



SEE

SURVEY OF EMPLOYEE ENGAGEMENT HIGHER EDUCATION

Amarillo College

Data Report

2011



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*Additional Items are not included if none were submitted.

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

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

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Survey Respondent Information

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

Response Rate

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

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

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

Scope of Participation

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

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

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

Survey Respondent Information

Total Respondents: 333

Survey Distributed: 924

Response Rate: 36.04%

	Number of Survey Respondents	Percent of Survey Respondents
My highest education level		
Did not finish high school:	Less Than 5	Not Available
High school diploma (or GED):	15	4.50%
Some college:	49	14.71%
Associate's Degree:	39	11.71%
Bachelor's Degree:	73	21.92%
Master's Degree:	131	39.34%
Doctoral Degree:	23	6.91%
I am		
Female:	217	65.17%
Male:	108	32.43%
My annual salary (before taxes)		
Less than \$15,000:	10	3.00%
\$15,000-\$25,000:	42	12.61%
\$25,001-\$35,000:	58	17.42%
\$35,001-\$45,000:	54	16.22%
\$45,001-\$60,000:	92	27.63%
\$60,001-\$75,000:	51	15.32%
\$75,001-\$90,000:	17	5.11%
More than \$90,000:	5	1.50%
My age (in years)		
16-29:	15	4.50%
30-39:	46	13.81%
40-49:	81	24.32%
50-59:	126	37.84%
60+:	63	18.92%
Years of service with this organization		
Less than 1:	18	5.41%
1-2:	28	8.41%
3-5:	66	19.82%
6-10:	83	24.92%
11-15:	60	18.02%
16+:	75	22.52%

Survey Respondent Information

Total Respondents: 333

Survey Distributed: 924

Response Rate: 36.04%

	Number of Survey Respondents	Percent of Survey Respondents
My race/ethnic identification		
African-American/Black:	Less Than 5	Not Available
Hispanic/Mexican-American/Latino/a:	25	7.51%
Anglo-American/White:	288	86.49%
Asian-American/Pacific Islander/Native American Indian:	8	2.40%
Multiracial/Other:	9	2.70%
I am currently in a supervisory role.		
Yes:	126	37.84%
No:	199	59.76%
Not Applicable:	Less Than 5	Not Available
I received a promotion during the last two years.		
Yes:	61	18.32%
No:	239	71.77%
Not Applicable:	Less Than 5	Not Available
I received a merit increase during the last two years.		
Yes:	65	19.52%
No:	207	62.16%
Not Applicable:	Less Than 5	Not Available
I plan to be working for this organization in one year.		
Yes:	312	93.69%
No:	7	2.10%
Not Applicable:	Less Than 5	Not Available
I am primarily		
Faculty:	123	36.94%
Staff:	206	61.86%

Survey Constructs

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

Your Data

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

Benchmark Data

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

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

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

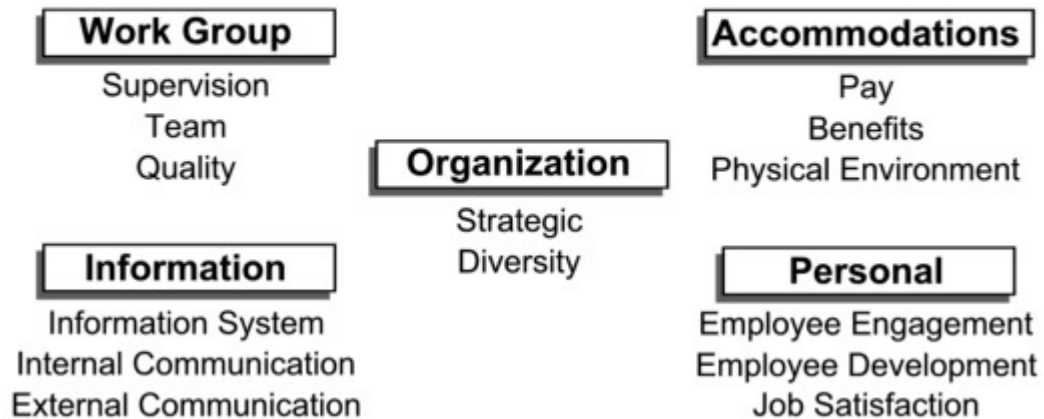
When is benchmark data available? Benchmark data is updated in the summer of every even-numbered year.

Survey Constructs

Survey Framework

Workplace Dimensions

Survey Constructs



Construct Summary: Scoring from High to Low

Score	Construct	Score	Construct
410	Strategic	388	Benefits
398	Supervision	385	External Communication
397	Quality	384	Employee Engagement
396	Employee Development	384	Information Systems
391	Team	364	Diversity
390	Job Satisfaction	353	Internal Communication
388	Physical Environment	259	Pay

Survey Constructs

Work Group

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

Supervision

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

Current Score: **398**

2010 Score: Not Available

All Respondents: Not Available

2008 Score: Not Available

Size Category 4: Not Available

2006 Score: Not Available

Mission 3: Not Available

Team

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

Current Score: **391**

2010 Score: Not Available

All Respondents: Not Available

2008 Score: Not Available

Size Category 4: Not Available

2006 Score: Not Available

Mission 3: Not Available

Quality

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

Current Score: **397**

2010 Score: Not Available

All Respondents: Not Available

2008 Score: Not Available

Size Category 4: Not Available

2006 Score: Not Available

Mission 3: Not Available

Survey Constructs

Accommodations

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

Pay

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

Current Score:

2010 Score:

All Respondents:

2008 Score:

Size Category 4:

2006 Score:

Mission 3:

Benefits

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

Current Score:

2010 Score:

All Respondents:

2008 Score:

Size Category 4:

2006 Score:

Mission 3:

Physical Environment

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

Current Score:

2010 Score:

All Respondents:

2008 Score:

Size Category 4:

2006 Score:

Mission 3:

Survey Constructs

Organization

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

Strategic

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

Current Score:

2010 Score:

All Respondents:

2008 Score:

Size Category 4:

2006 Score:

Mission 3:

Diversity

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

Current Score:

2010 Score:

All Respondents:

2008 Score:

Size Category 4:

2006 Score:

Mission 3:

Survey Constructs

Information

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

Information Systems

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

Current Score:

2010 Score:

All Respondents:

2008 Score:

Size Category 4:

2006 Score:

Mission 3:

Internal Communication

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

Current Score:

2010 Score:

All Respondents:

2008 Score:

Size Category 4:

2006 Score:

Mission 3:

External Communication

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

Current Score:

2010 Score:

All Respondents:

2008 Score:

Size Category 4:

2006 Score:

Mission 3:

Survey Constructs

Personal

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

Employee Engagement

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

Current Score: **384**

2010 Score: Not Available

All Respondents: Not Available

2008 Score: Not Available

Size Category 4: Not Available

2006 Score: Not Available

Mission 3: Not Available

Employee Development

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

Current Score: **396**

2010 Score: Not Available

All Respondents: Not Available

2008 Score: Not Available

Size Category 4: Not Available

2006 Score: Not Available

Mission 3: Not Available

Job Satisfaction

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

Current Score: **390**

2010 Score: Not Available

All Respondents: Not Available

2008 Score: Not Available

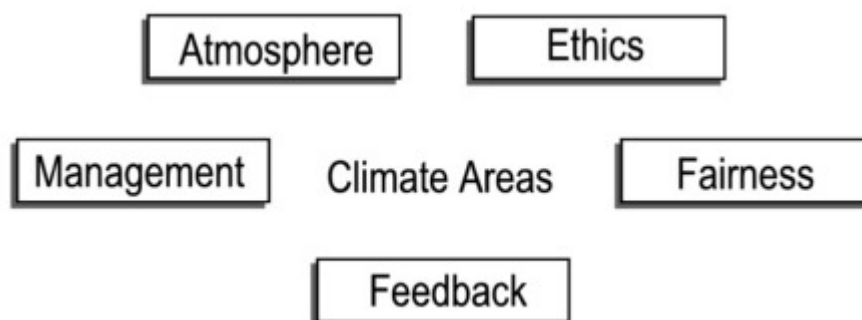
Size Category 4: Not Available

2006 Score: Not Available

Mission 3: Not Available

Survey Climate Areas

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



Your Data

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

Benchmark Data

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

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

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

Survey Climate Areas

Climate

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

Climate/Atmosphere

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

Current Score:

2010 Score:

All Respondents:

2008 Score:

Size Category 4:

2006 Score:

Mission 3:

Climate/Ethics

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

Current Score:

2010 Score:

All Respondents:

2008 Score:

Size Category 4:

2006 Score:

Mission 3:

Climate/Fairness

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

Current Score:

2010 Score:

All Respondents:

2008 Score:

Size Category 4:

2006 Score:

Mission 3:

Climate/Feedback

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

Current Score:

2010 Score:

All Respondents:

2008 Score:

Size Category 4:

2006 Score:

Mission 3:

Climate/Management

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

Current Score:

2010 Score:

All Respondents:

2008 Score:

Size Category 4:

2006 Score:

Mission 3:

Primary Items

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

Reported Data

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

Response Data

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

Benchmark Data

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

Interpreting Data

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

Primary Items

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

				Current Benchmarks		
Current Score:	4.21	2010 Score:	3.77	All Respondents:	Not Available	
Standard Deviation:	0.89	2008 Score:	Not Available	Size Category 4:	Not Available	
Number of Respondents:	333	2006 Score:	Not Available	Mission 3:	Not Available	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	144	142	22	23	2	0
Percentage:	43.24%	42.64%	6.61%	6.91%	0.60%	Not Available

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

				Current Benchmarks		
Current Score:	4.03	2010 Score:	3.49	All Respondents:	3.38	
Standard Deviation:	0.95	2008 Score:	Not Available	Size Category 4:	3.44	
Number of Respondents:	332	2006 Score:	Not Available	Mission 3:	3.44	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	115	144	41	24	5	3
Percentage:	34.64%	43.37%	12.35%	7.23%	1.51%	0.90%

3. There is a real feeling of teamwork.

				Current Benchmarks		
Current Score:	3.82	2010 Score:	3.48	All Respondents:	3.44	
Standard Deviation:	1.12	2008 Score:	Not Available	Size Category 4:	3.51	
Number of Respondents:	330	2006 Score:	Not Available	Mission 3:	3.49	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	102	131	42	40	13	2
Percentage:	30.91%	39.70%	12.73%	12.12%	3.94%	0.61%

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

				Current Benchmarks		
Current Score:	3.89	2010 Score:	3.62	All Respondents:	3.31	
Standard Deviation:	1.08	2008 Score:	Not Available	Size Category 4:	3.35	
Number of Respondents:	332	2006 Score:	Not Available	Mission 3:	3.36	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	104	142	34	36	11	5
Percentage:	31.33%	42.77%	10.24%	10.84%	3.31%	1.51%

Primary Items

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

				Current Benchmarks		
Current Score:	3.60	2010 Score:	3.45	All Respondents:	3.41	
Standard Deviation:	1.07	2008 Score:	Not Available	Size Category 4:	3.43	
Number of Respondents:	331	2006 Score:	Not Available	Mission 3:	3.43	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	62	141	52	56	9	11
Percentage:	18.73%	42.60%	15.71%	16.92%	2.72%	3.32%

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

				Current Benchmarks		
Current Score:	3.88	2010 Score:	3.65	All Respondents:	Not Available	
Standard Deviation:	0.86	2008 Score:	Not Available	Size Category 4:	Not Available	
Number of Respondents:	331	2006 Score:	Not Available	Mission 3:	Not Available	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	67	186	46	25	4	3
Percentage:	20.24%	56.19%	13.90%	7.55%	1.21%	0.91%

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

				Current Benchmarks		
Current Score:	3.94	2010 Score:	Not Available	All Respondents:	Not Available	
Standard Deviation:	0.74	2008 Score:	Not Available	Size Category 4:	Not Available	
Number of Respondents:	332	2006 Score:	Not Available	Mission 3:	Not Available	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	62	206	43	19	0	2
Percentage:	18.67%	62.05%	12.95%	5.72%	Not Available	0.60%

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

				Current Benchmarks		
Current Score:	3.80	2010 Score:	Not Available	All Respondents:	Not Available	
Standard Deviation:	0.85	2008 Score:	Not Available	Size Category 4:	Not Available	
Number of Respondents:	330	2006 Score:	Not Available	Mission 3:	Not Available	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	46	208	43	24	7	2
Percentage:	13.94%	63.03%	13.03%	7.27%	2.12%	0.61%

Primary Items

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

				Current Benchmarks		
Current Score:	3.65	2010 Score:	3.36	All Respondents:	Not Available	
Standard Deviation:	0.96	2008 Score:	Not Available	Size Category 4:	Not Available	
Number of Respondents:	329	2006 Score:	Not Available	Mission 3:	Not Available	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	51	168	55	48	5	2
Percentage:	15.50%	51.06%	16.72%	14.59%	1.52%	0.61%

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

				Current Benchmarks		
Current Score:	3.95	2010 Score:	4.03	All Respondents:	3.89	
Standard Deviation:	0.79	2008 Score:	Not Available	Size Category 4:	3.88	
Number of Respondents:	331	2006 Score:	Not Available	Mission 3:	3.92	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	69	196	43	19	2	2
Percentage:	20.85%	59.21%	12.99%	5.74%	0.60%	0.60%

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

				Current Benchmarks		
Current Score:	4.37	2010 Score:	3.72	All Respondents:	Not Available	
Standard Deviation:	0.69	2008 Score:	Not Available	Size Category 4:	Not Available	
Number of Respondents:	331	2006 Score:	Not Available	Mission 3:	Not Available	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	149	163	12	5	2	0
Percentage:	45.02%	49.24%	3.63%	1.51%	0.60%	Not Available

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

				Current Benchmarks		
Current Score:	3.91	2010 Score:	3.64	All Respondents:	3.59	
Standard Deviation:	1.07	2008 Score:	Not Available	Size Category 4:	3.63	
Number of Respondents:	332	2006 Score:	Not Available	Mission 3:	3.61	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	109	137	39	35	10	2
Percentage:	32.83%	41.27%	11.75%	10.54%	3.01%	0.60%

Primary Items

13. My supervisor recognizes outstanding work.

				Current Benchmarks		
Current Score:	3.81	2010 Score:	3.42	All Respondents:	3.50	
Standard Deviation:	1.20	2008 Score:	Not Available	Size Category 4:	3.54	
Number of Respondents:	331	2006 Score:	Not Available	Mission 3:	3.46	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	113	117	42	37	20	2
Percentage:	34.14%	35.35%	12.69%	11.18%	6.04%	0.60%

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

				Current Benchmarks		
Current Score:	4.10	2010 Score:	3.96	All Respondents:	3.79	
Standard Deviation:	1.00	2008 Score:	Not Available	Size Category 4:	3.82	
Number of Respondents:	332	2006 Score:	Not Available	Mission 3:	3.82	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	136	130	38	17	10	1
Percentage:	40.96%	39.16%	11.45%	5.12%	3.01%	0.30%

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

				Current Benchmarks		
Current Score:	3.69	2010 Score:	3.83	All Respondents:	3.82	
Standard Deviation:	1.19	2008 Score:	Not Available	Size Category 4:	3.80	
Number of Respondents:	330	2006 Score:	Not Available	Mission 3:	3.81	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	91	125	50	36	23	5
Percentage:	27.58%	37.88%	15.15%	10.91%	6.97%	1.52%

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

				Current Benchmarks		
Current Score:	4.17	2010 Score:	4.04	All Respondents:	3.93	
Standard Deviation:	0.76	2008 Score:	Not Available	Size Category 4:	3.92	
Number of Respondents:	332	2006 Score:	Not Available	Mission 3:	3.87	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	114	175	31	10	2	0
Percentage:	34.34%	52.71%	9.34%	3.01%	0.60%	Not Available

Primary Items

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

Current Score:		4.08	2010 Score:	4.02	Current Benchmarks	
Standard Deviation:		0.71	2008 Score:	Not Available	All Respondents:	3.86
Number of Respondents:		331	2006 Score:	Not Available	Size Category 4:	3.87
					Mission 3:	3.88
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	82	202	34	8	2	3
Percentage:	24.77%	61.03%	10.27%	2.42%	0.60%	0.91%

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

Current Score:		3.96	2010 Score:	4.01	Current Benchmarks	
Standard Deviation:		0.85	2008 Score:	Not Available	All Respondents:	3.77
Number of Respondents:		332	2006 Score:	Not Available	Size Category 4:	3.83
					Mission 3:	3.80
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	81	184	43	18	5	1
Percentage:	24.40%	55.42%	12.95%	5.42%	1.51%	0.30%

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

Current Score:		4.18	2010 Score:	4.21	Current Benchmarks	
Standard Deviation:		0.77	2008 Score:	Not Available	All Respondents:	3.94
Number of Respondents:		331	2006 Score:	Not Available	Size Category 4:	4.07
					Mission 3:	4.05
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	113	174	30	8	3	3
Percentage:	34.14%	52.57%	9.06%	2.42%	0.91%	0.91%

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

Current Score:		3.89	2010 Score:	3.95	Current Benchmarks	
Standard Deviation:		0.91	2008 Score:	Not Available	All Respondents:	Not Available
Number of Respondents:		329	2006 Score:	Not Available	Size Category 4:	Not Available
					Mission 3:	Not Available
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	82	151	66	19	5	6
Percentage:	24.92%	45.90%	20.06%	5.78%	1.52%	1.82%

Primary Items

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

Current Score:		3.68	2010 Score:		3.44	Current Benchmarks	
Standard Deviation:		0.99	2008 Score:		Not Available	All Respondents:	Not Available
Number of Respondents:		333	2006 Score:		Not Available	Size Category 4:	Not Available
						Mission 3:	Not Available
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	63	143	73	35	8	11	
Percentage:	18.92%	42.94%	21.92%	10.51%	2.40%	3.30%	

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

Current Score:		3.99	2010 Score:		3.95	Current Benchmarks	
Standard Deviation:		0.77	2008 Score:		Not Available	All Respondents:	3.84
Number of Respondents:		332	2006 Score:		Not Available	Size Category 4:	3.95
						Mission 3:	3.86
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	82	170	66	7	2	5	
Percentage:	24.70%	51.20%	19.88%	2.11%	0.60%	1.51%	

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

Current Score:		4.33	2010 Score:		4.35	Current Benchmarks	
Standard Deviation:		0.67	2008 Score:		Not Available	All Respondents:	4.04
Number of Respondents:		332	2006 Score:		Not Available	Size Category 4:	4.19
						Mission 3:	4.18
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	140	165	22	5	0	0	
Percentage:	42.17%	49.70%	6.63%	1.51%	Not Available	Not Available	

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

Current Score:		2.33	2010 Score:		2.67	Current Benchmarks	
Standard Deviation:		1.08	2008 Score:		Not Available	All Respondents:	2.42
Number of Respondents:		332	2006 Score:		Not Available	Size Category 4:	2.55
						Mission 3:	2.57
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	9	46	72	122	81	2	
Percentage:	2.71%	13.86%	21.69%	36.75%	24.40%	0.60%	

Primary Items

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

				Current Benchmarks		
Current Score:	2.57	2010 Score:	2.93	All Respondents:	2.64	
Standard Deviation:	1.09	2008 Score:	Not Available	Size Category 4:	2.80	
Number of Respondents:	331	2006 Score:	Not Available	Mission 3:	2.78	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	10	66	78	113	55	9
Percentage:	3.02%	19.94%	23.56%	34.14%	16.62%	2.72%

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

				Current Benchmarks		
Current Score:	2.87	2010 Score:	3.06	All Respondents:	2.88	
Standard Deviation:	1.08	2008 Score:	Not Available	Size Category 4:	2.94	
Number of Respondents:	333	2006 Score:	Not Available	Mission 3:	2.87	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	13	101	85	97	36	1
Percentage:	3.90%	30.33%	25.53%	29.13%	10.81%	0.30%

27. My job meets my expectations.

				Current Benchmarks		
Current Score:	3.73	2010 Score:	3.93	All Respondents:	3.73	
Standard Deviation:	0.96	2008 Score:	Not Available	Size Category 4:	3.76	
Number of Respondents:	332	2006 Score:	Not Available	Mission 3:	3.77	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	57	180	51	35	9	0
Percentage:	17.17%	54.22%	15.36%	10.54%	2.71%	Not Available

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

				Current Benchmarks		
Current Score:	3.81	2010 Score:	3.84	All Respondents:	3.72	
Standard Deviation:	0.98	2008 Score:	Not Available	Size Category 4:	3.73	
Number of Respondents:	332	2006 Score:	Not Available	Mission 3:	3.68	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	73	172	48	28	11	0
Percentage:	21.99%	51.81%	14.46%	8.43%	3.31%	Not Available

Primary Items

29. I feel my efforts count.

Current Score: 3.83					
Standard Deviation: 1.05					
Number of Respondents: 333					
2010 Score: 3.57					
2008 Score: Not Available					
2006 Score: Not Available					
Current Benchmarks					
All Respondents: 3.53					
Size Category 4: 3.61					
Mission 3: 3.58					
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency:	81	176	30	30	16
Percentage:	24.32%	52.85%	9.01%	9.01%	4.80%
					Don't Know/Not Applicable
					0
					Not Available

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

Current Score: 3.78					
Standard Deviation: 0.95					
Number of Respondents: 332					
2010 Score: 3.79					
2008 Score: Not Available					
2006 Score: Not Available					
Current Benchmarks					
All Respondents: 3.68					
Size Category 4: 3.77					
Mission 3: 3.68					
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency:	64	179	51	28	10
Percentage:	19.28%	53.92%	15.36%	8.43%	3.01%
					Don't Know/Not Applicable
					0
					Not Available

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

Current Score: 4.37					
Standard Deviation: 0.75					
Number of Respondents: 331					
2010 Score: 4.38					
2008 Score: Not Available					
2006 Score: Not Available					
Current Benchmarks					
All Respondents: 3.91					
Size Category 4: 4.02					
Mission 3: 4.05					
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency:	160	142	20	5	3
Percentage:	48.34%	42.90%	6.04%	1.51%	0.91%
					Don't Know/Not Applicable
					1
					0.30%

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

Current Score: 3.68					
Standard Deviation: 0.97					
Number of Respondents: 332					
2010 Score: 3.57					
2008 Score: Not Available					
2006 Score: Not Available					
Current Benchmarks					
All Respondents: 3.53					
Size Category 4: 3.52					
Mission 3: 3.46					
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency:	47	193	42	39	11
Percentage:	14.16%	58.13%	12.65%	11.75%	3.31%
					Don't Know/Not Applicable
					0
					Not Available

Primary Items

33. My work atmosphere encourages open and honest communication.

Current Score: 3.57					
Standard Deviation: 1.15					
Number of Respondents: 332					
2010 Score: 3.51					
2008 Score: Not Available					
2006 Score: Not Available					
Current Benchmarks					
All Respondents: 3.44					
Size Category 4: 3.46					
Mission 3: 3.47					
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency:	66	148	49	47	22
Percentage:	19.88%	44.58%	14.76%	14.16%	6.63%
					Don't Know/Not Applicable
					0
					Not Available

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

Current Score: 3.58					
Standard Deviation: 1.03					
Number of Respondents: 332					
2010 Score: 3.44					
2008 Score: Not Available					
2006 Score: Not Available					
Current Benchmarks					
All Respondents: Not Available					
Size Category 4: Not Available					
Mission 3: Not Available					
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency:	52	162	55	51	11
Percentage:	15.66%	48.80%	16.57%	15.36%	3.31%
					Don't Know/Not Applicable
					1
					0.30%

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

Current Score: 3.28					
Standard Deviation: 1.01					
Number of Respondents: 333					
2010 Score: 3.33					
2008 Score: Not Available					
2006 Score: Not Available					
Current Benchmarks					
All Respondents: 3.38					
Size Category 4: 3.34					
Mission 3: 3.28					
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency:	26	133	95	63	15
Percentage:	7.81%	39.94%	28.53%	18.92%	4.50%
					Don't Know/Not Applicable
					1
					0.30%

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

Current Score: 3.87					
Standard Deviation: 0.87					
Number of Respondents: 333					
2010 Score: 3.89					
2008 Score: Not Available					
2006 Score: Not Available					
Current Benchmarks					
All Respondents: 3.69					
Size Category 4: 3.71					
Mission 3: 3.57					
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency:	75	166	64	22	3
Percentage:	22.52%	49.85%	19.22%	6.61%	0.90%
					Don't Know/Not Applicable
					3
					0.90%

Primary Items

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

Current Score:		3.96	2010 Score:		4.09	Current Benchmarks	
Standard Deviation:		0.76	2008 Score:		Not Available	All Respondents:	3.81
Number of Respondents:		332	2006 Score:		Not Available	Size Category 4:	3.86
						Mission 3:	3.88
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	72	167	65	9	1	18	
Percentage:	21.69%	50.30%	19.58%	2.71%	0.30%	5.42%	

38. My institution shares appropriate information with the public.

Current Score:		3.93	2010 Score:		3.88	Current Benchmarks	
Standard Deviation:		0.81	2008 Score:		Not Available	All Respondents:	3.87
Number of Respondents:		332	2006 Score:		Not Available	Size Category 4:	3.87
						Mission 3:	3.83
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	68	188	46	16	4	10	
Percentage:	20.48%	56.63%	13.86%	4.82%	1.20%	3.01%	

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

Current Score:		3.63	2010 Score:		3.81	Current Benchmarks	
Standard Deviation:		0.93	2008 Score:		Not Available	All Respondents:	3.73
Number of Respondents:		331	2006 Score:		Not Available	Size Category 4:	3.71
						Mission 3:	3.69
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	44	172	67	38	7	3	
Percentage:	13.29%	51.96%	20.24%	11.48%	2.11%	0.91%	

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

Current Score:		3.98	2010 Score:		3.80	Current Benchmarks	
Standard Deviation:		0.87	2008 Score:		Not Available	All Respondents:	Not Available
Number of Respondents:		331	2006 Score:		Not Available	Size Category 4:	Not Available
						Mission 3:	Not Available
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	85	188	27	28	3	0	
Percentage:	25.68%	56.80%	8.16%	8.46%	0.91%	Not Available	

Primary Items

41. My workplace is well maintained.

Current Score:		3.84	2010 Score:	3.93	Current Benchmarks	
Standard Deviation:		0.92	2008 Score:	Not Available	All Respondents:	3.76
Number of Respondents:		328	2006 Score:	Not Available	Size Category 4:	3.80
					Mission 3:	3.78
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	69	179	44	30	6	0
Percentage:	21.04%	54.57%	13.41%	9.15%	1.83%	Not Available

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

Current Score:		3.73	2010 Score:	3.79	Current Benchmarks	
Standard Deviation:		0.98	2008 Score:	Not Available	All Respondents:	3.98
Number of Respondents:		332	2006 Score:	Not Available	Size Category 4:	4.02
					Mission 3:	4.02
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	64	169	53	36	9	1
Percentage:	19.28%	50.90%	15.96%	10.84%	2.71%	0.30%

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

Current Score:		3.95	2010 Score:	3.87	Current Benchmarks	
Standard Deviation:		0.83	2008 Score:	Not Available	All Respondents:	3.60
Number of Respondents:		332	2006 Score:	Not Available	Size Category 4:	3.66
					Mission 3:	3.64
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	73	200	33	22	4	0
Percentage:	21.99%	60.24%	9.94%	6.63%	1.20%	Not Available

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

Current Score:		4.06	2010 Score:	3.88	Current Benchmarks	
Standard Deviation:		0.90	2008 Score:	Not Available	All Respondents:	Not Available
Number of Respondents:		331	2006 Score:	Not Available	Size Category 4:	Not Available
					Mission 3:	Not Available
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	108	164	37	15	7	0
Percentage:	32.63%	49.55%	11.18%	4.53%	2.11%	Not Available

Primary Items

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

Current Score:		3.96	2010 Score:	4.11	Current Benchmarks	
Standard Deviation:		0.97	2008 Score:	Not Available	All Respondents:	Not Available
Number of Respondents:		332	2006 Score:	Not Available	Size Category 4:	Not Available
					Mission 3:	Not Available
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	97	163	41	20	10	1
Percentage:	29.22%	49.10%	12.35%	6.02%	3.01%	0.30%

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

Current Score:		4.08	2010 Score:	3.86	Current Benchmarks	
Standard Deviation:		0.72	2008 Score:	Not Available	All Respondents:	3.76
Number of Respondents:		332	2006 Score:	Not Available	Size Category 4:	3.78
					Mission 3:	3.70
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	84	202	33	9	2	2
Percentage:	25.30%	60.84%	9.94%	2.71%	0.60%	0.60%

47. I am encouraged to learn from my mistakes.

Current Score:		3.99	2010 Score:	3.84	Current Benchmarks	
Standard Deviation:		0.83	2008 Score:	Not Available	All Respondents:	3.80
Number of Respondents:		327	2006 Score:	Not Available	Size Category 4:	3.81
					Mission 3:	3.81
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	80	185	45	9	7	1
Percentage:	24.46%	56.57%	13.76%	2.75%	2.14%	0.31%

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

Current Score:		3.49	2010 Score:	3.33	Current Benchmarks	
Standard Deviation:		1.21	2008 Score:	Not Available	All Respondents:	3.42
Number of Respondents:		332	2006 Score:	Not Available	Size Category 4:	3.45
					Mission 3:	3.48
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	62	145	44	50	29	2
Percentage:	18.67%	43.67%	13.25%	15.06%	8.73%	0.60%

Primary Items

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

				Current Benchmarks		
Current Score:	3.45	2010 Score:	3.44	All Respondents:	3.38	
Standard Deviation:	1.17	2008 Score:	Not Available	Size Category 4:	3.41	
Number of Respondents:	331	2006 Score:	Not Available	Mission 3:	3.46	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	51	150	53	45	29	3
Percentage:	15.41%	45.32%	16.01%	13.60%	8.76%	0.91%

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

				Current Benchmarks		
Current Score:	3.49	2010 Score:	3.55	All Respondents:	3.22	
Standard Deviation:	1.06	2008 Score:	Not Available	Size Category 4:	3.28	
Number of Respondents:	330	2006 Score:	Not Available	Mission 3:	3.20	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	46	149	68	48	16	3
Percentage:	13.94%	45.15%	20.61%	14.55%	4.85%	0.91%

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

				Current Benchmarks		
Current Score:	3.92	2010 Score:	3.82	All Respondents:	3.83	
Standard Deviation:	0.92	2008 Score:	Not Available	Size Category 4:	3.88	
Number of Respondents:	331	2006 Score:	Not Available	Mission 3:	3.95	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	85	173	40	28	5	0
Percentage:	25.68%	52.27%	12.08%	8.46%	1.51%	Not Available

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

				Current Benchmarks		
Current Score:	3.64	2010 Score:	3.62	All Respondents:	3.63	
Standard Deviation:	0.97	2008 Score:	Not Available	Size Category 4:	3.62	
Number of Respondents:	331	2006 Score:	Not Available	Mission 3:	3.66	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	58	145	79	37	7	5
Percentage:	17.52%	43.81%	23.87%	11.18%	2.11%	1.51%

Primary Items

53. Every employee is valued.

				Current Benchmarks		
Current Score:	3.53	2010 Score:	3.72	All Respondents:	3.57	
Standard Deviation:	1.07	2008 Score:	Not Available	Size Category 4:	3.61	
Number of Respondents:	332	2006 Score:	Not Available	Mission 3:	3.58	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	50	156	59	51	15	1
Percentage:	15.06%	46.99%	17.77%	15.36%	4.52%	0.30%

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

				Current Benchmarks		
Current Score:	4.08	2010 Score:	4.02	All Respondents:	Not Available	
Standard Deviation:	0.83	2008 Score:	Not Available	Size Category 4:	Not Available	
Number of Respondents:	331	2006 Score:	Not Available	Mission 3:	Not Available	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	105	168	41	12	4	1
Percentage:	31.72%	50.76%	12.39%	3.63%	1.21%	0.30%

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

				Current Benchmarks		
Current Score:	4.04	2010 Score:	3.90	All Respondents:	3.74	
Standard Deviation:	0.91	2008 Score:	Not Available	Size Category 4:	3.85	
Number of Respondents:	330	2006 Score:	Not Available	Mission 3:	3.92	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	100	175	27	20	7	1
Percentage:	30.30%	53.03%	8.18%	6.06%	2.12%	0.30%

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

				Current Benchmarks		
Current Score:	3.87	2010 Score:	3.99	All Respondents:	3.77	
Standard Deviation:	1.05	2008 Score:	Not Available	Size Category 4:	3.82	
Number of Respondents:	328	2006 Score:	Not Available	Mission 3:	3.88	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	88	166	27	30	14	3
Percentage:	26.83%	50.61%	8.23%	9.15%	4.27%	0.91%

Primary Items

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

				Current Benchmarks		
Current Score:	3.84	2010 Score:	3.92	All Respondents:	3.67	
Standard Deviation:	1.01	2008 Score:	Not Available	Size Category 4:	3.73	
Number of Respondents:	330	2006 Score:	Not Available	Mission 3:	3.81	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	81	165	39	31	11	3
Percentage:	24.55%	50.00%	11.82%	9.39%	3.33%	0.91%

58. Our administration effectively communicates the reasons behind key decisions.

				Current Benchmarks		
Current Score:	3.47	2010 Score:	Not Available	All Respondents:	Not Available	
Standard Deviation:	1.10	2008 Score:	Not Available	Size Category 4:	Not Available	
Number of Respondents:	329	2006 Score:	Not Available	Mission 3:	Not Available	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	45	154	57	51	20	2
Percentage:	13.68%	46.81%	17.33%	15.50%	6.08%	0.61%

59. Our administration tries to be accessible and visible.

				Current Benchmarks		
Current Score:	3.74	2010 Score:	Not Available	All Respondents:	Not Available	
Standard Deviation:	0.97	2008 Score:	Not Available	Size Category 4:	Not Available	
Number of Respondents:	331	2006 Score:	Not Available	Mission 3:	Not Available	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	61	173	55	30	11	1
Percentage:	18.43%	52.27%	16.62%	9.06%	3.32%	0.30%

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

				Current Benchmarks		
Current Score:	3.49	2010 Score:	3.62	All Respondents:	3.47	
Standard Deviation:	1.07	2008 Score:	Not Available	Size Category 4:	3.48	
Number of Respondents:	330	2006 Score:	Not Available	Mission 3:	3.44	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	55	123	93	38	17	4
Percentage:	16.67%	37.27%	28.18%	11.52%	5.15%	1.21%

Primary Items

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

				Current Benchmarks		
Current Score:	3.36	2010 Score:	3.32	All Respondents:	3.19	
Standard Deviation:	1.19	2008 Score:	Not Available	Size Category 4:	3.12	
Number of Respondents:	330	2006 Score:	Not Available	Mission 3:	3.13	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	47	139	50	60	28	6
Percentage:	14.24%	42.12%	15.15%	18.18%	8.48%	1.82%

62. My ideas and opinions count at work.

				Current Benchmarks		
Current Score:	3.62	2010 Score:	3.71	All Respondents:	3.60	
Standard Deviation:	1.03	2008 Score:	Not Available	Size Category 4:	3.64	
Number of Respondents:	331	2006 Score:	Not Available	Mission 3:	3.66	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	59	153	64	44	11	0
Percentage:	17.82%	46.22%	19.34%	13.29%	3.32%	Not Available

63. I believe favoritism (special treatment) is not an issue in my workplace.

				Current Benchmarks		
Current Score:	3.15	2010 Score:	3.36	All Respondents:	3.29	
Standard Deviation:	1.27	2008 Score:	Not Available	Size Category 4:	3.27	
Number of Respondents:	330	2006 Score:	Not Available	Mission 3:	3.26	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	48	107	59	73	40	3
Percentage:	14.55%	32.42%	17.88%	22.12%	12.12%	0.91%

64. My performance is evaluated fairly.

				Current Benchmarks		
Current Score:	3.82	2010 Score:	3.90	All Respondents:	3.86	
Standard Deviation:	0.97	2008 Score:	Not Available	Size Category 4:	3.90	
Number of Respondents:	331	2006 Score:	Not Available	Mission 3:	3.88	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	72	169	54	20	12	4
Percentage:	21.75%	51.06%	16.31%	6.04%	3.63%	1.21%

Primary Items

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

Current Score: 3.62					
Standard Deviation: 1.06					
Number of Respondents: 329					
2010 Score: 3.63					
2008 Score: Not Available					
2006 Score: Not Available					
Current Benchmarks					
All Respondents: 3.84					
Size Category 4: 3.86					
Mission 3: 3.83					
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency:	61	145	67	35	16
Percentage:	18.54%	44.07%	20.36%	10.64%	4.86%
					Don't Know/Not Applicable
					5
					1.52%

66. Employees are generally ethical in my workplace.

Current Score: 4.00					
Standard Deviation: 0.79					
Number of Respondents: 330					
2010 Score: 3.99					
2008 Score: Not Available					
2006 Score: Not Available					
Current Benchmarks					
All Respondents: 4.00					
Size Category 4: 4.03					
Mission 3: 4.03					
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency:	78	192	44	11	4
Percentage:	23.64%	58.18%	13.33%	3.33%	1.21%
					Don't Know/Not Applicable
					1
					0.30%

67. Harassment is not tolerated at my workplace.

Current Score: 3.94					
Standard Deviation: 0.88					
Number of Respondents: 332					
2010 Score: 3.90					
2008 Score: Not Available					
2006 Score: Not Available					
Current Benchmarks					
All Respondents: 4.12					
Size Category 4: 4.15					
Mission 3: 4.13					
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency:	84	170	51	21	4
Percentage:	25.30%	51.20%	15.36%	6.33%	1.20%
					Don't Know/Not Applicable
					2
					0.60%

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

Current Score: 3.83					
Standard Deviation: 0.99					
Number of Respondents: 331					
2010 Score: 3.81					
2008 Score: Not Available					
2006 Score: Not Available					
Current Benchmarks					
All Respondents: 3.64					
Size Category 4: 3.71					
Mission 3: 3.75					
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency:	79	163	47	31	9
Percentage:	23.87%	49.24%	14.20%	9.37%	2.72%
					Don't Know/Not Applicable
					2
					0.60%

Primary Items

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

Current Score:		3.81	2010 Score:	3.97	Current Benchmarks	
Standard Deviation:		0.96	2008 Score:	Not Available	All Respondents:	3.56
Number of Respondents:		332	2006 Score:	Not Available	Size Category 4:	3.65
					Mission 3:	3.74
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	70	168	50	25	10	9
Percentage:	21.08%	50.60%	15.06%	7.53%	3.01%	2.71%

70. I understand my benefits plan.

Current Score:		4.02	2010 Score:	3.92	Current Benchmarks	
Standard Deviation:		0.73	2008 Score:	Not Available	All Respondents:	3.87
Number of Respondents:		330	2006 Score:	Not Available	Size Category 4:	3.94
					Mission 3:	3.95
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	72	199	41	10	2	6
Percentage:	21.82%	60.30%	12.42%	3.03%	0.61%	1.82%

71. Benefits can be selected to meet individual needs.

Current Score:		3.82	2010 Score:	3.74	Current Benchmarks	
Standard Deviation:		0.86	2008 Score:	Not Available	All Respondents:	3.65
Number of Respondents:		330	2006 Score:	Not Available	Size Category 4:	3.72
					Mission 3:	3.81
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	60	176	58	25	3	8
Percentage:	18.18%	53.33%	17.58%	7.58%	0.91%	2.42%

Survey Constructs and Related Items

Dimension 1: Work Group

Supervision	Construct Score = 398	Avg	S.D.
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11: I have a clear understanding about my work responsibilities.	4.37	0.69
12: My supervisor gives me specific feedback about my performance.	3.91	1.07
13: My supervisor recognizes outstanding work.	3.81	1.20
14: My supervisor gives me the opportunity to do my best work.	4.10	1.00
15: My supervisor is consistent when administering policies concerning employees.	3.69	1.19

Team	Construct Score = 391	Avg	S.D.
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1: People in my work group cooperate to get the job done.	4.21	0.89
2: My work group is actively involved in making work processes more effective.	4.03	0.95
3: There is a real feeling of teamwork.	3.82	1.12
4: In my work group, I have an opportunity to participate in the goal setting process.	3.89	1.08
5: Work groups are trained to incorporate the opinions of each member.	3.60	1.07

Quality	Construct Score = 397	Avg	S.D.
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20: My work group uses the feedback from those we serve when making decisions.	3.89	0.91
21: My work group regularly uses performance data to improve the quality of our work.	3.68	0.99
22: My work group's goals are consistently met or exceeded.	3.99	0.77
23: Our institution is known for the quality of service we provide.	4.33	0.67

Survey Constructs and Related Items

Dimension 2: Accommodations

Pay	Construct Score = 259	<u>Avg</u>	<u>S.D.</u>
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24: My pay keeps pace with the cost of living.	2.33	1.08
25: Salaries are competitive with similar jobs in the community or comparable institutions.	2.57	1.09
26: I feel I am paid fairly for the work I do.	2.87	1.08

Benefits	Construct Score = 388	<u>Avg</u>	<u>S.D.</u>
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69: Benefits are comparable to those offered in similar jobs.	3.81	0.96
70: I understand my benefits plan.	4.02	0.73
71: Benefits can be selected to meet individual needs.	3.82	0.86

Physical Environment	Construct Score = 388	<u>Avg</u>	<u>S.D.</u>
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40: Given the type of work I do, my physical workplace meets my needs.	3.98	0.87
41: My workplace is well maintained.	3.84	0.92
42: There are sufficient procedures to ensure the safety of employees in the workplace.	3.73	0.98
43: I have adequate resources and equipment to do my job.	3.95	0.83

Survey Constructs and Related Items

Dimension 3: Organization

Strategic		Construct Score = 410		<u>Avg</u>	<u>S.D.</u>
16: I have a good understanding of our mission, vision, and strategic plan.				4.17	0.76
17: I understand the state, local, national, and global issues that impact the organization.				4.08	0.71
18: We work well with other parts of the institution.				3.96	0.85
19: We develop services to meet the needs of those we serve.				4.18	0.77
Diversity		Construct Score = 364		<u>Avg</u>	<u>S.D.</u>
50: An effort is made to get the opinions of people throughout the organization.				3.49	1.06
51: The people I work with treat each other with respect.				3.92	0.92
52: My institution works to attract, develop, and retain people with diverse backgrounds.				3.64	0.97
53: Every employee is valued.				3.53	1.07

Survey Constructs and Related Items

Dimension 4: Information

Information Systems		Construct Score = 384	Avg	S.D.
6:	My work group uses the latest technology to communicate and interact.		3.88	0.86
7:	The information available from our computer systems is reliable.		3.94	0.74
8:	Overall, our computer information systems present information in an understandable way.		3.80	0.85
9:	Our computer systems enable me to easily and quickly find the information I need.		3.65	0.96
10:	Information systems are in place and accessible for me to get my job done.		3.95	0.79
Internal Communication		Construct Score = 353	Avg	S.D.
32:	I feel the communication channels I must go through at work are reasonable.		3.68	0.97
33:	My work atmosphere encourages open and honest communication.		3.57	1.15
34:	Overall within the groups I work, there is good communication.		3.58	1.03
35:	The right information gets to the right people at the right time.		3.28	1.01
External Communication		Construct Score = 385	Avg	S.D.
36:	I believe we communicate our mission effectively to the public.		3.87	0.87
37:	Our institution communicates well with our governing bodies (the legislature, the board of regents, etc.).		3.96	0.76
38:	My institution shares appropriate information with the public.		3.93	0.81
39:	We communicate effectively with other parts of the institution.		3.63	0.93

Survey Constructs and Related Items

Dimension 5: Personal

Employee Engagement		Construct Score = 384	<u>Avg</u>	<u>S.D.</u>
44: The people I work with care about my personal well-being.			4.06	0.90
45: I am encouraged to come up with ways to improve our services.			3.96	0.97
46: I know how my work impacts others in the organization.			4.08	0.72
47: I am encouraged to learn from my mistakes.			3.99	0.83
48: There is a basic trust among employees and supervisors.			3.49	1.21
49: When possible, decision making and control are given to employees doing the actual work.			3.45	1.17
Employee Development		Construct Score = 396	<u>Avg</u>	<u>S.D.</u>
54: I believe I have a career with this institution.			4.08	0.83
55: I have access to information about job opportunities, conferences, workshops, and training.			4.04	0.91
56: Learning opportunities/training are made available to me so that I can do my job better.			3.87	1.05
57: Learning opportunities/training are made available to me for personal growth/skills development.			3.84	1.01
Job Satisfaction		Construct Score = 390	<u>Avg</u>	<u>S.D.</u>
27: My job meets my expectations.			3.73	0.96
28: My work environment supports a balance between work and personal life.			3.81	0.98
29: I feel my efforts count.			3.83	1.05
30: The amount of work I am asked to do is reasonable.			3.78	0.95
31: I feel a sense of pride when I tell people where I work.			4.37	0.75

Survey Climate Areas and Related Items

Climate/Atmosphere		Construct Score = 388		Avg	S.D.
67: Harassment is not tolerated at my workplace.				3.94	0.88
68: Within my workplace, there is a feeling of community.				3.83	0.99
Climate/Ethics		Construct Score = 381		Avg	S.D.
65: I am confident that if I report an ethics violation, it will be properly handled.				3.62	1.06
66: Employees are generally ethical in my workplace.				4.00	0.79
Climate/Fairness		Construct Score = 348		Avg	S.D.
63: I believe favoritism (special treatment) is not an issue in my workplace.				3.15	1.27
64: My performance is evaluated fairly.				3.82	0.97
Climate/Feedback		Construct Score = 349		Avg	S.D.
60: I believe we will use the information from this survey to improve our performance.				3.49	1.07
61: I am satisfied with the opportunities I have to give feedback on my supervisor's performance.				3.36	1.19
62: My ideas and opinions count at work.				3.62	1.03
Climate/Management		Construct Score = 360		Avg	S.D.
58: Our administration effectively communicates the reasons behind key decisions.				3.47	1.10
59: Our administration tries to be accessible and visible.				3.74	0.97

Key to the Electronic Data Files (Excel format)

This key can be used to interpret the layout of the
952_Org_Items.xls, 952_OC1_Items.xls, and 952_OC2_Items.xls
 and the

952_Org_Additional_Items.xls, 952_OC1_Additional_Items.xls, and
952_OC2_Additional_Items.xls

Microsoft Excel data files found on the returned disks.

952_Org_Items.xls lists the scores for each of the Survey Items for the organization as a whole. 952_OC1_Items.xls lists the scores for each of the Survey Items for each of the organizational categories filled in Organization Code Box # 2. 952_OC2_Items.xls lists the scores for each of the Survey Items for each of the organizational categories filled in Organization Code Box # 3. If an Organizational Category did not have five or more respondents no Survey Item scores will appear for that category.

952_Org_Additional_Items.xls lists the scores for each of the Additional Items for the organization as a whole.

952_OC1_Additional_Items.xls lists the scores for each of the Additional Items for each of the organizational categories filled in Organization Code Box # 2. 952_OC2_Additional_Items.xls lists the scores for each of the Additional Items for each of the organizational categories filled in Organization Code Box # 3. If an Organizational Category did not have five or more respondents no Additional Item scores will appear for that category.

Sample Data Excerpt*:

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

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

Key:

A: "ID"

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

C: "ITEM_NO"

This column contains the item number.

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

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

Q: "RESPONSE_COUNT"

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

S: "STD_DEV"

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

B: "NAME"

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

D: "ITEM_TEXT"

This column contains the text of the item.

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

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

R: "AVG"

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

T: "VR"

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

Key to the Electronic Data Files (Excel format)

This key can be used to interpret the layout of the
952_Org_Constructs.xls, 952_OC1_Constructs.xls, and 952_OC2_Constructs.xls
 Microsoft Excel data files found on the returned disks.

952_Org_Constructs.xls lists the scores for each of the Survey Constructs for the organization as a whole. 952_OC1_Constructs.xls lists the scores for each of the Survey Constructs for each of the organizational categories filled in Organization Code Box # 2. 952_OC2_Items.xls lists the scores for each of the Survey Constructs for each of the organizational categories filled in Organization Code Box # 3. If an Organizational Category did not have five or more respondents no Survey Construct scores will appear for that category.

Sample Data Excerpt:

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

Key:

A: "ID"

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

C: "CONS_NO"

This column contains the construct number.

E: "SCORE"

This column contains the score of the construct.

B: "NAME"

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

D: "CONS_NAME"

This column contains the text of the constructs.



Survey Customization Sheet

Organization Codes

1. In **Code Box 1**, all employees of the Amarillo College should fill in code **952**.

2. In **Code Box 2**,

Code

101 Administrators

105 Faculty

Code

103 Classified

Additional Items