



SEE

SURVEY OF EMPLOYEE ENGAGEMENT

City of Schertz

Executive Summary

2026



Executive Summary

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Introduction

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

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

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



Noel Landuyt
Associate Director
Institute for Organizational Excellence

Organization Profile



City of Schertz

Organizational Leadership:
Steve Williams, City Manager

Benchmark Categories:
Size 4: Organizations with 301 to 1000 employees
Mission 1/10 : General Government

Survey Administration

Collection Period:
06/15/2026 through 06/30/2026

Survey Liaison:
Jessica Kurz
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The Survey

48
Primary
Items

Primary Items

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

Demographic Items

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

Constructs

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



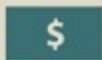
Community



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.

21 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 21 breakout categories.

5 Additional Items

Organizations can customize their survey with additional items. These items can target issues specific to the organization. Your organization added 5 additional items.



Employee Engagement

43.1%



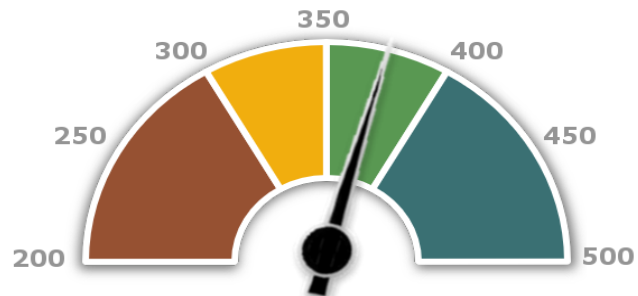
Down 6.6%

Response Rate

The response rate to the survey is your first indication of the level of employee engagement in your organization. Of the 466 employees invited to take the survey, 201 responded for a response rate of 43.1%. As a general rule, rates higher than 50% suggest soundness, while rates lower than 30% may indicate problems. At 43.1%, your response rate is considered average. Average rates suggest possible issues of trust within the organization, and employees may be reluctant to engage in improvement efforts until leadership demonstrates a clear commitment to change.

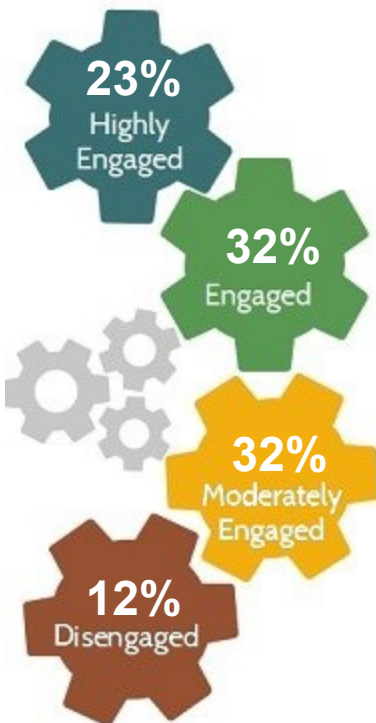
Overall Score

The overall score is a broad indicator for comparison purposes with other entities. Scores above 350 are desirable, and when scores dip below 300, there should be cause for concern. Scores above 400 are the product of a highly engaged workforce. **Your Overall Score from last time was 392.**



Overall Score: 377

Levels of Employee Engagement



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

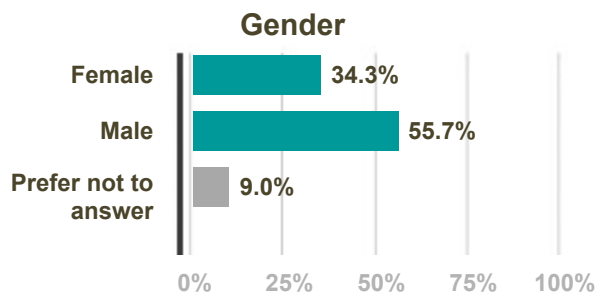
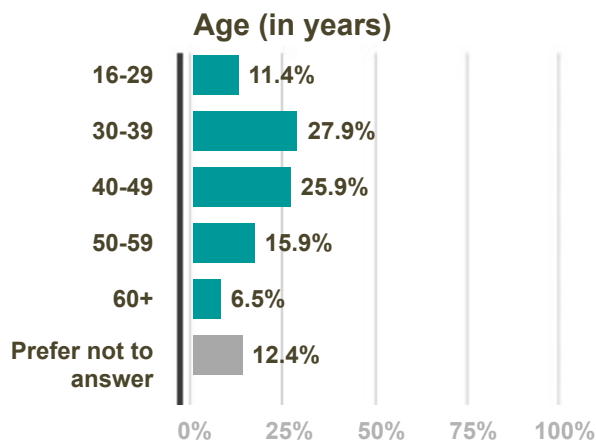
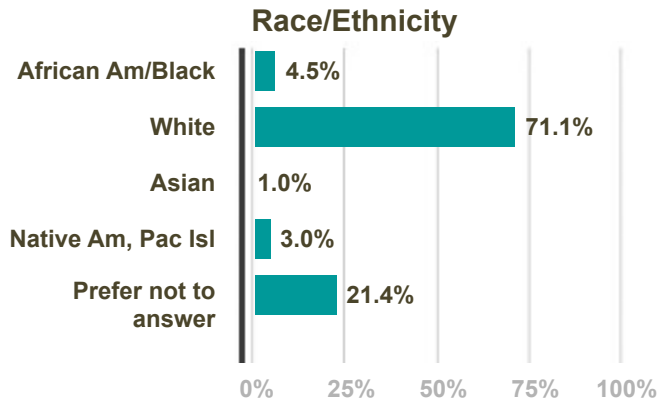
Highly Engaged employees are willing to go above and beyond in their employment. Engaged employees are more present in the workplace and show an effort to help out. Moderately Engaged employees are physically present, but put minimal effort towards accomplishing the job. Disengaged employees are disinterested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

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



People

Reviewing workforce demographics helps provide a clearer picture of who responded to the survey, the organization's composition, and the range of perspectives within it. For example, if we know 25% of the workforce is in the age range of 16-29 years, but the responses only show 2%, 16-29 year olds are under-represented in the results of the survey. Factors such as years of service, retirement eligibility, gender, background, and age can offer useful context for understanding the workforce.



YEARS OF SERVICE With this Organization



25% New Hires (0-2 years)
41% Experienced (3-10 years)
24% Very Experienced (11+ years)
9% Prefer not to answer

Each figure represents about 2.2 employees.

FOCUS FORWARD >>>

3% INTEND TO LEAVE

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

18% CAN RETIRE

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

Constructs

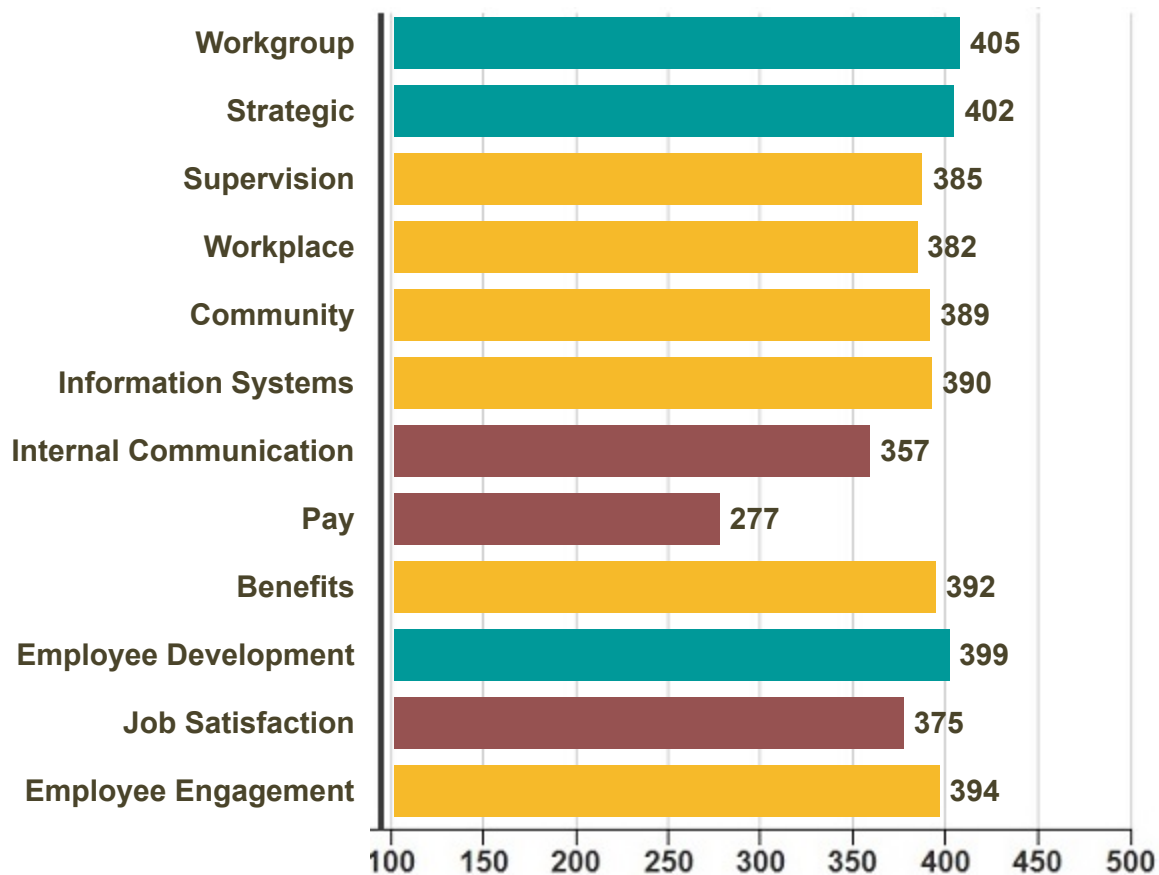
Similar items are grouped together and their scores are averaged and multiplied by 100 to produce 12 construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

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

FOCUS FORWARD >>>

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

Construct Scores



Constructs Over Time

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

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

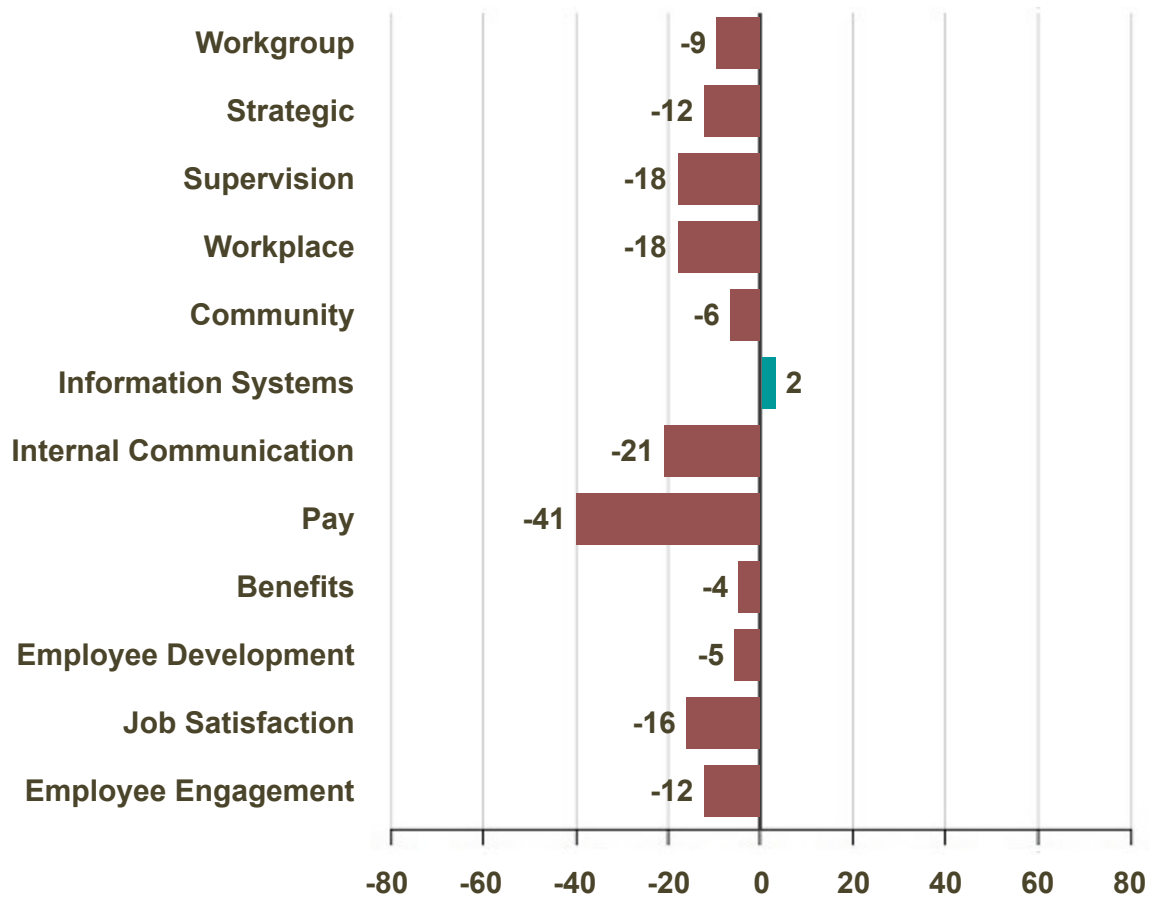
Negative changes indicate that the employees perceive that the issue has worsened since the previous survey. Negative changes of greater than 40 points and having 8 or more negative construct changes should be a source of concern for the organization and should be discussed with employees and organizational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

Has Change Occurred?

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

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

Constructs Scores Over Time



Areas of Strength and Concern

Areas of Strength



Workgroup

Score: 405

The workgroup construct captures employees' perceptions of the people they work with on a daily basis and their effectiveness. Higher scores suggest that employees view their workgroup as effective, cohesive and open to the opinions of all members.



Strategic

Score: 402

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



Employee Development

Score: 399

The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. Higher scores suggest that employees feel the organization provides opportunities for growth in organizational responsibilities and personal needs in their careers.

Areas of Concern



Pay

Score: 277

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



Internal Communication

Score: 357

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.



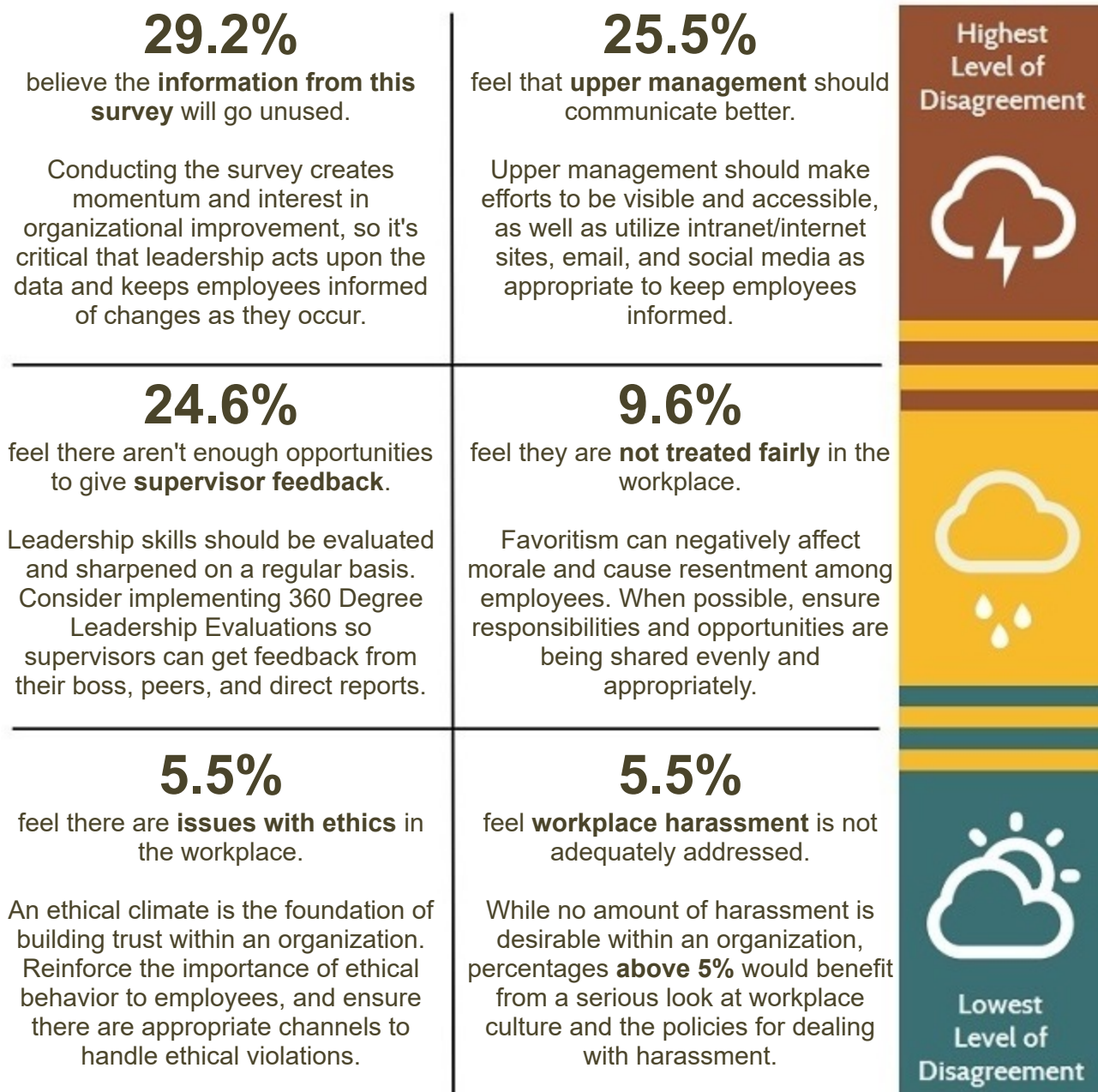
Job Satisfaction

Score: 375

The job satisfaction construct captures employees' perceptions about the overall work situation and ability to maintain work-life balance. Lower scores suggest that employees feel overworked, unable to perform at their best and unhappy with their work.

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.



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.



JUL
2026

AUG
2026



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.



SEP
2026

OCT
2026



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.



DEC
2026

MAR
2027



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.



APR
2028



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 full time and part time respondents should roughly mirror your organization's 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: 201
 Surveys Distributed: 466
 Response Rate: 43.13%

**Number
of Survey
Respondents**

**Percent
of Survey
Respondents**

My highest education level

Did not earn high school diploma or equivalent:	Less than 5	Not Available
High school diploma or equivalent:	27	13.43%
Some college:	48	23.88%
Associate's Degree:	24	11.94%
Bachelor's Degree:	58	28.86%
Master's Degree:	29	14.43%
Doctoral Degree:	Less than 5	Not Available
Prefer not to answer:	15	7.46%

I am

Female :	69	34.33%
Male :	112	55.72%
Prefer not to answer :	18	8.96%

My annual salary (before taxes)

Less than \$20,001 :	7	3.48%
\$20,001 to 30,000 :	5	2.49%
\$30,001 to 40,000 :	16	7.96%
\$40,001 to 50,000 :	24	11.94%
\$50,001 to 60,000 :	18	8.96%
\$60,001 to 70,000 :	28	13.93%
\$70,001 to 80,000 :	19	9.45%
\$80,001 to 90,000 :	14	6.97%
More than \$90,000 :	49	24.38%
Prefer not to answer:	21	10.45%

I work

Full-time :	184	91.54%
Part-time :	9	4.48%
Prefer not to answer:	8	3.98%



Demographic Items

Total Respondents: 201
Surveys Distributed: 466
Response Rate: 43.13%

**Number
of Survey
Respondents**

**Percent
of Survey
Respondents**

My age (in years)

16-29:	23	11.44%
30-39:	56	27.86%
40-49:	52	25.87%
50-59:	32	15.92%
60+:	13	6.47%
Prefer not to answer:	25	12.44%

Years of service with this organization

Less than 1:	25	12.44%
1-2:	26	12.94%
3-5:	49	24.38%
6-10:	34	16.92%
11-15:	21	10.45%
16+:	28	13.93%
Prefer not to answer:	18	8.96%

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

Yes:	61	30.35%
No:	106	52.74%
Prefer not to answer:	34	16.92%

My race/ethnic identification (Check all that apply)

African American or Black:	9	4.48%
White:	143	71.14%
Asian:	Less than 5	Not Available
Native American or Pacific Islander:	6	2.99%
Prefer not to answer:	43	21.39%

I am currently in a supervisory role.

Yes:	69	34.33%
No:	115	57.21%
Prefer not to answer:	17	8.46%

Demographic Items

Total Respondents: 201
 Surveys Distributed: 466
 Response Rate: 43.13%

**Number
of Survey
Respondents**

**Percent
of Survey
Respondents**

I received a promotion during the past two years.

Yes:	42	20.90%
No:	144	71.64%
Prefer not to answer:	15	7.46%

I received a merit increase during the past two years.

Yes:	111	55.22%
No:	75	37.31%
Prefer not to answer:	15	7.46%

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

Yes:	168	83.58%
No:	6	2.99%
Prefer not to answer:	27	13.43%

I am eligible for retirement within the next two years.

Yes:	36	17.91%
No:	149	74.13%
Prefer not to answer:	16	7.96%

Primary Items

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

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

Response Data

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

Benchmark Data

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

Interpreting Data

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



Primary Items



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

83% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	84	83	21	12	0	1
Percentage:	41.79%	41.29%	10.45%	5.97%	0.00%	0.50%

83% Agreement

SCORE:	4.20
Std. Dev.:	0.86
Total Respondents:	201
BENCHMARKS	
Past Score:	4.25
Similar Mission:	4.46
Similar Size:	4.35
All Orgs:	4.39



2. In my work group I can share my opinions and ideas.

82% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	77	88	20	12	3	1
Percentage:	38.31%	43.78%	9.95%	5.97%	1.49%	0.50%

82% Agreement

SCORE:	4.12
Std. Dev.:	0.92
Total Respondents:	201
BENCHMARKS	
Past Score:	4.14
Similar Mission:	4.39
Similar Size:	4.26
All Orgs:	4.31



3. In my workgroup, we encourage each other to learn from our mistakes.

81% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	75	87	21	12	2	3
Percentage:	37.50%	43.50%	10.50%	6.00%	1.00%	1.50%

81% Agreement

SCORE:	4.12
Std. Dev.:	0.90
Total Respondents:	200
BENCHMARKS	
Past Score:	4.18
Similar Mission:	4.30
Similar Size:	4.17
All Orgs:	4.20



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

66% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	47	86	41	19	7	1
Percentage:	23.38%	42.79%	20.40%	9.45%	3.48%	0.50%

66% Agreement

SCORE:	3.74
Std. Dev.:	1.03
Total Respondents:	201
BENCHMARKS	
Past Score:	3.99
Similar Mission:	4.21
Similar Size:	4.05
All Orgs:	4.11



Primary Items

Primary Items



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

77% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	59	95	25	14	7	1
Percentage:	29.35%	47.26%	12.44%	6.97%	3.48%	0.50%

77% Agreement

SCORE:	3.93
Std. Dev.:	1.01
Total Respondents:	201
BENCHMARKS	
Past Score:	4.13
Similar Mission:	4.44
Similar Size:	4.23
All Orgs:	4.35



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

74% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	68	81	28	15	7	2
Percentage:	33.83%	40.30%	13.93%	7.46%	3.48%	1.00%

74% Agreement

SCORE:	3.94
Std. Dev.:	1.05
Total Respondents:	201
BENCHMARKS	
Past Score:	4.10
Similar Mission:	4.23
Similar Size:	4.24
All Orgs:	4.29



11. My supervisor recognizes outstanding work.

67% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	59	75	38	12	13	4
Percentage:	29.35%	37.31%	18.91%	5.97%	6.47%	1.99%

67% Agreement

SCORE:	3.79
Std. Dev.:	1.14
Total Respondents:	201
BENCHMARKS	
Past Score:	3.94
Similar Mission:	4.23
Similar Size:	4.11
All Orgs:	4.18



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

77% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	64	91	27	12	6	1
Percentage:	31.84%	45.27%	13.43%	5.97%	2.99%	0.50%

77% Agreement

SCORE:	3.98
Std. Dev.:	0.98
Total Respondents:	201
BENCHMARKS	
Past Score:	4.22
Similar Mission:	4.26
Similar Size:	4.20
All Orgs:	4.23



Primary Items

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

61% Agreement

Response:

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Don't Know/NA

Respondents:

48

74

37

20

15

7

Percentage:

23.88%

36.82%

18.41%

9.95%

7.46%

3.48%

61% Agreement

SCORE:

3.62

Std. Dev.:

1.19

Total Respondents:

201

BENCHMARKS

Past Score:

3.85

Similar Mission:

4.13

Similar Size:

4.03

All Orgs:

4.09

14. My supervisor evaluates my performance fairly.

75% Agreement

Response:

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Don't Know/NA

Respondents:

60

90

23

13

9

6

Percentage:

29.85%

44.78%

11.44%

6.47%

4.48%

2.99%

75% Agreement

SCORE:

3.92

Std. Dev.:

1.05

Total Respondents:

201

BENCHMARKS

Past Score:

4.05

Similar Mission:

4.26

Similar Size:

4.16

All Orgs:

4.23

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

77% Agreement

Response:

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Don't Know/NA

Respondents:

59

96

27

7

10

2

Percentage:

29.35%

47.76%

13.43%

3.48%

4.98%

1.00%

77% Agreement

SCORE:

3.94

Std. Dev.:

1.01

Total Respondents:

201

BENCHMARKS

Past Score:

4.04

Similar Mission:

4.33

Similar Size:

4.22

All Orgs:

4.31

16. My workplace is well maintained.

65% Agreement

Response:

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Don't Know/NA

Respondents:

39

92

37

23

10

0

Percentage:

19.40%

45.77%

18.41%

11.44%

4.98%

0.00%

65% Agreement

SCORE:

3.63

Std. Dev.:

1.07

Total Respondents:

201

BENCHMARKS

Past Score:

3.83

Similar Mission:

4.18

Similar Size:

4.10

All Orgs:

4.17



Primary Items



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

77% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	43	112	32	7	5	2
Percentage:	21.39%	55.72%	15.92%	3.48%	2.49%	1.00%

77% Agreement

SCORE:	3.91
Std. Dev.:	0.86
Total Respondents:	201
BENCHMARKS	
Past Score:	4.12
Similar Mission:	4.32
Similar Size:	4.12
All Orgs:	4.21



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

76% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	44	108	20	16	11	1
Percentage:	22.00%	54.00%	10.00%	8.00%	5.50%	0.50%

76% Agreement

SCORE:	3.79
Std. Dev.:	1.05
Total Respondents:	200
BENCHMARKS	
Past Score:	4.00
Similar Mission:	4.20
Similar Size:	4.00
All Orgs:	4.14



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

67% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	43	90	42	18	5	2
Percentage:	21.50%	45.00%	21.00%	9.00%	2.50%	1.00%

67% Agreement

SCORE:	3.75
Std. Dev.:	0.98
Total Respondents:	200
BENCHMARKS	
Past Score:	3.93
Similar Mission:	4.25
Similar Size:	4.16
All Orgs:	4.17



20. I work with people that have a variety of skills and experiences.

91% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	75	108	15	2	0	1
Percentage:	37.31%	53.73%	7.46%	1.00%	0.00%	0.50%

91% Agreement

SCORE:	4.28
Std. Dev.:	0.64
Total Respondents:	201
BENCHMARKS	
Past Score:	4.07
Similar Mission:	4.16
Similar Size:	4.17
All Orgs:	4.24



Primary Items



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

72% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	50	94	38	11	4	4
Percentage:	24.88%	46.77%	18.91%	5.47%	1.99%	1.99%

72% Agreement

SCORE:3.89

Std. Dev.:0.92

Total Respondents:201

BENCHMARKS

Past Score:4.01

Similar Mission:4.24

Similar Size:4.07

All Orgs:4.11



22. I trust the people in my workplace.

64% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	30	98	44	21	7	1
Percentage:	14.93%	48.76%	21.89%	10.45%	3.48%	0.50%

64% Agreement

SCORE:3.62

Std. Dev.:0.98

Total Respondents:201

BENCHMARKS

Past Score:3.80

Similar Mission:4.05

Similar Size:3.88

All Orgs:3.93



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

64% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	25	104	52	17	2	1
Percentage:	12.44%	51.74%	25.87%	8.46%	1.00%	0.50%

64% Agreement

SCORE:3.67

Std. Dev.:0.84

Total Respondents:201

BENCHMARKS

Past Score:3.69

Similar Mission:3.96

Similar Size:3.80

All Orgs:3.89



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

86% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	59	114	24	2	0	2
Percentage:	29.35%	56.72%	11.94%	1.00%	0.00%	1.00%

86% Agreement

SCORE:4.16

Std. Dev.:0.66

Total Respondents:201

BENCHMARKS

Past Score:4.20

Similar Mission:4.31

Similar Size:4.25

All Orgs:4.29

Primary Items



25. Support is available for the technologies we use.

79% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	43	116	35	5	1	1
Percentage:	21.39%	57.71%	17.41%	2.49%	0.50%	0.50%

79% Agreement

SCORE:	3.98
Std. Dev.:	0.73
Total Respondents:	201
BENCHMARKS	
Past Score:	3.93
Similar Mission:	4.19
Similar Size:	4.01
All Orgs:	4.16



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

69% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	33	105	40	13	4	4
Percentage:	16.58%	52.76%	20.10%	6.53%	2.01%	2.01%

69% Agreement

SCORE:	3.77
Std. Dev.:	0.88
Total Respondents:	199
BENCHMARKS	
Past Score:	3.69
Similar Mission:	4.00
Similar Size:	3.80
All Orgs:	3.96



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

70% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	33	106	37	14	8	1
Percentage:	16.58%	53.27%	18.59%	7.04%	4.02%	0.50%

70% Agreement

SCORE:	3.72
Std. Dev.:	0.96
Total Respondents:	199
BENCHMARKS	
Past Score:	3.84
Similar Mission:	4.04
Similar Size:	3.86
All Orgs:	4.01



28. My work atmosphere encourages open and honest communication.

62% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	31	94	39	20	16	1
Percentage:	15.42%	46.77%	19.40%	9.95%	7.96%	0.50%

62% Agreement

SCORE:	3.52
Std. Dev.:	1.12
Total Respondents:	201
BENCHMARKS	
Past Score:	3.85
Similar Mission:	3.95
Similar Size:	3.85
All Orgs:	3.91



Primary Items



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

57% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	26	87	50	24	11	2
Percentage:	13.00%	43.50%	25.00%	12.00%	5.50%	1.00%

57% Agreement

SCORE:	3.47
Std. Dev.:	1.05
Total Respondents:	200
BENCHMARKS	
Past Score:	3.66
Similar Mission:	4.03
Similar Size:	3.84
All Orgs:	3.94



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

26% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	7	45	43	51	55	0
Percentage:	3.48%	22.39%	21.39%	25.37%	27.36%	0.00%

26% Agreement

SCORE:	2.49
Std. Dev.:	1.21
Total Respondents:	201
BENCHMARKS	
Past Score:	2.94
Similar Mission:	2.70
Similar Size:	2.44
All Orgs:	2.59



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

36% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	17	54	51	44	29	5
Percentage:	8.50%	27.00%	25.50%	22.00%	14.50%	2.50%

36% Agreement

SCORE:	2.93
Std. Dev.:	1.20
Total Respondents:	200
BENCHMARKS	
Past Score:	3.28
Similar Mission:	2.84
Similar Size:	2.63
All Orgs:	2.75



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

35% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	13	57	56	37	34	3
Percentage:	6.50%	28.50%	28.00%	18.50%	17.00%	1.50%

35% Agreement

SCORE:	2.89
Std. Dev.:	1.19
Total Respondents:	200
BENCHMARKS	
Past Score:	3.32
Similar Mission:	3.10
Similar Size:	2.85
All Orgs:	3.00



Primary Items



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

71% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	47	95	37	9	4	7
Percentage:	23.62%	47.74%	18.59%	4.52%	2.01%	3.52%

71% Agreement

SCORE:3.90

Std. Dev.:0.90

Total Respondents:199

BENCHMARKS

Past Score:3.99

Similar Mission:3.90

Similar Size:3.74

All Orgs:3.79



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

71% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	49	92	27	12	5	14
Percentage:	24.62%	46.23%	13.57%	6.03%	2.51%	7.04%

71% Agreement

SCORE:3.91

Std. Dev.:0.95

Total Respondents:199

BENCHMARKS

Past Score:3.97

Similar Mission:4.05

Similar Size:3.94

All Orgs:4.00



35. Benefits can be selected to meet individual needs.

76% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	38	113	27	5	4	11
Percentage:	19.19%	57.07%	13.64%	2.53%	2.02%	5.56%

76% Agreement

SCORE:3.94

Std. Dev.:0.80

Total Respondents:198

BENCHMARKS

Past Score:3.93

Similar Mission:3.96

Similar Size:3.90

All Orgs:3.95



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

79% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	62	95	30	5	4	2
Percentage:	31.31%	47.98%	15.15%	2.53%	2.02%	1.01%

79% Agreement

SCORE:4.05

Std. Dev.:0.87

Total Respondents:198

BENCHMARKS

Past Score:4.16

Similar Mission:4.00

Similar Size:4.01

All Orgs:4.04

Primary Items



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

77% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	61	93	32	9	4	1
Percentage:	30.50%	46.50%	16.00%	4.50%	2.00%	0.50%

77% Agreement

SCORE:	3.99
Std. Dev.:	0.91
Total Respondents:	200
BENCHMARKS	
Past Score:	4.04
Similar Mission:	4.04
Similar Size:	3.88
All Orgs:	3.97



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

76% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	59	93	25	13	8	2
Percentage:	29.50%	46.50%	12.50%	6.50%	4.00%	1.00%

76% Agreement

SCORE:	3.92
Std. Dev.:	1.02
Total Respondents:	200
BENCHMARKS	
Past Score:	3.93
Similar Mission:	3.94
Similar Size:	3.80
All Orgs:	3.88



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

63% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	39	86	42	17	14	1
Percentage:	19.60%	43.22%	21.11%	8.54%	7.04%	0.50%

63% Agreement

SCORE:	3.60
Std. Dev.:	1.11
Total Respondents:	199
BENCHMARKS	
Past Score:	3.82
Similar Mission:	4.11
Similar Size:	3.91
All Orgs:	4.01



40. I feel free to be myself at work.

67% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	37	97	42	17	6	1
Percentage:	18.50%	48.50%	21.00%	8.50%	3.00%	0.50%

67% Agreement

SCORE:	3.71
Std. Dev.:	0.97
Total Respondents:	200
BENCHMARKS	
Past Score:	3.87
Similar Mission:	4.00
Similar Size:	3.88
All Orgs:	3.95



Primary Items



41. The pace of work enables employees to effectively perform their job.

64% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	18	110	40	24	7	2
Percentage:	8.96%	54.73%	19.90%	11.94%	3.48%	1.00%

64% Agreement

SCORE:	3.54
Std. Dev.:	0.94
Total Respondents:	201
BENCHMARKS	
Past Score:	3.71
Similar Mission:	3.83
Similar Size:	3.75
All Orgs:	3.79



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

81% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	65	97	32	3	0	3
Percentage:	32.50%	48.50%	16.00%	1.50%	0.00%	1.50%

81% Agreement

SCORE:	4.14
Std. Dev.:	0.73
Total Respondents:	200
BENCHMARKS	
Past Score:	4.23
Similar Mission:	4.29
Similar Size:	4.20
All Orgs:	4.21



43. Harassment is not tolerated at my workplace.

77% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	59	95	33	10	1	3
Percentage:	29.35%	47.26%	16.42%	4.98%	0.50%	1.49%

77% Agreement

SCORE:	4.02
Std. Dev.:	0.85
Total Respondents:	201
BENCHMARKS	
Past Score:	4.22
Similar Mission:	4.42
Similar Size:	4.26
All Orgs:	4.33



44. Employees are generally ethical in my workplace.

79% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	47	110	29	9	2	3
Percentage:	23.50%	55.00%	14.50%	4.50%	1.00%	1.50%

79% Agreement

SCORE:	3.97
Std. Dev.:	0.81
Total Respondents:	200
BENCHMARKS	
Past Score:	4.08
Similar Mission:	4.37
Similar Size:	4.19
All Orgs:	4.25



Primary Items



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

40% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	22	57	59	30	28	3
Percentage:	11.06%	28.64%	29.65%	15.08%	14.07%	1.51%

40% Agreement

SCORE:3.08

Std. Dev.:1.21

Total Respondents:199

BENCHMARKS

Past Score:3.39

Similar Mission:3.76

Similar Size:3.59

All Orgs:3.70



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

52% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	27	77	41	27	22	5
Percentage:	13.57%	38.69%	20.60%	13.57%	11.06%	2.51%

52% Agreement

SCORE:3.31

Std. Dev.:1.21

Total Respondents:199

BENCHMARKS

Past Score:3.62

Similar Mission:3.80

Similar Size:3.70

All Orgs:3.82



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

49% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	29	69	50	26	25	1
Percentage:	14.50%	34.50%	25.00%	13.00%	12.50%	0.50%

49% Agreement

SCORE:3.26

Std. Dev.:1.23

Total Respondents:200

BENCHMARKS

Past Score:3.61

Similar Mission:3.97

Similar Size:3.72

All Orgs:3.87



48. I am treated fairly in my workplace.

69% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	38	100	39	13	6	3
Percentage:	19.10%	50.25%	19.60%	6.53%	3.02%	1.51%

69% Agreement

SCORE:3.77

Std. Dev.:0.94

Total Respondents:199

BENCHMARKS

Past Score:3.99

Similar Mission:4.20

Similar Size:4.03

All Orgs:4.12



Additional Items

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

*Additional Items are not included if none were submitted.

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

Response Data

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

Benchmark Data

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

Interpreting Data

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



Additional Items

1. My Executive Leadership Team (Dept. Head and City Mgmt.) provides me with a clear understanding of my work responsibilities.

62% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	33	90	47	16	12	2
Percentage:	16.50%	45.00%	23.50%	8.00%	6.00%	1.00%

62% Agreement

SCORE: 3.59
 Std. Dev.: 1.05
 Total Respondents: 200

2. My Executive Leadership Team recognizes outstanding work.

52% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	34	69	46	34	16	0
Percentage:	17.09%	34.67%	23.12%	17.09%	8.04%	0.00%

52% Agreement

SCORE: 3.36
 Std. Dev.: 1.18
 Total Respondents: 199

3. My Executive Leadership Team is consistent when administering policies concerning employees.

52% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	29	75	47	19	26	3
Percentage:	14.57%	37.69%	23.62%	9.55%	13.07%	1.51%

52% Agreement

SCORE: 3.32
 Std. Dev.: 1.23
 Total Respondents: 199

4. My Executive Leadership Team evaluates my performance fairly.

53% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	27	79	55	22	10	7
Percentage:	13.50%	39.50%	27.50%	11.00%	5.00%	3.50%

53% Agreement

SCORE: 3.47
 Std. Dev.: 1.04
 Total Respondents: 200



Additional Items

5. I feel that City and/or Department policies are adequate.

61% Agreement

61% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	28	93	55	12	10	1
Percentage:	14.07%	46.73%	27.64%	6.03%	5.03%	0.50%

SCORE: **3.59**
 Std. Dev.: 0.98
 Total Respondents: 199

Engagement Items

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

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

Response Data

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

Benchmark Data

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

Interpreting Data

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

Engagement Items



2. In my work group I can share my opinions and ideas.

82% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	77	88	20	12	3	1
Percentage:	38.31%	43.78%	9.95%	5.97%	1.49%	0.50%

82% Agreement

SCORE:	4.12
Std. Dev.:	0.92
Total Respondents:	201
BENCHMARKS	
Past Score:	4.14
Similar Mission:	4.39
Similar Size:	4.26
All Orgs:	4.31



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

79% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	66	91	29	10	3	1
Percentage:	33.00%	45.50%	14.50%	5.00%	1.50%	0.50%

79% Agreement

SCORE:	4.04
Std. Dev.:	0.90
Total Respondents:	200
BENCHMARKS	
Past Score:	4.13
Similar Mission:	4.34
Similar Size:	4.09
All Orgs:	4.18



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

87% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	88	87	17	7	0	2
Percentage:	43.78%	43.28%	8.46%	3.48%	0.00%	1.00%

87% Agreement

SCORE:	4.29
Std. Dev.:	0.77
Total Respondents:	201
BENCHMARKS	
Past Score:	4.38
Similar Mission:	4.43
Similar Size:	4.32
All Orgs:	4.41



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

74% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	68	81	28	15	7	2
Percentage:	33.83%	40.30%	13.93%	7.46%	3.48%	1.00%

74% Agreement

SCORE:	3.94
Std. Dev.:	1.05
Total Respondents:	201
BENCHMARKS	
Past Score:	4.10
Similar Mission:	4.23
Similar Size:	4.24
All Orgs:	4.29



Engagement Items



11. My supervisor recognizes outstanding work.

67% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	59	75	38	12	13	4
Percentage:	29.35%	37.31%	18.91%	5.97%	6.47%	1.99%

67% Agreement

SCORE:	3.79
Std. Dev.:	1.14
Total Respondents:	201
BENCHMARKS	
Past Score:	3.94
Similar Mission:	4.23
Similar Size:	4.11
All Orgs:	4.18



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

77% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	64	91	27	12	6	1
Percentage:	31.84%	45.27%	13.43%	5.97%	2.99%	0.50%

77% Agreement

SCORE:	3.98
Std. Dev.:	0.98
Total Respondents:	201
BENCHMARKS	
Past Score:	4.22
Similar Mission:	4.26
Similar Size:	4.20
All Orgs:	4.23



14. My supervisor evaluates my performance fairly.

75% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	60	90	23	13	9	6
Percentage:	29.85%	44.78%	11.44%	6.47%	4.48%	2.99%

75% Agreement

SCORE:	3.92
Std. Dev.:	1.05
Total Respondents:	201
BENCHMARKS	
Past Score:	4.05
Similar Mission:	4.26
Similar Size:	4.16
All Orgs:	4.23



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

76% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	44	108	20	16	11	1
Percentage:	22.00%	54.00%	10.00%	8.00%	5.50%	0.50%

76% Agreement

SCORE:	3.79
Std. Dev.:	1.05
Total Respondents:	200
BENCHMARKS	
Past Score:	4.00
Similar Mission:	4.20
Similar Size:	4.00
All Orgs:	4.14



Engagement Items



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

72% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	50	94	38	11	4	4
Percentage:	24.88%	46.77%	18.91%	5.47%	1.99%	1.99%

72% Agreement

SCORE:	3.89
Std. Dev.:	0.92
Total Respondents:	201
BENCHMARKS	
Past Score:	4.01
Similar Mission:	4.24
Similar Size:	4.07
All Orgs:	4.11



22. I trust the people in my workplace.

64% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	30	98	44	21	7	1
Percentage:	14.93%	48.76%	21.89%	10.45%	3.48%	0.50%

64% Agreement

SCORE:	3.62
Std. Dev.:	0.98
Total Respondents:	201
BENCHMARKS	
Past Score:	3.80
Similar Mission:	4.05
Similar Size:	3.88
All Orgs:	3.93



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

77% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	61	93	32	9	4	1
Percentage:	30.50%	46.50%	16.00%	4.50%	2.00%	0.50%

77% Agreement

SCORE:	3.99
Std. Dev.:	0.91
Total Respondents:	200
BENCHMARKS	
Past Score:	4.04
Similar Mission:	4.04
Similar Size:	3.88
All Orgs:	3.97



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

76% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	59	93	25	13	8	2
Percentage:	29.50%	46.50%	12.50%	6.50%	4.00%	1.00%

76% Agreement

SCORE:	3.92
Std. Dev.:	1.02
Total Respondents:	200
BENCHMARKS	
Past Score:	3.93
Similar Mission:	3.94
Similar Size:	3.80
All Orgs:	3.88



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

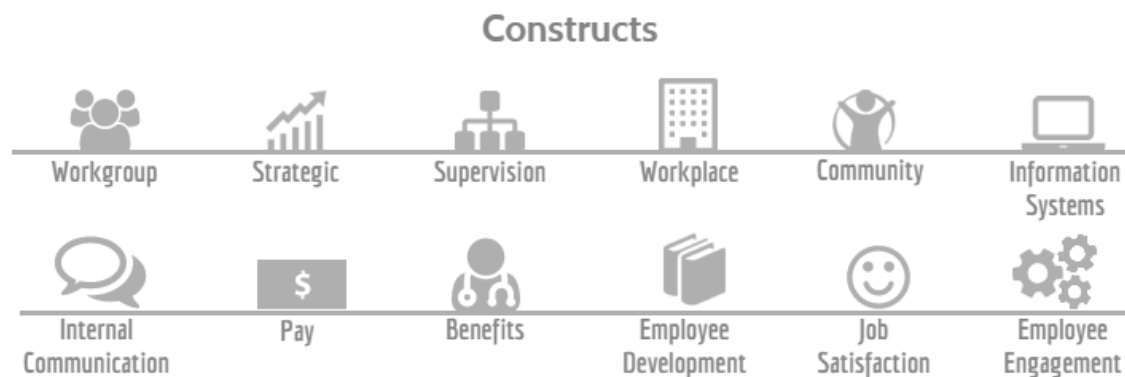
Current Score is calculated by averaging the mean score of the related primary items and then multiplying by 100. For example if the construct score is 389, then the average of the related primary items is 3.89.

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: 405

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.	4.20	0.86
2. In my work group I can share my opinions and ideas.	4.12	0.92
3. In my workgroup, we encourage each other to learn from our mistakes.	4.12	0.90
4. In my work group, there is a real feeling of teamwork.	3.74	1.03



Strategic

Construct Score: 402

The strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. This construct measures the degree to which employees understand their role in the organization and consider the organization's reputation to be positive.	Score	Std. Dev.
5. Our organization is known for the quality of work we provide.	4.04	0.90
6. I know how my work impacts others in the organization.	4.29	0.77
7. My organization develops services to match the needs of our customers/clients.	3.93	0.90
8. Our organization communicates effectively with the public.	3.93	0.82
9. I have a good understanding of our mission, vision, and strategic plan.	3.93	1.01



Supervision

Construct Score: 385

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.	3.94	1.05
11. My supervisor recognizes outstanding work.	3.79	1.14
12. I am given the opportunity to do my best work.	3.98	0.98
13. My supervisor is consistent when administering policies concerning employees.	3.62	1.19
14. My supervisor evaluates my performance fairly.	3.92	1.05



Workplace

Construct Score: 382

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.	3.94	1.01
16. My workplace is well maintained.	3.63	1.07
17. There are sufficient procedures to ensure the safety of employees in the workplace.	3.91	0.86
18. I have adequate resources and equipment to do my job.	3.79	1.05



Constructs and Related Items



Community

Construct Score: 389

The community construct captures employees' perceptions of the relationships between employees in the workplace, including the level of trust, mutual respect, and support among colleagues. This construct measures how connected and valued employees feel within their teams and the strength of their professional relationships.

	Score	Std. Dev.
19. The people I work with treat each other with respect.	3.75	0.98
20. I work with people that have a variety of skills and experiences.	4.28	0.64
21. The people I work with care about my personal well-being.	3.89	0.92
22. I trust the people in my workplace.	3.62	0.98



Information Systems

Construct Score: 390

The information systems construct captures employees' perceptions of whether computer and communication systems provide 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.	3.67	0.84
24. We receive regular and useful updates on how to keep our computer and sensitive information secure from cyber-attack.	4.16	0.66
25. Support is available for the technologies we use.	3.98	0.73
26. Our computer systems enable me to quickly find the information I need.	3.77	0.88



Internal Communication

Construct Score: 357

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.	3.72	0.96
28. My work atmosphere encourages open and honest communication.	3.52	1.12
29. The communications I receive at work are timely and informative.	3.47	1.05



Pay

Construct Score: 277

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.	2.49	1.21
31. Salaries are competitive with similar jobs in the community.	2.93	1.20
32. I feel I am paid fairly for the work I do.	2.89	1.19



Constructs and Related Items



Benefits

Construct Score: 392

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.	3.90	0.90
34. Health insurance benefits are competitive with similar jobs in the community.	3.91	0.95
35. Benefits can be selected to meet individual needs.	3.94	0.80



Employee Development

Construct Score: 399

The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. This construct measures the degree to which employees feel the organization provides opportunities for growth in organizational responsibilities and personal needs in their careers.	Score	Std. Dev.
36. I believe I have a career with this organization.	4.05	0.87
37. Training is made available to me so that I can do my job better.	3.99	0.91
38. Training is made available to me for personal growth and development.	3.92	1.02



Job Satisfaction

Construct Score: 375

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.	3.60	1.11
40. I feel free to be myself at work.	3.71	0.97
41. The pace of work enables employees to effectively perform their job.	3.54	0.94
42. I am proud to tell people that I work for this organization.	4.14	0.73



Climate

While not scored as a construct, the following six items assess overall workplace environment. An effective climate is one where employees feel secure, interactions are professional and individuals adhere to common ethical standards. Moreover, it is an organization with management that communicates clearly, aims to prevent issues, and has the capability to make thoughtful decisions.	Score	Std. Dev.
43. Harassment is not tolerated at my workplace.	4.02	0.85
44. Employees are generally ethical in my workplace.	3.97	0.81
45. I believe we will use the information from this survey to improve our workplace.	3.08	1.21
46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.	3.31	1.21
47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.	3.26	1.23
48. I am treated fairly in my workplace.	3.77	0.94



Constructs and Related Items



Employee Engagement

Construct Score: 394

Twelve items spanning several constructs were selected to get a more focused look at Employee Engagement. The Employee Engagement construct captures the degree to which employees are willing to go above and beyond, feel committed to the organization and are present while working. This construct measures the degree to which employees feel that their ideas count, their work impacts the organization and their well being and development is valued at the organization.	Score	Std. Dev.
2. In my work group I can share my opinions and ideas.	4.12	0.92
5. Our organization is known for the quality of work we provide.	4.04	0.90
6. I know how my work impacts others in the organization.	4.29	0.77
10. My supervisor provides me with a clear understanding of my work responsibilities.	3.94	1.05
11. My supervisor recognizes outstanding work.	3.79	1.14
12. I am given the opportunity to do my best work.	3.98	0.98
14. My supervisor evaluates my performance fairly.	3.92	1.05
18. I have adequate resources and equipment to do my job.	3.79	1.05
21. The people I work with care about my personal well-being.	3.89	0.92
22. I trust the people in my workplace.	3.62	0.98
37. Training is made available to me so that I can do my job better.	3.99	0.91
38. Training is made available to me for personal growth and development.	3.92	1.02



Survey Customization Sheet

Organizational Category Codes: Category 1

101 - CMO/CS/EDC	102 - EMS
103 - Engineering	104 - Finance
105 - Fire Department	106 - HR/Purchasing
107 - Internal Services	108 - Library
109 - Parks, Recreation, and Co	110 - Planning & Community Development
111 - Police Department	112 - Public Affairs
113 - Public Works	

Organizational Category Codes: Category 2

204 - Non-sworn	205 - Sworn
206 - Drainage	207 - Facility Services
208 - Fleet Services	209 - Streets
210 - Water/Wastewater Services	211 - Information Technology

Additional Items

1. My Executive Leadership Team (Dept. Head and City Mgmt.) provides me with a clear understanding of my work responsibilities.
2. My Executive Leadership Team recognizes outstanding work.
3. My Executive Leadership Team is consistent when administering policies concerning employees.
4. My Executive Leadership Team evaluates my performance fairly.
5. I feel that City and/or Department policies are adequate.



