size Category 4: 3.92					
Number of Respondents: 312						Mission 3: 4.00					
2013 Score: 4.13						Don't Know/Not Applicable					
2011 Score: Not Available											
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable					
Frequency:	122	121	36	19	13	1					
Percentage:	39.10%	38.78%	11.54%	6.09%	4.17%	0.32%					

Primary Items

13. My supervisor recognizes outstanding work.

Current Score: 4.09							2015 Score: 4.11							Current Benchmarks																											
Standard Deviation: 0.98							2013 Score: 4.06							All Respondents: 3.87																											
Number of Respondents: 309							2011 Score: Not Available							Size Category 4: 3.87																											
														Mission 3: 3.99																											
Response: Strongly Agree							Agree							Neutral							Disagree							Strongly Disagree							Don't Know/Not Applicable						
Frequency: 125							113							36							12							23							0						
Percentage: 40.45%							36.57%							11.65%							3.88%							7.44%							Not Available						

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

Current Score: 4.19							2015 Score: 4.21							Current Benchmarks																											
Standard Deviation: 0.92							2013 Score: 4.20							All Respondents: 4.01																											
Number of Respondents: 312							2011 Score: Not Available							Size Category 4: 4.02																											
														Mission 3: 4.15																											
Response: Strongly Agree							Agree							Neutral							Disagree							Strongly Disagree							Don't Know/Not Applicable						
Frequency: 138							116							30							14							14							0						
Percentage: 44.23%							37.18%							9.62%							4.49%							4.49%							Not Available						

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

Current Score: 3.95							2015 Score: 4.02							Current Benchmarks																											
Standard Deviation: 1.09							2013 Score: 4.00							All Respondents: 3.74																											
Number of Respondents: 310							2011 Score: Not Available							Size Category 4: 3.74																											
														Mission 3: 3.89																											
Response: Strongly Agree							Agree							Neutral							Disagree							Strongly Disagree							Don't Know/Not Applicable						
Frequency: 119							100							43							23							24							1						
Percentage: 38.39%							32.26%							13.87%							7.42%							7.74%							0.32%						

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

Current Score: 4.44							2015 Score: 4.56							Current Benchmarks																											
Standard Deviation: 0.51							2013 Score: 4.54							All Respondents: 4.09																											
Number of Respondents: 312							2011 Score: Not Available							Size Category 4: 4.03																											
														Mission 3: 4.09																											
Response: Strongly Agree							Agree							Neutral							Disagree							Strongly Disagree							Don't Know/Not Applicable						
Frequency: 153							132							16							10							1							0						
Percentage: 49.04%							42.31%							5.13%							3.21%							0.32%							Not Available						

Primary Items

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

Current Score: 4.18						Current Benchmarks					
2015 Score: 4.06						All Respondents: 4.04					
Standard Deviation: 0.48						Size Category 4: 3.99					
Number of Respondents: 311						Mission 3: 4.02					
2013 Score: 4.04						Don't Know/Not Applicable					
2011 Score: Not Available											
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable					
Frequency:	92	165	40	11	0	3					
Percentage:	29.58%	53.05%	12.86%	3.54%	Not Available	0.96%					

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

Current Score: 4.17						Current Benchmarks					
2015 Score: 4.19						All Respondents: 3.94					
Standard Deviation: 0.72						Size Category 4: 3.91					
Number of Respondents: 312						Mission 3: 4.04					
2013 Score: 4.05						Don't Know/Not Applicable					
2011 Score: Not Available											
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable					
Frequency:	111	142	41	12	5	1					
Percentage:	35.58%	45.51%	13.14%	3.85%	1.60%	0.32%					

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

Current Score: 4.35						Current Benchmarks					
2015 Score: 4.41						All Respondents: 3.96					
Standard Deviation: 0.41						Size Category 4: 3.99					
Number of Respondents: 309						Mission 3: 4.12					
2013 Score: 4.25						Don't Know/Not Applicable					
2011 Score: Not Available											
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable					
Frequency:	127	142	29	8	3	0					
Percentage:	41.10%	45.95%	9.39%	2.59%	0.97%	Not Available					

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

Current Score: 4.09						Current Benchmarks					
2015 Score: 4.19						All Respondents: 3.78					
Standard Deviation: 0.77						Size Category 4: 3.81					
Number of Respondents: 313						Mission 3: 3.96					
2013 Score: 4.06						Don't Know/Not Applicable					
2011 Score: Not Available											
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable					
Frequency:	99	150	46	10	7	1					
Percentage:	31.63%	47.92%	14.70%	3.19%	2.24%	0.32%					

Primary Items

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

Current Score: 3.75							2015 Score: 3.85							Current Benchmarks																											
Standard Deviation: 0.89							2013 Score: 3.77							All Respondents: 3.54																											
Number of Respondents: 313							2011 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: 61							142							65							33							7							5						
Percentage: 19.49%							45.37%							20.77%							10.54%							2.24%							1.60%						

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

Current Score: 4.09							2015 Score: 4.11							Current Benchmarks																											
Standard Deviation: 0.63							2013 Score: 4.05							All Respondents: 3.87																											
Number of Respondents: 314							2011 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: 84							171							48							8							1							2						
Percentage: 26.75%							54.46%							15.29%							2.55%							0.32%							0.64%						

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

Current Score: 4.33							2015 Score: 4.39							Current Benchmarks																											
Standard Deviation: 0.51							2013 Score: 4.19							All Respondents: 3.95																											
Number of Respondents: 311							2011 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: 131							137							36							4							3							0						
Percentage: 42.12%							44.05%							11.58%							1.29%							0.96%							Not Available						

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

Current Score: 3.14							2015 Score: 3.33							Current Benchmarks																											
Standard Deviation: 1.12							2013 Score: 3.22							All Respondents: 2.38																											
Number of Respondents: 314							2011 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: 27							113							72							69							32							1						
Percentage: 8.60%							35.99%							22.93%							21.97%							10.19%							0.32%						

Primary Items

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

Current Score:	3.07	2015 Score:	3.25	Current Benchmarks		
Standard Deviation:	1.13	2013 Score:	3.21	All Respondents:	2.52	
Number of Respondents:	314	2011 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:	27	99	82	68	36	2
Percentage:	8.60%	31.53%	26.11%	21.66%	11.46%	0.64%

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

Current Score:	3.27	2015 Score:	3.41	Current Benchmarks		
Standard Deviation:	1.06	2013 Score:	3.34	All Respondents:	2.74	
Number of Respondents:	312	2011 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:	33	114	80	59	26	0
Percentage:	10.58%	36.54%	25.64%	18.91%	8.33%	Not Available

27. My job meets my expectations.

Current Score:	3.86	2015 Score:	4.02	Current Benchmarks		
Standard Deviation:	0.91	2013 Score:	3.98	All Respondents:	3.59	
Number of Respondents:	314	2011 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:	70	162	49	21	12	0
Percentage:	22.29%	51.59%	15.61%	6.69%	3.82%	Not Available

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

Current Score:	3.82	2015 Score:	3.87	Current Benchmarks		
Standard Deviation:	1.02	2013 Score:	3.82	All Respondents:	3.79	
Number of Respondents:	312	2011 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:	83	136	43	34	16	0
Percentage:	26.60%	43.59%	13.78%	10.90%	5.13%	Not Available

Primary Items

29. I feel my efforts count.

Current Score:	4.00	2015 Score:	4.21	Current Benchmarks		
Standard Deviation:	0.87	2013 Score:	4.04	All Respondents:	3.76	
Number of Respondents:	310	2011 Score:	Not Available	Size Category 4:	3.78	
				Mission 3:	3.92	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	93	143	43	15	16	0
Percentage:	30.00%	46.13%	13.87%	4.84%	5.16%	Not Available

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

Current Score:	3.79	2015 Score:	3.79	Current Benchmarks		
Standard Deviation:	0.99	2013 Score:	3.78	All Respondents:	3.66	
Number of Respondents:	313	2011 Score:	Not Available	Size Category 4:	3.74	
				Mission 3:	3.73	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	73	148	44	34	14	0
Percentage:	23.32%	47.28%	14.06%	10.86%	4.47%	Not Available

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

Current Score:	4.39	2015 Score:	4.51	Current Benchmarks		
Standard Deviation:	0.60	2013 Score:	4.44	All Respondents:	3.95	
Number of Respondents:	312	2011 Score:	Not Available	Size Category 4:	4.01	
				Mission 3:	4.17	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	152	125	20	14	1	0
Percentage:	48.72%	40.06%	6.41%	4.49%	0.32%	Not Available

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

Current Score:	3.90	2015 Score:	4.03	Current Benchmarks		
Standard Deviation:	0.88	2013 Score:	3.89	All Respondents:	3.65	
Number of Respondents:	311	2011 Score:	Not Available	Size Category 4:	3.59	
				Mission 3:	3.70	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	78	152	43	26	12	0
Percentage:	25.08%	48.87%	13.83%	8.36%	3.86%	Not Available

Primary Items

33. My work atmosphere encourages open and honest communication.

Current Score: 3.78						Current Benchmarks					
2015 Score: 3.85						All Respondents: 3.49					
Standard Deviation: 1.08						Size Category 4: 3.49					
Number of Respondents: 312						Mission 3: 3.65					
2013 Score: 3.66						Don't Know/Not Applicable					
2011 Score: Not Available											
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable					
Frequency:	83	133	46	26	24	0					
Percentage:	26.60%	42.63%	14.74%	8.33%	7.69%	Not Available					

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

Current Score: 3.85						Current Benchmarks					
2015 Score: 3.89						All Respondents: 3.59					
Standard Deviation: 0.93						Size Category 4: 3.58					
Number of Respondents: 312						Mission 3: 3.71					
2013 Score: 3.86						Don't Know/Not Applicable					
2011 Score: Not Available											
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable					
Frequency:	73	155	41	30	13	0					
Percentage:	23.40%	49.68%	13.14%	9.62%	4.17%	Not Available					

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

Current Score: 3.70						Current Benchmarks					
2015 Score: 3.63						All Respondents: 3.33					
Standard Deviation: 0.90						Size Category 4: 3.26					
Number of Respondents: 309						Mission 3: 3.37					
2013 Score: 3.60						Don't Know/Not Applicable					
2011 Score: Not Available											
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable					
Frequency:	61	130	63	43	11	1					
Percentage:	19.74%	42.07%	20.39%	13.92%	3.56%	0.32%					

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

Current Score: 4.20						Current Benchmarks					
2015 Score: 4.20						All Respondents: 3.77					
Standard Deviation: 0.52						Size Category 4: 3.74					
Number of Respondents: 310						Mission 3: 3.74					
2013 Score: 4.11						Don't Know/Not Applicable					
2011 Score: Not Available											
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable					
Frequency:	102	153	42	11	2	0					
Percentage:	32.90%	49.35%	13.55%	3.55%	0.65%	Not Available					

Primary Items

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

Current Score:	4.07	2015 Score:	4.01	Current Benchmarks		
Standard Deviation:	0.58	2013 Score:	4.11	All Respondents:	3.88	
Number of Respondents:	311	2011 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:	75	121	62	7	2	44
Percentage:	24.12%	38.91%	19.94%	2.25%	0.64%	14.15%

38. My institution shares appropriate information with the public.

Current Score:	4.13	2015 Score:	4.09	Current Benchmarks		
Standard Deviation:	0.30	2013 Score:	4.04	All Respondents:	3.93	
Number of Respondents:	307	2011 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:	76	150	58	5	4	14
Percentage:	24.76%	48.86%	18.89%	1.63%	1.30%	4.56%

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

Current Score:	3.95	2015 Score:	3.97	Current Benchmarks		
Standard Deviation:	0.70	2013 Score:	3.89	All Respondents:	3.86	
Number of Respondents:	310	2011 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:	71	155	58	17	7	2
Percentage:	22.90%	50.00%	18.71%	5.48%	2.26%	0.65%

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

Current Score:	4.21	2015 Score:	4.17	Current Benchmarks		
Standard Deviation:	0.68	2013 Score:	4.01	All Respondents:	4.00	
Number of Respondents:	312	2011 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:	111	161	19	17	4	0
Percentage:	35.58%	51.60%	6.09%	5.45%	1.28%	Not Available

Primary Items

41. My workplace is well maintained.

Current Score: 4.19							2015 Score: 4.27							Current Benchmarks						
Standard Deviation: 0.87							2013 Score: 4.18							All Respondents: 3.78						
Number of Respondents: 317							2011 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:	129	141	27	17	3	0														
Percentage:	40.69%	44.48%	8.52%	5.36%	0.95%	Not Available														

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

Current Score: 4.21							2015 Score: 4.38							Current Benchmarks						
Standard Deviation: 0.78							2013 Score: 4.25							All Respondents: 4.01						
Number of Respondents: 315							2011 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:	125	142	30	16	2	0														
Percentage:	39.68%	45.08%	9.52%	5.08%	0.63%	Not Available														

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

Current Score: 4.14							2015 Score: 4.17							Current Benchmarks						
Standard Deviation: 0.79							2013 Score: 4.03							All Respondents: 3.89						
Number of Respondents: 314							2011 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:	108	157	24	22	3	0														
Percentage:	34.39%	50.00%	7.64%	7.01%	0.96%	Not Available														

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

Current Score: 4.26							2015 Score: 4.42							Current Benchmarks						
Standard Deviation: 0.87							2013 Score: 4.32							All Respondents: 3.93						
Number of Respondents: 315							2011 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:	144	130	18	16	7	0														
Percentage:	45.71%	41.27%	5.71%	5.08%	2.22%	Not Available														

Primary Items

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

Current Score:		4.08	2015 Score:	4.26	Current Benchmarks	
Standard Deviation:		0.88	2013 Score:	4.17	All Respondents:	3.81
Number of Respondents:		315	2011 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:	107	150	34	16	8	0
Percentage:	33.97%	47.62%	10.79%	5.08%	2.54%	Not Available

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

Current Score:		4.16	2015 Score:	4.28	Current Benchmarks	
Standard Deviation:		0.79	2013 Score:	4.14	All Respondents:	4.10
Number of Respondents:		316	2011 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:	111	160	30	11	4	0
Percentage:	35.13%	50.63%	9.49%	3.48%	1.27%	Not Available

47. I am encouraged to learn from my mistakes.

Current Score:		4.11	2015 Score:	4.19	Current Benchmarks	
Standard Deviation:		0.80	2013 Score:	4.09	All Respondents:	3.98
Number of Respondents:		315	2011 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:	101	159	35	11	6	3
Percentage:	32.06%	50.48%	11.11%	3.49%	1.90%	0.95%

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

Current Score:		3.81	2015 Score:	3.84	Current Benchmarks	
Standard Deviation:		1.15	2013 Score:	3.68	All Respondents:	3.45
Number of Respondents:		314	2011 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:	97	125	41	26	25	0
Percentage:	30.89%	39.81%	13.06%	8.28%	7.96%	Not Available

Primary Items

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

Current Score: 3.75							2015 Score: 3.79							Current Benchmarks																											
Standard Deviation: 1.12							2013 Score: 3.63							All Respondents: 3.52																											
Number of Respondents: 313							2011 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: 83							132							42							29							25							2						
Percentage: 26.52%							42.17%							13.42%							9.27%							7.99%							0.64%						

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

Current Score: 3.73							2015 Score: 3.74							Current Benchmarks																											
Standard Deviation: 1.03							2013 Score: 3.65							All Respondents: 3.44																											
Number of Respondents: 315							2011 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: 68							147							52							32							15							1						
Percentage: 21.59%							46.67%							16.51%							10.16%							4.76%							0.32%						

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

Current Score: 4.23							2015 Score: 4.24							Current Benchmarks																											
Standard Deviation: 0.66							2013 Score: 4.21							All Respondents: 3.82																											
Number of Respondents: 310							2011 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: 118							141							32							12							7							0						
Percentage: 38.06%							45.48%							10.32%							3.87%							2.26%							Not Available						

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

Current Score: 3.72							2015 Score: 3.81							Current Benchmarks																											
Standard Deviation: 0.99							2013 Score: 3.77							All Respondents: 3.72																											
Number of Respondents: 312							2011 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: 70							122							66							33							14							7						
Percentage: 22.44%							39.10%							21.15%							10.58%							4.49%							2.24%						

Primary Items

53. Every employee is valued.

Current Score: 3.93							2015 Score: 4.01		Current Benchmarks	
Standard Deviation: 0.87							2013 Score: 3.89		All Respondents: 3.53	
Number of Respondents: 310							2011 Score: Not Available		Size Category 4: 3.50	
									Mission 3: 3.68	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable				
Frequency:	85	142	44	28	11	0				
Percentage:	27.42%	45.81%	14.19%	9.03%	3.55%	Not Available				

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

Current Score: 4.20							2015 Score: 4.31		Current Benchmarks	
Standard Deviation: 0.70							2013 Score: 4.22		All Respondents: 3.82	
Number of Respondents: 311							2011 Score: Not Available		Size Category 4: 3.86	
									Mission 3: 3.92	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable				
Frequency:	120	129	45	12	5	0				
Percentage:	38.59%	41.48%	14.47%	3.86%	1.61%	Not Available				

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

Current Score: 4.18							2015 Score: 4.25		Current Benchmarks	
Standard Deviation: 0.60							2013 Score: 4.21		All Respondents: 3.87	
Number of Respondents: 311							2011 Score: Not Available		Size Category 4: 3.90	
									Mission 3: 3.99	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable				
Frequency:	101	154	35	13	3	5				
Percentage:	32.48%	49.52%	11.25%	4.18%	0.96%	1.61%				

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

Current Score: 4.08							2015 Score: 4.15		Current Benchmarks	
Standard Deviation: 0.81							2013 Score: 4.14		All Respondents: 3.73	
Number of Respondents: 312							2011 Score: Not Available		Size Category 4: 3.77	
									Mission 3: 3.96	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable				
Frequency:	105	137	47	14	8	1				
Percentage:	33.65%	43.91%	15.06%	4.49%	2.56%	0.32%				

Primary Items

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

Current Score:	4.10	2015 Score:	4.17	Current Benchmarks		
Standard Deviation:	0.73	2013 Score:	4.11	All Respondents:	3.56	
Number of Respondents:	311	2011 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:	104	134	53	15	5	0
Percentage:	33.44%	43.09%	17.04%	4.82%	1.61%	Not Available

58. Our administration effectively communicates important information.

Current Score:	4.07	2015 Score:	4.17	Current Benchmarks		
Standard Deviation:	0.77	2013 Score:	4.02	All Respondents:	3.54	
Number of Respondents:	312	2011 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:	94	158	37	15	8	0
Percentage:	30.13%	50.64%	11.86%	4.81%	2.56%	Not Available

59. Our administration tries to be accessible and visible.

Current Score:	4.04	2015 Score:	4.13	Current Benchmarks		
Standard Deviation:	0.80	2013 Score:	4.05	All Respondents:	3.68	
Number of Respondents:	310	2011 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:	94	144	44	17	11	0
Percentage:	30.32%	46.45%	14.19%	5.48%	3.55%	Not Available

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

Current Score:	3.86	2015 Score:	3.95	Current Benchmarks		
Standard Deviation:	0.96	2013 Score:	3.74	All Respondents:	3.48	
Number of Respondents:	312	2011 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:	89	119	69	20	14	1
Percentage:	28.53%	38.14%	22.12%	6.41%	4.49%	0.32%

Primary Items

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

Current Score:	3.29	2015 Score:	3.27	Current Benchmarks		
Standard Deviation:	1.26	2013 Score:	3.22	All Respondents:	3.37	
Number of Respondents:	312	2011 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:	52	102	57	44	46	11
Percentage:	16.67%	32.69%	18.27%	14.10%	14.74%	3.53%

62. My ideas and opinions count at work.

Current Score:	3.88	2015 Score:	3.99	Current Benchmarks		
Standard Deviation:	0.93	2013 Score:	3.78	All Respondents:	3.62	
Number of Respondents:	313	2011 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:	80	144	58	17	14	0
Percentage:	25.56%	46.01%	18.53%	5.43%	4.47%	Not Available

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

Current Score:	3.74	2015 Score:	3.81	Current Benchmarks		
Standard Deviation:	1.09	2013 Score:	3.68	All Respondents:	3.34	
Number of Respondents:	313	2011 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:	75	145	38	31	24	0
Percentage:	23.96%	46.33%	12.14%	9.90%	7.67%	Not Available

64. My performance is evaluated fairly.

Current Score:	3.94	2015 Score:	4.04	Current Benchmarks		
Standard Deviation:	0.90	2013 Score:	3.91	All Respondents:	3.80	
Number of Respondents:	314	2011 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:	83	154	45	20	10	2
Percentage:	26.43%	49.04%	14.33%	6.37%	3.18%	0.64%

Primary Items

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

Current Score:	4.19	2015 Score:	4.11	Current Benchmarks		
Standard Deviation:	0.86	2013 Score:	4.04	All Respondents:	3.83	
Number of Respondents:	311	2011 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:	131	122	31	13	13	1
Percentage:	42.12%	39.23%	9.97%	4.18%	4.18%	0.32%

66. Employees are generally ethical in my workplace.

Current Score:	4.34	2015 Score:	4.36	Current Benchmarks		
Standard Deviation:	0.54	2013 Score:	4.28	All Respondents:	4.01	
Number of Respondents:	312	2011 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:	129	150	21	11	1	0
Percentage:	41.35%	48.08%	6.73%	3.53%	0.32%	Not Available

67. Harassment is not tolerated at my workplace.

Current Score:	4.43	2015 Score:	4.37	Current Benchmarks		
Standard Deviation:	0.66	2013 Score:	4.32	All Respondents:	4.11	
Number of Respondents:	313	2011 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:	167	112	21	10	3	0
Percentage:	53.35%	35.78%	6.71%	3.19%	0.96%	Not Available

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

Current Score:	4.17	2015 Score:	4.18	Current Benchmarks		
Standard Deviation:	0.79	2013 Score:	4.07	All Respondents:	3.68	
Number of Respondents:	312	2011 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:	122	128	39	18	5	0
Percentage:	39.10%	41.03%	12.50%	5.77%	1.60%	Not Available

Primary Items

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

Current Score: 4.07							2015 Score: 4.20							Current Benchmarks						
Standard Deviation: 0.83							2013 Score: 4.19							All Respondents: 3.66						
Number of Respondents: 313							2011 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:	103		141		41		19		6		3									
Percentage:	32.91%		45.05%		13.10%		6.07%		1.92%		0.96%									

70. I understand my benefits plan.

Current Score: 4.31							2015 Score: 4.34							Current Benchmarks						
Standard Deviation: 0.63							2013 Score: 4.32							All Respondents: 4.01						
Number of Respondents: 317							2011 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:	114		180		9		2		2		10									
Percentage:	35.96%		56.78%		2.84%		0.63%		0.63%		3.15%									

71. Benefits can be selected to meet individual needs.

Current Score: 4.11							2015 Score: 4.20							Current Benchmarks						
Standard Deviation: 0.74							2013 Score: 4.23							All Respondents: 3.86						
Number of Respondents: 313							2011 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:	96		162		33		13		6		3									
Percentage:	30.67%		51.76%		10.54%		4.15%		1.92%		0.96%									

Survey Constructs and Related Items

Dimension 1: Work Group

Supervision	Construct Score = 414	Avg	S.D.
11: I have a clear understanding about my work responsibilities.		4.39	0.67
12: My supervisor gives me specific feedback about my performance.		4.09	0.94
13: My supervisor recognizes outstanding work.		4.09	0.98
14: My supervisor gives me the opportunity to do my best work.		4.19	0.92
15: My supervisor is consistent when administering policies concerning employees.		3.95	1.09
Team	Construct Score = 407	Avg	S.D.
1: People in my work group cooperate to get the job done.		4.33	0.75
2: My work group is actively involved in making work processes more effective.		4.16	0.92
3: There is a real feeling of teamwork.		4.06	0.97
4: In my work group, I have an opportunity to participate in the goal setting process.		4.05	0.98
5: Work groups are trained to incorporate the opinions of each member.		3.76	0.99
Quality	Construct Score = 407	Avg	S.D.
20: My work group uses the feedback from those we serve when making decisions.		4.09	0.77
21: My work group regularly uses performance data to improve the quality of our work.		3.75	0.89
22: My work group's goals are consistently met or exceeded.		4.09	0.63
23: Our institution is known for the quality of service we provide.		4.33	0.51

Survey Constructs and Related Items

Dimension 2: Accommodations

Pay	Construct Score = 316	Avg	S.D.
24: My pay keeps pace with the cost of living.		3.14	1.12
25: Salaries are competitive with similar jobs in the community or comparable institutions.		3.07	1.13
26: I feel I am paid fairly for the work I do.		3.27	1.06
Benefits	Construct Score = 416	Avg	S.D.
69: Benefits are comparable to those offered in similar jobs.		4.07	0.83
70: I understand my benefits plan.		4.31	0.63
71: Benefits can be selected to meet individual needs.		4.11	0.74
Physical Environment	Construct Score = 419	Avg	S.D.
40: Given the type of work I do, my physical workplace meets my needs.		4.21	0.68
41: My workplace is well maintained.		4.19	0.87
42: There are sufficient procedures to ensure the safety of employees in the workplace.		4.21	0.78
43: I have adequate resources and equipment to do my job.		4.14	0.79

Survey Constructs and Related Items

Dimension 3: Organization

Strategic	Construct Score = 429	Avg	S.D.
16: I have a good understanding of our mission, vision, and strategic plan.		4.44	0.51
17: I understand the state, local, national, and global issues that impact the organization.		4.18	0.48
18: We work well with other parts of the institution.		4.17	0.72
19: We develop services to meet the needs of those we serve.		4.35	0.41
Diversity	Construct Score = 390	Avg	S.D.
50: An effort is made to get the opinions of people throughout the organization.		3.73	1.03
51: The people I work with treat each other with respect.		4.23	0.66
52: My institution works to attract, develop, and retain people with diverse backgrounds.		3.72	0.99
53: Every employee is valued.		3.93	0.87

Survey Constructs and Related Items

Dimension 4: Information

Information Systems	Construct Score = 399	Avg	S.D.
6: My work group uses the latest technology to communicate and interact.		3.85	0.91
7: The information available from our computer systems is reliable.		4.08	0.74
8: Overall, our computer information systems present information in an understandable way.		4.03	0.69
9: Our computer systems enable me to easily and quickly find the information I need.		3.94	0.80
10: Information systems are in place and accessible for me to get my job done.		4.06	0.79
Internal Communication	Construct Score = 381	Avg	S.D.
32: I feel the communication channels I must go through at work are reasonable.		3.90	0.88
33: My work atmosphere encourages open and honest communication.		3.78	1.08
34: Overall within the groups I work, there is good communication.		3.85	0.93
35: The right information gets to the right people at the right time.		3.70	0.90
External Communication	Construct Score = 409	Avg	S.D.
36: I believe we communicate our mission effectively to the public.		4.20	0.52
37: Our institution communicates well with our governing bodies (i.e. the board, the legislature, etc.).		4.07	0.58
38: My institution shares appropriate information with the public.		4.13	0.30
39: We communicate effectively with other parts of the institution.		3.95	0.70

Survey Constructs and Related Items

Dimension 5: Personal

Employee Engagement	Construct Score = 403	Avg	S.D.
44: The people I work with care about my personal well-being.		4.26	0.87
45: I am encouraged to come up with ways to improve our services.		4.08	0.88
46: I know how my work impacts others in the organization.		4.16	0.79
47: I am encouraged to learn from my mistakes.		4.11	0.80
48: There is a basic trust among employees and supervisors.		3.81	1.15
49: When possible, decision making and control are given to employees doing the actual work.		3.75	1.12
Employee Development	Construct Score = 414	Avg	S.D.
54: I believe I have a career with this institution.		4.20	0.70
55: I have access to information about job opportunities, conferences, workshops, and training.		4.18	0.60
56: Learning opportunities/training are made available to me so that I can do my job better.		4.08	0.81
57: Learning opportunities/training are made available to me for professional growth/skills development.		4.10	0.73
Job Satisfaction	Construct Score = 397	Avg	S.D.
27: My job meets my expectations.		3.86	0.91
28: My work environment supports a balance between work and personal life.		3.82	1.02
29: I feel my efforts count.		4.00	0.87
30: The amount of work I am asked to do is reasonable.		3.79	0.99
31: I feel a sense of pride when I tell people where I work.		4.39	0.60

Survey Climate Areas and Related Items

Climate/Atmosphere	Construct Score = 430	Avg	S.D.
67: Harassment is not tolerated at my workplace.		4.43	0.66
68: Within my workplace, there is a feeling of community among employees.		4.17	0.79
Climate/Ethics	Construct Score = 427	Avg	S.D.
65: I am confident that if I report an ethics violation, it will be properly handled.		4.19	0.86
66: Employees are generally ethical in my workplace.		4.34	0.54
Climate/Fairness	Construct Score = 384	Avg	S.D.
63: In my workplace, I believe people generally are treated fairly (i.e. without favoritism).		3.74	1.09
64: My performance is evaluated fairly.		3.94	0.90
Climate/Feedback	Construct Score = 368	Avg	S.D.
60: I believe we will use the information from this survey to improve our performance.		3.86	0.96
61: I am satisfied with the opportunities I have to give feedback on my supervisor's performance.		3.29	1.26
62: My ideas and opinions count at work.		3.88	0.93
Climate/Management	Construct Score = 406	Avg	S.D.
58: Our administration effectively communicates important information.		4.07	0.77
59: Our administration tries to be accessible and visible.		4.04	0.80