



SEE

SURVEY OF EMPLOYEE ENGAGEMENT

Texas Department of Transportation

Corpus Christi District

Executive Summary

2022



Executive Summary Table of Contents

Introduction	1
The Survey	2
Employee Engagement	3
People	4
Constructs	5
Construct Comparison	6
Areas of Strength and Concern	7
Climate	8
Focus Forward	9
Appendix A: Demographic Items	A1
Appendix B: Primary Items	B1
Appendix C: Additional Items	C1
Appendix D: Engagement Items	D1
Appendix E: Constructs and Related Items	E1
Appendix F: Survey Customization Sheet	F1

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

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

Introduction

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

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

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



Noel Landuyt
Associate Director
Institute for Organizational Excellence

Organization Profile



Texas Department of Transportation
216 - Corpus Christi District

Organizational Leadership:
Marc Williams, P.E., Executive Director

Benchmark Categories:
Size 6: Organizations with 10,000+ employees
Mission 7 : Business and Economic Development

Survey Administration

Collection Period:
03/02/2022 through 04/15/2022

Survey Liaison:
Edward Gibson
Employee Diversity & Inclusion
Program Specialist
125 E. 11th Street
Austin, TX 78701

512-426-1679
Edward.Gibson@txdot.gov

The Survey

48
Primary
Items

Primary Items

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

Demographic Items

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

Constructs

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

12
Constructs



Workgroup



Strategic



Supervision



Workplace



Community



Information
Systems



Internal
Communication



Pay



Benefits



Employee
Development



Job
Satisfaction



Employee
Engagement

2

Key
Scores

Overall Score

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

Levels of Employee Engagement

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

82 Breakout
Categories

Organizations can use breakout categories to get a cross-sectional look at specific functional or geographic areas. Your organization had a total of 82 breakout categories.

17 Additional
Items

Organizations can customize their survey with up to 20 additional items. These items can target issues specific to the organization. Your organization added 17 additional items.

Employee Engagement

295

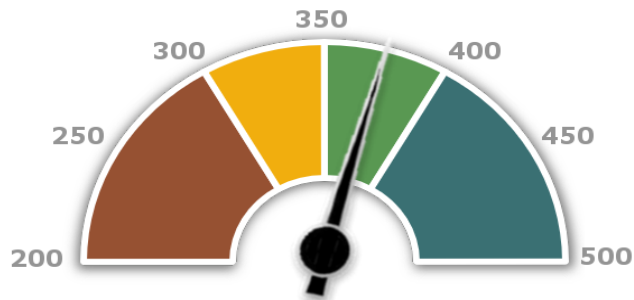
Respondents

Category Composition and Organizational Response Rate

For this category, there were 295 respondents, which represents 3.7% of the 7969 survey respondents for this organization. Categories that make up a high percentage of the total organization can notice significance in even small deviations (1 to 4 points) from the scores of the whole organization. For smaller categories, larger deviations (five or more points) may be needed to note a significantly higher or lower score. The response rate for the organization as a whole is 64.2%.

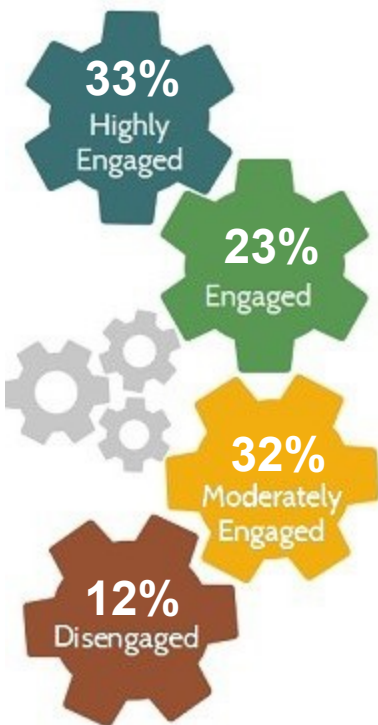
Overall Score for this Category

The overall score is a broad indicator for comparison within the organization. Scores above 350 are desirable, and when scores dip below 300, there should be cause for concern. **For comparison purposes, the Overall Score for the organization as a whole is 382.**



Overall Score for this Category: 376

Levels of Employee Engagement



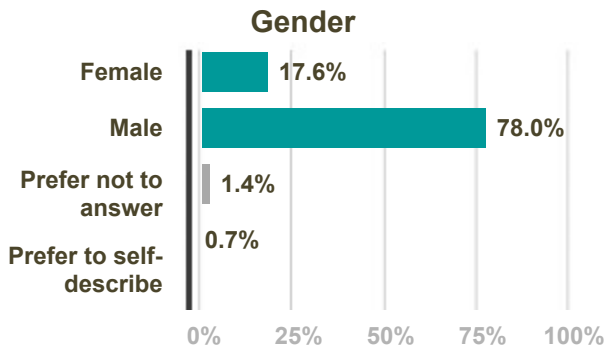
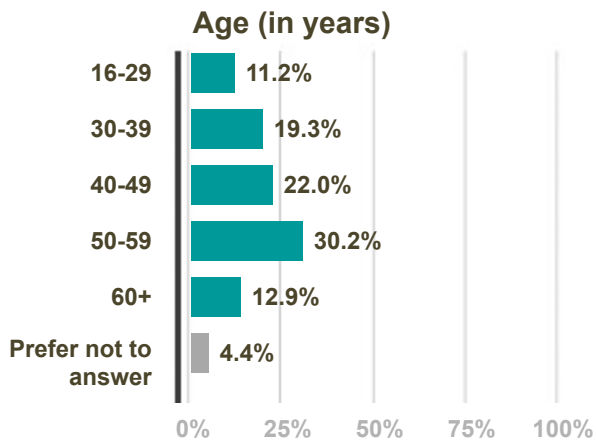
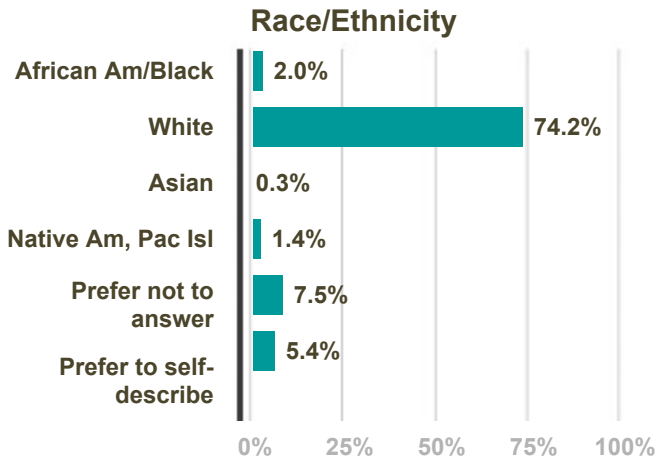
Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this category, 33% of employees are Highly Engaged, 23% are Engaged, 32% are Moderately Engaged, and 12% are Disengaged.

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

For the organization as a whole, 29% of employees are Highly Engaged, 28% are Engaged, 30% are Moderately Engaged, and 13% are Disengaged. While these numbers may seem intimidating, they offer a starting point for discussions on how to further engage employees. Focus on building trust, encouraging the expression of ideas, and providing employees with the resources, guidance, and training they need to do their best work.

People

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



FOCUS FORWARD >>>

4% INTEND TO LEAVE

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

11% CAN RETIRE

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

Constructs

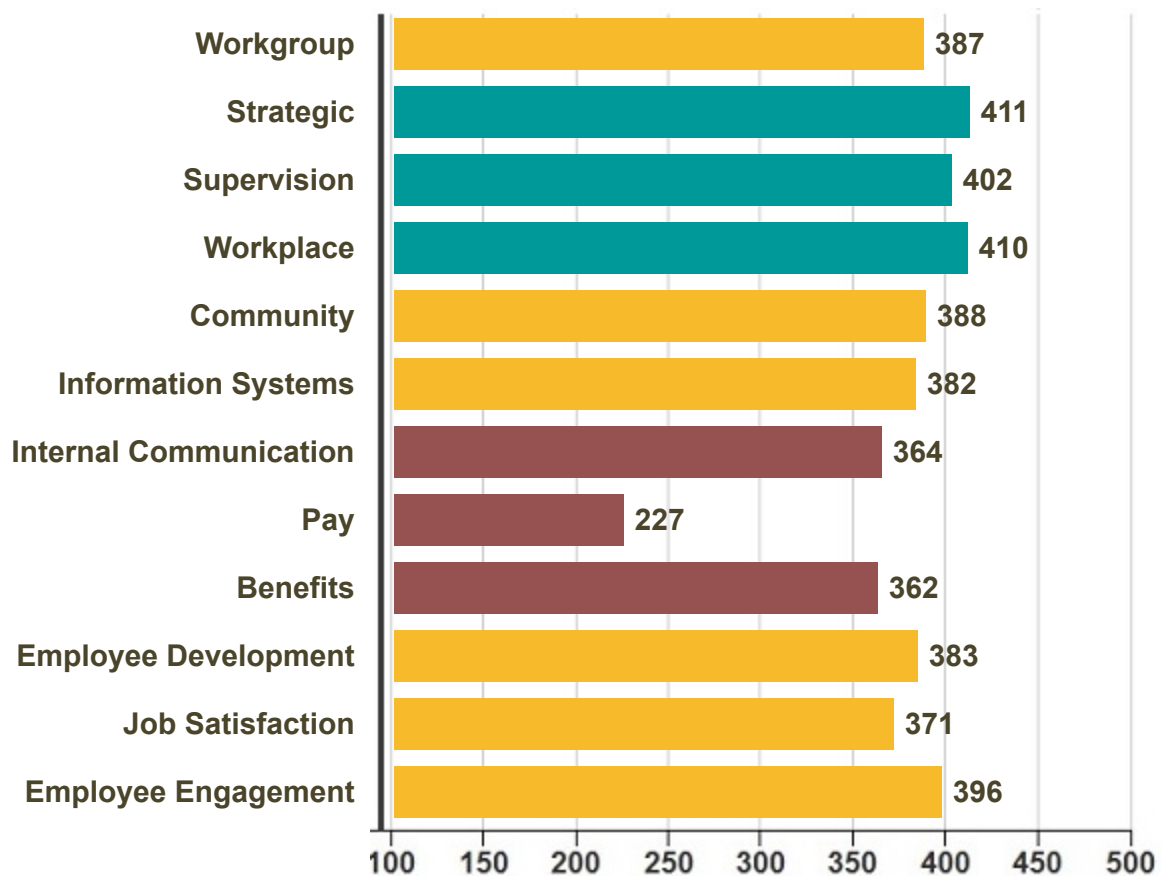
Similar items are grouped together and their scores are averaged and multiplied by 100 to produce 12 construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

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

FOCUS FORWARD >>>

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

Construct Scores



Construct Comparison

Organizations have the option of tailoring the survey instrument to facilitate internal comparisons. Data from this categorization make it possible to understand the viewpoints of employees from different parts of the organization and to determine the extent to which perceptions may or may not be consistent throughout the organization.

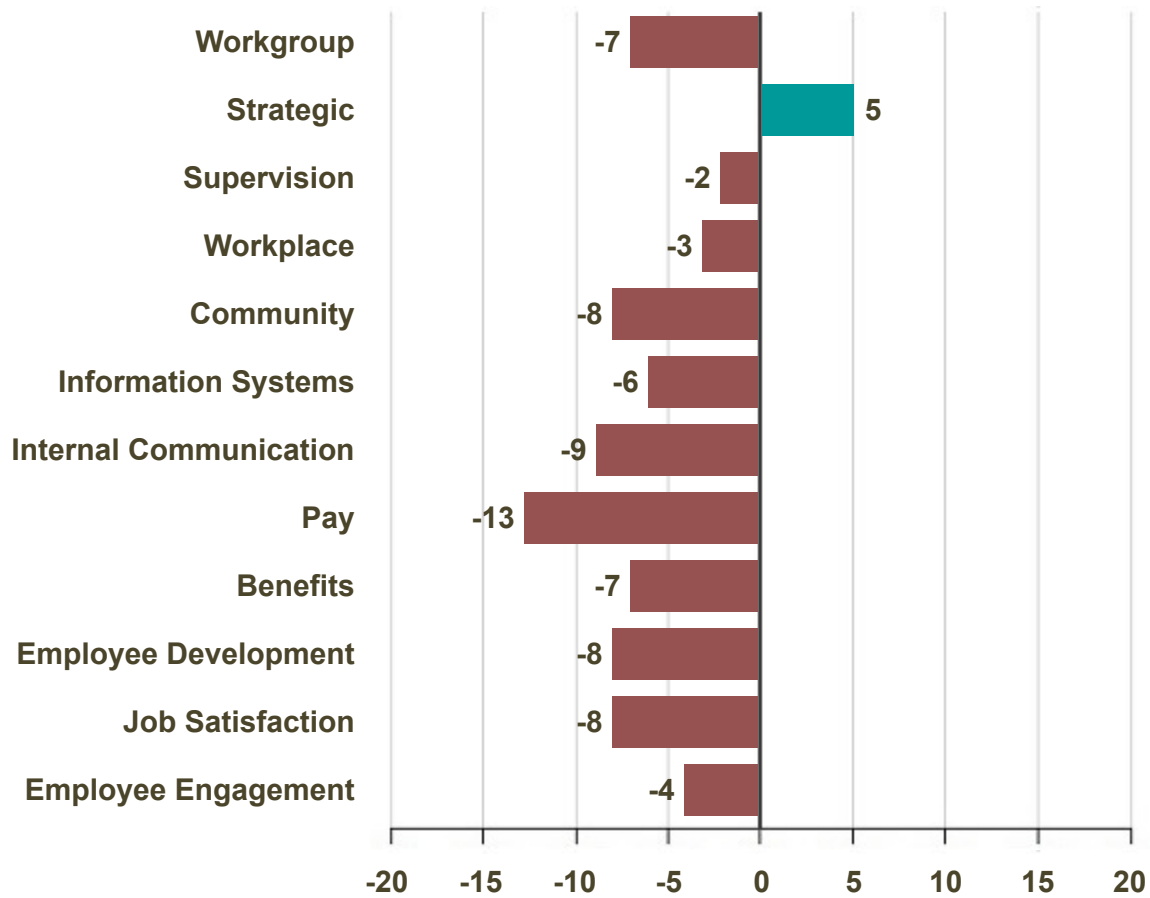
These data are also helpful for managers who want to use results specific to their office or division in localized improvement efforts. Positive scores (in green) indicate that, on average, employee in this category feel better about a construct than the organization as a whole. Negative scores (in red) indicate that employees feel worse.

Internal Comparisons

Organizational Categories that make up a high percentage of the respondents of the total organization can notice significance in even small deviations (1 to 4 points) from the scores of the whole organization.

For Organizational Categories that hold a smaller portion of the percentage, larger deviations (five or more points) may be needed to note a significantly higher or lower score.

Organizational Category Construct Scores Compared to the Whole Organization



Areas of Strength and Concern

Areas of Strength



Strategic

Score: 411

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



Workplace

Score: 410

The workplace construct captures employees' perceptions of the total work atmosphere, the degree to which they consider it safe, and the overall feel. Higher scores suggest that employees see the setting as satisfactory, safe and that adequate tools and resources are available.



Supervision

Score: 402

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

Areas of Concern



Pay

Score: 227

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



Benefits

Score: 362

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






Internal Communication

Score: 364

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

Climate

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

<p>16.8%</p> <p>believe the information from this survey will go unused.</p> <p>Conducting the survey creates momentum and interest in organizational improvement, so it's critical that leadership acts upon the data and keeps employees informed of changes as they occur.</p>	<p>14.7%</p> <p>feel there aren't enough opportunities to give supervisor feedback.</p> <p>Leadership skills should be evaluated and sharpened on a regular basis. Consider implementing 360 Degree Leadership Evaluations so supervisors can get feedback from their boss, peers, and direct reports.</p>	<p>Highest Level of Disagreement</p> 
<p>9.3%</p> <p>feel that upper management should communicate better.</p> <p>Upper management should make efforts to be visible and accessible, as well as utilize intranet/internet sites, email, and social media as appropriate to keep employees informed.</p>	<p>8.6%</p> <p>feel they are not treated fairly in the workplace.</p> <p>Favoritism can negatively affect morale and cause resentment among employees. When possible, ensure responsibilities and opportunities are being shared evenly and appropriately.</p>	
<p>5.8%</p> <p>feel there are issues with ethics in the workplace.</p> <p>An ethical climate is the foundation of building trust within an organization. Reinforce the importance of ethical behavior to employees, and ensure there are appropriate channels to handle ethical violations.</p>	<p>5.5%</p> <p>feel workplace harassment is not adequately addressed.</p> <p>While no amount of harassment is desirable within an organization, percentages above 5% would benefit from a serious look at workplace culture and the policies for dealing with harassment.</p>	 <p>Lowest Level of Disagreement</p>

FOCUS FORWARD >>>

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

Survey Results Received

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



MAY
2022

JUN
2022



Review Survey Data

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

Share with All Employees

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



JUL
2022

AUG
2022



Engage Employees in Change

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

Move Forward with Change

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



OCT
2022

DEC
2022



Sharpen Your Focus

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

Resurvey

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



FEB
2024

Demographic Items

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

Response Rate

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

What is a good response rate?

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

What about non-respondents?

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

Scope of Participation

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

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

Demographic Items

Total Respondents: 295

	Number of Survey Respondents	Percent of Survey Respondents	Organization as a Whole
--	------------------------------	-------------------------------	-------------------------

My highest education level

Did not earn high school diploma or equivalent:	Less than 5	Not Available	1.10%
High school diploma or equivalent:	79	26.78%	22.30%
Some college:	90	30.51%	24.47%
Associate's Degree:	26	8.81%	8.70%
Bachelor's Degree:	72	24.41%	27.42%
Master's Degree:	9	3.05%	9.55%
Doctoral Degree:	Less than 5	Not Available	1.18%
Prefer not to answer:	14	4.75%	5.28%

I am

Female :	52	17.63%	26.15%
Male :	230	77.97%	67.21%
Prefer not to answer :	Less than 5	Not Available	2.46%
Prefer to self-describe:	Less than 5	Not Available	0.25%

My annual salary (before taxes)

Less than \$20,001 :	Less than 5	Not Available	0.20%
\$20,001 to 30,000 :	16	5.42%	2.70%
\$30,001 to 40,000 :	69	23.39%	15.86%
\$40,001 to 50,000 :	67	22.71%	21.96%
\$50,001 to 60,000 :	55	18.64%	17.15%
\$60,001 to 70,000 :	22	7.46%	10.26%
\$70,001 to 80,000 :	20	6.78%	7.62%
\$80,001 to 90,000 :	8	2.71%	5.36%
More than \$90,000 :	22	7.46%	11.59%
Prefer not to answer:	16	5.42%	7.29%

I work

Full-time :	264	89.49%	90.94%
Part-time :	Less than 5	Not Available	0.40%
Prefer not to answer:	31	10.51%	8.66%

Demographic Items

Total Respondents: 295

	Number of Survey Respondents	Percent of Survey Respondents	Organization as a Whole
--	------------------------------	-------------------------------	-------------------------

My age (in years)

16-29:	33	11.19%	8.12%
30-39:	57	19.32%	18.60%
40-49:	65	22.03%	26.08%
50-59:	89	30.17%	28.65%
60+:	38	12.88%	11.75%
Prefer not to answer:	13	4.41%	6.81%

Years of service with this organization

Less than 1:	26	8.81%	8.29%
1-2:	35	11.86%	11.62%
3-5:	77	26.10%	19.04%
6-10:	56	18.98%	21.37%
11-15:	32	10.85%	9.51%
16+:	59	20.00%	25.34%
Prefer not to answer:	10	3.39%	4.83%

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

Yes:	167	56.61%	26.57%
No:	99	33.56%	61.65%
Prefer not to answer:	29	9.83%	11.78%

My race/ethnic identification (Check all that apply)

African American or Black:	6	2.03%	6.46%
White:	219	74.24%	71.59%
Asian:	Less than 5	Not Available	3.05%
Native American or Pacific Islander:	Less than 5	Not Available	1.62%
Prefer not to answer:	22	7.46%	8.01%
Prefer to self-describe:	16	5.42%	3.73%

I am currently in a supervisory role.

Yes:	53	17.97%	17.05%
No:	215	72.88%	74.39%
Prefer not to answer:	27	9.15%	8.56%

Demographic Items

Total Respondents: 295

	Number of Survey Respondents	Percent of Survey Respondents	Organization as a Whole
--	------------------------------	-------------------------------	-------------------------

I received a promotion during the past two years.

Yes:	76	25.76%	28.10%
No:	190	64.41%	63.04%
Prefer not to answer:	29	9.83%	8.86%

I received a merit increase during the past two years.

Yes:	147	49.83%	48.20%
No:	119	40.34%	42.39%
Prefer not to answer:	29	9.83%	9.41%

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

Yes:	248	84.07%	80.96%
No:	11	3.73%	5.38%
Prefer not to answer:	36	12.20%	13.65%

I am eligible for retirement within the next two years.

Yes:	33	11.19%	15.35%
No:	235	79.66%	75.02%
Prefer not to answer:	27	9.15%	9.64%

I currently remote work

None of the time :	226	76.61%	53.73%
Some of the time :	42	14.24%	20.12%
Most of the time :	Less than 5	Not Available	9.27%
All the time :	5	1.69%	9.83%
Prefer not to answer:	19	6.44%	7.05%

Primary Items

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

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

Response Data

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




Benchmark Data

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





Interpreting Data

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





Primary Items

 <p>1. My work group cooperates to get the job done.</p> <div style="background-color: #008080; color: white; padding: 5px; text-align: center; margin-bottom: 10px;">83% Agreement</div> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td style="text-align: center;">124</td> <td style="text-align: center;">120</td> <td style="text-align: center;">31</td> <td style="text-align: center;">10</td> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td>Percentage:</td> <td style="text-align: center;">42.03%</td> <td style="text-align: center;">40.68%</td> <td style="text-align: center;">10.51%</td> <td style="text-align: center;">3.39%</td> <td style="text-align: center;">1.02%</td> <td style="text-align: center;">0.68%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	124	120	31	10	3	2	Percentage:	42.03%	40.68%	10.51%	3.39%	1.02%	0.68%	<p style="color: #008080; font-weight: bold; text-align: center;">83% Agreement</p> <p>SCORE: 4.15 Std. Dev.: 1.01 Total Respondents: 295</p> <p>ALL ORGANIZATION Score: 4.25 Std Dev: 0.92 Respondents: 7826</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	124	120	31	10	3	2																
Percentage:	42.03%	40.68%	10.51%	3.39%	1.02%	0.68%																
 <p>2. In my work group, my opinions and ideas count.</p> <div style="background-color: #008080; color: white; padding: 5px; text-align: center; margin-bottom: 10px;">74% Agreement</div> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td style="text-align: center;">101</td> <td style="text-align: center;">116</td> <td style="text-align: center;">39</td> <td style="text-align: center;">20</td> <td style="text-align: center;">11</td> <td style="text-align: center;">3</td> </tr> <tr> <td>Percentage:</td> <td style="text-align: center;">34.24%</td> <td style="text-align: center;">39.32%</td> <td style="text-align: center;">13.22%</td> <td style="text-align: center;">6.78%</td> <td style="text-align: center;">3.73%</td> <td style="text-align: center;">1.02%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	101	116	39	20	11	3	Percentage:	34.24%	39.32%	13.22%	6.78%	3.73%	1.02%	<p style="color: #008080; font-weight: bold; text-align: center;">74% Agreement</p> <p>SCORE: 3.89 Std. Dev.: 1.17 Total Respondents: 295</p> <p>ALL ORGANIZATION Score: 4.00 Std Dev: 1.05 Respondents: 7824</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	101	116	39	20	11	3																
Percentage:	34.24%	39.32%	13.22%	6.78%	3.73%	1.02%																
 <p>3. My work group regularly uses performance data to improve the quality of our work.</p> <div style="background-color: #008080; color: white; padding: 5px; text-align: center; margin-bottom: 10px;">61% Agreement</div> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td style="text-align: center;">58</td> <td style="text-align: center;">119</td> <td style="text-align: center;">73</td> <td style="text-align: center;">21</td> <td style="text-align: center;">11</td> <td style="text-align: center;">6</td> </tr> <tr> <td>Percentage:</td> <td style="text-align: center;">19.86%</td> <td style="text-align: center;">40.75%</td> <td style="text-align: center;">25.00%</td> <td style="text-align: center;">7.19%</td> <td style="text-align: center;">3.77%</td> <td style="text-align: center;">2.05%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	58	119	73	21	11	6	Percentage:	19.86%	40.75%	25.00%	7.19%	3.77%	2.05%	<p style="color: #008080; font-weight: bold; text-align: center;">61% Agreement</p> <p>SCORE: 3.63 Std. Dev.: 1.09 Total Respondents: 292</p> <p>ALL ORGANIZATION Score: 3.63 Std Dev: 1.09 Respondents: 7809</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	58	119	73	21	11	6																
Percentage:	19.86%	40.75%	25.00%	7.19%	3.77%	2.05%																
 <p>4. In my work group, there is a real feeling of teamwork.</p> <div style="background-color: #008080; color: white; padding: 5px; text-align: center; margin-bottom: 10px;">70% Agreement</div> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td style="text-align: center;">95</td> <td style="text-align: center;">111</td> <td style="text-align: center;">44</td> <td style="text-align: center;">27</td> <td style="text-align: center;">9</td> <td style="text-align: center;">2</td> </tr> <tr> <td>Percentage:</td> <td style="text-align: center;">32.20%</td> <td style="text-align: center;">37.63%</td> <td style="text-align: center;">14.92%</td> <td style="text-align: center;">9.15%</td> <td style="text-align: center;">3.05%</td> <td style="text-align: center;">0.68%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	95	111	44	27	9	2	Percentage:	32.20%	37.63%	14.92%	9.15%	3.05%	0.68%	<p style="color: #008080; font-weight: bold; text-align: center;">70% Agreement</p> <p>SCORE: 3.80 Std. Dev.: 1.21 Total Respondents: 295</p> <p>ALL ORGANIZATION Score: 3.89 Std Dev: 1.10 Respondents: 7818</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	95	111	44	27	9	2																
Percentage:	32.20%	37.63%	14.92%	9.15%	3.05%	0.68%																

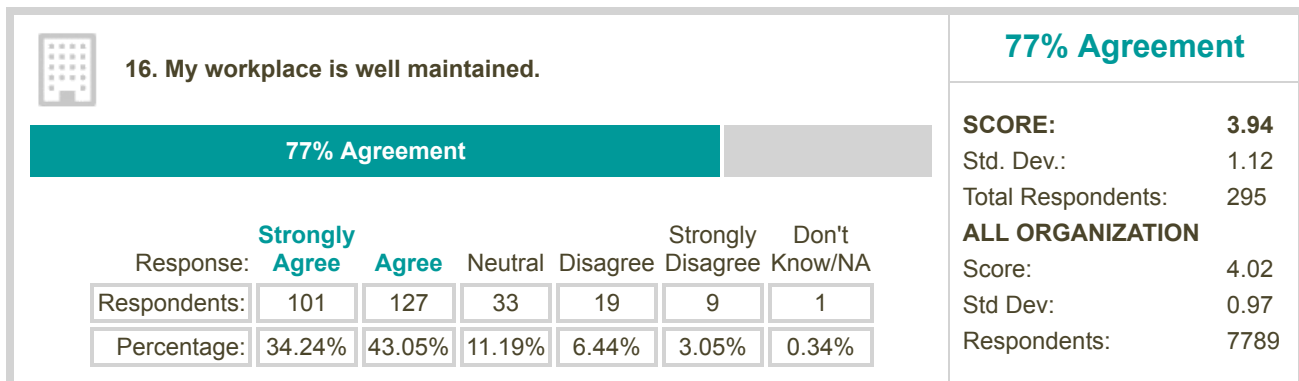
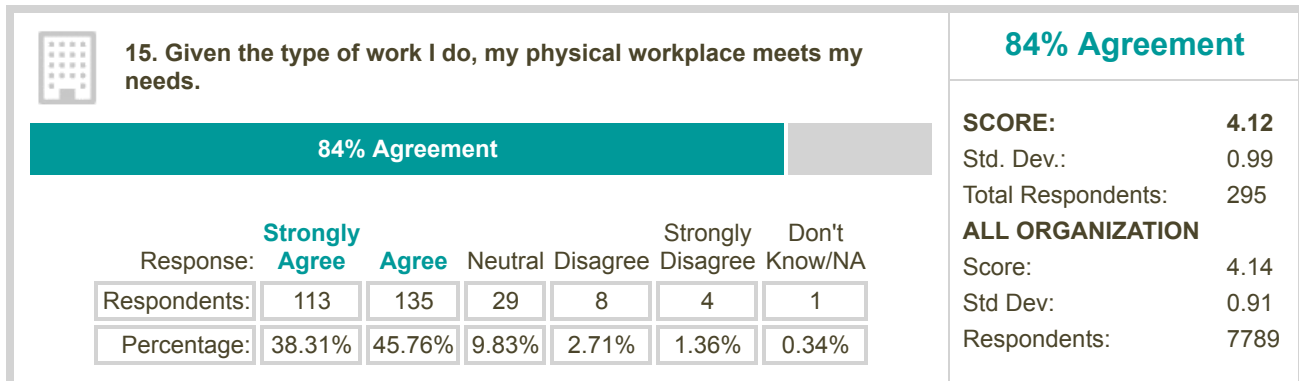
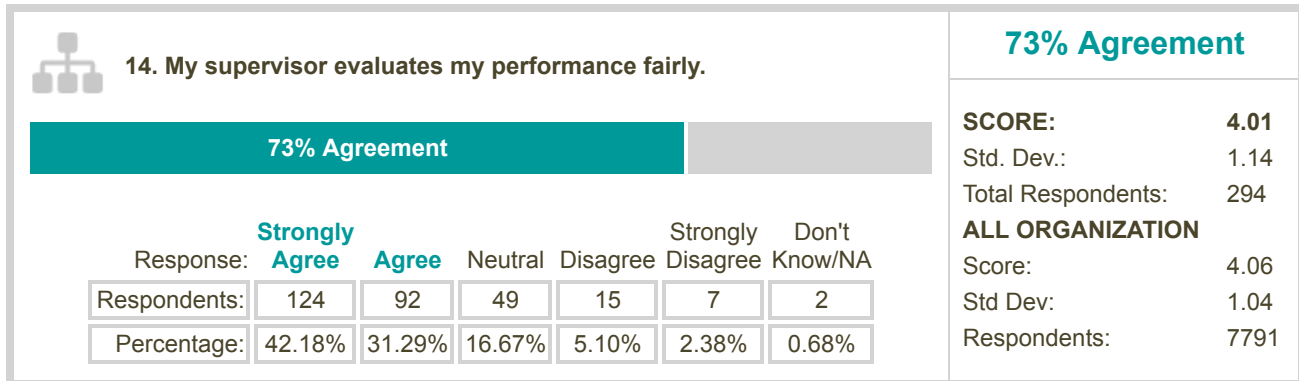
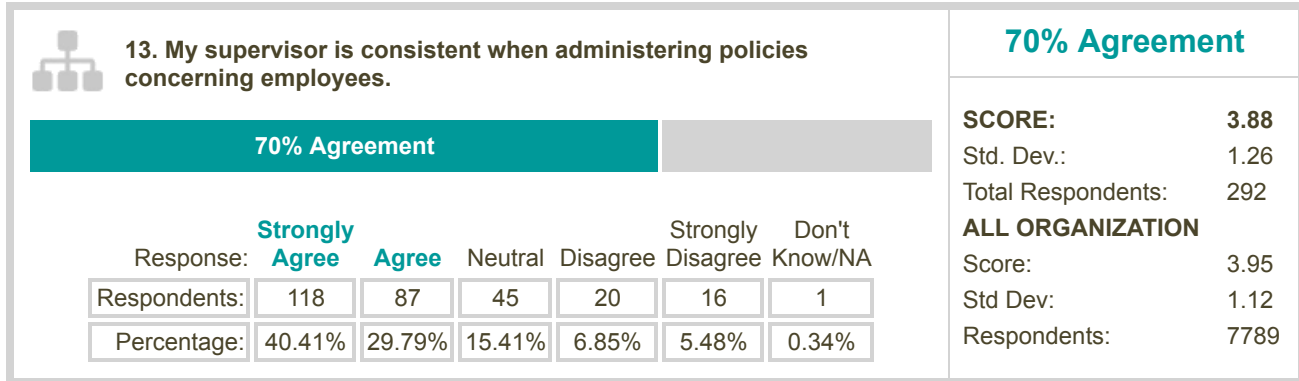
Primary Items

 <p>5. Our organization is known for the quality of work we provide.</p> <p>75% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>105</td> <td>117</td> <td>51</td> <td>11</td> <td>4</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>35.59%</td> <td>39.66%</td> <td>17.29%</td> <td>3.73%</td> <td>1.36%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	105	117	51	11	4	1	Percentage:	35.59%	39.66%	17.29%	3.73%	1.36%	0.34%	<p>75% Agreement</p> <p>SCORE: 3.99 Std. Dev.: 1.06 Total Respondents: 295</p> <p>ALL ORGANIZATION Score: 3.99 Std Dev: 0.99 Respondents: 7817</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	105	117	51	11	4	1																
Percentage:	35.59%	39.66%	17.29%	3.73%	1.36%	0.34%																
 <p>6. I know how my work impacts others in the organization.</p> <p>90% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>138</td> <td>128</td> <td>19</td> <td>3</td> <td>1</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>46.78%</td> <td>43.39%</td> <td>6.44%</td> <td>1.02%</td> <td>0.34%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	138	128	19	3	1	1	Percentage:	46.78%	43.39%	6.44%	1.02%	0.34%	0.34%	<p>90% Agreement</p> <p>SCORE: 4.31 Std. Dev.: 0.89 Total Respondents: 295</p> <p>ALL ORGANIZATION Score: 4.24 Std Dev: 0.87 Respondents: 7810</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	138	128	19	3	1	1																
Percentage:	46.78%	43.39%	6.44%	1.02%	0.34%	0.34%																
 <p>7. My organization develops services to match the needs of our customers/clients.</p> <p>73% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>95</td> <td>120</td> <td>54</td> <td>12</td> <td>3</td> <td>7</td> </tr> <tr> <td>Percentage:</td> <td>32.31%</td> <td>40.82%</td> <td>18.37%</td> <td>4.08%</td> <td>1.02%</td> <td>2.38%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	95	120	54	12	3	7	Percentage:	32.31%	40.82%	18.37%	4.08%	1.02%	2.38%	<p>73% Agreement</p> <p>SCORE: 3.99 Std. Dev.: 0.98 Total Respondents: 294</p> <p>ALL ORGANIZATION Score: 3.97 Std Dev: 0.94 Respondents: 7808</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	95	120	54	12	3	7																
Percentage:	32.31%	40.82%	18.37%	4.08%	1.02%	2.38%																
 <p>8. Our organization communicates effectively with the public.</p> <p>75% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>93</td> <td>128</td> <td>41</td> <td>14</td> <td>6</td> <td>8</td> </tr> <tr> <td>Percentage:</td> <td>31.53%</td> <td>43.39%</td> <td>13.90%</td> <td>4.75%</td> <td>2.03%</td> <td>2.71%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	93	128	41	14	6	8	Percentage:	31.53%	43.39%	13.90%	4.75%	2.03%	2.71%	<p>75% Agreement</p> <p>SCORE: 3.95 Std. Dev.: 1.06 Total Respondents: 295</p> <p>ALL ORGANIZATION Score: 3.95 Std Dev: 0.95 Respondents: 7801</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	93	128	41	14	6	8																
Percentage:	31.53%	43.39%	13.90%	4.75%	2.03%	2.71%																

Primary Items

 <p>9. I have a good understanding of our mission, vision, and strategic plan.</p> <p>88% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>139</td> <td>122</td> <td>20</td> <td>7</td> <td>1</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>47.12%</td> <td>41.36%</td> <td>6.78%</td> <td>2.37%</td> <td>0.34%</td> <td>0.68%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	139	122	20	7	1	2	Percentage:	47.12%	41.36%	6.78%	2.37%	0.34%	0.68%	<p>88% Agreement</p> <p>SCORE: 4.29 Std. Dev.: 0.90 Total Respondents: 295</p> <p>ALL ORGANIZATION Score: 4.17 Std Dev: 0.89 Respondents: 7810</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	139	122	20	7	1	2																
Percentage:	47.12%	41.36%	6.78%	2.37%	0.34%	0.68%																
 <p>10. My supervisor provides me with a clear understanding of my work responsibilities.</p> <p>83% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>137</td> <td>109</td> <td>31</td> <td>4</td> <td>9</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>46.44%</td> <td>36.95%</td> <td>10.51%</td> <td>1.36%</td> <td>3.05%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	137	109	31	4	9	1	Percentage:	46.44%	36.95%	10.51%	1.36%	3.05%	0.34%	<p>83% Agreement</p> <p>SCORE: 4.19 Std. Dev.: 1.04 Total Respondents: 295</p> <p>ALL ORGANIZATION Score: 4.12 Std Dev: 1.04 Respondents: 7805</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	137	109	31	4	9	1																
Percentage:	46.44%	36.95%	10.51%	1.36%	3.05%	0.34%																
 <p>11. My supervisor recognizes outstanding work.</p> <p>71% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>114</td> <td>94</td> <td>54</td> <td>20</td> <td>6</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>38.64%</td> <td>31.86%</td> <td>18.31%</td> <td>6.78%</td> <td>2.03%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	114	94	54	20	6	1	Percentage:	38.64%	31.86%	18.31%	6.78%	2.03%	0.34%	<p>71% Agreement</p> <p>SCORE: 3.93 Std. Dev.: 1.16 Total Respondents: 295</p> <p>ALL ORGANIZATION Score: 3.99 Std Dev: 1.10 Respondents: 7798</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	114	94	54	20	6	1																
Percentage:	38.64%	31.86%	18.31%	6.78%	2.03%	0.34%																
 <p>12. I am given the opportunity to do my best work.</p> <p>80% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>130</td> <td>104</td> <td>31</td> <td>15</td> <td>6</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>44.37%</td> <td>35.49%</td> <td>10.58%</td> <td>5.12%</td> <td>2.05%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	130	104	31	15	6	1	Percentage:	44.37%	35.49%	10.58%	5.12%	2.05%	0.34%	<p>80% Agreement</p> <p>SCORE: 4.09 Std. Dev.: 1.13 Total Respondents: 293</p> <p>ALL ORGANIZATION Score: 4.10 Std Dev: 1.01 Respondents: 7794</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	130	104	31	15	6	1																
Percentage:	44.37%	35.49%	10.58%	5.12%	2.05%	0.34%																





Primary Items



Primary Items

	17. There are sufficient procedures to ensure the safety of employees in the workplace.	87% Agreement																					
		SCORE: 4.26																					
		Std. Dev.: 1.02																					
		Total Respondents: 293																					
		ALL ORGANIZATION																					
		Score: 4.31																					
		Std Dev: 0.83																					
		Respondents: 7784																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>145</td> <td>110</td> <td>23</td> <td>3</td> <td>5</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>49.49%</td> <td>37.54%</td> <td>7.85%</td> <td>1.02%</td> <td>1.71%</td> <td>0.34%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	145	110	23	3	5	1	Percentage:	49.49%	37.54%	7.85%	1.02%	1.71%	0.34%	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	145	110	23	3	5	1																	
Percentage:	49.49%	37.54%	7.85%	1.02%	1.71%	0.34%																	
	18. I have adequate resources and equipment to do my job.	81% Agreement																					
		SCORE: 4.07																					
		Std. Dev.: 0.99																					
		Total Respondents: 295																					
		ALL ORGANIZATION																					
		Score: 4.04																					
		Std Dev: 0.98																					
		Respondents: 7783																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>109</td> <td>130</td> <td>31</td> <td>18</td> <td>3</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>36.95%</td> <td>44.07%</td> <td>10.51%</td> <td>6.10%</td> <td>1.02%</td> <td>0.34%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	109	130	31	18	3	1	Percentage:	36.95%	44.07%	10.51%	6.10%	1.02%	0.34%	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	109	130	31	18	3	1																	
Percentage:	36.95%	44.07%	10.51%	6.10%	1.02%	0.34%																	
	19. The people I work with treat each other with respect.	73% Agreement																					
		SCORE: 3.89																					
		Std. Dev.: 1.16																					
		Total Respondents: 292																					
		ALL ORGANIZATION																					
		Score: 4.04																					
		Std Dev: 1.00																					
		Respondents: 7771																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>100</td> <td>114</td> <td>43</td> <td>15</td> <td>16</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>34.25%</td> <td>39.04%</td> <td>14.73%</td> <td>5.14%</td> <td>5.48%</td> <td>0.34%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	100	114	43	15	16	1	Percentage:	34.25%	39.04%	14.73%	5.14%	5.48%	0.34%	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	100	114	43	15	16	1																	
Percentage:	34.25%	39.04%	14.73%	5.14%	5.48%	0.34%																	
	20. The people I work with come from diverse backgrounds.	85% Agreement																					
		SCORE: 4.18																					
		Std. Dev.: 0.84																					
		Total Respondents: 293																					
		ALL ORGANIZATION																					
		Score: 4.15																					
		Std Dev: 0.84																					
		Respondents: 7765																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>110</td> <td>138</td> <td>35</td> <td>5</td> <td>0</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>37.54%</td> <td>47.10%</td> <td>11.95%</td> <td>1.71%</td> <td>0.00%</td> <td>0.68%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	110	138	35	5	0	2	Percentage:	37.54%	47.10%	11.95%	1.71%	0.00%	0.68%	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	110	138	35	5	0	2																	
Percentage:	37.54%	47.10%	11.95%	1.71%	0.00%	0.68%																	





Primary Items

 <p>21. The people I work with care about my personal well-being.</p> <p>73% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>93</td> <td>123</td> <td>40</td> <td>17</td> <td>6</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>31.63%</td> <td>41.84%</td> <td>13.61%</td> <td>5.78%</td> <td>2.04%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	93	123	40	17	6	1	Percentage:	31.63%	41.84%	13.61%	5.78%	2.04%	0.34%	<p>73% Agreement</p> <p>SCORE: 3.81 Std. Dev.: 1.27 Total Respondents: 294</p> <p>ALL ORGANIZATION Score: 3.89 Std Dev: 1.09 Respondents: 7756</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	93	123	40	17	6	1																
Percentage:	31.63%	41.84%	13.61%	5.78%	2.04%	0.34%																
 <p>22. I trust the people in my workplace.</p> <p>65% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>78</td> <td>112</td> <td>60</td> <td>18</td> <td>11</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>26.53%</td> <td>38.10%</td> <td>20.41%</td> <td>6.12%</td> <td>3.74%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	78	112	60	18	11	1	Percentage:	26.53%	38.10%	20.41%	6.12%	3.74%	0.34%	<p>65% Agreement</p> <p>SCORE: 3.63 Std. Dev.: 1.30 Total Respondents: 294</p> <p>ALL ORGANIZATION Score: 3.74 Std Dev: 1.16 Respondents: 7755</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	78	112	60	18	11	1																
Percentage:	26.53%	38.10%	20.41%	6.12%	3.74%	0.34%																
 <p>23. My work group uses the latest technologies to communicate and interact.</p> <p>67% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>76</td> <td>122</td> <td>58</td> <td>13</td> <td>6</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>25.85%</td> <td>41.50%</td> <td>19.73%</td> <td>4.42%</td> <td>2.04%</td> <td>0.68%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	76	122	58	13	6	2	Percentage:	25.85%	41.50%	19.73%	4.42%	2.04%	0.68%	<p>67% Agreement</p> <p>SCORE: 3.68 Std. Dev.: 1.29 Total Respondents: 294</p> <p>ALL ORGANIZATION Score: 3.80 Std Dev: 1.10 Respondents: 7755</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	76	122	58	13	6	2																
Percentage:	25.85%	41.50%	19.73%	4.42%	2.04%	0.68%																
 <p>24. We receive regular and useful updates on how to keep our computer and sensitive information secure from cyber-attack.</p> <p>80% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>106</td> <td>128</td> <td>29</td> <td>7</td> <td>2</td> <td>6</td> </tr> <tr> <td>Percentage:</td> <td>36.18%</td> <td>43.69%</td> <td>9.90%</td> <td>2.39%</td> <td>0.68%</td> <td>2.05%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	106	128	29	7	2	6	Percentage:	36.18%	43.69%	9.90%	2.39%	0.68%	2.05%	<p>80% Agreement</p> <p>SCORE: 3.99 Std. Dev.: 1.21 Total Respondents: 293</p> <p>ALL ORGANIZATION Score: 4.08 Std Dev: 1.00 Respondents: 7758</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	106	128	29	7	2	6																
Percentage:	36.18%	43.69%	9.90%	2.39%	0.68%	2.05%																





Primary Items

<div data-bbox="152 226 217 281"></div> <p>25. Support is available for the technologies we use.</p> <div data-bbox="147 310 1045 365"> <p style="text-align: center;">74% Agreement</p> </div> <table border="1" data-bbox="207 407 987 554"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>95</td> <td>124</td> <td>38</td> <td>13</td> <td>2</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>32.31%</td> <td>42.18%</td> <td>12.93%</td> <td>4.42%</td> <td>0.68%</td> <td>1.70%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	95	124	38	13	2	5	Percentage:	32.31%	42.18%	12.93%	4.42%	0.68%	1.70%	<p style="text-align: center;">74% Agreement</p> <p>SCORE: 3.85 Std. Dev.: 1.28 Total Respondents: 294</p> <p>ALL ORGANIZATION Score: 3.93 Std Dev: 1.05 Respondents: 7758</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	95	124	38	13	2	5																
Percentage:	32.31%	42.18%	12.93%	4.42%	0.68%	1.70%																
<div data-bbox="152 619 217 674"></div> <p>26. Our computer systems enable me to quickly find the information I need.</p> <div data-bbox="147 703 1045 758"> <p style="text-align: center;">70% Agreement</p> </div> <table border="1" data-bbox="207 800 987 947"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>85</td> <td>120</td> <td>49</td> <td>17</td> <td>3</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>28.91%</td> <td>40.82%</td> <td>16.67%</td> <td>5.78%</td> <td>1.02%</td> <td>1.70%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	85	120	49	17	3	5	Percentage:	28.91%	40.82%	16.67%	5.78%	1.02%	1.70%	<p style="text-align: center;">70% Agreement</p> <p>SCORE: 3.77 Std. Dev.: 1.26 Total Respondents: 294</p> <p>ALL ORGANIZATION Score: 3.72 Std Dev: 1.13 Respondents: 7754</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	85	120	49	17	3	5																
Percentage:	28.91%	40.82%	16.67%	5.78%	1.02%	1.70%																
<div data-bbox="152 1012 217 1066"></div> <p>27. The communication channels I must go through at work are reasonable.</p> <div data-bbox="147 1096 1045 1150"> <p style="text-align: center;">69% Agreement</p> </div> <table border="1" data-bbox="207 1192 987 1339"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>70</td> <td>133</td> <td>49</td> <td>17</td> <td>7</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>23.89%</td> <td>45.39%</td> <td>16.72%</td> <td>5.80%</td> <td>2.39%</td> <td>0.68%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	70	133	49	17	7	2	Percentage:	23.89%	45.39%	16.72%	5.80%	2.39%	0.68%	<p style="text-align: center;">69% Agreement</p> <p>SCORE: 3.68 Std. Dev.: 1.26 Total Respondents: 293</p> <p>ALL ORGANIZATION Score: 3.76 Std Dev: 1.08 Respondents: 7749</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	70	133	49	17	7	2																
Percentage:	23.89%	45.39%	16.72%	5.80%	2.39%	0.68%																
<div data-bbox="152 1404 217 1459"></div> <p>28. My work atmosphere encourages open and honest communication.</p> <div data-bbox="147 1488 1045 1543"> <p style="text-align: center;">67% Agreement</p> </div> <table border="1" data-bbox="207 1585 987 1732"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>91</td> <td>104</td> <td>40</td> <td>27</td> <td>14</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>31.06%</td> <td>35.49%</td> <td>13.65%</td> <td>9.22%</td> <td>4.78%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	91	104	40	27	14	1	Percentage:	31.06%	35.49%	13.65%	9.22%	4.78%	0.34%	<p style="text-align: center;">67% Agreement</p> <p>SCORE: 3.63 Std. Dev.: 1.41 Total Respondents: 293</p> <p>ALL ORGANIZATION Score: 3.70 Std Dev: 1.21 Respondents: 7758</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	91	104	40	27	14	1																
Percentage:	31.06%	35.49%	13.65%	9.22%	4.78%	0.34%																

Primary Items

<p> 29. The communications I receive at work are timely and informative.</p> <p>65% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>69</td> <td>123</td> <td>58</td> <td>23</td> <td>5</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>23.47%</td> <td>41.84%</td> <td>19.73%</td> <td>7.82%</td> <td>1.70%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	69	123	58	23	5	1	Percentage:	23.47%	41.84%	19.73%	7.82%	1.70%	0.34%	<p>65% Agreement</p> <p>SCORE: 3.62 Std. Dev.: 1.26 Total Respondents: 294</p> <p>ALL ORGANIZATION Score: 3.74 Std Dev: 1.10 Respondents: 7748</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	69	123	58	23	5	1																
Percentage:	23.47%	41.84%	19.73%	7.82%	1.70%	0.34%																
<p> 30. My pay keeps pace with the cost of living.</p> <p>15% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>12</td> <td>32</td> <td>54</td> <td>73</td> <td>104</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>4.08%</td> <td>10.88%</td> <td>18.37%</td> <td>24.83%</td> <td>35.37%</td> <td>1.02%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	12	32	54	73	104	3	Percentage:	4.08%	10.88%	18.37%	24.83%	35.37%	1.02%	<p>15% Agreement</p> <p>SCORE: 2.06 Std. Dev.: 1.26 Total Respondents: 294</p> <p>ALL ORGANIZATION Score: 2.17 Std Dev: 1.22 Respondents: 7760</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	12	32	54	73	104	3																
Percentage:	4.08%	10.88%	18.37%	24.83%	35.37%	1.02%																
<p> 31. Salaries are competitive with similar jobs in the community.</p> <p>16% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>10</td> <td>38</td> <td>73</td> <td>77</td> <td>76</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>3.40%</td> <td>12.93%</td> <td>24.83%</td> <td>26.19%</td> <td>25.85%</td> <td>1.02%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	10	38	73	77	76	3	Percentage:	3.40%	12.93%	24.83%	26.19%	25.85%	1.02%	<p>16% Agreement</p> <p>SCORE: 2.24 Std. Dev.: 1.24 Total Respondents: 294</p> <p>ALL ORGANIZATION Score: 2.38 Std Dev: 1.21 Respondents: 7751</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	10	38	73	77	76	3																
Percentage:	3.40%	12.93%	24.83%	26.19%	25.85%	1.02%																
<p> 32. I feel I am paid fairly for the work I do.</p> <p>24% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>13</td> <td>58</td> <td>83</td> <td>64</td> <td>56</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>4.42%</td> <td>19.73%</td> <td>28.23%</td> <td>21.77%</td> <td>19.05%</td> <td>0.68%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	13	58	83	64	56	2	Percentage:	4.42%	19.73%	28.23%	21.77%	19.05%	0.68%	<p>24% Agreement</p> <p>SCORE: 2.50 Std. Dev.: 1.29 Total Respondents: 294</p> <p>ALL ORGANIZATION Score: 2.66 Std Dev: 1.24 Respondents: 7753</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	13	58	83	64	56	2																
Percentage:	4.42%	19.73%	28.23%	21.77%	19.05%	0.68%																

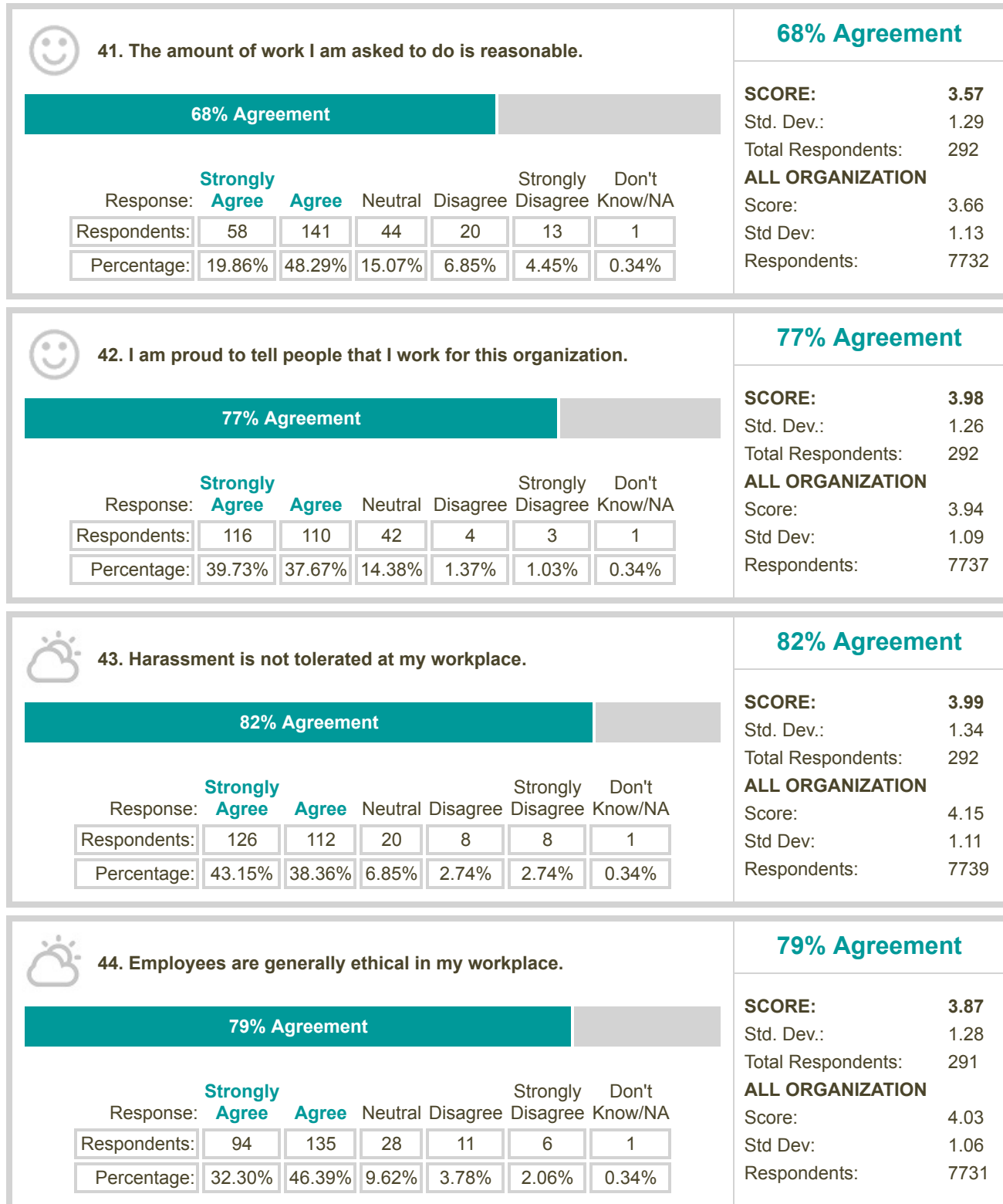
Primary Items

 <p>33. Retirement benefits are competitive with similar jobs in the community.</p> <p>59% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>48</td> <td>125</td> <td>66</td> <td>20</td> <td>9</td> <td>8</td> </tr> <tr> <td>Percentage:</td> <td>16.38%</td> <td>42.66%</td> <td>22.53%</td> <td>6.83%</td> <td>3.07%</td> <td>2.73%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	48	125	66	20	9	8	Percentage:	16.38%	42.66%	22.53%	6.83%	3.07%	2.73%	<p>59% Agreement</p> <p>SCORE: 3.46 Std. Dev.: 1.28 Total Respondents: 293</p> <p>ALL ORGANIZATION Score: 3.61 Std Dev: 1.13 Respondents: 7751</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	48	125	66	20	9	8																
Percentage:	16.38%	42.66%	22.53%	6.83%	3.07%	2.73%																
 <p>34. Health insurance benefits are competitive with similar jobs in the community.</p> <p>69% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>65</td> <td>137</td> <td>54</td> <td>13</td> <td>3</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>22.18%</td> <td>46.76%</td> <td>18.43%</td> <td>4.44%</td> <td>1.02%</td> <td>1.71%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	65	137	54	13	3	5	Percentage:	22.18%	46.76%	18.43%	4.44%	1.02%	1.71%	<p>69% Agreement</p> <p>SCORE: 3.69 Std. Dev.: 1.22 Total Respondents: 293</p> <p>ALL ORGANIZATION Score: 3.74 Std Dev: 1.11 Respondents: 7751</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	65	137	54	13	3	5																
Percentage:	22.18%	46.76%	18.43%	4.44%	1.02%	1.71%																
 <p>35. Benefits can be selected to meet individual needs.</p> <p>71% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>62</td> <td>146</td> <td>51</td> <td>13</td> <td>4</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>21.16%</td> <td>49.83%</td> <td>17.41%</td> <td>4.44%</td> <td>1.37%</td> <td>0.68%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	62	146	51	13	4	2	Percentage:	21.16%	49.83%	17.41%	4.44%	1.37%	0.68%	<p>71% Agreement</p> <p>SCORE: 3.70 Std. Dev.: 1.20 Total Respondents: 293</p> <p>ALL ORGANIZATION Score: 3.72 Std Dev: 1.04 Respondents: 7746</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	62	146	51	13	4	2																
Percentage:	21.16%	49.83%	17.41%	4.44%	1.37%	0.68%																
 <p>36. I believe I have a career with this organization.</p> <p>76% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>114</td> <td>109</td> <td>40</td> <td>7</td> <td>4</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>38.91%</td> <td>37.20%</td> <td>13.65%</td> <td>2.39%</td> <td>1.37%</td> <td>1.02%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	114	109	40	7	4	3	Percentage:	38.91%	37.20%	13.65%	2.39%	1.37%	1.02%	<p>76% Agreement</p> <p>SCORE: 3.94 Std. Dev.: 1.28 Total Respondents: 293</p> <p>ALL ORGANIZATION Score: 3.94 Std Dev: 1.10 Respondents: 7748</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	114	109	40	7	4	3																
Percentage:	38.91%	37.20%	13.65%	2.39%	1.37%	1.02%																

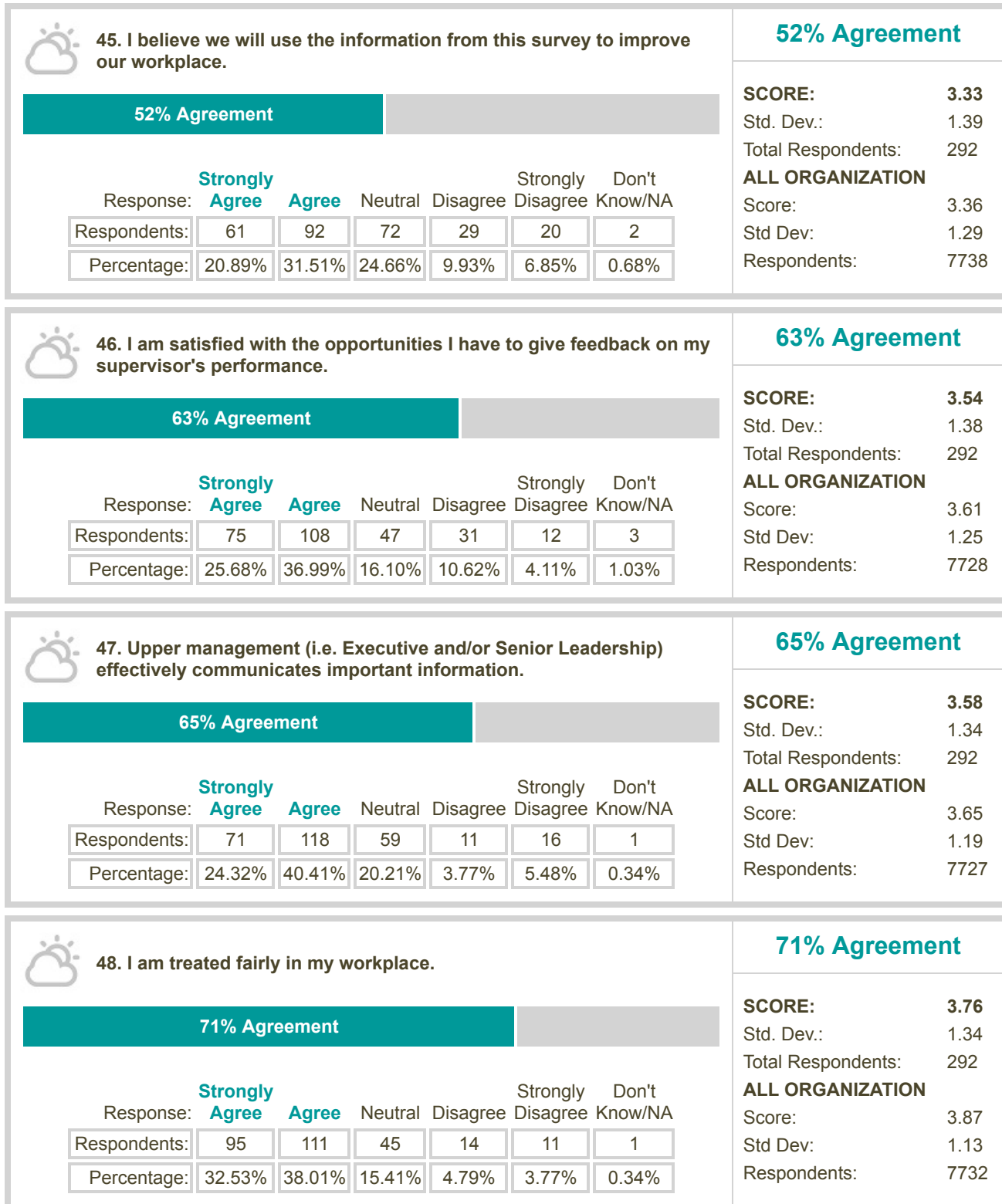
Primary Items

<div data-bbox="151 218 220 296"></div> <p>37. Training is made available to me so that I can do my job better.</p> <div data-bbox="147 310 1045 363"> <p style="text-align: center;">75% Agreement</p> </div> <table border="1" data-bbox="207 407 987 552"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>97</td> <td>122</td> <td>38</td> <td>12</td> <td>8</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>33.11%</td> <td>41.64%</td> <td>12.97%</td> <td>4.10%</td> <td>2.73%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	97	122	38	12	8	1	Percentage:	33.11%	41.64%	12.97%	4.10%	2.73%	0.34%	<p style="text-align: center;">75% Agreement</p> <p>SCORE: 3.83 Std. Dev.: 1.29 Total Respondents: 293</p> <p>ALL ORGANIZATION Score: 3.93 Std Dev: 1.09 Respondents: 7745</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	97	122	38	12	8	1																
Percentage:	33.11%	41.64%	12.97%	4.10%	2.73%	0.34%																
<div data-bbox="151 609 220 686"></div> <p>38. Training is made available to me for personal growth and development.</p> <div data-bbox="147 701 1045 753"> <p style="text-align: center;">69% Agreement</p> </div> <table border="1" data-bbox="207 798 987 942"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>94</td> <td>108</td> <td>49</td> <td>15</td> <td>10</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>32.08%</td> <td>36.86%</td> <td>16.72%</td> <td>5.12%</td> <td>3.41%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	94	108	49	15	10	1	Percentage:	32.08%	36.86%	16.72%	5.12%	3.41%	0.34%	<p style="text-align: center;">69% Agreement</p> <p>SCORE: 3.73 Std. Dev.: 1.35 Total Respondents: 293</p> <p>ALL ORGANIZATION Score: 3.85 Std Dev: 1.13 Respondents: 7737</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	94	108	49	15	10	1																
Percentage:	32.08%	36.86%	16.72%	5.12%	3.41%	0.34%																
<div data-bbox="151 999 220 1077"></div> <p>39. My work environment supports a balance between work and personal life.</p> <div data-bbox="147 1092 1045 1144"> <p style="text-align: center;">71% Agreement</p> </div> <table border="1" data-bbox="207 1188 987 1333"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>87</td> <td>121</td> <td>40</td> <td>19</td> <td>11</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>29.69%</td> <td>41.30%</td> <td>13.65%</td> <td>6.48%</td> <td>3.75%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	87	121	40	19	11	1	Percentage:	29.69%	41.30%	13.65%	6.48%	3.75%	0.34%	<p style="text-align: center;">71% Agreement</p> <p>SCORE: 3.73 Std. Dev.: 1.32 Total Respondents: 293</p> <p>ALL ORGANIZATION Score: 3.85 Std Dev: 1.14 Respondents: 7739</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	87	121	40	19	11	1																
Percentage:	29.69%	41.30%	13.65%	6.48%	3.75%	0.34%																
<div data-bbox="151 1390 220 1467"></div> <p>40. I feel free to be myself at work.</p> <div data-bbox="147 1482 1045 1535"> <p style="text-align: center;">64% Agreement</p> </div> <table border="1" data-bbox="207 1579 987 1724"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>77</td> <td>111</td> <td>52</td> <td>20</td> <td>15</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>26.37%</td> <td>38.01%</td> <td>17.81%</td> <td>6.85%</td> <td>5.14%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	77	111	52	20	15	1	Percentage:	26.37%	38.01%	17.81%	6.85%	5.14%	0.34%	<p style="text-align: center;">64% Agreement</p> <p>SCORE: 3.57 Std. Dev.: 1.37 Total Respondents: 292</p> <p>ALL ORGANIZATION Score: 3.70 Std Dev: 1.19 Respondents: 7749</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	77	111	52	20	15	1																
Percentage:	26.37%	38.01%	17.81%	6.85%	5.14%	0.34%																

Primary Items



Primary Items



Additional Items

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

*Additional Items are not included if none were submitted.

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

Response Data

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





Benchmark Data

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





Interpreting Data

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

Additional Items

<p>1. I am able to manage stress in my life.</p> <div style="text-align: center;">  <p>72% Agreement</p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>60</td> <td>150</td> <td>47</td> <td>14</td> <td>5</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>20.48%</td> <td>51.19%</td> <td>16.04%</td> <td>4.78%</td> <td>1.71%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	60	150	47	14	5	1	Percentage:	20.48%	51.19%	16.04%	4.78%	1.71%	0.34%	<p style="text-align: center;">72% Agreement</p> <p>SCORE: 3.68 Std. Dev.: 1.22 Total Respondents: 293</p> <p>ALL ORGANIZATION Score: None Std Dev: None Respondents:</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	60	150	47	14	5	1																
Percentage:	20.48%	51.19%	16.04%	4.78%	1.71%	0.34%																
<p>2. My immediate supervisor has or would make changes to my work environment to support my mental wellbeing.</p> <div style="text-align: center;">  <p>63% Agreement</p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>79</td> <td>105</td> <td>58</td> <td>22</td> <td>8</td> <td>6</td> </tr> <tr> <td>Percentage:</td> <td>26.96%</td> <td>35.84%</td> <td>19.80%</td> <td>7.51%</td> <td>2.73%</td> <td>2.05%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	79	105	58	22	8	6	Percentage:	26.96%	35.84%	19.80%	7.51%	2.73%	2.05%	<p style="text-align: center;">63% Agreement</p> <p>SCORE: 3.63 Std. Dev.: 1.32 Total Respondents: 293</p> <p>ALL ORGANIZATION Score: None Std Dev: None Respondents:</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	79	105	58	22	8	6																
Percentage:	26.96%	35.84%	19.80%	7.51%	2.73%	2.05%																
<p>3. I am comfortable communicating concerns to my immediate supervisor.</p> <div style="text-align: center;">  <p>73% Agreement</p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>108</td> <td>104</td> <td>33</td> <td>18</td> <td>13</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>36.99%</td> <td>35.62%</td> <td>11.30%</td> <td>6.16%</td> <td>4.45%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	108	104	33	18	13	1	Percentage:	36.99%	35.62%	11.30%	6.16%	4.45%	0.34%	<p style="text-align: center;">73% Agreement</p> <p>SCORE: 3.79 Std. Dev.: 1.39 Total Respondents: 292</p> <p>ALL ORGANIZATION Score: None Std Dev: None Respondents:</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	108	104	33	18	13	1																
Percentage:	36.99%	35.62%	11.30%	6.16%	4.45%	0.34%																
<p>4. My immediate supervisor acts upon employee concerns.</p> <div style="text-align: center;">  <p>65% Agreement</p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>91</td> <td>99</td> <td>61</td> <td>18</td> <td>6</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>31.27%</td> <td>34.02%</td> <td>20.96%</td> <td>6.19%</td> <td>2.06%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	91	99	61	18	6	1	Percentage:	31.27%	34.02%	20.96%	6.19%	2.06%	0.34%	<p style="text-align: center;">65% Agreement</p> <p>SCORE: 3.71 Std. Dev.: 1.31 Total Respondents: 291</p> <p>ALL ORGANIZATION Score: None Std Dev: None Respondents:</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	91	99	61	18	6	1																
Percentage:	31.27%	34.02%	20.96%	6.19%	2.06%	0.34%																

Additional Items

<p>5. My immediate supervisor provides effective leadership.</p> <div style="text-align: center;">  <p>68% Agreement</p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>96</td> <td>104</td> <td>49</td> <td>17</td> <td>11</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>32.76%</td> <td>35.49%</td> <td>16.72%</td> <td>5.80%</td> <td>3.75%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	96	104	49	17	11	1	Percentage:	32.76%	35.49%	16.72%	5.80%	3.75%	0.34%	<p style="text-align: center; color: #008080;">68% Agreement</p> <p>SCORE: 3.73 Std. Dev.: 1.35 Total Respondents: 293</p> <p>ALL ORGANIZATION Score: None Std Dev: None Respondents:</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	96	104	49	17	11	1																
Percentage:	32.76%	35.49%	16.72%	5.80%	3.75%	0.34%																
<p>6. I feel that the selection of employees for recognition for a job well done is fair and appropriate.</p> <div style="text-align: center;">  <p>56% Agreement</p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>62</td> <td>103</td> <td>60</td> <td>33</td> <td>16</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>21.16%</td> <td>35.15%</td> <td>20.48%</td> <td>11.26%</td> <td>5.46%</td> <td>1.02%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	62	103	60	33	16	3	Percentage:	21.16%	35.15%	20.48%	11.26%	5.46%	1.02%	<p style="text-align: center; color: #008080;">56% Agreement</p> <p>SCORE: 3.39 Std. Dev.: 1.38 Total Respondents: 293</p> <p>ALL ORGANIZATION Score: None Std Dev: None Respondents:</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	62	103	60	33	16	3																
Percentage:	21.16%	35.15%	20.48%	11.26%	5.46%	1.02%																
<p>7. The flow of communication from my immediate supervisor is effective.</p> <div style="text-align: center;">  <p>66% Agreement</p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>86</td> <td>106</td> <td>59</td> <td>15</td> <td>9</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>29.55%</td> <td>36.43%</td> <td>20.27%</td> <td>5.15%</td> <td>3.09%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	86	106	59	15	9	1	Percentage:	29.55%	36.43%	20.27%	5.15%	3.09%	0.34%	<p style="text-align: center; color: #008080;">66% Agreement</p> <p>SCORE: 3.69 Std. Dev.: 1.31 Total Respondents: 291</p> <p>ALL ORGANIZATION Score: None Std Dev: None Respondents:</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	86	106	59	15	9	1																
Percentage:	29.55%	36.43%	20.27%	5.15%	3.09%	0.34%																
<p>8. My District Engineer/Division Director is approachable.</p> <div style="text-align: center;">  <p>67% Agreement</p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>81</td> <td>114</td> <td>52</td> <td>13</td> <td>9</td> <td>8</td> </tr> <tr> <td>Percentage:</td> <td>27.65%</td> <td>38.91%</td> <td>17.75%</td> <td>4.44%</td> <td>3.07%</td> <td>2.73%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	81	114	52	13	9	8	Percentage:	27.65%	38.91%	17.75%	4.44%	3.07%	2.73%	<p style="text-align: center; color: #008080;">67% Agreement</p> <p>SCORE: 3.69 Std. Dev.: 1.32 Total Respondents: 293</p> <p>ALL ORGANIZATION Score: None Std Dev: None Respondents:</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	81	114	52	13	9	8																
Percentage:	27.65%	38.91%	17.75%	4.44%	3.07%	2.73%																

Additional Items

9. TxDOT's communication channels (Announcements, Crossroads, TN Magazine, TN Minute, ED video, TN+) are useful to me in obtaining agency information.

70% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	76	129	57	6	4	5
Percentage:	25.94%	44.03%	19.45%	2.05%	1.37%	1.71%

70% Agreement

SCORE:	3.76
Std. Dev.:	1.23
Total Respondents:	293
ALL ORGANIZATION	
Score:	None
Std Dev:	None
Respondents:	

10. I am aware of how to report misconduct and unethical conduct (such as fraud, waste, or abuse) at TxDOT.

84% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	110	135	19	7	3	2
Percentage:	37.67%	46.23%	6.51%	2.40%	1.03%	0.68%

84% Agreement

SCORE:	4.01
Std. Dev.:	1.23
Total Respondents:	292
ALL ORGANIZATION	
Score:	None
Std Dev:	None
Respondents:	

11. I have enough opportunities to discuss my career goals with my supervisor/manager.

69% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	89	112	52	14	6	3
Percentage:	30.58%	38.49%	17.87%	4.81%	2.06%	1.03%

69% Agreement

SCORE:	3.76
Std. Dev.:	1.29
Total Respondents:	291
ALL ORGANIZATION	
Score:	None
Std Dev:	None
Respondents:	

12. I am encouraged to take advantage of career development opportunities.





66% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	88	103	55	17	8	2
Percentage:	30.45%	35.64%	19.03%	5.88%	2.77%	0.69%

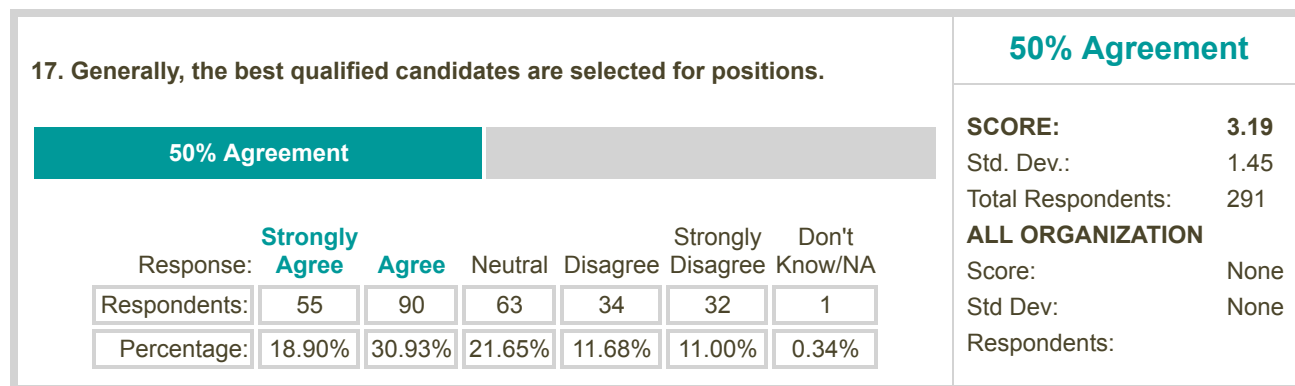
66% Agreement

SCORE:	3.69
Std. Dev.:	1.34
Total Respondents:	289
ALL ORGANIZATION	
Score:	None
Std Dev:	None
Respondents:	

Additional Items

<p>13. The conversations I have with my supervisor/ manager about my career goals are productive.</p> <div style="text-align: center;">  <p>63% Agreement</p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>87</td> <td>95</td> <td>63</td> <td>17</td> <td>11</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>29.90%</td> <td>32.65%</td> <td>21.65%</td> <td>5.84%</td> <td>3.78%</td> <td>0.69%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	87	95	63	17	11	2	Percentage:	29.90%	32.65%	21.65%	5.84%	3.78%	0.69%	<p style="text-align: center;">63% Agreement</p> <p>SCORE: 3.63 Std. Dev.: 1.36 Total Respondents: 291</p> <p>ALL ORGANIZATION Score: None Std Dev: None Respondents:</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	87	95	63	17	11	2																
Percentage:	29.90%	32.65%	21.65%	5.84%	3.78%	0.69%																
<p>14. My immediate supervisor creates an inclusive work environment that allows for differing ideas.</p> <div style="text-align: center;">  <p>67% Agreement</p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>80</td> <td>115</td> <td>53</td> <td>15</td> <td>11</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>27.49%</td> <td>39.52%</td> <td>18.21%</td> <td>5.15%</td> <td>3.78%</td> <td>0.69%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	80	115	53	15	11	2	Percentage:	27.49%	39.52%	18.21%	5.15%	3.78%	0.69%	<p style="text-align: center;">67% Agreement</p> <p>SCORE: 3.67 Std. Dev.: 1.32 Total Respondents: 291</p> <p>ALL ORGANIZATION Score: None Std Dev: None Respondents:</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	80	115	53	15	11	2																
Percentage:	27.49%	39.52%	18.21%	5.15%	3.78%	0.69%																
<p>15. I have an equal opportunity for growth and development.</p> <div style="text-align: center;">  <p>65% Agreement</p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>88</td> <td>101</td> <td>46</td> <td>26</td> <td>13</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>30.24%</td> <td>34.71%</td> <td>15.81%</td> <td>8.93%</td> <td>4.47%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	88	101	46	26	13	1	Percentage:	30.24%	34.71%	15.81%	8.93%	4.47%	0.34%	<p style="text-align: center;">65% Agreement</p> <p>SCORE: 3.61 Std. Dev.: 1.40 Total Respondents: 291</p> <p>ALL ORGANIZATION Score: None Std Dev: None Respondents:</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	88	101	46	26	13	1																
Percentage:	30.24%	34.71%	15.81%	8.93%	4.47%	0.34%																
<p>16. I feel like I belong to a team at TxDOT.</p> <div style="text-align: center;">  <p>70% Agreement</p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>104</td> <td>101</td> <td>45</td> <td>16</td> <td>9</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>35.74%</td> <td>34.71%</td> <td>15.46%</td> <td>5.50%</td> <td>3.09%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	104	101	45	16	9	1	Percentage:	35.74%	34.71%	15.46%	5.50%	3.09%	0.34%	<p style="text-align: center;">70% Agreement</p> <p>SCORE: 3.79 Std. Dev.: 1.34 Total Respondents: 291</p> <p>ALL ORGANIZATION Score: None Std Dev: None Respondents:</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	104	101	45	16	9	1																
Percentage:	35.74%	34.71%	15.46%	5.50%	3.09%	0.34%																

Additional Items



Engagement Items

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

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

Response Data

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

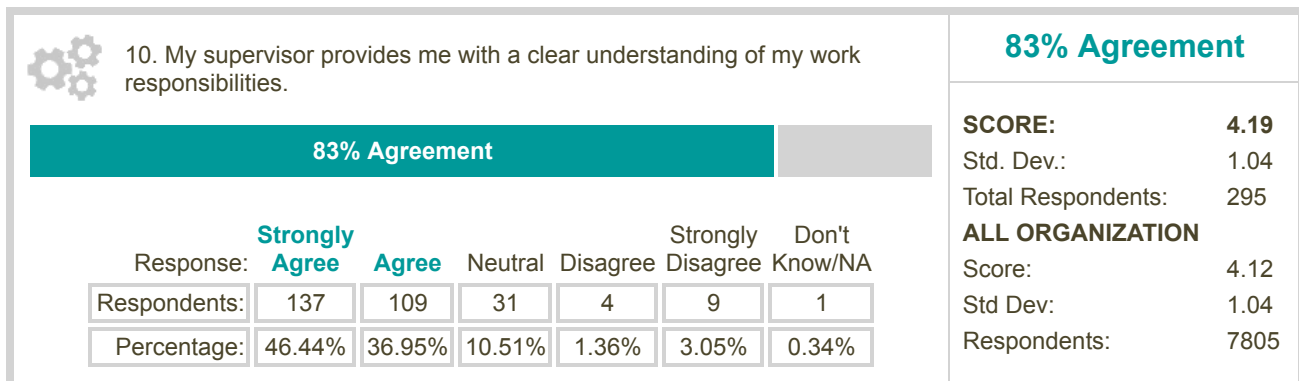
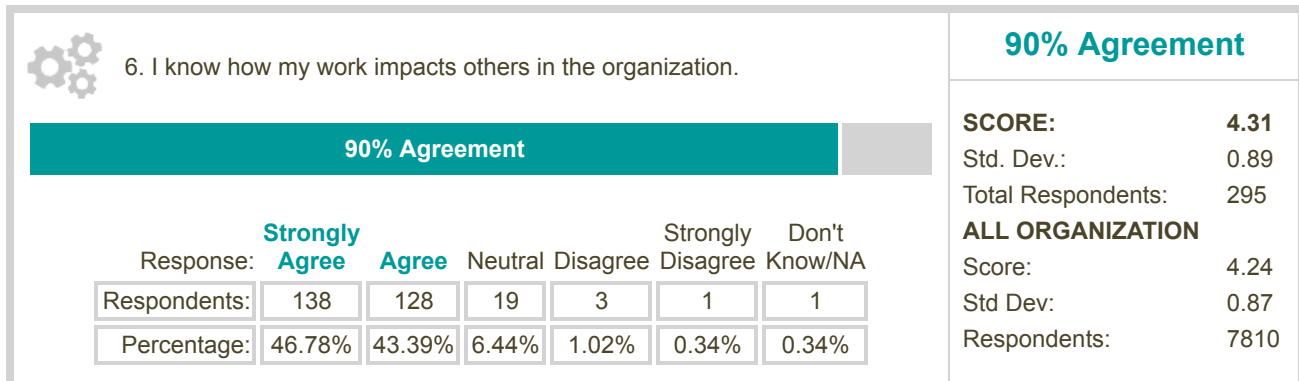
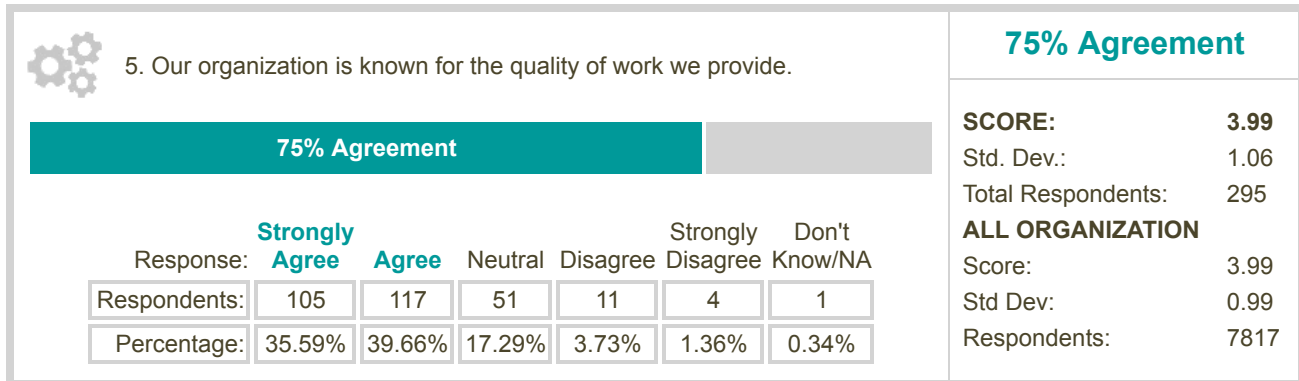
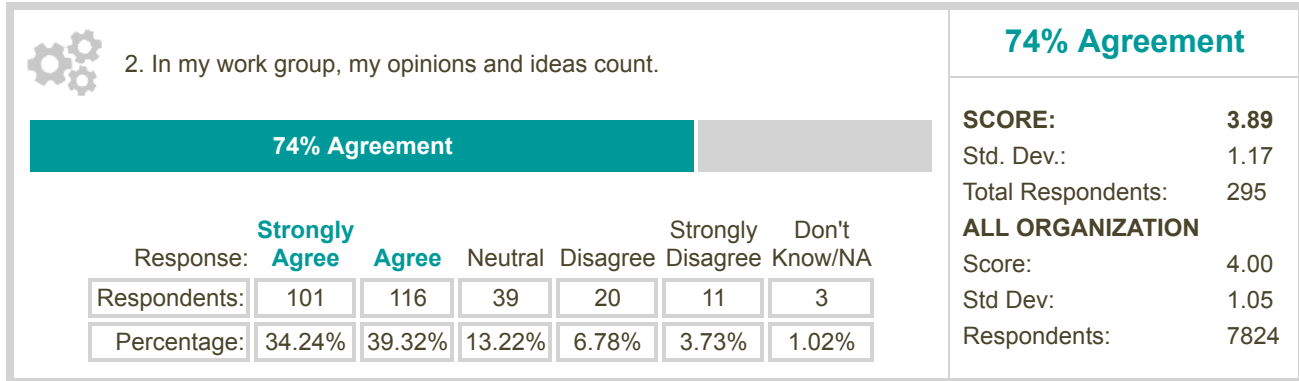
Benchmark Data

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





Interpreting Data

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





Engagement Items



Engagement Items

 <p>11. My supervisor recognizes outstanding work.</p> <p>71% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>114</td> <td>94</td> <td>54</td> <td>20</td> <td>6</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>38.64%</td> <td>31.86%</td> <td>18.31%</td> <td>6.78%</td> <td>2.03%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	114	94	54	20	6	1	Percentage:	38.64%	31.86%	18.31%	6.78%	2.03%	0.34%	<p>71% Agreement</p> <p>SCORE: 3.93 Std. Dev.: 1.16 Total Respondents: 295</p> <p>ALL ORGANIZATION Score: 3.99 Std Dev: 1.10 Respondents: 7798</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	114	94	54	20	6	1																
Percentage:	38.64%	31.86%	18.31%	6.78%	2.03%	0.34%																
 <p>12. I am given the opportunity to do my best work.</p> <p>80% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>130</td> <td>104</td> <td>31</td> <td>15</td> <td>6</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>44.37%</td> <td>35.49%</td> <td>10.58%</td> <td>5.12%</td> <td>2.05%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	130	104	31	15	6	1	Percentage:	44.37%	35.49%	10.58%	5.12%	2.05%	0.34%	<p>80% Agreement</p> <p>SCORE: 4.09 Std. Dev.: 1.13 Total Respondents: 293</p> <p>ALL ORGANIZATION Score: 4.10 Std Dev: 1.01 Respondents: 7794</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	130	104	31	15	6	1																
Percentage:	44.37%	35.49%	10.58%	5.12%	2.05%	0.34%																
 <p>14. My supervisor evaluates my performance fairly.</p> <p>73% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>124</td> <td>92</td> <td>49</td> <td>15</td> <td>7</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>42.18%</td> <td>31.29%</td> <td>16.67%</td> <td>5.10%</td> <td>2.38%</td> <td>0.68%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	124	92	49	15	7	2	Percentage:	42.18%	31.29%	16.67%	5.10%	2.38%	0.68%	<p>73% Agreement</p> <p>SCORE: 4.01 Std. Dev.: 1.14 Total Respondents: 294</p> <p>ALL ORGANIZATION Score: 4.06 Std Dev: 1.04 Respondents: 7791</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	124	92	49	15	7	2																
Percentage:	42.18%	31.29%	16.67%	5.10%	2.38%	0.68%																
 <p>18. I have adequate resources and equipment to do my job.</p> <p>81% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>109</td> <td>130</td> <td>31</td> <td>18</td> <td>3</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>36.95%</td> <td>44.07%</td> <td>10.51%</td> <td>6.10%</td> <td>1.02%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	109	130	31	18	3	1	Percentage:	36.95%	44.07%	10.51%	6.10%	1.02%	0.34%	<p>81% Agreement</p> <p>SCORE: 4.07 Std. Dev.: 0.99 Total Respondents: 295</p> <p>ALL ORGANIZATION Score: 4.04 Std Dev: 0.98 Respondents: 7783</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	109	130	31	18	3	1																
Percentage:	36.95%	44.07%	10.51%	6.10%	1.02%	0.34%																

Engagement Items

 <p>21. The people I work with care about my personal well-being.</p> <p>73% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>93</td> <td>123</td> <td>40</td> <td>17</td> <td>6</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>31.63%</td> <td>41.84%</td> <td>13.61%</td> <td>5.78%</td> <td>2.04%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	93	123	40	17	6	1	Percentage:	31.63%	41.84%	13.61%	5.78%	2.04%	0.34%	<p>73% Agreement</p> <p>SCORE: 3.81 Std. Dev.: 1.27 Total Respondents: 294</p> <p>ALL ORGANIZATION Score: 3.89 Std Dev: 1.09 Respondents: 7756</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	93	123	40	17	6	1																
Percentage:	31.63%	41.84%	13.61%	5.78%	2.04%	0.34%																
 <p>22. I trust the people in my workplace.</p> <p>65% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>78</td> <td>112</td> <td>60</td> <td>18</td> <td>11</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>26.53%</td> <td>38.10%</td> <td>20.41%</td> <td>6.12%</td> <td>3.74%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	78	112	60	18	11	1	Percentage:	26.53%	38.10%	20.41%	6.12%	3.74%	0.34%	<p>65% Agreement</p> <p>SCORE: 3.63 Std. Dev.: 1.30 Total Respondents: 294</p> <p>ALL ORGANIZATION Score: 3.74 Std Dev: 1.16 Respondents: 7755</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	78	112	60	18	11	1																
Percentage:	26.53%	38.10%	20.41%	6.12%	3.74%	0.34%																
 <p>37. Training is made available to me so that I can do my job better.</p> <p>75% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>97</td> <td>122</td> <td>38</td> <td>12</td> <td>8</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>33.11%</td> <td>41.64%</td> <td>12.97%</td> <td>4.10%</td> <td>2.73%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	97	122	38	12	8	1	Percentage:	33.11%	41.64%	12.97%	4.10%	2.73%	0.34%	<p>75% Agreement</p> <p>SCORE: 3.83 Std. Dev.: 1.29 Total Respondents: 293</p> <p>ALL ORGANIZATION Score: 3.93 Std Dev: 1.09 Respondents: 7745</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	97	122	38	12	8	1																
Percentage:	33.11%	41.64%	12.97%	4.10%	2.73%	0.34%																
 <p>38. Training is made available to me for personal growth and development.</p> <p>69% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>94</td> <td>108</td> <td>49</td> <td>15</td> <td>10</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>32.08%</td> <td>36.86%</td> <td>16.72%</td> <td>5.12%</td> <td>3.41%</td> <td>0.34%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	94	108	49	15	10	1	Percentage:	32.08%	36.86%	16.72%	5.12%	3.41%	0.34%	<p>69% Agreement</p> <p>SCORE: 3.73 Std. Dev.: 1.35 Total Respondents: 293</p> <p>ALL ORGANIZATION Score: 3.85 Std Dev: 1.13 Respondents: 7737</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	94	108	49	15	10	1																
Percentage:	32.08%	36.86%	16.72%	5.12%	3.41%	0.34%																

Constructs and Related Items

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

Your Data

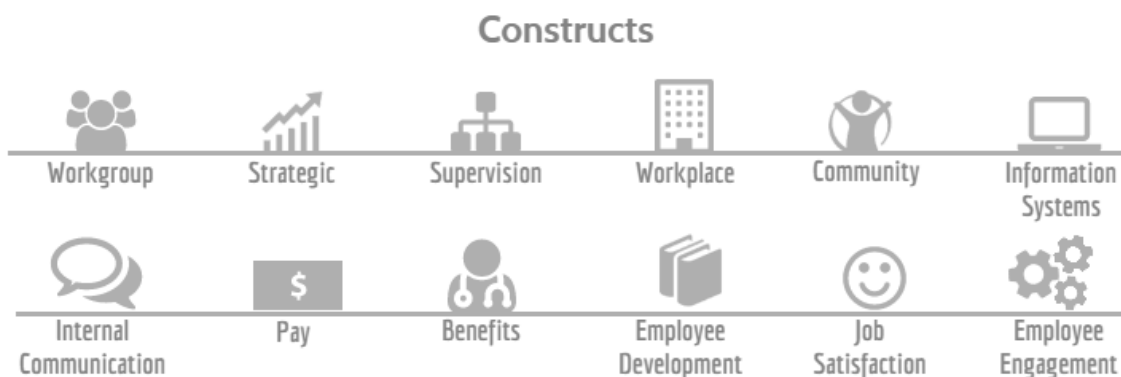
Current Score is calculated by averaging the mean score of the related primary items and then multiplying by 100. For example if the construct score is 389, then the average of the related primary items is 3.89.

Benchmark Data

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

What is a good score?

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



Constructs and Related Items

Workgroup Construct Score: 387

The workgroup construct captures employees' perceptions of the people they work with on a daily basis and how effective they are. This construct measures the degree to which employees view their workgroup as effective, cohesive and open to the opinions of all members.	Score	Std. Dev.
1. My work group cooperates to get the job done.	4.15	1.01
2. In my work group, my opinions and ideas count.	3.89	1.17
3. My work group regularly uses performance data to improve the quality of our work.	3.63	1.09
4. In my work group, there is a real feeling of teamwork.	3.80	1.21

Strategic Construct Score: 411

The strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. This construct measures the degree to which employees understand their role in the organization and consider the organization's reputation to be positive.	Score	Std. Dev.
5. Our organization is known for the quality of work we provide.	3.99	1.06
6. I know how my work impacts others in the organization.	4.31	0.89
7. My organization develops services to match the needs of our customers/clients.	3.99	0.98
8. Our organization communicates effectively with the public.	3.95	1.06
9. I have a good understanding of our mission, vision, and strategic plan.	4.29	0.90

Supervision Construct Score: 402

The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. This construct measures the degree to which employees view their supervisors as fair, helpful and critical to the workflow.	Score	Std. Dev.
10. My supervisor provides me with a clear understanding of my work responsibilities.	4.19	1.04
11. My supervisor recognizes outstanding work.	3.93	1.16
12. I am given the opportunity to do my best work.	4.09	1.13
13. My supervisor is consistent when administering policies concerning employees.	3.88	1.26
14. My supervisor evaluates my performance fairly.	4.01	1.14

Workplace Construct Score: 410

The workplace construct captures employees' perceptions of the total work atmosphere, workplace safety, and the overall feel. This construct measures the degree to which employees see the setting as satisfactory, safe and that adequate tools and resources are available.	Score	Std. Dev.
15. Given the type of work I do, my physical workplace meets my needs.	4.12	0.99
16. My workplace is well maintained.	3.94	1.12
17. There are sufficient procedures to ensure the safety of employees in the workplace.	4.26	1.02
18. I have adequate resources and equipment to do my job.	4.07	0.99

Constructs and Related Items

Community Construct Score: 388

The community construct captures employees' perceptions of the relationships between employees in the workplace, including trust, respect, care, and diversity among colleagues. This construct measures the degree to which employees feel respected, cared for, and have established trust with their colleagues.	Score	Std. Dev.
19. The people I work with treat each other with respect.	3.89	1.16
20. The people I work with come from diverse backgrounds.	4.18	0.84
21. The people I work with care about my personal well-being.	3.81	1.27
22. I trust the people in my workplace.	3.63	1.30

Information Systems Construct Score: 382

The information systems construct captures employees' perceptions of whether computer and communication systems prove accessible, accurate, and clear information. This construct measures the degree to which employees view the availability and utility of information positively.	Score	Std. Dev.
23. My work group uses the latest technologies to communicate and interact.	3.68	1.29
24. We receive regular and useful updates on how to keep our computer and sensitive information secure from cyber-attack.	3.99	1.21
25. Support is available for the technologies we use.	3.85	1.28
26. Our computer systems enable me to quickly find the information I need.	3.77	1.26

Internal Communication Construct Score: 364

The internal communication construct captures employees' perceptions of whether communication in the organization is reasonable, candid and helpful. This construct measures the degree to which employees view communication with peers, supervisors and other parts of the organization as functional and effective.	Score	Std. Dev.
27. The communication channels I must go through at work are reasonable.	3.68	1.26
28. My work atmosphere encourages open and honest communication.	3.63	1.41
29. The communications I receive at work are timely and informative.	3.62	1.26

Pay Construct Score: 227

The pay construct captures employees' perceptions of how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. This construct measures the degree to which employees view pay as well valued relative to the type of work, work demands and comparable positions.	Score	Std. Dev.
30. My pay keeps pace with the cost of living.	2.06	1.26
31. Salaries are competitive with similar jobs in the community.	2.24	1.24
32. I feel I am paid fairly for the work I do.	2.50	1.29

Constructs and Related Items

Benefits Construct Score: 362

The benefits construct captures employees' perceptions of how the benefits package compares to packages at similar organizations and how flexible it is. This construct measures the degree to which employees see health insurance and retirement benefits as competitive with similar jobs in the community.	Score	Std. Dev.
33. Retirement benefits are competitive with similar jobs in the community.	3.46	1.28
34. Health insurance benefits are competitive with similar jobs in the community.	3.69	1.22
35. Benefits can be selected to meet individual needs.	3.70	1.20

Employee Development Construct Score: 383

The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. This construct measures the degree to which employees feel the organization provides opportunities for growth in organizational responsibilities and personal needs in their careers.	Score	Std. Dev.
36. I believe I have a career with this organization.	3.94	1.28
37. Training is made available to me so that I can do my job better.	3.83	1.29
38. Training is made available to me for personal growth and development.	3.73	1.35

Job Satisfaction Construct Score: 371

The job satisfaction construct captures employees' perceptions about the overall work situation and ability to maintain work-life balance. This construct measures the degree to which employees are pleased with working conditions and their workload.	Score	Std. Dev.
39. My work environment supports a balance between work and personal life.	3.73	1.32
40. I feel free to be myself at work.	3.57	1.37
41. The amount of work I am asked to do is reasonable.	3.57	1.29
42. I am proud to tell people that I work for this organization.	3.98	1.26

Climate

While not scored as a construct, the following six items assess the climate in which employees work. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. Moreover, it is an organization with proactive management that communicates and has the capability to make thoughtful decisions.	Score	Std. Dev.
43. Harassment is not tolerated at my workplace.	3.99	1.34
44. Employees are generally ethical in my workplace.	3.87	1.28
45. I believe we will use the information from this survey to improve our workplace.	3.33	1.39
46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.	3.54	1.38
47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.	3.58	1.34
48. I am treated fairly in my workplace.	3.76	1.34

Constructs and Related Items



Employee Engagement

Construct Score: 396

<p>Twelve items spanning several constructs were selected to get a more focused look at Employee Engagement. The Employee Engagement construct captures the degree to which employees are willing to go above and beyond, feel committed to the organization and are present while working. This construct measures the degree to which employees feel that their ideas count, their work impacts the organization and their well being and development is valued at the organization.</p>	<p>Score</p>	<p>Std. Dev.</p>
2. In my work group, my opinions and ideas count.	3.89	1.17
5. Our organization is known for the quality of work we provide.	3.99	1.06
6. I know how my work impacts others in the organization.	4.31	0.89
10. My supervisor provides me with a clear understanding of my work responsibilities.	4.19	1.04
11. My supervisor recognizes outstanding work.	3.93	1.16
12. I am given the opportunity to do my best work.	4.09	1.13
14. My supervisor evaluates my performance fairly.	4.01	1.14
18. I have adequate resources and equipment to do my job.	4.07	0.99
21. The people I work with care about my personal well-being.	3.81	1.27
22. I trust the people in my workplace.	3.63	1.30
37. Training is made available to me so that I can do my job better.	3.83	1.29
38. Training is made available to me for personal growth and development.	3.73	1.35



Survey Customization Sheet

Organizational Category Codes: Category 1

101 - Exec/Admin/Clerical/Legal	102 - Finance/Accounting
103 - Information Technology	104 - Architecture
105 - Engineering/Engr Support	106 - Civil Rights/Bus Opportunity
107 - Human Resources	108 - Occupational Safety
109 - General Servs/Contracts/Purch	110 - Maint/Skilled Craft/Ferry Ops
111 - Laboratory/Materials	112 - Motor Vehicle/Veh Title & Reg
113 - Plan/Aviation/Pub Trans/Legis	114 - Right of Way
115 - Travel/Public Information	116 - School
117 - Environment	118 - Other

Organizational Category Codes: Category 2

201 - Paris District	202 - Fort Worth District
203 - Wichita Falls District	204 - Amarillo District
205 - Lubbock District	206 - Odessa District
207 - San Angelo District	208 - Abilene District
209 - Waco District	210 - Tyler District
211 - Lufkin District	212 - Houston District
213 - Yoakum District	214 - Austin District
215 - San Antonio District	216 - Corpus Christi District
217 - Bryan District	218 - Dallas District
219 - Atlanta District	220 - Beaumont District
221 - Pharr District	222 - Laredo District
223 - Brownwood District	224 - El Paso District
225 - Childress District	

Organizational Category Codes: Category 3

336 - Professional Engineering Procurement	337 - Fleet Operations Division
338 - Support Services Division	341 - Administration
342 - Aviation	343 - Financial Management Division
344 - Procurement Division	345 - Internal Audit Division
346 - Construction	347 - Maintenance
348 - Design	349 - Materials And Tests
350 - Transportation Planning & Programming	351 - Public Transportation
353 - Human Resources	354 - Civil Rights Division
355 - Right of Way	356 - Travel
357 - Environmental Affairs	358 - Traffic Safety
359 - Information Technology Division	360 - Occupational Safety
365 - Alternative Delivery	370 - Research & Technology Impl Division
375 - Communications Division	376 - Government Affairs Division
379 - General Counsel Division	381 - Compliance Division
382 - Transportation Programs	383 - Rail Division
387 - Toll Operations	388 - Bridge
389 - Project Financial Debt & Strategic Ca	394 - Maritime Division
395 - Contract Services	397 - Strategic Planning Division

Organizational Category Codes: Category 4

401 - Metro Districts	402 - Rural Districts
403 - Urban Districts	

Additional Items

1. I am able to manage stress in my life.

2. My immediate supervisor has or would make changes to my work environment to support my mental wellbeing.
 3. I am comfortable communicating concerns to my immediate supervisor.
 4. My immediate supervisor acts upon employee concerns.
 5. My immediate supervisor provides effective leadership.
 6. I feel that the selection of employees for recognition for a job well done is fair and appropriate.
 7. The flow of communication from my immediate supervisor is effective.
 8. My District Engineer/Division Director is approachable.
 9. TxDOT's communication channels (Announcements, Crossroads, TN Magazine, TN Minute, ED video, TN+) are useful to me in obtaining agency information.
 10. I am aware of how to report misconduct and unethical conduct (such as fraud, waste, or abuse) at TxDOT.
 11. I have enough opportunities to discuss my career goals with my supervisor/ manager.
 12. I am encouraged to take advantage of career development opportunities.
 13. The conversations I have with my supervisor/ manager about my career goals are productive.
 14. My immediate supervisor creates an inclusive work environment that allows for differing ideas.
 15. I have an equal opportunity for growth and development.
 16. I feel like I belong to a team at TxDOT.
 17. Generally, the best qualified candidates are selected for positions.
-