



AGENCY STRATEGIC PLAN

FISCAL YEARS 2021 to 2025

BY

STATE OFFICE OF RISK MANAGEMENT

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Submitted June 1, 2020

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MISSION

The State Office of Risk Management will provide active leadership to enable State of Texas agencies to protect their employees, the general public, and the state's physical and financial assets by reducing and controlling risk in the most efficient and cost-effective manner.

PHILOSOPHY

The State Office of Risk Management will act in accordance with the highest standards of ethics, fairness, accountability and humanity for both our customers and our employees. Customer service is a cornerstone of our mission.

VISION

*Prepare. Protect. Persevere.
For the State. For the Nation. For the World.*

CORE OPERATIONAL GOALS AND ACTION PLAN

GOAL	OBJECTIVE
1. Risk Transfer	Administer the Statewide Insurance Purchasing Program, procuring and negotiating insurance programs tailored for the unique exposures and liabilities of the state, and encouraging continuing competition to ensure best value.

One of the Office’s key statutory missions is to operate as a full-service insurance manager for state entities and institutions of higher education. The Office’s insurance program was established by [HB 1203](#), 77th Legislature. The insurance program was created to address concerns that state entities may have purchased unnecessary or questionable insurance coverage, which posed an additional cost to the state. During its first Sunset Review in 2007, supporters of the Office’s sunset bill said that the Office’s insurance program allows individual state entities to have a level of insurance expertise that likely would not be available in-house and to realize sizeable economic benefits.¹

Participation in the statewide insurance programs administered by the Office is voluntary. Individual state entities make decisions regarding insurance purchases to control the cost of a loss to physical assets; to protect volunteers; and/or provide coverage when the entity may be liable for damage to a third party, including alleged wrongful acts in the management of the entity. Most state entities are functionally uninsured, unless they have obtained specific insurance policies or established funding reserves. Not all state entities have the ability to establish a funding reserve.

Trends, Conditions, Opportunities, and Obstacles

The Office has six established lines of insurance that provide coverage for state exposures - property; automobile; directors’ and officers’; volunteer; fine arts; and builder’s risk. Within these lines of insurance, the Office has developed stratified service and product lines to better serve its participants.

The Office restructured its property insurance program in 2016 to better address the unique insurance needs of institutions of higher education and public entities. The tiered structure was separated into two towers to distinguish between risks associated with institutions of higher education and public entities. This approach has been especially beneficial to institutions of higher education because they have higher total insured value, new construction, larger budgets, and the overall risks are different from public entities that typically insure contents only. The higher education tower within the property insurance program has demonstrated to insurers that 100% of eligible institutions of higher education are participating in the statewide property

¹ [House Research Organization Bill Analysis SB 908; https://hro.house.texas.gov/pdf/ba80r/sb0908.pdf#navpanes=0.](https://hro.house.texas.gov/pdf/ba80r/sb0908.pdf#navpanes=0)

insurance program, which is appealing because risks are spread more evenly and premiums are essentially guaranteed.

The success achieved by individual state entities' decisions to purchase property insurance in order to control expenditures and to replace tangible state-owned property that is damaged or destroyed can be seen in the outcomes after Hurricane Harvey in 2017. Approximately \$3.1 billion in state assets lay in the direct path of Harvey's five feet of rainfall and 140 mph winds. This included public entity offices, institutions of higher education, and other land and resources managed by the state. Fortunately, the state only sustained \$15 million (less than 0.5%) in damages from Harvey and \$7 million of those assets were insured. This remarkable ability to minimize loss and quickly reinstate provision of services was unparalleled in any other public or private sector during Harvey. This can be directly attributed to quality risk and emergency management, continuity of operations planning, and preparation before the hurricane. It is estimated that for every \$1 spent on prevention, \$6 - \$7 is saved when a loss event occurs. Using this savings ratio, Harvey might have cost the state \$105 million, \$90 million more than the actual total.

After years of falling prices, renewal rates on property insurance policies began to increase in late 2017 after the insurance market suffered steep losses due to natural catastrophes such as Hurricanes Harvey, Florence, and Michael; Typhoon Jebi; and the California wildfires. The insurance industry has also experienced loss creep in catastrophic claims, which is an increase in loss estimates after the initial report. News articles indicate that Lloyd's of London syndicates and other insurers began to cutback underperforming business and increase premium. According to a February 20, 2020, article written by AmWINS Group, Inc. "a push for underwriting profitability is driving continued hardening of the property market" and "[u]ntil profitability improves, the market will continue to see pricing, terms and conditions that benefit carriers."

The Office's domestic and international negotiations for renewal of the statewide property insurance program in 2018 and 2019 were impacted by the changes in the property insurance market. The statewide property insurance program has had to adjust to dramatic reductions in coverage in order to keep premium increases stable.

Changes in the automobile insurance market are similarly affecting the continuing viability of the statewide automobile insurance program. Insurers are expressing reluctance to write a monoline insurance policy that only covers one type of insurance because it is not as potentially profitable from a long-term perspective as a commercial policy that bundles several types of insurance into a "package" policy.

Strategies for Meeting the State's Future Needs and Achieving the Office's Statutory Goals

It is often assumed the state of Texas self-insures its real and personal property. This long-held belief partially stems from the 1921 Senate Concurrent Resolution No. 3, 37th R.S., which sets forth that it is "the policy of the state to self-insure its buildings" and recommended establishment of a fund for paying losses. The existence of unappropriated general revenue and mechanisms for requesting supplemental appropriations for sustained but uninsured losses also

contributes to the perception that the state self-insures. However, the State has no specific funded reserve for losses to real or personal property nor has it established a process for adjusting claims and distributing payments.²

The majority of the state's physical assets are not protected, or are not adequately protected, from loss through insurance. However, insuring all state-owned assets through traditional insurance routes would likely represent the most expensive option for the state.

The Office has recommended the creation of a centralized, mandatory state property insurance program to normalize the effect of ordinary losses on individual state entities' budgets.³ The Office's recommendations also include establishing a state enterprise-level self-insured retention (SIR) to replace traditional insurance for loss events that are frequent, but the extent of the loss is minimal. Low-dollar attritional losses could also be paid from a SIR instead of incurring the costs associated with traditional insurance.

A SIR could positively impact the insurance market's capacity to accept the risks presented by the state at an affordable price. A SIR will need to set clear provisions on the property that can be insured against direct physical loss; the extent of coverage being provided; the conditions placed on coverage; the claims potentially covered; and the per claim and per occurrence limits. A well-formed SIR should increase active engagement in risk identification, mitigation, and prevention. As state entities become more prudent regarding risk, SIR claim expenditures should decrease. Likewise, a reduction in state losses should improve reinsurance premium rates for infrequent but large, catastrophic losses.

The Office continues to recommend establishing a mandatory property insurance program with a SIR. The Office's research has identified two basic types of state funds for self-insuring property or liability losses of public entities. One type is intended for state entities but is not extended to other public entities such as local governments. The second type of fund, which is less common, may be joined by local governments.

The Office is ready to assist if the Legislature wishes to address issues such as the funding mechanism for a SIR; whether the SIR fund will make assessments against its members if the premium or contribution is not sufficient to cover incurred losses; how the fund will be administered; and other matters as addressed in the Office's insurance studies.

² State entities have requested financial assistance from the Legislature for damage sustained from Tropical Storm Allison and Hurricanes Rita, Katrina, Dolly, Gustav, and Ike. The arson attack on the Governor's Mansion in 2008 also required Legislative appropriations for restoration and repairs (HB 4586, 81st Legislative R.S.)

³ https://www.sorm.state.tx.us/wp-content/uploads/2017/06/state_insurable_assets_study.pdf
https://www.sorm.state.tx.us/wp-content/uploads/2017/06/state_insurable_assets_study_2013.pdf
https://www.sorm.state.tx.us/wp-content/uploads/2017/06/state_insurable_assets_study_2016.pdf

ACTION ITEMS TO ACHIEVE OUR GOAL

- 1.1. Maintain and review records of property, casualty, or liability insurance coverages purchased by or for a state entity.
- 1.2. Purchase insurance coverage under any line of insurance other than health or life insurance, including liability insurance for a state entity.
- 1.3. Phase in, by line of insurance, the requirement that a state entity purchase coverage only through the Office.
- 1.4. Authorize the purchase of a line of insurance under a policy not sponsored by the Office.
- 1.5. Develop objective tools to help state entities determine whether to transfer risk through an insurance purchase.
- 1.6. Administer the program for the purchase of surety bonds for state officers and employees.

GOAL	OBJECTIVE
2. Risk Retention	Administer the statutory Self-Insured Government Employees' Workers' Compensation Insurance Program for 143 state entities, which includes courts and institutions of higher education as well as Windham School District within the Department of Criminal Justice, and 122 community supervision and corrections departments, encompassing approximately 190,000 individual employees.

The state self-insures for the purpose of workers' compensation coverage for state employees. The costs of the state employees' workers' compensation program are funded with legislatively appropriated funding as well as authority for collected subrogation recoveries. In the allocation program, each state entity must enter into an interagency contract with the Office to pay an allocated share of the Office's administrative costs, workers' compensation claims expenditures, and funding for employee benefits.

The rules for the risk allocation program, 28 TAC Chapter 251, Subchapter E, were adopted to (1) equitably distribute the cost of funding workers' compensation losses, the cost of administering claims, and the cost of providing loss control services to participating state agencies; (2) encourage the development and implementation of risk management programs and practices designed to minimize occupational injuries and illnesses; protect state property; and provide appropriate safety and health training for all state employees; (3) pool large and small risks to enable catastrophic loss(es) to be spread throughout all participating state agencies; and (4) encourage compliance with the Office's regulations, policies, and programs.

[28 Texas Administrative Code Section 251.507](#) specifies the formula to calculate each entity's allocation. Limits are placed on the total allocation an entity will be assessed. The difference between the formula-based assessment amount and cap is allocated among all other entities in the same manner and within the same factors as the initial assessment calculation. GAA Article IX, Rider 15.02 staggers the assessment allocation payments. Participating entities pay seventy-five percent of their assessment at the beginning of the fiscal year. The remaining amount due from each entity, if any, is calculated and collected during the final four months of the fiscal year.

The Office provides service benefits both to the injured state employee and the state entity employer. The Office's workers' compensation program provides individual state entities with claims administration and comprehensive claims handling services. The Office employs licensed adjusters to manage all aspects of a workers' compensation claim. When a compensable work injury occurs, the Office ensures that the injured state employee receives the same level of service and benefits as a private individual. The adjusters are empathetic and accessible and have the authority to make and act on decisions. Adjusters facilitate medical treatment and ensure wage replacement (income) benefits are paid to a claimant who suffers a compensable injury in the course and scope of employment. An active call center provides additional access to a live person during the Office's business hours.

ACTION ITEMS TO ACHIEVE OUR GOAL

- 2.1. Provide covered injured employees with access to prompt, high-quality medical care within the framework established by the Texas Workers' Compensation Act.
- 2.2. Provide appropriate income benefits and medical benefits in a manner that is timely and cost-effective.
- 2.3. Minimize the likelihood of disputes and resolve them promptly and fairly when identified. Ensure injured employees have access to a fair and accessible dispute resolution process.
- 2.4. Encourage the safe and timely return of injured employees to productive roles in the workplace.
- 2.5. Adopt rules as necessary to collect data on lost time and return-to-work outcomes of each state entity to allow full evaluations of successes and of barriers to achieving timely return to work.
- 2.6. Monitor and evaluate return-to-work information reported by each state entity to determine outcomes over time for each state entity.
- 2.7. Take maximum advantage of technological advances to provide the highest levels of service possible to system participants and to promote communication among system participants.

GOAL	OBJECTIVE
3. Risk Management	Assist state entities and institutions of higher education in establishing and maintaining comprehensive risk management programs designed to control, reduce, and finance risk. Implement statewide guidelines and assist state entities in identifying and managing enterprise risks at all levels of operations.

The Office was created in 1997 to streamline the state’s risk management and claims processing programs. The objective was to change the organization and management of the state risks and claims payments to reduce injuries, improve loss control and claims handling, and otherwise enhance the quality and effectiveness of the state’s risk management and claims processing programs. When the Office underwent Sunset Review in 2007 and 2019, the Sunset Advisory Commission determined that a centralized risk management system administered by the Office is more efficient and cost-effective than allowing each entity to administer its own program.

The Executive Director of the Office serves as the State Risk Manager and is responsible for supervising the development and administration of a system of risk management for the state. The Office’s risk management program provides risk management services to state agencies, institutions of higher education, and other entities identified by statute. The guidelines adopted by the Board of Directors for a comprehensive risk management program, and the assistance of the Office in implementing such programs, has a direct impact on losses.

The Office employs risk management specialists who review, verify, monitor, and approve risk management programs developed by state entities. The Office conducts on-site consultations to state entities’ physical locations and facilities each fiscal year. If risk exposures are identified during site visits, the Office provides written recommendations on risk prevention and control measures that state entities can implement to prevent or reduce claims and losses and tracks resolution efforts.

ACTION ITEMS TO ACHIEVE OUR GOAL

- 3.1. Administer guidelines adopted by the board for a comprehensive risk management program applicable to all state entities to reduce property and liability losses, including workers' compensation losses.
- 3.2. Review risk management guidelines at least biennially and update the guidelines at least every five years.
- 3.3. Use existing data to determine state entity risk levels and needs and prioritize resources and requirements by risk.
- 3.4. Review, verify, monitor, and approve risk management programs adopted by state entities. Assist a state entity that has not implemented an effective risk management

program to implement a comprehensive program that meets the guidelines established by the board.

- 3.5. Compare each state entity’s risk management plan against the Office’s risk management guidelines. Issue a written report to each state entity either certifying or not certifying the entity’s risk management plan.
- 3.6. Conduct on-site consultations at a state entity’s physical location to identify risk exposures and make suggestions for mitigation of risks. Provide written suggestions on risk prevention and control measures that a state entity can implement to prevent or reduce claims and losses.
- 3.7. Conduct training sessions that address issues related to property, liability, or workers’ compensation exposures or losses.
- 3.8. Assess each state entity’s actions in regard to implementation of the Office’s recommendations to control or correct conditions that could lead to injuries. Evaluate the results of implementation of each state entity’s risk management plans.
- 3.9. Regularly solicit and use customer input to better tailor risk management services.

GOAL	OBJECTIVE
4. Continuity of Operations	Administer the Statewide Continuity of Operations Planning program, in cooperation with the Department of Public Safety, Office of Homeland Security, Texas Division of Emergency Management, and Department of Information Resources. Establish policy and standards to ensure expansive continuity planning, testing, training, and exercising across the state enterprise.

Continuity planning ensures that the most critical government services continue to be available to the people of Texas under any conditions. In cooperation with the Office of Homeland Security (HSC), Texas Division of Emergency Management (TDEM), and Department of Information Resources (DIR), the Office has implemented a statutory comprehensive continuity planning program for Texas state entities. Policies and standards to ensure expansive continuity planning, testing, training, and exercising across the state enterprise are set forth the October 24, 2013, [Texas State Agency Continuity Planning Policy Guidance Letter](#). This letter is scheduled to be updated and reissued to incorporate developments in this sector over the last biennia.

Each state entity can prepare to resume operations following a natural or man-made event through continuity of operations planning (COOP). Many of the state entities on the [Emergency Management Council \(EMC\)](#) and [Homeland Security Council \(HSC\)](#) participate in the Office’s risk management, insurance, and workers’ compensation programs. Likewise, the Office provides

services to state entities that are primarily responsible for implementation and oversight of front-line activities related to the state’s emergency management and homeland security strategic plans.

A COOP plan outlines the procedures an entity will follow to stay operational, or resume operations, if a business disruption occurs. The plan includes detailed information on the essential functions of the entity, critical personnel, procedures, needed equipment, alternative business locations, and other essential information. Training, testing, and exercises help an entity ensure it has an actionable continuity of operations plan.

ACTION ITEMS TO ACHIEVE OUR GOAL

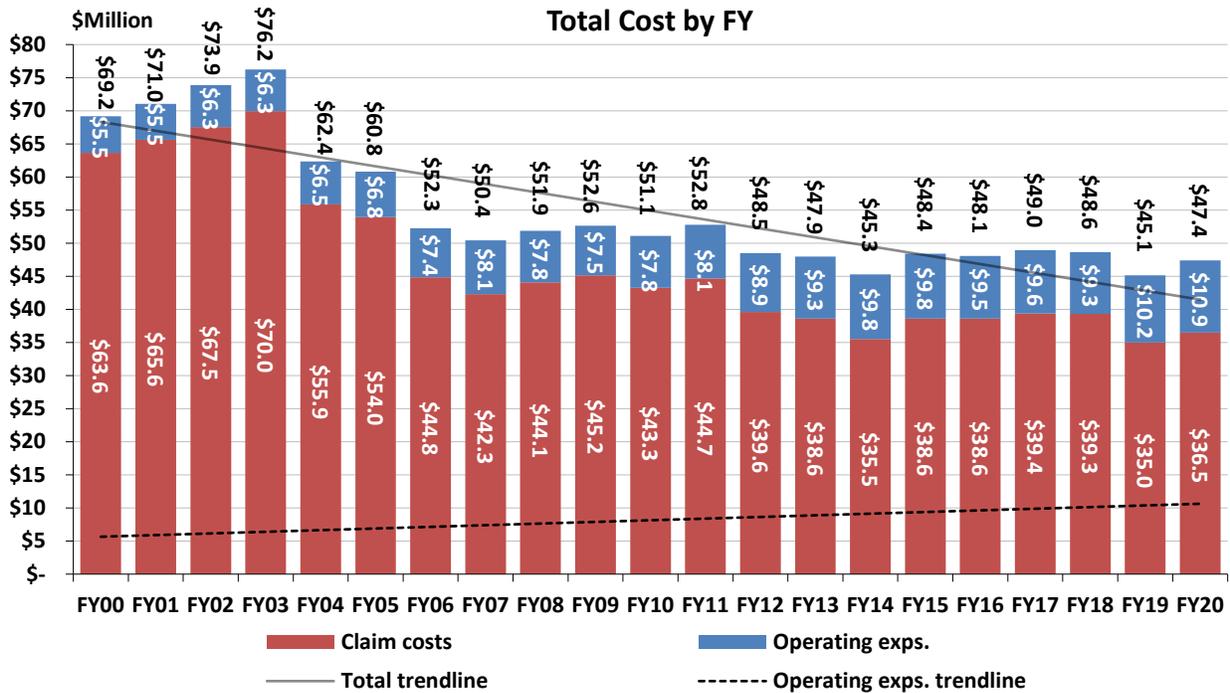
- 4.1. Work with each state entity to develop an entity-level continuity of operations plan.
- 4.2. Review continuity plans and provide guidelines, easy-to-use materials, and templates to state entities.
- 4.3. Provide written feedback on continuity plans to state entities to ensure state entities are developing quality continuity plans.
- 4.4. Develop, maintain, and disseminate planning tools that combine Texas legislative requirements, FEMA guidance, best practices, and other applicable standards.
- 4.5. Update and reissue the Texas State Agency Continuity Planning Policy Guidance Letter, including invitations for other entities as signatories.

HOW OUR GOAL OR ACTION ITEM SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas

The Office is committed to administering its programs in a transparent and accountable manner and to use taxpayer resources prudently.

Despite actuarial projections that workers' compensation claims costs would continue to increase by several million each year after reaching \$70 million in FY2003, by the end of FY2004, claims costs had decreased to \$55.8 million. Claims costs have continued to steadily decline. Since FY2012, workers' compensation claims costs have been below \$40 million each fiscal year. In FY2019, claims costs were the lowest in the history of SORM – under \$35 million.



The Office is administered with legislatively appropriated non-GR funding through an allocation program. The annual assessment to state entities that are subject to Chapter 412 is used to pay the costs incurred by the Office in administering the state’s risk management program and state employees’ workers’ compensation program. 28 Texas Administrative Code Section 251.507 specifies the formula to calculate each entity’s allocation. Limits are placed on the total allocation an entity will be assessed. The difference between the formula-based assessment amount and cap is allocated among all other entities in the same manner and within the same factors as the initial assessment calculation, creating enterprise equity and funding stability over biennia.

2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions

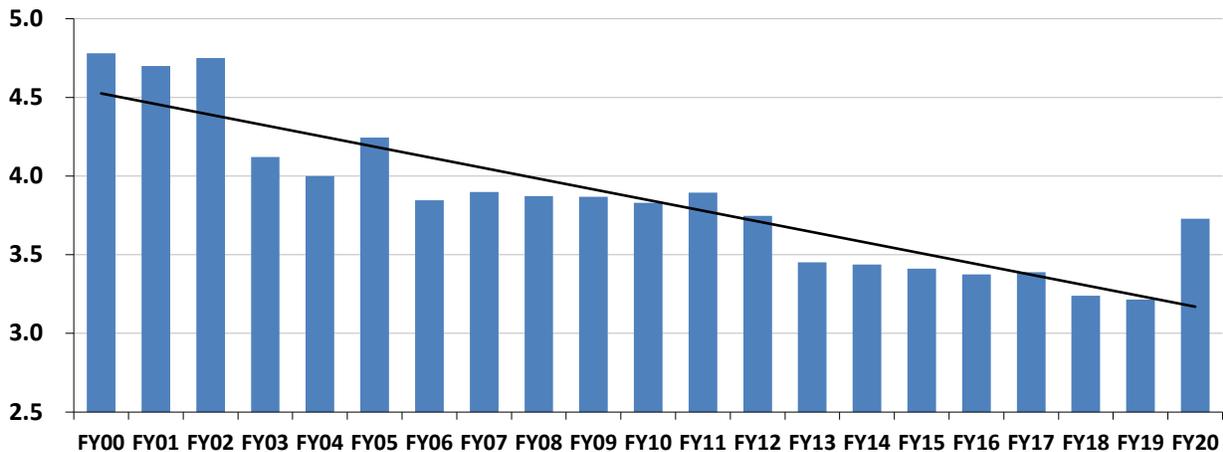
The Office procures and negotiates insurance coverage tailored for the unique exposures and liabilities of the state. By consolidating the insurance needs of different entities seeking the same line of insurance, the Office can obtain higher limits of insurance for a lower premium than the state entities would receive if the insurance was purchased independently.

The Office encourages staff to identify ways to improve and streamline business processes; eliminate duplicative activities; increase collaboration; and strengthen relationships with state entities.

The Office will implement an integrated risk management information system (RMIS) that will streamline workers' compensation claims activities; deploy rules-based decision-making tools to automate clerical activities; transmit workers' compensation claims data to and from external sources; and boost compliance with regulatory reporting requirements. The RMIS will give state entities the ability to report injuries 24-hour a day.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve

One of the Office’s performance measures is the *Incident Rate of Injuries and Illnesses per 100 Covered Full-Time State Employees*.⁴ The injury frequency rate is important as it reflects not only the effectiveness of the Office’s risk management program in identifying risks to covered state entities, but also reflects covered state entities actions in regards to implementation of recommendations to control and correct the conditions that lead to injured state employees. Direct evidence of the effectiveness and efficiency of the risk management program is the overall decline in the injury frequency rate over time.



During performance-based oversight, the Texas Department of Insurance’s Division of Workers’ Compensation (TDI-DWC) measures the Office’s compliance with the deadlines for payment of temporary income benefits, impairment income benefits, and medical bills. The performance assessment also examines overall compliance records and dispute resolution and complaint resolution practices. The Office has consistently been identified as a high performer by TDI-DWC.

4. Providing excellent customer service

Customer service is a cornerstone of our mission. The Office’s updated Compact with Texans describes its customer service standards, customer service principles, and procedures for responding to public contacts and complaints.

⁴ The Customer Service Report contains data for all performance measures.

The Office has a strong understanding of the needs of the customers served by its statutory programs. The Office routinely consults with client entities; engages stakeholders through advisory calls, customized training, and during on-site consultations and risk management program reviews; and provides direct access to all levels of the organization. The Office establishes critical response teams during natural and manmade disasters to ensure client needs are met. Additionally, the Office conducts multiple training sessions that address issues related to risk, property, liability, workers' compensation exposures or losses, and other matters.

The Office contracts with a certified workers' compensation healthcare network with facilities and health care providers that provide injured employees with reasonably necessary medical treatment and services while also controlling medical costs and utilization. According to the Texas Department of Insurance, Division of Workers' Compensation's 2019 *Workers' Compensation Network Report Card Results*, the Office's workers' compensation healthcare network's average overall medical cost per claim (six months post injury) is lower when compared to non-networks. The Network Report Card also determined that the average number of weeks an injured employee reported being off work due to a work-related injury was lower in SORM's network than in non-network claims.

5. Transparent such that agency action can be understood by any Texan

The information within a workers' compensation claim file is generally confidential pursuant to Labor Code Sections 402.083 and 412.0128. However, to ensure injured state employees understand workers' compensation claim activities, the Office utilizes the plain language forms, letters, and brochures created by the TDI-DWC pursuant to Labor Code Section 402.022.

Continuity of operations plans and any records written, produced, collected, assembled, or maintained as part of the development or review of a continuity of operations plan are confidential pursuant to Labor Code Section 412.054(c) and Government Code Section 552.156. However, the forms, standards, and other instructional, informational, or planning materials adopted by the Office to provide guidance or assistance to a state entity in developing a continuity of operations plan are available to the public through the Office's website.

Civil Practices and Remedies Code Section 101.104 provides that neither the existence nor the amount of insurance held by a governmental unit is admissible in the trial of a suit under the Texas Tort Claims Act. In addition, neither the existence nor the amount of the insurance is subject to discovery. However, pursuant to 28 Texas Administrative Code Section 252.303, the Office provides information regarding insurance policies that have been selected for statewide use on its website.

OTHER CONSIDERATIONS RELEVANT TO OUR GOAL OR ACTION ITEM

1. In the 86th Legislative R.S., the Office received funding to implement a cloud-based risk management information system to integrate its statutory missions. A fully integrated system where relational data is continuously updated can provide real-time information for preparedness, mitigation, response, and recovery. The consolidated data can also be used for predictive catastrophic event and risk modeling.
2. The Office has two staff members who obtained their Certified Texas Contract Manager (CTCM) designation in 2020. The Office is updating its Contract Management Handbook and will include provisions regarding the CTCMs' compliance with the training requirements in Government Code Section 656.052.
3. The Office is governed by a five-member Risk Management Board of Directors, appointed by the Governor. Members of the board must have demonstrated experience in insurance and insurance regulation, workers' compensation, and risk management administration. Detailed information regarding the qualifications and experience of the Board of Directors is available at the Office's website at <https://www.sorm.state.tx.us/about-us/meet-the-board-of-directors>.
4. Administration of the Office is overseen by the State Risk Manager, who serves as Executive Director of the Office. The Deputy Executive Director oversees daily operations of three divisions, managed by qualified Division Chiefs. Detailed information regarding the qualifications and experience of the Executive Management Team is available at the Office's website at <https://www.sorm.state.tx.us/about-us/executive-management-team>.
5. The Office is administratively attached to the Office of the Attorney General, which provides significant administrative support services and resources. Specific details on the administrative services provided by the OAG are set forth in an interagency contract.
6. The Office is emphasizing the development and adoption of a tested-framework approach to all core mission functions. Examples of standards under current active review include but are not limited to the ISO 31000 framework for enterprise risk management, NIST and other guidance for cybersecurity, integrated National Incident Management System/Incident Command System for emergency management integration, and Criterion Referenced Instruction and Learning Management Systems for training design and delivery.
7. Through training and recruitment, the Office has significantly increased the number of staff with education, professional certification, and expertise in health and safety, risk management, and related fields; workers' compensation insurance and claim management; property, casualty, and liability insurance and claim management; and continuity of operations planning and testing.

REDUNDANCIES AND IMPEDIMENTS

Service, Statute, Rule, or Regulation	Labor Code §501.001 Labor Code §412.001
Describe Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	The inconsistency in the definition of state entity in Labor Code Section 501.001 and Labor Code Section 412.001 creates confusion regarding the state entities that are subject to the requirements for developing a risk management program and submitting a COOP plan to the Office. A similar uncertainty exists regarding the Office’s obligation to review a state entity’s insurance purchase before the purchase occurs. The limitations in Labor Code Section 412.001(4) exacerbate these issues. For example, there is inconsistency with meeting COOP requirements among state entities with less than five employees. Similarly, some but not all courts claim an exemption based on the assertion that the authority of a court is limited to a specific geographical portion of the state.
Provide Agency Recommendations for Modification or Elimination	Statutory clarification and consistency in the definitions of state entity.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	One of the primary purposes of Labor Code Chapter 412 is to ensure state entities are taking steps to identify, control, and prepare for loss events.
Service, Statute, Rule, or Regulation	Government Code §2165.303 and §2165.305
Describe Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	<p>In 2015, <u>SB 202</u>, 84th Legislature, transferred a number of functions from DSHS to other entities. Section 3.030 of the bill repealed Health & Safety Code Chapter 385 thereby removing all references to a state entity voluntarily establishing guidelines for indoor air quality in government buildings. However, Government Code Section 2165.305 still exists, which requires the Office to conduct an annual, one-day educational seminar on indoor air quality.</p> <p>Similarly, Section 2162.303 requires the Health and Human Services Commission to report findings and test results obtained under a contract for air monitoring to SORM in a form and manner prescribed by SORM for that purpose.</p>
Provide Agency Recommendations for Modification or Elimination	The Legislature should give additional consideration to Government Code Sections 2165.303 and 2165.305
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	These statutory provisions are obsolete given the legislative changes in 2015.

Service, Statute, Rule, or Regulation	<p>Tex. Gov't. Code §403.039 34 TAC §20.225(a)(8) 28 TAC §133.10 28 TAC §133.240</p>
Describe Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	<p>Tex. Gov't. Code §403.039 mandates that each person who supplies property or services to the state for compensation must obtain a Texas Identification Number (“TIN”). The TIN application is processed through the Comptroller</p> <p>TDI-DWC’s regulation, 28 TAC §133.10, limits the reasons a workers’ compensation carrier may return a HCP’s medical bill. The rule does not allow the Office to return a HCP’s bill if the TIN is incomplete, missing, or incorrect TIN</p> <p>If the Office submits a HCP bill to the Comptroller for payment without the correct TIN, the payment will not be processed. This exposes the Office to a potential administrative violation for failure to pay the HCP’s bill within 45 days of receipt (28 TAC §133.240)</p>
Provide Agency Recommendations for Modification or Elimination	This issue is unique to governmental entities (SORM, UT, A&M, TxDOT) providing workers' compensation coverage for state employees because the workers' compensation payments are issued through the Comptroller. Consequently, there may be some reluctance to implement a statutory or rule change in the Workers' Compensation Act, which has general applicability to all workers' compensation insurance carriers
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	If governmental entities providing workers' compensation insurance had the ability to return a HCP bill due to TIN issues, the state could reduce the risk of paying interest on late payments of medical bills or spending resources to complete a TIN application for a private HCP

Service, Statute, Rule, or Regulation	<p>Labor Code §501.021 Labor Code §406.034</p>
Describe Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Civil Practice and Remedies Code §101.028 creates a waiver of sovereign immunity for state employee workers' compensation claims. Pursuant to Labor Code §501.021, all state employees are entitled to workers' compensation coverage. However, Labor Code §406.034 states an employee can agree, in writing, to waive workers’ compensation
Provide Agency Recommendations for Modification or Elimination	Amend Labor Code §406.034 to apply to private employers only by exempting public employees
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	Creates a better understanding of the state’s waiver of sovereign immunity for state employees’ workers’ compensation claims

STATE OFFICE OF RISK MANAGEMENT

STRATEGIC PLAN

SUPPLEMENTAL SCHEDULES

BUDGET STRUCTURE

Agency:	479	STATE OFFICE OF RISK MANAGEMENT
Goal 1:	Short Name:	MANAGE RISK AND ADMINISTER CLAIMS
	Full Name:	Manage Claim Costs and Protect State Assets
	Description:	To manage costs for covered state agencies arising from the risk of loss through the delivery of professional risk management and claims administration services that are customized to specific agency needs.
Objective 1:	Short Name:	RISK MGMT & CLAIMS ADMINISTRATION
	Full Name:	Risk Management and Claims Administration
	Description:	To provide guidance and direction to state agencies to assist them in identifying, evaluating and controlling risk and minimizing the adverse impact of workers' compensation, property and other loss.
Strategy 1:	Short Name:	ENTERPRISE RISK MGMT/CLAIMS ADMIN
	Full Name:	Assist, Review, and Monitor Agencies' Risk Management Programs & Provide Workers' Compensation Administration
	Description:	Establish statewide risk management guidelines, and assist agencies in meeting the guidelines; conduct on-site risk management program reviews, safety evaluations, consultations, and training; and administer the state workers' compensation risk pool in accordance with state law and administrative regulation.
Goal 2:	Short Name:	WORKERS' COMPENSATION PAYMENTS
	Full Name:	Workers' Compensation Payments: Estimated and Nontransferable
	Description:	Workers' Compensation Payments: Estimated and Nontransferable
Objective 1:	Short Name:	WORKERS' COMP PAY: EST & NONTRANS
	Full Name:	Workers' Compensation Payments: Estimated and Nontransferable
	Description:	Workers' Compensation Payments: Estimated and Nontransferable

PERFORMANCE MEASURE DEFINITIONS

Goal 1:	Manage Claim Costs and Protect State Assets
Description:	To manage costs for covered state agencies arising from the risk of loss through the delivery of professional risk management and claims administration services that are customized to specific agency needs.

Objective 1: **Risk Management and Claims Administration**
 To provide guidance and direction to state agencies to assist them in identifying, evaluating, and controlling risk and minimizing the adverse impact of workers' compensation, property, and other loss.

Outcome Measure 1: **Incident Rate of Injuries and Illnesses per 100 Covered Full-Time State Employees**

Definition
 Number of accepted on-job injuries and illnesses divided by the total number of state employees (measured by full-time equivalents) multiplied by 100. SORM may estimate fourth-quarter data where actual data is not available at the time the report is due.

Purpose
 This key outcome measure provides an objective measure of the results of implementation of covered state agencies risk management plans and the results of SORM’s risk management program. The injury frequency rate is important as it reflects not only the effectiveness of SORM’s risk management program in identifying risks to covered state agencies, it also reflects covered state agencies actions in regard to implementation of SORM recommendations to control and correct the conditions that lead to injured state employees.

Data Source
 Workers’ compensation claims are opened and entered in the SORM Claims Management System (CMS) as reports of injuries (DWC-1 forms) are filed by covered state agencies. These reported claims are investigated and accepted or denied. The State Auditor’s Office Classification Division collects full-time employee data from covered state agencies, which is shared with SORM.

Methodology
 Number of reported on-job injuries and illnesses accepted, divided by the total number of state employees (measured by full-time equivalents) multiplied by 100.

Data Limitations

The accuracy of this measure is dependent upon injuries being reported promptly and FTE data being accurately reported to the State Auditor's Office.

New Measure
No

Target Attainment
Lower than target

Calculation Method
Noncumulative

Outcome Measure 2: Cost of Workers' Compensation per Covered State Employee

Definition

The total cost of the workers' compensation program divided by the number of covered state employees. Total cost includes claims expenditures, cost containment expenditures, and administrative costs.

Purpose

This outcome measure of the workers' compensation program provides the dollar cost of workers' compensation cost per covered state employee. This measure can be used to provide the overall trend of workers' compensation cost when plotted with prior period calculations.

Data Source

SORM database, SAO Quarterly Report of Full-Time Equivalent State Employees, OAG budget reports of actual and forecast expenditures.

Methodology

Expenditures for the workers' compensation strategy is divided by the number of full-time equivalent state employees.

Data Limitations

Accuracy of number of full-time equivalent state employees is subject to limitations in accuracy of data reported to the State Auditor's Office. Expenditure data is forecast upon information available at the time of reporting.

New Measure
No

Target Attainment
Lower than target

Calculation Method
Noncumulative

Outcome Measure 3: Cost of Workers' Compensation Coverage per \$100 State Payroll

Definition

The total cost of the workers' compensation program divided by the dollar amount of payroll processed through the state treasury for covered agencies,

multiplied by 100. Total cost includes claims expenditures, cost containment expenditures, and administrative costs.

Purpose

This measure provides the dollar cost of workers' compensation per \$100 state payroll. This measure can be used to provide the overall trend of workers' compensation cost when plotted with prior period calculations and to provide a comparison to the cost for workers' compensation by the private sector.

Data Source

SORM database, annual payroll information from the Comptroller's Office, actual and forecast expenditures from OAG budget reports or database.

Methodology

Expenditures for the workers' compensation (numerator) divided by the dollar amount of state payroll for covered agencies (denominator) multiplied by 100.

Data Limitations

Administrative expenditure data is forecast upon information available at the time of reporting. Because the payroll data is limited to funding processed through the treasury, most local funding and the payroll of county Community Supervision and Corrections Departments will be excluded from the calculation. Because the State administers its workers' compensation on a cash basis significant changes in cumulative payroll or workers' compensation claims will take six months to two years to be reflected in changes to the cost of workers' compensation coverage, producing fluctuation in the calculated value.

New Measure

No

Target Attainment

Lower than target

Calculation Method

Noncumulative

Efficiency Measure 1:

Cost per Hour of Direct Risk Management Service Provided

Definition

The total cost of the risk management strategy divided by the number of direct hours of risk management services provided. Direct hours are defined as hours spent preparing, conducting, and reporting upon risk management services provided. Non-direct hours include all staff hours charged to leave categories and hours of training received by risk management staff.

Purpose

This efficiency measure provides information to compare the direct costs of service provided. It is important as it can point to excessive overhead and can

be used to compare the governmental cost of risk management services to private sector costs for equivalent services.

Data Source

SORM database.

Methodology

Hours of risk management services are categorized by agency and whether the hours are direct or non-direct service. Total costs (expenditures) of the risk management strategy are divided by the number of direct service hours to derive the actual cost per direct service hour.

Data Limitations

Errors could occur in data entry of hours charged. Expenditure data could be subject to potential coding errors. or accruals.

New Measure

No

Target Attainment

Lower than target

Calculation Method

Noncumulative

Efficiency Measure 2:

Average Cost to Administer a Claim

Definition

The total cost of the workers' compensation program divided by the number of claims administered during the period expenditures were incurred. Total cost includes SORM workers' compensation administrative claim costs but excludes indemnity and medical provider payments.

Purpose

This efficiency measure of the workers' compensation program provides an indicator of relative efficiency when compared to the target and prior period reported measures.

Data Source

SORM database, actual and projected expenditure reports.

Methodology

The ratio of funds expended per claim administered is calculated by summing the administrative expenditures of the workers' compensation program (excluding indemnity and medical payments) and dividing this dollar amount by the number of claims administered during the period.

Data Limitations

Expenditure data (numerator) can be limited by the accuracy of accruals and potential errors in expenditure coding. The accuracy of the number of claims

administered (denominator) can be effected by potential errors made in entering claims on the Case Management System during the period.

New Measure

No

Target Attainment

Lower than target

Calculation Method

Noncumulative

Explanatory Measure 1: Percentage of Total Assessments Collected Used for Claim Payments

Definition

The annual amount of claim costs divided by the total amount collected for workers' compensation payments through annual assessments to covered agencies.

Purpose

This explanatory measure for the Workers' Compensation Payments strategy indicates the amount (expressed as a percentage) of the total assessments actually necessary for cash basis claim payments for the fiscal year. It provides an indicator of the accuracy of the actuarial projection used to determine the total assessment amount.

Data Source

SORM database.

Methodology

Annual net claim cash payments (numerator) divided by the total workers' compensation portion of assessments collected (denominator).

Data Limitations

None

New Measure

No

Target Attainment

Lower than target

Calculation Method

Noncumulative

Output Measure 1:

Number of Written Risk Management Program Reviews Conducted

Definition

A risk management program review is a review and evaluation of a covered state agency’s written risk management plan and program compared against SORM risk management guidelines. The results of a review are evidenced by a written report issued by SORM whereby the agency’s plan is certified or not certified to be in accordance with SORM risk management guidelines.

Purpose

This output measure of the risk management strategy compares the actual number of risk management program reviews against the targeted number of reviews. It provides documentation that a covered state agency’s risk management plan and program meet the requirements of the SORM risk management guidelines.

Data Source

SORM database.

Methodology

Summation of the number of complete risk management program reviews conducted. A review is considered complete when the written report has been completed and sent to the agency.

Data Limitations

None

New Measure

No

Target Attainment

Higher than target

Calculation Method

Cumulative

Output Measure 2:

Number of On-site Consultations Conducted

Definition

An on-site consultation is a site visit at a covered state agency’s physical location or facility. The consultation provides risk management services to identify and expose risk exposures and to suggest risk prevention and control measures or techniques that may be implemented by the covered agency to prevent or reduce claims and losses.

Purpose

This output measure reports the number of covered state agencies provided assistance in the identification and assessment of specific risk exposures and recommendations to prevent or reduce claims and losses.

Data Source

SORM database.

Methodology

Summation of the on-site consultation visits conducted for the period reported.

Data Limitation

None

New measure

No

Target Attainment

Higher than target

Calculation Method

Cumulative

Output Measure 3:

Number of Risk Management Training Sessions Conducted

Definition

The number of training sessions conducted for eligible state agencies. Training sessions address issues relating to property, liability, or workers' compensation exposures or losses.

Purpose

This output measure compares the actual number of training sessions conducted to the planned number of training sessions.

Data Source

SORM database.

Methodology

Training sessions conducted for eligible state agencies are entered in a database. The sessions conducted during the period reported are summed and reported.

Data Limitations

None

New Measure

No

Target Attainment

Higher than target

Calculation Method

Cumulative

Output Measure 4: Number of Initial Eligibility Determinations Made

Definition

The number of claims accepted or denied.

Purpose

This output measure of the workers' compensation program is an indicator of workload during the period reported.

Data Source

State Workers' Compensation mainframe report.

Methodology

Summation of claim denials or acceptances made during the period reported.

Data Limitations

None

New Measure

No

Target Attainment

Lower than target

Calculation Method

Cumulative

Output Measure 5: Number of Medical Bills Processed

Definition

Number of medical bills processed includes those bills paid or denied.

Purpose

This output measure of the workers' compensation program is an indicator of workload processed for the period reported.

Data Source

SORM database.

Methodology

Sum of medical bills processed during the period reported.

Data Limitations

None

New Measure

No

Target Attainment

Lower than target

Calculation Method

Cumulative

Output Measure 6:

Number of Indemnity Bills Paid

Definition

Number of wage replacement payments made.

Purpose

This output measure of the workers' compensation program provides an indicator of workload during the period reported.

Data Source

SORM database.

Methodology

Sum of the number of indemnity payments processed during the period reported.

Data Limitations

None

New Measure

No

Target Attainment

Lower than target

Calculation Method

Cumulative

HISTORICALLY UNDERUTILIZED BUSINESS PLAN

Section I: Mission

The mission of the State Office of Risk Management (SORM) Historically Underutilized Business (HUB) Program is to make a good faith effort to meet the SORM's goals based upon the [2009 State of Texas Disparity Study](#) conducted by the Texas Comptroller of Public Accounts (CPA). SORM maintains compliance with HUB programs in accordance with [Texas Government Code, Title 10, Subtitle D, Section §2161](#) and [Texas Administrative Code §20.281-§20.298](#).

Section II: Overview

The SORM HUB plan was submitted in compliance with the reporting requirements of [Article IX, Sec. 7.06, 7.07 and 7.08](#). The SORM HUB Plan is responsive to Sec. 7.07 (a) (1) and (a) (3) (E)-(F). SORM refers to the [2009 Texas Disparity Study](#) conducted by the CPA Statewide Procurement Division (SPD) for the information requested in Sec. 7.07 (a)(3) (A)-(D). SORM's HUB goals and strategic plan incorporated the [2009 Texas Disparity Study's](#) findings and results. The activities stated in Sec. 7.07 (3) (A)-(D) are activities associated with conducting a disparity study. These reporting requirements are now included in [Article IX, Sec. 7.08](#) and Reporting of HUB Key Measures.

SORM HUB participation for FY 2016-2019 is identified in Table 1.

Table 1: FY 2016-2019 HUB Participation

Fiscal Year	HUB Percentage
FY 2016	55.67%
FY 2017	54.57%
FY 2018	53.39%
FY 2019	56.26%

SORM HUB utilization in FY 2019 was 56.26% versus the statewide average of 12.77%. SORM will continue its good faith efforts to meet the HUB procurement category goals,⁵ specific to SORM expenditure types.

⁵ HUB goals were re-assessed June 2019. The Office of the Attorney General (OAG) provides administrative support through an interagency agreement.

COMPARISON TO STATEWIDE HUB PROCUREMENT GOALS
Fiscal Year 2018-2019 HUB Expenditure Information

Procurement Category	Statewide HUB Goals	Total HUB Expenditures FY 2018		Total Expenditures FY 2018	Total HUB Expenditures FY 2019		Total Expenditures FY 2019
		HUB%	HUB\$		HUB%	HUB\$	
Heavy Construction	11.2%	N/A	N/A	N/A	N/A	N/A	N/A
Building Construction	21.1%	N/A	N/A	N/A	N/A	N/A	N/A
Special Trade Construction	32.7%	N/A	N/A	N/A	N/A	N/A	N/A
Professional Services	23.7%	100.0%	\$6,470	\$6,470	100.0%	\$56,456	\$56,456
Other Services	26.0%	55.86%	\$690,148	\$1,235,487	55.73%	\$655,627	\$1,176,336
Commodities	21.10%	3.20%	\$2,139	\$66,919	42.24%	\$55,943	\$132,434
Total Expenditures		53.39%	\$698,758	\$1,308,877	56.26%	\$655,627	\$1,365,226

The FY 2020 SORM HUB procurement category goals are identified in Table 2.

Table 2: FY 2020 SORM HUB Procurement Category Goals

Procurement Category	SORM HUB Goal
Heavy Construction ⁶	N/A
Building Construction ⁷	N/A
Special Trades ⁸	N/A
Professional Services	23.70%
Other Services	26.00%
Commodities	21.10%

B. Assessment of Fiscal Year 2018-2019 Efforts to Meet HUB Procurement Goals

Attainment:

The agency exceeded two of three, or 53% of the applicable statewide HUB procurement goals in FY 2018. The agency exceeded two of three or 56% of the applicable statewide HUB procurement goals in FY 2019.

“Good Faith” Efforts:

The SORM attained an overall HUB percentage of 53.39% in FY 2018 and 56.26% in FY 2019. SORM’s written purchasing procedures require solicitation of HUB vendors and include HUB

⁶ The agency does not make expenditures in the Heavy Construction category.

⁷ The agency does not make expenditures in the Building Construction category.

⁸ Leasehold improvement decisions for SORM are made by the Texas Facilities Commission and the landlord.

Subcontracting Plans for purchases over \$100,000 over the term of the contract including any renewals.

Outreach:

Distributed literature and bid opportunities at HUB outreach events.

Developed and maintained ongoing communication with organizations that serve small, minority, and women-owned businesses and informed them of bid opportunities.

Assisted HUBs by distributing bid and pre-bid conference information with the intent of finding partners with prime vendors.

Other:

SORM has an Interagency Agreement with The Office of the Attorney General (OAG) to receive HUB coordination services through the OAG's HUB Program coordinator and the OAG's Purchasing Department. SORM recognizes that the services provided by the OAG HUB Program (including Mentor Protégé Program) are conducted daily for the benefit of SORM.



State Office of Risk Management



WORKFORCE PLAN
Fiscal Years 2021 to 2025

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- III. Anticipated Changes in Strategies 36
- IV. Workforce Profile..... 36
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- VI. Gap Analysis 39
- VII. Strategy Development 39

WORKFORCE PLANNING

I. Overview

The State Office of Risk Management serves as a full-service risk manager and insurance manager and administers the workers' compensation insurance program for state employees. The Office balances considerations for the rights and needs of its clients and the state worker with the protection of the legitimate interests of the citizens of the State of Texas.

The Office is administratively attached to the Office of the Attorney General. The Supply and Demand Analysis in this report does not reflect the significant contribution in administrative support (payroll and benefits administration, budgeting IT services, etc.) made by the OAG.

II. Strategic Goals and Objectives

Strategy Goals- Risk Management Program

The Executive Director of the Office serves as the state risk manager and is responsible for supervising the development and administration of a system of risk management for the state. The Office's enterprise risk management program provides risk management services to state agencies, institutions of higher education, and other entities identified by statute (state entities). The guidelines adopted by the Board of Directors for a comprehensive risk management program, and the assistance of the Office in implementing such programs, has a direct impact on losses.

The Office assists state entities and institutions of higher education in establishing and maintaining comprehensive risk management programs designed to control, reduce, and finance risk. The Office implements statewide guidelines and assist state entities in identifying and managing enterprise risks at all levels of operations.

The Office serves as a full-service insurance manager for state entities and institutions of higher education. The Office's insurance program, in conjunction with the Office's maintenance and review of records of property, casualty, and liability insurance coverages purchases by and for state entities, helps reduce costs and ensure proper financial protection against loss.

The state self-insures for the purpose of workers' compensation coverage for approximately 190,000 state employees within 143 state entities and 122 community supervision and corrections departments. The costs of the state employees' workers' compensation program are funded through risk pooling, which safeguards individual state entities from catastrophic losses that could exceed budgetary capabilities.

The Office administers the statewide Continuity of Operations Planning program, in

cooperation with the other state and federal agencies. The Office is responsible for standards to ensure expansive continuity planning, testing, training, and exercising across the state enterprise.

III. Anticipated Changes in Strategies

The Office does not anticipate changes in its mission, strategies, or goals in the next five years, but stands ready to respond to any additional legislative and relevant regulatory direction affecting operations. The Office intends to focus on its ability to assist client state entities in all areas of risk management, risk retention, risk transfer, and continuity of operations planning.

IV. Workforce Profile

The Office is authorized 123.6 full-time equivalent (FTE) positions.

Workforce Skills

The professional workforce skills that are critical to the mission and goals of the Office include the ability to successfully:

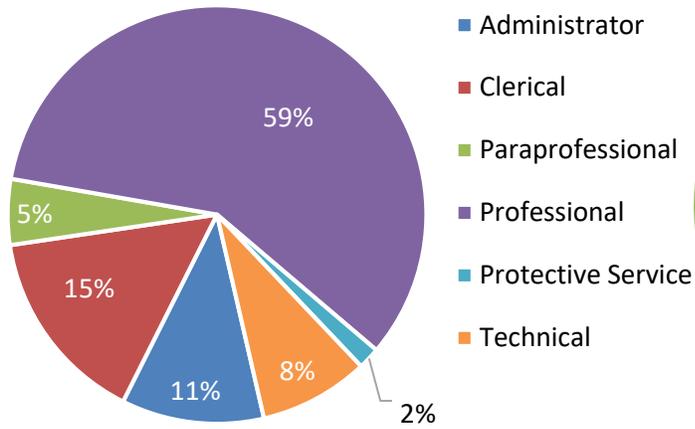
- Review and provide assistance with risk management programs
- Identify risk exposures and make mitigation recommendations
- Consult with and train state entities on how to address issues related to property, liability, or workers' compensation exposures or losses
- Administer workers' compensation claims and related medical, disability, and indemnity
- Review and audit billing associated with workers' compensation medical benefits
- Maintain and review records of property, casualty, or liability insurance coverage purchased by or for a state entity
- Administer the program for the purchase of surety bonds for state officers and employees
- Manage property, casualty, and liability insurance contracts, losses and claims
- Develop and maintain Continuity of Operations Plan
- Review continuity plans and provide guidelines, models, and assistance

Agency staff must also have knowledge and skill in the following areas:

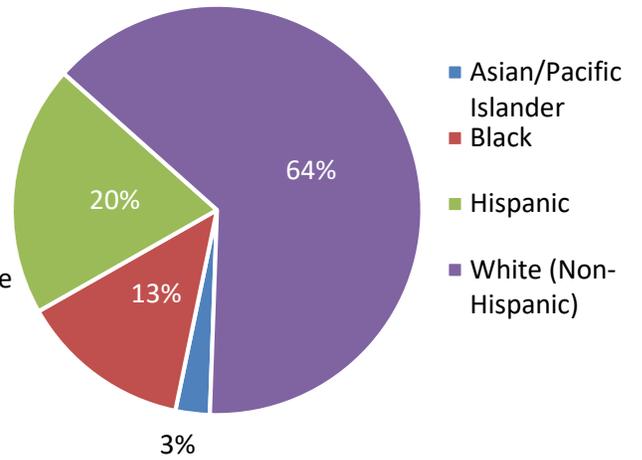
- Communication
- Customer service
- Problem solving
- Time management
- Research and analysis
- Application of relevant laws and regulations
- Negotiation and dispute resolution
- Proficiency in using current technologies

Workforce Demographics ⁹

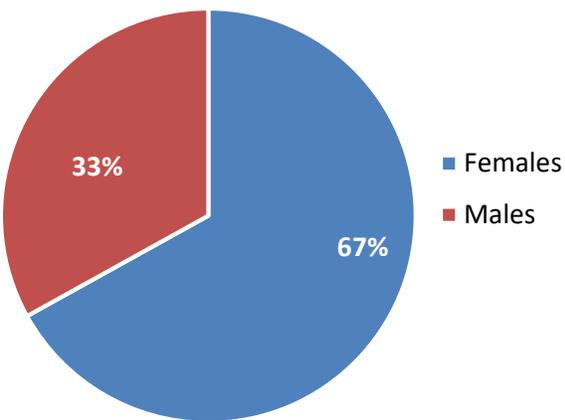
EEOC Classification



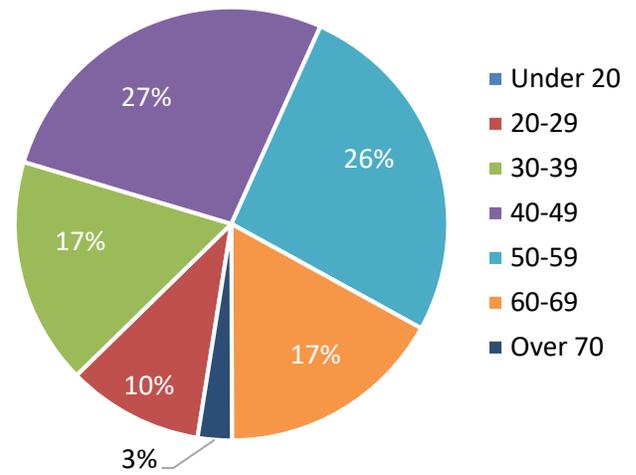
Ethnicity



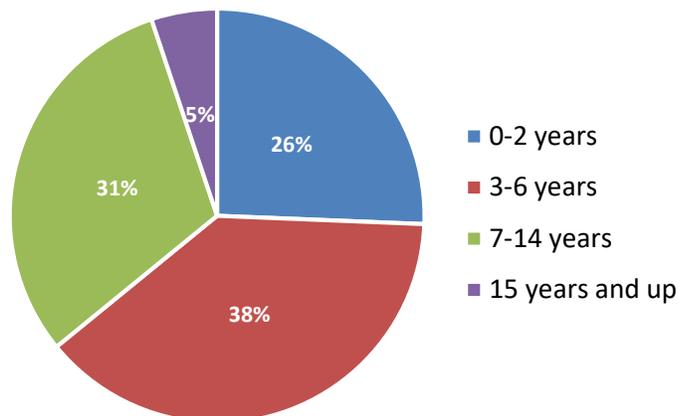
Gender



Age

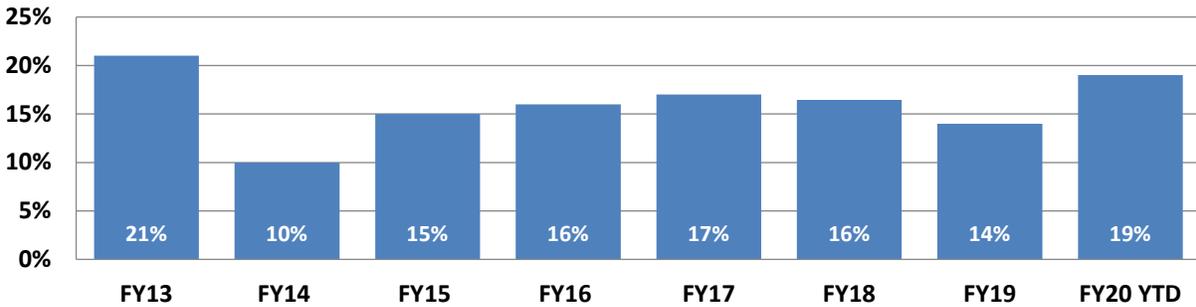


Tenure



⁹ As of April 14, 2020

Annual Turnover Rates



Classification	FTE	FY18 Turnover	FY19 Turnover
Claims Adjuster	27	6	2
Insurance Manager	4	3	0
Risk Manager	6	4	3

Employment Trends

The Office’s turnover rate has remained relatively steady. The Office anticipates turnovers will continue due to economic factors beyond its immediate control. Employee salaries remain non-competitive with the private market and employees overwhelmingly see pay and benefits as the biggest obstacle to continued employment with the Office.

The Office does experience a high turnover rate among its workers’ compensation adjusters. According to the Texas Workforce Commission, the insurance adjuster field is projected to increase annually by 2.3% per year through 2024 in the Capital Area alone.¹⁰

In addition, the Office has several categories of employees with specialized training and skills that are prized in the private and public market. The risk manager turnover rate is an example of specialized employees who are prized in the public and private market.

The Office continually assesses and analyzes salary levels to reduce turnover. However, adequate funds are needed to maintain salary parity with other positions performing similar work especially as demands grow in the Capital Area.

V. Demand Analysis – Future Workforce Profile

Workforce Skills – Projected

As the risk management, risk transfer, and continuity of operations programs grow in response to client demand and legislative direction, the Office will need additional staff with expertise and experience in these areas.

¹⁰ Texas Workforce Commission, Labor Market and Career Information, www.texaslaboranalysis.com/Demand, last accessed April 14, 2020.

One of the Office's initiatives is to develop training services for state employees through an online learning management system. The course curriculums and production of self-directed training such as podcasts, webinars, and videos, will require staff with advanced knowledge and skills.

As explained below, demands on the Office's services coupled with new technologies to mine the Office's complex data, will require staff with advanced knowledge and skills to extract, compile, and analyze data from a granular agency level up to a state enterprise level.

Anticipated Workload Changes

Long-term demand for the Office's services is expected to increase. The Office's workload and staffing needs will intensify as participation in the Office's programs increases.

Technology

In the 86th Legislation Session, the Office received funding to expand its use of a cloud-based risk management information system (RMIS) to fully integrate all statutory missions. In addition, the Office's full-time employee count was increased from 121.6 to 123.6 beginning Fiscal Year 2020 in anticipation of two new specialized positions needed to implement and operate a RMIS. The Office has hired a project manager to oversee implementation of the RMIS. The second position will be a system administrator for the RMIS.

VI. Gap Analysis

With the implementation of a RMIS, the Office anticipates improved work quality, efficiency, and customer service. The Office is analyzing mission essential functions that can be transferred to the new system, existing workflows and business processes, and the impact the new system will have on staffing requirements. The impact of the new system on staff's morale and adaptability will be monitored and considered to ensure the continuity and quality of services.

As business functions are transferred to a new system, changes must be made to processes and procedures. Evolving technology will continue to automate processes, requiring fewer employees with filing, data entry, and general clerical skills. The RMIS will provide an opportunity to mine cross-functional data and analyze data to track trends to improve the effectiveness of the Office's risk programs, which will in turn increase the need for staff with the skills to understand and interpret highly detailed data sets.

VII. Strategy Development

Recruiting

The competition to hire and retain employees with training and experience in enterprise risk management, continuity of operations planning, advanced commercial insurance, and workers' compensation claim administration is an on-going challenge. The Office utilizes a variety of initiatives to attract candidates.

The Office's internet site lets candidates learn about the organization, its mission, and its programs. Showcasing actual employees in videos emphasizes the importance of the Office's employees. When employment opportunities are posted, the Office highlights intangible benefits such as the culture and values of the organization. The Office also provides insight into the characteristics of the ideal candidate because it recognizes the importance of hiring people with the right traits and identifying cultural fits.

The Office has simplified the application process where possible. Candidates can easily find and apply for open positions on the agency's internet site, through Work in Texas, and on third-party employment platforms. During the interview process, the Office keeps in routine touch with all candidates. Interviews are structured to be as friendly and relaxed as possible, to ensure open and candid responses, and an exchange of detailed information about the agency, its missions, and expectations of the position. Candidates are interviewed by a mixture of managements and peers. The Office contacts each individual who is interviewed to inform them of the outcome of the hiring process.

To broaden the potential pool of applicants, the Office advertises in trade journals, general online job sites and industry specific online job sites. The Office evaluates applicants on their ability to perform in the future. Candidates with a variety of work experience are considered because experience in other fields can translate to the open position.

The Office is exploring with Texas universities a method to set up direct posting accounts for jobs openings on university websites that are viewable by students and alumni. Another initiative under consideration is participating in the Workforce Solutions Board (Capital Area) job fairs and other outreach programs.

Additional initiatives, including social media campaigns and training programs, are under active consideration.

Succession Planning

The Office relies on its staff to carry out its missions and provide services necessary to achieve organizational goals. Knowing the difficulty with recruitment, the Office must prepare for eventual vacancies through an inward focus. Succession planning includes a review of critical leadership roles and essential skills the Office requires to fulfill its mission. Pinpointing gaps in knowledge or skill creates an opportunity to develop competency and skills through training and experience. The Office carefully evaluates individual job performance to identify high-performers with leadership potential who can move into progressively higher roles.

Senior leadership continues to train and mentor successors in anticipation of future open management positions. The Executive Council has fully implemented an agency wide Open-Door policy that encourages communication between staff and management. Open communication also assists with identification of potential staff to be mentored.

Employee Development and Training

Curbing turnover at lower and mid-level positions is critical to the future of the Office. The Office employs a talent management approach to workforce planning, recruitment, training, career development, and performance management. Training opportunities for staff are a high priority in this initiative, particularly focusing on continuing education and credentialing. The Office is highly focused on career development as another opportunity to reduce turnover. The Office utilizes an Informational Program and a Job Shadow Program to facilitate employees' growth. The Informational Program provides staff with an opportunity to see how their contributions and work affect and relate to other departments. The Job Shadowing Program provides an opportunity to shadow other positions within the agency.

The Office also uses entry level departments/units where new employees are responsible for customer service needs and becoming familiar with the tasks and responsibilities associated with workers' compensation claim adjustment. This department gives new employees an opportunity to gain experience and assume greater responsibilities related to workers' compensation claims. This approach has successfully trained many new employees to become full time workers' compensation adjusters.

Lastly, the Office is developing a Performance Management Review. The first phase of the program is a "180 Feedback" evaluating an employee's feedback by their direct reports. The second phase of this program will expand to include direct reports, self-appraisals and the employee's peers. The Performance Management Review will be a useful tool to collect and provide accurate and timely feedback to an employee for their review. The Office is researching the dynamics of the concept of the Performance Management Review 180 Feedback and ways to incorporate it into more traditional evaluation methodologies.

Work/Organization Change

The Office will continue to seek ways to improve processes and maximize resources. However, the inability to attract and retain qualified staff is an enormous impediment to performing the core operational functions of the Office. The time the Office must spend on posting jobs, selecting candidates, conducting interviews, and training new staff is time the Office cannot spend on its essential business functions.



CUSTOMER SERVICE REPORT

FY2018 – FY2019

June 1, 2020

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REPORT ON CUSTOMER SERVICE

Statutory Objectives

The State Office of Risk Management (Office) is charged by law to administer the enterprise risk management program, insurance program, self-insured workers' compensation program, and continuity of government operations planning program for the State of Texas. All four core missions enable State of Texas agencies and institutions of higher education to protect their employees, the general public, and the State's physical and financial assets.

Mission

The State Office of Risk Management (Office) will provide active leadership to enable State of Texas entities to protect their employees, the general public, and the state's physical and financial assets by reducing and controlling risk in the most efficient and cost-effective manner.

Philosophy

The State Office of Risk Management will act in accordance with the highest standards of ethics, fairness, accountability and humanity for both our customers and our employees. Customer service is a cornerstone of our mission.

Inventory of External Customers

The Office has several categories of customers within each strategic objective:

Goal & Strategy	Statutory Program	Customer Category
Manage Claim Costs and Protect State Assets	Enterprise Risk Management Program	<ul style="list-style-type: none"> • 130 state entities as defined in Labor Code §412.001, which includes: <ul style="list-style-type: none"> • Board • Commission • Department • Office • Risk manager(s) for state entities • State employee health and safety trainees
	Risk Transfer through Insurance Purchasing Program	<ul style="list-style-type: none"> • 130 state entities as defined in Labor Code §412.001 • Insurance purchasing personnel for state entities
	Risk Retention through Workers' Compensation Claims Administration Program	<ul style="list-style-type: none"> • 143 state entities as defined in Labor Code §501.001 and §412.001, which includes: <ul style="list-style-type: none"> • Board • Commission • Department • Office • Institution • Texas Tech University System • Texas State University System • Employee Retirement System • Teacher's Retirement System • Windham School District • Injured employees of state entities defined in Labor Code §501.001 and §412.001 plus:

Goal & Strategy	Statutory Program	Customer Category
		<ul style="list-style-type: none"> ▪ 122 Community Supervision and Corrections Departments ▪ Peace officer employed by political subdivision ▪ Texas Military Department member ▪ Texas Task Force One member ▪ Intrastate fire mutual aid system team member ▪ Regional incident management team member ▪ Claims coordinator(s) for state entities ▪ Healthcare providers
	Continuity of Operations Planning Program	<ul style="list-style-type: none"> ▪ 143 state entities defined in Labor Code §501.001 plus: <ul style="list-style-type: none"> ▪ Emergency Management Council member ▪ State Data Center Services participant ▪ Continuity of Operations Coordinator(s) for state entities

*Some state entities are specifically excluded from the Office’s services

Information Gathering Methods

In the second quarter of FY2018, the Office finalized its initiative to update its customer service survey process. The Office implemented new policies and procedures for customer service surveys and appointed a Customer Relations Representative, who also oversees customer complaints. The initiative also included updating the Compact With Texans [link to Compact with Texans](#) and implementing new policies and procedures for customer complaints¹¹.

The new customer service survey has standardized questions to capture the customer service elements set forth in Government Code Chapter 2114 as well as customer demographics. The Office improved the delivery method for customer service surveys:

- The survey is posted on the Office’s website, which allows individuals to voluntarily provide feedback
- The survey is sent, by an automated response email, to participants in training classes
- The surveys are emailed to state entities after an on-site consultation or a risk management program review
- Participants in insurance advisory calls and seminars receive surveys by email
- Hard copies of the survey are passed out in continuity of operation’s meetings and emailed to online participants

¹¹Appendix A.

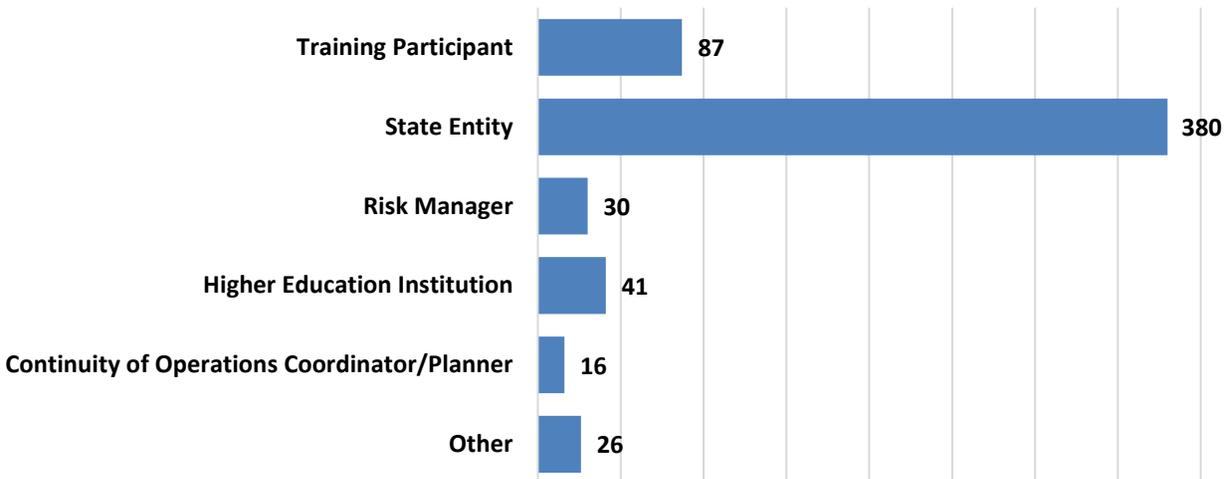
Summary of Customer-Determined Service Quality

This report presents a summary and overview of results for all measures of customer satisfaction for FY 2019. The differing criteria in the surveys that were used in FY 2018 and previous years affected the Office's ability to consolidate and analyze the customer service data elements for the biennium. Therefore, the Office has excluded the FY 2018 data from this report. Appendix B contains the Customer Service Survey questions.

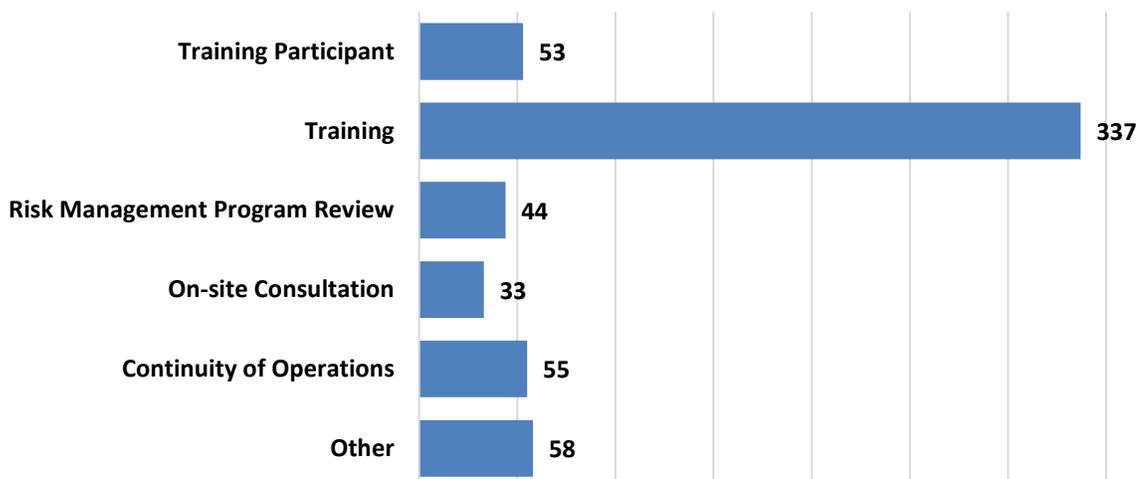
Survey Results



1. Please select the option that best describes you.



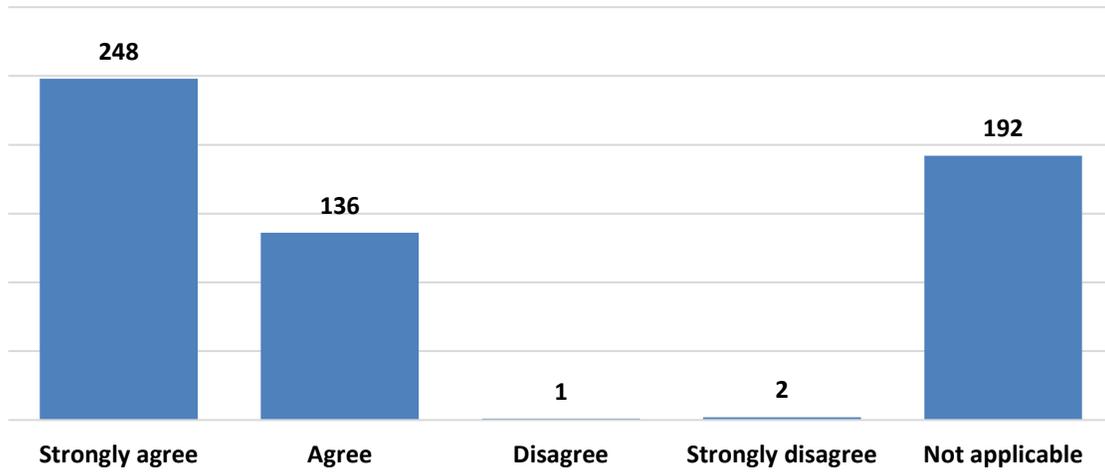
1. What kind of contact did you have with the office?



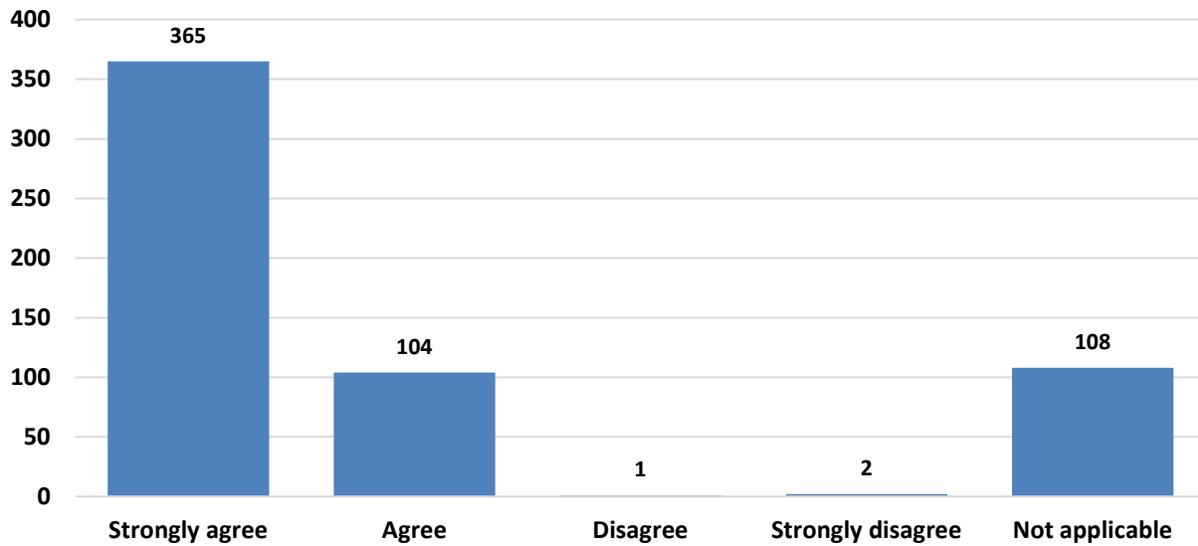
2.



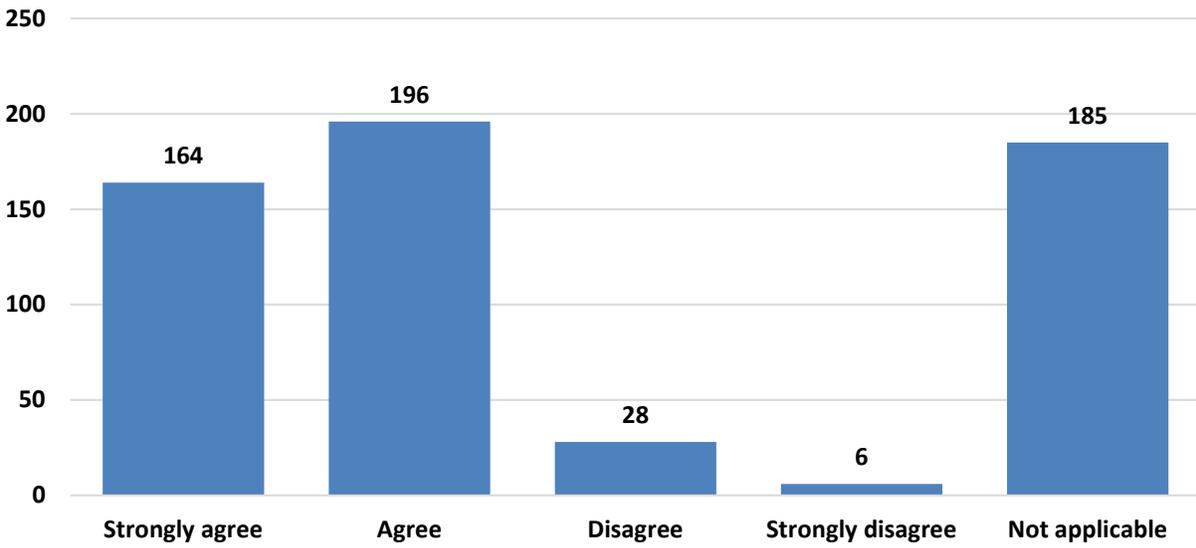
3. My inquiry was answered in a timely manner.



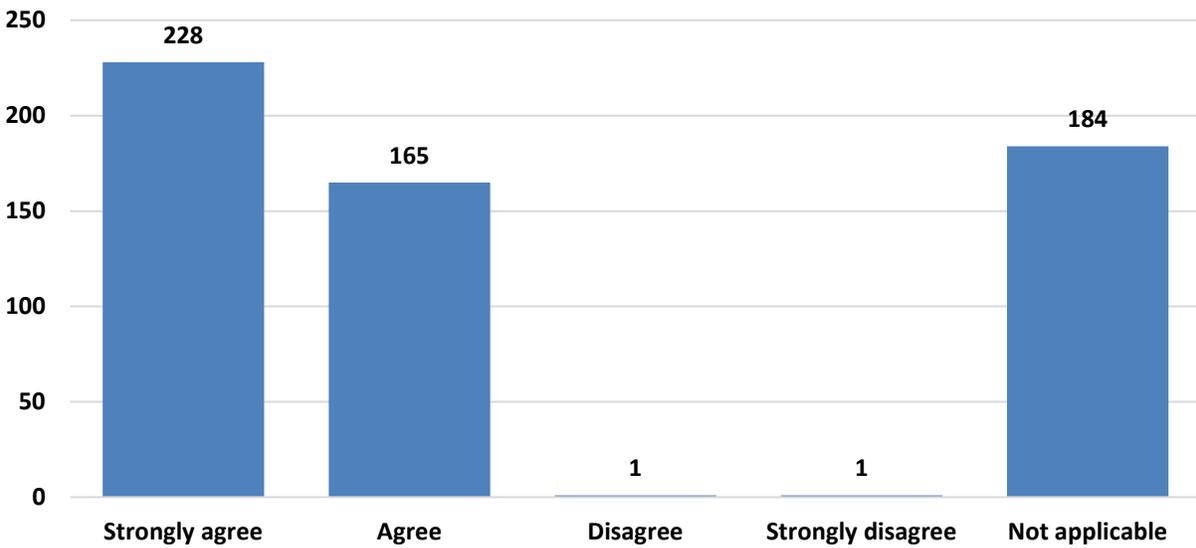
4. During the conversation, the SORM staff was courteous and provided helpful information.



5. The SORM internet site was easy to use/navigate.

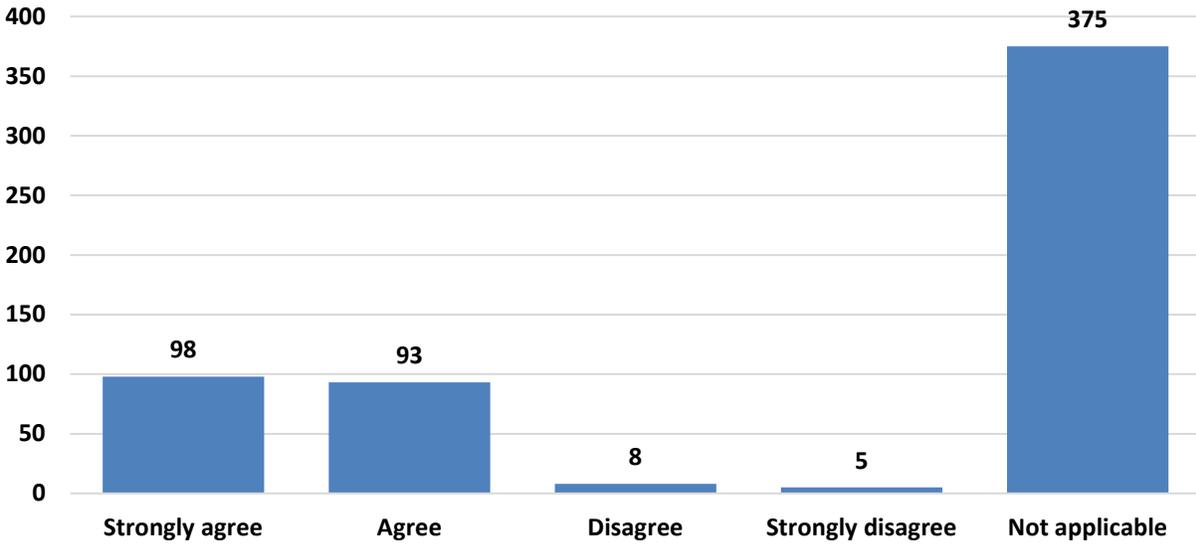


6. Publications from SORM staff were accurate, understandable, useful, and well-designed.

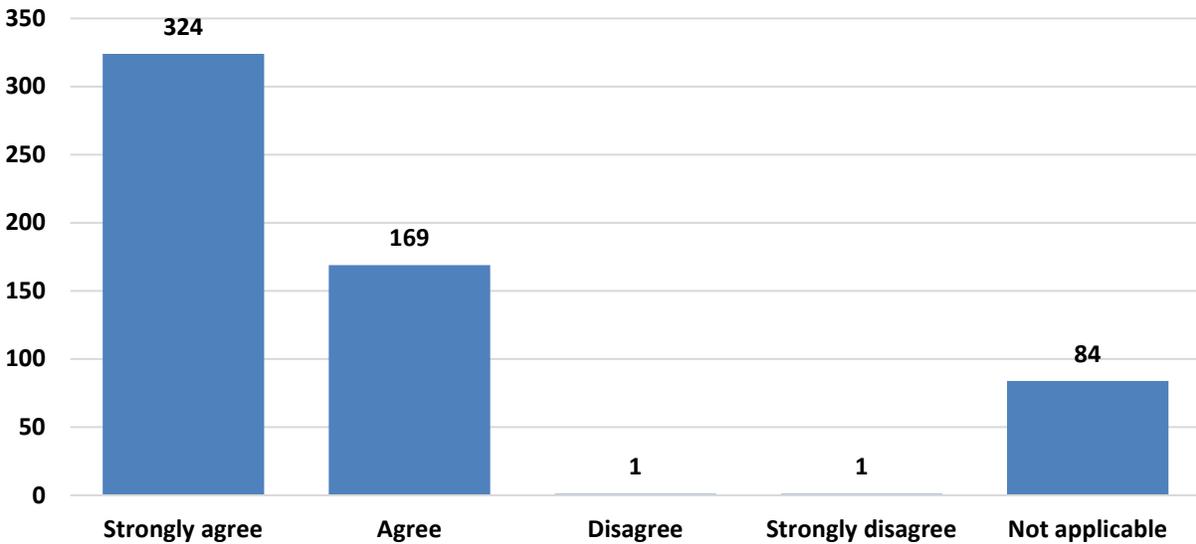




7. It is easy to file a compliment or complaint.



8. I am satisfied with the level of service I received from SORM.



Identification of Changes to Improve Survey Process

The Office's customer service surveys could be improved by:

- Automatically connect a training participant, upon completion of a course, to the link to the customer service survey on the Office's website
- Phasing out the Google Docs survey and implementing a new format to increase state entities' access to the survey

Strategies for Improvement

Strategies for improving customer service operations could include:

- Respond promptly, accurately, and informatively to our client entities, injured workers, and others
- Optimize systems, operations, processes, and staffing to lessen customer wait times and improve customer service satisfaction
- Create survey questions to capture information on Customer Effort Score (CES) and collect metrics to gauge customer satisfaction levels
- Expand the expertise of all staff assigned to assist state entities and improve staff members' knowledge of the risk and loss information for each specific entity

Performance Measures

Standard Customer Service Performance Measures		FY 2019 Performance	FY 2020 Estimated Performance
Outcome	Percentage of Surveyed Customers Expressing Overall Satisfaction with Services Received	85%	Unknown due to state response to COVID-19
	Percentage of Surveyed Customers Identifying Ways to Improve Service Delivery	9%	
Output	Number of Customers Surveyed	3277	
	Response Rate	37%	
	Number of Customers Served	3277	
Efficiency	Cost Per Customer Surveyed	NA with Electronic Survey process	
Explanatory	Number Customer Groups Identified	13	
	Number Customer Groups Inventoried	13	

Agency Specific Performance Measures		FY 2018 Performance	FY 2019 Performance	FY 2020 Estimated Performance
Outcome	Incident Rate of Injuries & Illnesses Per 100 Covered Full-Time Employees	3.24%	3.22%	3.55%
	Cost of Workers' Compensation Per Covered State Employee	\$252.42	\$225.97	\$252.00
	Cost of Workers' Compensation Per \$100 State Payroll	\$0.57	\$0.50	\$0.60
Output	Number Written Risk Management Program Reviews Conducted	29	29	29
	Number of On-Site Consultations Conducted	245	257	229
	Number of Risk Management Training Sessions Conducted	159	182	180
	Number of Initial Eligibility Determinations Made	7,554	7,510	7,510
	Number of Medical Bills Processed	90,059	89,208	92,000
	Number of Indemnity Payments	26,933	26,178	27,200
Efficiency	Average Cost to Administer Claim	\$638.72	\$696.44	\$668.00
	Cost Per Hour of Direct Risk Management Service Provided	\$80.60	\$75.22	\$85.00
Explanatory	Percentage of Total Assessments Collected Used for Claims Payments	92.43%	99.45%	99%

APPENDIX A

11.02.00 Complaint Procedures

Version:	1.0
Reviewed:	TBD
Effective:	TBD
Overview:	The Office must maintain a system to promptly and efficiently act on complaints filed with the office

Resources
<u>Statutes & Rules:</u> Texas Labor Code §412.011
<u>Related Sections</u>

A. Introduction

Texas Gov't Code §2114 requires SORM to create a Compact with Texans, which must address the agency's procedures for responding to public contacts and complaints.

Texas Labor Code §412.011 requires SORM to make information available describing the agency's procedures for complaint investigation and resolution. SORM must maintain a system to promptly and efficiently act on complaints filed with the office. SORM must also maintain information about parties to the complaint, the subject matter of the complaint, a summary of the results of the review or investigation of the complaint, and the disposition of the complaint.

SORM's new Compact with Texans is designed to comply with the requirements of the Government Code and Labor Code provisions described above. The Compact with Texans also describes SORM's customer service standards and customer service principles.

B. Definitions

CRR:	Customer Relations Representative: a SORM staff member assigned to gather, collect and distribute input from Compact with Texans public contacts and complainants
DRI:	Directly Responsible Individual
Committee:	Members include a variety of SORM leaders
Complainant:	A person providing information through Compact with Texans

Complaint: A complaint is a written statement regarding a matter that:

- SORM has authority to resolve
- Concerns a SORM program, policy, procedure, operation, or action
- Concerns an action or operation of a SORM employee or contractor
- Requests or implies that SORM respond or take some action

C. Committee members

SORM's Compact with Texans Committee manages the policies, procedures, implementation, and response to complaints. The Committee will be made up of:

- i. General Counsel, or designee;
- ii. Chief of Strategic Programs or designee;
- iii. Director, Claims or designee;
- iv. Contract Representative or designee;
- v. Director, Communication and Development, or designee; *and*
- vi. Customer Relations Representative, or designee.

I. 11.02.01 Complaint Receipt and Tracking

A. Complaints received through the Compact with Texans

The CRR will download a spreadsheet with data on complaints that were submitted online (via Google) on the first business day of every week and import it into the Complaint spreadsheet.

B. Complaints received by SORM staff

All SORM personnel that interact with external parties should notify the CRR if a written complaint is received via email, mail or fax. The CRR will enter information regarding letter, email, and faxed complaints as they are received.

C. Complaint spreadsheet

All correspondence regarding the complaint is filed under first initial, last name and date received in the "Complaints Correspondence" folder in N:\Common\Compact with Texans. The CRR will enter and record the following data from received complaints;

- Status (open or closed)
- Claim #
- Identity (via drop down menu);
 - Training Participant
 - Symposium Attendee
 - Injured State Employee
 - Health Care Provider
 - Public Information Act
 - Member of the Public

- Other
- Name of Complainant (last, first)
- Agency Code
- Agency Name
- Preferred Contact Method
- Email
- Work Number
- Cell Number
- Address
- Date Complaint Received
- Date Acknowledgement Sent
- Complaint Subject Categories
 - Access to Assistance
 - Access to Information
 - Accuracy of Information
 - Communication
 - Dissemination of Information
 - Procedure/Process
 - Responsiveness
 - Service Delivery
 - Service Quality
 - Staff Expertise
 - Timeliness/Promptness
 - Wait Times
- DRI
- Date the complainant's information was given to the DRI
- Status Update – due 60 days from acknowledgement letter
- Result of Investigation or Review
- No Jurisdiction
- Disposition Type – result of disposition
 - Letter
 - Phone call
 - Modify Process
 - Personal Visit
 - No response
 - Legal review

11.02.02 Complaint review and/or investigation

A. Complaint screening

After a complaint is recorded in the spreadsheet, it must be screened through SORM's Legal Services Division to determine if it falls within SORM's jurisdiction.

The CRR will track but no action will be taken on non-jurisdictional complaints.

B. Complaint acknowledgement

The CRR will use templates to acknowledge receipt of complaints. Legal Services will assist the CRR in determining the appropriate acknowledgement template.

Acknowledgement templates have been created for a variety of scenarios.

- If the CRR receives a complaint that is not related to SORM's statutory responsibilities, the acknowledgement will, whenever feasible, provide the complainant with contact information for the entity that has authority over the subject matter of the complaint. The acknowledgement template will inform the complainant that SORM is closing activity on the complaint.
- If the CRR receives a complaint that is not related to SORM's statutory responsibilities and a responsible entity isn't readily identifiable, the acknowledgement template will inform the complainant that SORM is closing activity on the complaint.
- If additional communications regarding a non-jurisdictional complaint is received after notice that SORM is closing activity on the complaint, the "Final Response" template will be sent to the complainant.
- Due to safety considerations and the potential for disruptions to day-to-day operations, the CRR will not send an acknowledgement communication on a non-jurisdictional complaint from an individual who is incarcerated, institutionalized, or alleging violation of civil rights.

C. CRR forwards the complaint to the DRI

Jurisdictional complaints will be assigned to the appropriate DRI, who is responsible for reviewing and/or investigating the complaint.

The DRIs, or Division Chiefs, will be determined by the subject of the complaint. If the CRR cannot determine the subject and/or the appropriate DRI with certainty, then an email will be sent to Legal Services requesting guidance. The DRIs will also respond to the CRR if there is a better match for the complaint.

Once a complaint is assigned to a DRI, that individual will begin to review and investigate the complaint within five (5) business days. The DRI will present the proposed resolution

to the Compact with Texans Committee at the first meeting that occurs after the complaint receipt date. If the DRI has not determined the appropriate resolution at the time the Compact with Texans Committee meets, the DRI will continue to work on the complaint and provide an update at the next meeting of the Compact with Texans Committee. The DRI will prepare a proposed written response that must be reviewed and approved by the Committee members before it is sent to the complainant.

The CRR will distribute monthly reports to the Compact with Texans Committee. Committee members will have the opportunity to review and discuss pending complaint(s) and approve proposed resolutions.

A complex complaint may take more time to review and investigate. If the review and investigation take more than 60 days, the CRR will provide an update, using a template, to keep all parties reasonably informed. All documentation relating to the complaint will be scanned and filed in N:\Common\Compact with Texans\Complaints Correspondence 2019 for the retention rate of 5 years.

D. Complaint resolution

All parties will be notified of the outcome of the review and/or investigation.

Within 60 days after receipt, the DRI should finalize the review and/or investigation. The DRI must prepare a complaint resolution/response and seek approval from the Compact with Texans Committee, a Division Chief, the Deputy Executive Director, or the Executive Director. Once the final resolution is approved, the CRR must be notified and provided a copy of the closure correspondence for retention.

11.02.03 Closing the Complaint Process

After the review and/or investigation is closed, the CRR will mark the case as closed.

- The CRR records the date the acknowledgement of the complaint was sent;
- The CRR records the date that the final disposition was sent;
- The result of the investigation is logged.

11.2.0 Customer Service Survey

Version: 1
Reviewed: January 24, 2019
Effective: January 24, 2019
Overview: Texas Govt. Code §2114 requires state agencies to provide a customer service survey. The customer service survey measures SORM’s client-agency satisfaction and delivery of SORM’s services.

Resources
<u>Statute/Regulation</u> Texas Gov’t Code §2114
<u>Related Sections</u> 11.1.0 Survey Committee 11.3.0 Compact with Texans
<u>Reference Links</u> Appendix 1 SORM Customer Service Survey Appendix 2 SORM Customer Service Email Appendix 3 SORM Customer Service Tracking Spreadsheet

A. Introduction

Texas Gov’t Code §2114 requires SORM participate in a customer service survey to gather data for administrative, planning, and reporting purposes. Texas Gov’t Code §2114 establishes customer service standards and performance measures for state agencies.

B. Definitions

CRR: Customer Relation Representative. A SORM staff member assigned to monitor various aspects of surveys.
DRI: Directly Responsible Individual.
Respondent: A person responding to a survey or questionnaire.

C. Customer Relations Representative

SORM’s CRR tracks, records, and maintains the delivery and responses to SORM’s Customer Service Survey.

D. Customer Service Survey Maintenance

SORM’s CRR maintains a record of surveys sent and received.
The CRR tracks inquiries until its conclusion.
SORM acknowledges response time can vary. If SORM’s response time exceeds 90 days, then SORM will provide an update to keep the Respondent reasonably informed. This is

consistent with SORM's Compact with Texans response time policy. See 11.3.0 Compact with Texans.

E. Customer Service Survey Feedback

Feedback reports will be sent to the Survey Committee for review and potential action.

11.2.1 Initiating Surveys

A. Notify CRR

All SORM personnel that interact with SORM client-agencies or potential client-agencies should advise CRR of their interaction and identify the parties to which a survey should be distributed.

B. ERM

1. Risk Management Reports

- A. Risk Managers will meet and create a "Thank you for the visit" template to email after OSCs and RMPRs. They may follow Jim Stephens' example. This will become part of the standard operating procedure for Risk Management.
- B. The "Thank you" emails will include a link to the survey at css.sorm@sorm.texas.gov
- C. The "Thank you" email will be copied to the CRR so that the surveys sent, the agency they were sent to, and the date they were sent may be recorded.
- D. If a "Thank you" email is not merited, then the agency's contacts can be sent to the CRR and a generic email will be sent.
- E. The process will be presented to the Customer Service Committee for final approval in January's monthly meeting pending Risk Management's updates to their SOP.

2. Continuity of Operations Reports

- A. The CRR will receive the emails of the training participants on ZOOM and the participants will receive surveys.
- B. The hard copies of surveys from COOP meetings will be given to the CRR and entered manually. When the CRR sends COOP surveys the CRR adds that the survey pertains to that specific monthly meeting.

3. Insurance Reports

- A. The CRR will be included in conference call invitations.
- B. The CRR will send the email to all the invited entities, asking that those "that participated in the call" complete the survey.

C. Communications

- A. The CRR Records Surveys sent for SORM Courses
- B. The CRR uses RMIS to find the classes that are taught by SORM.
- C. Under "View Existing SORM Class" the CRR may view all classes taught and the number of students that took the classes.

- D. The number of students equals the number of surveys sent and the date of the class equals the date that the surveys were sent.

11.2.2 Customer Service Spreadsheet

The Customer Service Spreadsheet is located here: N:\Common\Survey Process\Survey Responses\FY19.

The CRR will maintain and track data in the spreadsheet, as follows:

A. Tracking Customer Service Survey Distribution

The CRR will maintain a spreadsheet on distributed Customer Service Surveys. The CRR will enter and track:

- The qualifying event name and date;
- The number of surveys distributed; and
- Survey distribution date.

B. Data Recorded in Spreadsheet

The CRR will record the following data from the survey responses received;

- Survey Received (Date mm/dd/yyyy or N/A)
- Response Requested (Y/N)
- Subject, categories to choose from include; (via drop down menu)
 - Personnel (feedback identified to an individual)
 - Facility or Venue (feedback on location, venue, temperature, parking etc.)
 - Content (feedback on the material presented, including handouts)
 - Time of Meeting (feedback directed for meetings that are early, late, over lunch, etc.)
 - Length (feedback on content length)
 - Tech/Delivery/Medium (feedback on types of medium used)
 - Other Informative (feedback to educate, illustrate, make us aware)
- Forwarded Date (mm/dd/yyyy) to DRI
- DRI: name (last, first)
- Agency Name
- Agency Code
- Agency Contact Name (Last, First)
- Agency Contact Method
- Agency Contact Information
- Response to survey (date - mm/dd/yyyy)
- Action taken (by DRI) from the following list;
 - Letter (i.e. no jurisdiction)
 - Phone call
 - Modify Process
 - Personal Visit
 - No Response or Action Taken
 - Legal Review Required (prior to action)

11.2.3 Customer Service Survey Receipt

The CRR will check for completed Customer Service Surveys the first business day of every week.

11.2.4 Reporting Responses

The CRR will send/distribute survey responses/results to the appropriate SORM employee(s) for review or action on issues, if any.

A. Presenter of the Qualifying Event

The CRR will send responses to the presenter of the qualifying event, when applicable.

B. Directly Responsible Individual

The CRR will forward responses to the DRI for review.

11.2.5 Required Actions to a Survey Response

A. Box #11: External Action Required

In the data spreadsheet, Box #11 is checked when an issue has been identified requiring external action.

The DRI is responsible for providing the external response.

B. Box #9 and/or Box #10: External Action Required

In the data spreadsheet, a response to Box #9 and/or #10 is actionable when customer service principles and/or standards may have been infringed and action should be taken to investigate and respond.

The DRI is responsible for providing the external response.

Insufficient information in box numbers #9 and/or #10 should be completed, if possible, by the CRR prior to sending the feedback to the DRI.

C. Internal Action Required

In the data spreadsheet, if survey responses relate to personnel or personnel performance, then these issues will be handled internally by the DRI and/or the respective Division Chief.

11.2.6 SORM External Actions Recorded

The CRR will monitor the DRI's response. All external actions taken will be appropriately recorded in the spreadsheet by the CRR.

11.2.7 Customer Service Survey Data Review

The CRR will distribute the results of the prior month's survey to the Survey Management Committee at its next meeting.

11.2.8 Customer Service Survey Documents Record Retention

1. The Customer Service Survey was added to the SORM website on September 13, 2018.
2. Complaint records (Series Item 1.1.006) have a retention period of 5 years.
3. Customer surveys are maintained at minimum “until final disposition of summary report.” There are no additional number of years in the retention columns because the surveys don’t need to be maintained for any length of time after the summary report is published and distributed (1.1.067 #34).
4. The CRR will review the retention record at the end of every fiscal year and complete a Destruction Authorization Report (Record Series 1.2.001) pertaining to emails, agendas, reports and spreadsheets.
5. The CRR will have the report signed by Executive Management and it will be submitted to the Texas State Library.

APPENDIX B

SORM CUSTOMER SERVICE SURVEY

Please return this document by fax to:
SORM Customer Service Survey
Attn: Customer Relations Representative
512-370-9025

1. Please select the option that best describes you:

- | | |
|--|---|
| <input type="radio"/> State Entity | <input type="radio"/> Symposium Attendee |
| <input type="radio"/> Higher Education Institution | <input type="radio"/> Advisory/Working Group Member |
| <input type="radio"/> Risk Manager | <input type="radio"/> Injured State Employee |
| <input type="radio"/> Insurance Manager | <input type="radio"/> Healthcare Provider |
| <input type="radio"/> Public Information Requestor | <input type="radio"/> Member of the Public |
| <input type="radio"/> Claims Coordinator | <input type="radio"/> COOP Coordinator/Planner |
| <input type="radio"/> Training Participant | <input type="radio"/> Other: |

2. What type of contact did you have with the Office?

- | | |
|--|--------------------------------------|
| <input type="radio"/> Continuity of Operations | <input type="radio"/> Symposium |
| <input type="radio"/> Insurance Purchase | <input type="radio"/> Advisory Group |
| <input type="radio"/> On-site Consultation | <input type="radio"/> Working Group |
| <input type="radio"/> Risk Management Program Review | <input type="radio"/> Other: |
| <input type="radio"/> Training | |
| <input type="radio"/> Workers' Compensation Claim Administration | |

3. My inquiry was answered in a timely manner.

- | | |
|--------------------------------------|---|
| <input type="radio"/> Strongly Agree | <input type="radio"/> Disagree |
| <input type="radio"/> Agree | <input type="radio"/> Strongly Disagree |
| <input type="radio"/> Not Applicable | |

4. During the conversation, the SORM staff was courteous and provided helpful information.

- Strongly Agree Disagree
 Agree Strongly Disagree
 Not Applicable

5. The SORM internet site was easy to use/navigate.

- Strongly Agree Disagree
 Agree Strongly Disagree
 Not Applicable

6. Publications from SORM staff were accurate, understandable, useful, and well-designed.

- Strongly Agree Disagree
 Agree Strongly Disagree
 Not Applicable

7. It is easy to file a compliment or complaint.

- Strongly Agree Disagree
 Agree Strongly Disagree
 Not Applicable

8. I am satisfied with the level of service I received from SORM.

- Strongly Agree Disagree
 Agree Strongly Disagree
 Not Applicable

9. Please provide any suggestions for improvement:

10. Do you have any comments related to this visit, the training, or the services provided by SORM?

11. I would like to be contacted by a SORM representative concerning this survey (please provide a name, telephone number and/or email address).



SEE

SURVEY OF EMPLOYEE ENGAGEMENT

State Office of Risk Management

Executive Summary

2020

Executive Summary

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

Introduction

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

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

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



Noel Landuyt
Associate Director
Institute for Organizational Excellence

Organization Profile



State Office of Risk Management

Organizational Leadership:

Stephen Vollbrecht, Executive Director and State Risk Manager

Benchmark Categories:

Size 3: Organizations with 101 to 300 employees
Mission 1/10 : General Government

Survey Administration

Collection Period:
02/03/2020 through 02/21/2020

Survey Liaison:
Audrea Blake
Senior Executive Assistant
PO Box 13777
300 W. 15th St, 6th Flr
Austin, TX 78711-3777

(512) 936-1564
audrea.blake@sorm.texas.gov

The Survey

48
Primary
Items

Primary Items

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

Demographic Items

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

Constructs

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

12
Constructs



Workgroup



Strategic



Supervision



Workplace



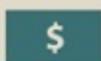
Community



Information
Systems



Internal
Communication



Pay



Benefits



Employee
Development



Job
Satisfaction



Employee
Engagement

2
Key
Scores

Overall Score

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

Levels of Employee Engagement

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

15 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 15 breakout categories.

14 Additional
Items

Organizations can customize their survey with up to 20 additional items. These items can target issues specific to the organization. Your organization added 14 additional items.



Employee Engagement

73.2%

Down 15%

Response Rate

The response rate to the survey is your first indication of the level of employee engagement in your organization. Of the 112 employees invited to take the survey, 82 responded for a response rate of 73.2%. As a general rule, rates higher than 50% suggest soundness, while rates lower than 30% may indicate problems. At 73.2%, your response rate is considered high. High rates mean that employees have an investment in the organization and are willing to contribute towards making improvements within the workplace. With this level of engagement, employees have high expectations from leadership to act upon the survey results.

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 382.**



Levels of Employee Engagement

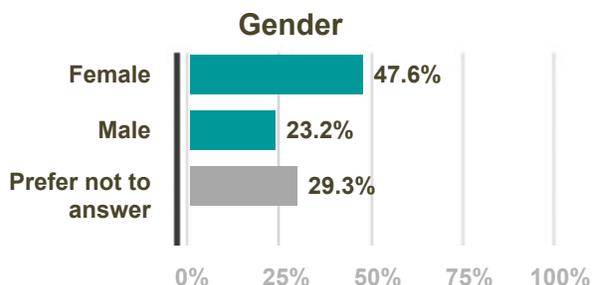
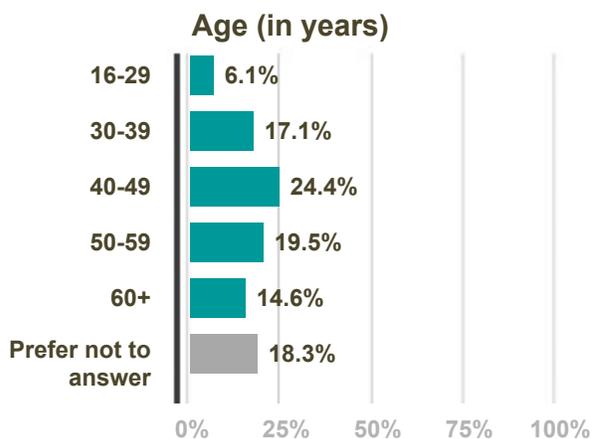
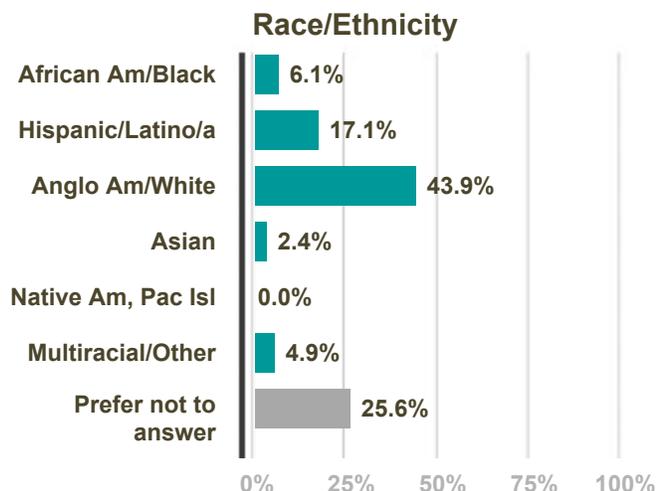
Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this organization, 21% of employees are Highly Engaged, 29% are Engaged, 35% are Moderately Engaged, and 15% are Disengaged.

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

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



FOCUS FORWARD >>>

5% INTEND TO LEAVE

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

15% CAN RETIRE

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

Constructs

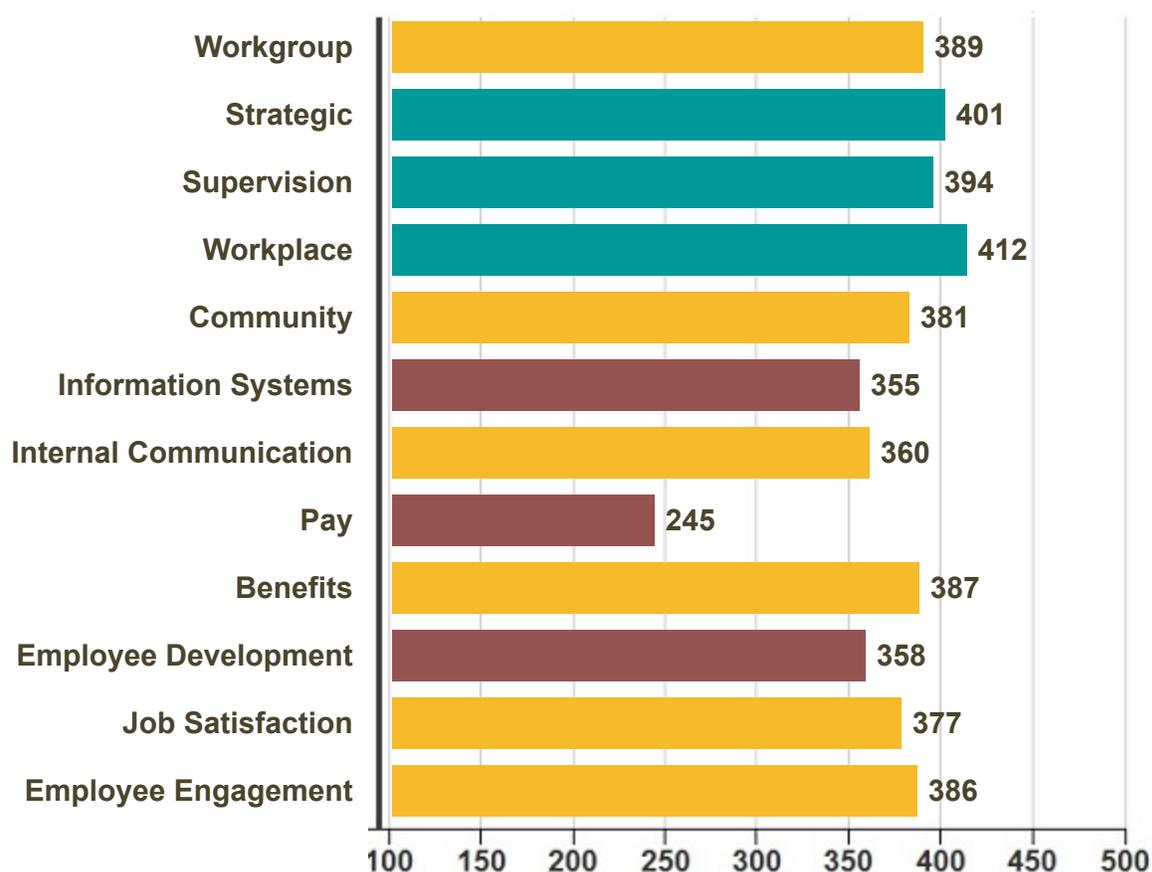
Similar items are grouped together and their scores are averaged and multiplied by 100 to produce 12 construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

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.

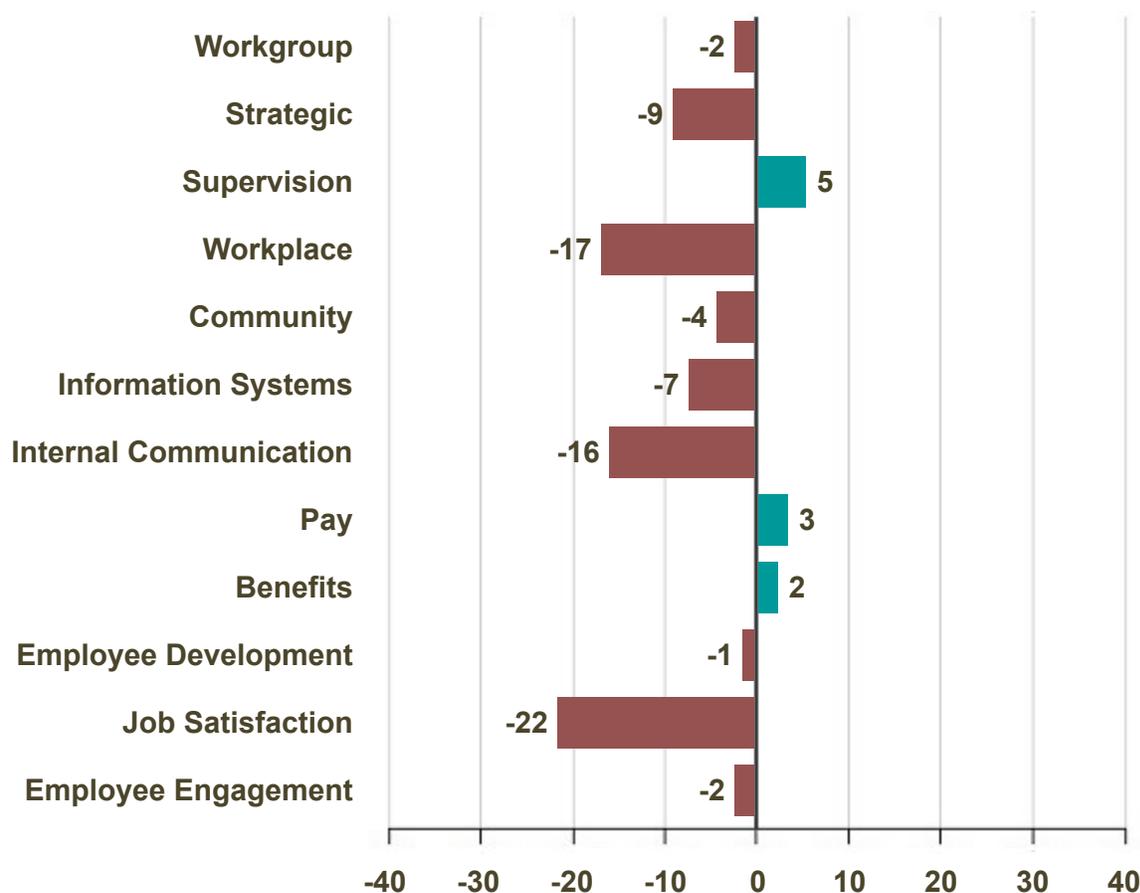
Negative changes indicate that the employees perceive that the issue has worsened since the previous survey. Negative changes of greater than 40 points and having 8 or more negative construct changes should be a source of concern for the organization and should be discussed with employees and organizational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

Has Change Occured?

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



Workplace

Score: 412

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



Strategic

Score: 401

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.



Supervision

Score: 394

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

Areas of Concern



Pay

Score: 245

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.



Information Systems

Score: 355

The information systems construct captures employees' perceptions of whether computer and communication systems provide accessible, accurate, and clear information. The lower the score, the more likely employees are frustrated with their ability to secure needed information through current systems.



Employee Development

Score: 358

The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. Lower scores suggest that employees feel stymied in their education and growth in job competence.

Climate

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

<p>25.9%</p> <p>feel there aren't enough opportunities to give supervisor feedback.</p> <p>Leadership skills should be evaluated and sharpened on a regular basis. Consider implementing 360 Degree Leadership Evaluations so supervisors can get feedback from their boss, peers, and direct reports.</p>	<p>25.0%</p> <p>believe the information from this survey will go unused.</p> <p>Conducting the survey creates momentum and interest in organizational improvement, so it's critical that leadership acts upon the data and keeps employees informed of changes as they occur.</p>	<p>Highest Level of Disagreement</p> 
<p>18.5%</p> <p>feel that upper management should communicate better.</p> <p>Upper management should make efforts to be visible and accessible, as well as utilize intranet/internet sites, email, and social media as appropriate to keep employees informed.</p>	<p>13.8%</p> <p>feel they are not treated fairly in the workplace.</p> <p>Favoritism can negatively affect morale and cause resentment among employees. When possible, ensure responsibilities and opportunities are being shared evenly and appropriately.</p>	
<p>12.3%</p> <p>feel workplace harassment is not adequately addressed.</p> <p>While no amount of harassment is desirable within an organization, percentages above 5% would benefit from a serious look at workplace culture and the policies for dealing with harassment.</p>	<p>9.9%</p> <p>feel there are issues with ethics in the workplace.</p> <p>An ethical climate is the foundation of building trust within an organization. Reinforce the importance of ethical behavior to employees, and ensure there are appropriate channels to handle ethical violations.</p>	 <p>Lowest Level of Disagreement</p>

FOCUS FORWARD >>>

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

Survey Results Received

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



MAR
2020

APR
2020



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.



MAY
2020

JUN
2020



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.



AUG
2020

OCT
2020



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.



DEC
2021

Demographic Items

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

Response Rate

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

What is a good response rate?

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

What about non-respondents?

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

Scope of Participation

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

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

Demographic Items

Total Respondents: 82
Surveys Distributed: 112
Response Rate: 73.21%

**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:	6	7.32%
Some college:	15	18.29%
Associate's Degree:	6	7.32%
Bachelor's Degree:	39	47.56%
Master's Degree:	Less than 5	Not Available
Doctoral Degree:	6	7.32%
Prefer not to answer:	7	8.54%

I am

Female:	39	47.56%
Male:	19	23.17%
Prefer not to answer:	24	29.27%

My annual salary (before taxes)

Less than \$15,000:	Less than 5	Not Available
\$15,000-\$25,000:	Less than 5	Not Available
\$25,001-\$35,000:	5	6.10%
\$35,001-\$45,000:	6	7.32%
\$45,001-\$50,000:	7	8.54%
\$50,001-\$60,000:	23	28.05%
\$60,001-\$75,000:	20	24.39%
More than \$75,000:	8	9.76%
Prefer not to answer:	13	15.85%

My age (in years)

16-29:	5	6.10%
30-39:	14	17.07%
40-49:	20	24.39%
50-59:	16	19.51%
60+:	12	14.63%
Prefer not to answer:	15	18.29%

Demographic Items

Total Respondents: 82
Surveys Distributed: 112
Response Rate: 73.21%

**Number
of Survey
Respondents**

**Percent
of Survey
Respondents**

Years of service with this organization

Less than 1:	9	10.98%
1-2:	9	10.98%
3-5:	17	20.73%
6-10:	10	12.20%
11-15:	9	10.98%
16+:	18	21.95%
Prefer not to answer:	10	12.20%

My race/ethnic identification

African-American or Black:	5	6.10%
Hispanic or Latino/a:	14	17.07%
Anglo-American or White:	36	43.90%
Asian:	Less than 5	Not Available
American Indian or Pacific Islander:	Less than 5	Not Available
Multiracial or Other:	Less than 5	Not Available
Prefer not to answer:	21	25.61%

I am currently in a supervisory role.

Yes:	12	14.63%
No:	59	71.95%
Prefer not to answer:	11	13.41%

I received a promotion during the past two years.

Yes:	26	31.71%
No:	45	54.88%
Prefer not to answer:	11	13.41%

I received a merit increase during the past two years.

Yes:	34	41.46%
No:	36	43.90%
Prefer not to answer:	12	14.63%

Demographic Items

Total Respondents: 82
 Surveys Distributed: 112
 Response Rate: 73.21%

	Number of Survey Respondents	Percent of Survey Respondents
--	---	--

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

Yes:	65	79.27%
No:	Less than 5	Not Available
Prefer not to answer:	13	15.85%

I am eligible for retirement within the next two years.

Yes:	12	14.63%
No:	55	67.07%
Prefer not to answer:	15	18.29%

Primary Items

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

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

Response Data

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

Benchmark Data

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

Interpreting Data

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

Primary Items

 <p>1. My work group cooperates to get the job done.</p> <p style="text-align: center;">86% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>43</td> <td>27</td> <td>8</td> <td>2</td> <td>1</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>53.09%</td> <td>33.33%</td> <td>9.88%</td> <td>2.47%</td> <td>1.23%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	43	27	8	2	1	0	Percentage:	53.09%	33.33%	9.88%	2.47%	1.23%	0.00%	<p style="text-align: center;">86% Agreement</p> <p>SCORE: 4.35 Std. Dev.: 0.85 Total Respondents: 81</p> <p>BENCHMARKS Past Score: 4.26 Similar Mission: 4.28 Similar Size: 4.27 All Orgs: 4.26</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	43	27	8	2	1	0																
Percentage:	53.09%	33.33%	9.88%	2.47%	1.23%	0.00%																
 <p>2. In my work group, my opinions and ideas count.</p> <p style="text-align: center;">70% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>27</td> <td>29</td> <td>17</td> <td>5</td> <td>2</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>33.75%</td> <td>36.25%</td> <td>21.25%</td> <td>6.25%</td> <td>2.50%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	27	29	17	5	2	0	Percentage:	33.75%	36.25%	21.25%	6.25%	2.50%	0.00%	<p style="text-align: center;">70% Agreement</p> <p>SCORE: 3.93 Std. Dev.: 1.02 Total Respondents: 80</p> <p>BENCHMARKS Past Score: 3.92 Similar Mission: 4.15 Similar Size: 4.04 All Orgs: 4.05</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	27	29	17	5	2	0																
Percentage:	33.75%	36.25%	21.25%	6.25%	2.50%	0.00%																
 <p>3. My work group regularly uses performance data to improve the quality of our work.</p> <p style="text-align: center;">53% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>16</td> <td>27</td> <td>20</td> <td>12</td> <td>4</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>19.75%</td> <td>33.33%</td> <td>24.69%</td> <td>14.81%</td> <td>4.94%</td> <td>2.47%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	16	27	20	12	4	2	Percentage:	19.75%	33.33%	24.69%	14.81%	4.94%	2.47%	<p style="text-align: center;">53% Agreement</p> <p>SCORE: 3.49 Std. Dev.: 1.13 Total Respondents: 81</p> <p>BENCHMARKS Past Score: 3.60 Similar Mission: 3.64 Similar Size: 3.56 All Orgs: 3.61</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	16	27	20	12	4	2																
Percentage:	19.75%	33.33%	24.69%	14.81%	4.94%	2.47%																
 <p>4. In my work group, there is a real feeling of teamwork.</p> <p style="text-align: center;">70% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>26</td> <td>31</td> <td>11</td> <td>5</td> <td>8</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>32.10%</td> <td>38.27%</td> <td>13.58%</td> <td>6.17%</td> <td>9.88%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	26	31	11	5	8	0	Percentage:	32.10%	38.27%	13.58%	6.17%	9.88%	0.00%	<p style="text-align: center;">70% Agreement</p> <p>SCORE: 3.77 Std. Dev.: 1.25 Total Respondents: 81</p> <p>BENCHMARKS Past Score: 3.87 Similar Mission: 3.95 Similar Size: 3.90 All Orgs: 3.89</p>
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Primary Items

 <p>5. Our organization is known for the quality of work we provide.</p> <p>70% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>25</td> <td>30</td> <td>15</td> <td>5</td> <td>3</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>31.65%</td> <td>37.97%</td> <td>18.99%</td> <td>6.33%</td> <td>3.80%</td> <td>1.27%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	25	30	15	5	3	1	Percentage:	31.65%	37.97%	18.99%	6.33%	3.80%	1.27%	<p>70% Agreement</p> <p>SCORE: 3.88 Std. Dev.: 1.06 Total Respondents: 79</p> <p>BENCHMARKS Past Score: 4.11 Similar Mission: 4.25 Similar Size: 4.06 All Orgs: 4.05</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	25	30	15	5	3	1																
Percentage:	31.65%	37.97%	18.99%	6.33%	3.80%	1.27%																
 <p>6. I know how my work impacts others in the organization.</p> <p>91% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>37</td> <td>37</td> <td>2</td> <td>4</td> <td>1</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>45.68%</td> <td>45.68%</td> <td>2.47%</td> <td>4.94%</td> <td>1.23%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	37	37	2	4	1	0	Percentage:	45.68%	45.68%	2.47%	4.94%	1.23%	0.00%	<p>91% Agreement</p> <p>SCORE: 4.30 Std. Dev.: 0.84 Total Respondents: 81</p> <p>BENCHMARKS Past Score: 4.33 Similar Mission: 4.37 Similar Size: 4.24 All Orgs: 4.31</p>
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Percentage:	45.68%	45.68%	2.47%	4.94%	1.23%	0.00%																
 <p>7. My organization develops services to match the needs of our customers/clients.</p> <p>69% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>25</td> <td>31</td> <td>17</td> <td>5</td> <td>2</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>30.86%</td> <td>38.27%</td> <td>20.99%</td> <td>6.17%</td> <td>2.47%</td> <td>1.23%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	25	31	17	5	2	1	Percentage:	30.86%	38.27%	20.99%	6.17%	2.47%	1.23%	<p>69% Agreement</p> <p>SCORE: 3.90 Std. Dev.: 1.00 Total Respondents: 81</p> <p>BENCHMARKS Past Score: 3.96 Similar Mission: 4.15 Similar Size: 3.93 All Orgs: 3.98</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	25	31	17	5	2	1																
Percentage:	30.86%	38.27%	20.99%	6.17%	2.47%	1.23%																
 <p>8. Our organization communicates effectively with the public.</p> <p>69% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>10</td> <td>46</td> <td>15</td> <td>3</td> <td>4</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>12.35%</td> <td>56.79%</td> <td>18.52%</td> <td>3.70%</td> <td>4.94%</td> <td>3.70%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	10	46	15	3	4	3	Percentage:	12.35%	56.79%	18.52%	3.70%	4.94%	3.70%	<p>69% Agreement</p> <p>SCORE: 3.71 Std. Dev.: 0.93 Total Respondents: 81</p> <p>BENCHMARKS Past Score: 3.96 Similar Mission: 3.98 Similar Size: 3.77 All Orgs: 3.85</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	10	46	15	3	4	3																
Percentage:	12.35%	56.79%	18.52%	3.70%	4.94%	3.70%																

Primary Items

 <p>9. I have a good understanding of our mission, vision, and strategic plan.</p> <p style="text-align: center;">89% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>33</td> <td>39</td> <td>6</td> <td>2</td> <td>1</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>40.74%</td> <td>48.15%</td> <td>7.41%</td> <td>2.47%</td> <td>1.23%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	33	39	6	2	1	0	Percentage:	40.74%	48.15%	7.41%	2.47%	1.23%	0.00%	<p style="text-align: center;">89% Agreement</p> <p>SCORE: 4.25 Std. Dev.: 0.80 Total Respondents: 81</p> <p>BENCHMARKS Past Score: 4.13 Similar Mission: 4.32 Similar Size: 4.16 All Orgs: 4.22</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	33	39	6	2	1	0																
Percentage:	40.74%	48.15%	7.41%	2.47%	1.23%	0.00%																
 <p>10. My supervisor provides me with a clear understanding of my work responsibilities.</p> <p style="text-align: center;">73% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>28</td> <td>31</td> <td>18</td> <td>1</td> <td>2</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>34.57%</td> <td>38.27%</td> <td>22.22%</td> <td>1.23%</td> <td>2.47%</td> <td>1.23%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	28	31	18	1	2	1	Percentage:	34.57%	38.27%	22.22%	1.23%	2.47%	1.23%	<p style="text-align: center;">73% Agreement</p> <p>SCORE: 4.03 Std. Dev.: 0.93 Total Respondents: 81</p> <p>BENCHMARKS Past Score: 4.03 Similar Mission: 4.12 Similar Size: 4.09 All Orgs: 4.11</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	28	31	18	1	2	1																
Percentage:	34.57%	38.27%	22.22%	1.23%	2.47%	1.23%																
 <p>11. My supervisor recognizes outstanding work.</p> <p style="text-align: center;">78% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>25</td> <td>38</td> <td>15</td> <td>2</td> <td>1</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>30.86%</td> <td>46.91%</td> <td>18.52%</td> <td>2.47%</td> <td>1.23%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	25	38	15	2	1	0	Percentage:	30.86%	46.91%	18.52%	2.47%	1.23%	0.00%	<p style="text-align: center;">78% Agreement</p> <p>SCORE: 4.04 Std. Dev.: 0.84 Total Respondents: 81</p> <p>BENCHMARKS Past Score: 3.82 Similar Mission: 4.11 Similar Size: 3.99 All Orgs: 4.02</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	25	38	15	2	1	0																
Percentage:	30.86%	46.91%	18.52%	2.47%	1.23%	0.00%																
 <p>12. I am given the opportunity to do my best work.</p> <p style="text-align: center;">74% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>28</td> <td>31</td> <td>12</td> <td>5</td> <td>4</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>35.00%</td> <td>38.75%</td> <td>15.00%</td> <td>6.25%</td> <td>5.00%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	28	31	12	5	4	0	Percentage:	35.00%	38.75%	15.00%	6.25%	5.00%	0.00%	<p style="text-align: center;">74% Agreement</p> <p>SCORE: 3.93 Std. Dev.: 1.10 Total Respondents: 80</p> <p>BENCHMARKS Past Score: 4.05 Similar Mission: 4.08 Similar Size: 4.04 All Orgs: 4.06</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	28	31	12	5	4	0																
Percentage:	35.00%	38.75%	15.00%	6.25%	5.00%	0.00%																

Primary Items

 <p>13. My supervisor is consistent when administering policies concerning employees.</p> <p>64% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>25</td> <td>27</td> <td>16</td> <td>9</td> <td>4</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>30.86%</td> <td>33.33%</td> <td>19.75%</td> <td>11.11%</td> <td>4.94%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	25	27	16	9	4	0	Percentage:	30.86%	33.33%	19.75%	11.11%	4.94%	0.00%	<p>64% Agreement</p> <p>SCORE: 3.74 Std. Dev.: 1.16 Total Respondents: 81</p> <p>BENCHMARKS Past Score: 3.77 Similar Mission: 3.99 Similar Size: 3.87 All Orgs: 3.88</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	25	27	16	9	4	0																
Percentage:	30.86%	33.33%	19.75%	11.11%	4.94%	0.00%																
 <p>14. My supervisor evaluates my performance fairly.</p> <p>69% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>23</td> <td>33</td> <td>17</td> <td>4</td> <td>1</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>28.40%</td> <td>40.74%</td> <td>20.99%</td> <td>4.94%</td> <td>1.23%</td> <td>3.70%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	23	33	17	4	1	3	Percentage:	28.40%	40.74%	20.99%	4.94%	1.23%	3.70%	<p>69% Agreement</p> <p>SCORE: 3.94 Std. Dev.: 0.92 Total Respondents: 81</p> <p>BENCHMARKS Past Score: 3.78 Similar Mission: 4.11 Similar Size: 4.03 All Orgs: 4.07</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	23	33	17	4	1	3																
Percentage:	28.40%	40.74%	20.99%	4.94%	1.23%	3.70%																
 <p>15. Given the type of work I do, my physical workplace meets my needs.</p> <p>84% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>32</td> <td>36</td> <td>10</td> <td>3</td> <td>0</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>39.51%</td> <td>44.44%</td> <td>12.35%</td> <td>3.70%</td> <td>0.00%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	32	36	10	3	0	0	Percentage:	39.51%	44.44%	12.35%	3.70%	0.00%	0.00%	<p>84% Agreement</p> <p>SCORE: 4.20 Std. Dev.: 0.80 Total Respondents: 81</p> <p>BENCHMARKS Past Score: 4.34 Similar Mission: 4.28 Similar Size: 4.12 All Orgs: 4.14</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	32	36	10	3	0	0																
Percentage:	39.51%	44.44%	12.35%	3.70%	0.00%	0.00%																
 <p>16. My workplace is well maintained.</p> <p>80% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>26</td> <td>39</td> <td>12</td> <td>3</td> <td>1</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>32.10%</td> <td>48.15%</td> <td>14.81%</td> <td>3.70%</td> <td>1.23%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	26	39	12	3	1	0	Percentage:	32.10%	48.15%	14.81%	3.70%	1.23%	0.00%	<p>80% Agreement</p> <p>SCORE: 4.06 Std. Dev.: 0.86 Total Respondents: 81</p> <p>BENCHMARKS Past Score: 4.33 Similar Mission: 4.07 Similar Size: 3.91 All Orgs: 3.92</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	26	39	12	3	1	0																
Percentage:	32.10%	48.15%	14.81%	3.70%	1.23%	0.00%																

Primary Items

 <p>17. There are sufficient procedures to ensure the safety of employees in the workplace.</p> <p style="text-align: center;">90% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>32</td> <td>41</td> <td>3</td> <td>4</td> <td>1</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>39.51%</td> <td>50.62%</td> <td>3.70%</td> <td>4.94%</td> <td>1.23%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	32	41	3	4	1	0	Percentage:	39.51%	50.62%	3.70%	4.94%	1.23%	0.00%	<p style="text-align: center;">90% Agreement</p> <p>SCORE: 4.22</p> <p>Std. Dev.: 0.84</p> <p>Total Respondents: 81</p> <p>BENCHMARKS</p> <p>Past Score: 4.48</p> <p>Similar Mission: 4.18</p> <p>Similar Size: 4.01</p> <p>All Orgs: 4.06</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	32	41	3	4	1	0																
Percentage:	39.51%	50.62%	3.70%	4.94%	1.23%	0.00%																
 <p>18. I have adequate resources and equipment to do my job.</p> <p style="text-align: center;">81% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>21</td> <td>45</td> <td>8</td> <td>6</td> <td>1</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>25.93%</td> <td>55.56%</td> <td>9.88%</td> <td>7.41%</td> <td>1.23%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	21	45	8	6	1	0	Percentage:	25.93%	55.56%	9.88%	7.41%	1.23%	0.00%	<p style="text-align: center;">81% Agreement</p> <p>SCORE: 3.98</p> <p>Std. Dev.: 0.88</p> <p>Total Respondents: 81</p> <p>BENCHMARKS</p> <p>Past Score: 4.02</p> <p>Similar Mission: 4.10</p> <p>Similar Size: 3.92</p> <p>All Orgs: 3.96</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	21	45	8	6	1	0																
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 <p>19. The people I work with treat each other with respect.</p> <p style="text-align: center;">75% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>28</td> <td>33</td> <td>11</td> <td>4</td> <td>5</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>34.57%</td> <td>40.74%</td> <td>13.58%</td> <td>4.94%</td> <td>6.17%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	28	33	11	4	5	0	Percentage:	34.57%	40.74%	13.58%	4.94%	6.17%	0.00%	<p style="text-align: center;">75% Agreement</p> <p>SCORE: 3.93</p> <p>Std. Dev.: 1.12</p> <p>Total Respondents: 81</p> <p>BENCHMARKS</p> <p>Past Score: 3.89</p> <p>Similar Mission: 4.07</p> <p>Similar Size: 3.98</p> <p>All Orgs: 3.97</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	28	33	11	4	5	0																
Percentage:	34.57%	40.74%	13.58%	4.94%	6.17%	0.00%																
 <p>20. My organization works to attract, develop, and retain people with diverse backgrounds.</p> <p style="text-align: center;">71% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>25</td> <td>32</td> <td>15</td> <td>6</td> <td>2</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>31.25%</td> <td>40.00%</td> <td>18.75%</td> <td>7.50%</td> <td>2.50%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	25	32	15	6	2	0	Percentage:	31.25%	40.00%	18.75%	7.50%	2.50%	0.00%	<p style="text-align: center;">71% Agreement</p> <p>SCORE: 3.90</p> <p>Std. Dev.: 1.01</p> <p>Total Respondents: 80</p> <p>BENCHMARKS</p> <p>Past Score: 3.91</p> <p>Similar Mission: 3.85</p> <p>Similar Size: 3.63</p> <p>All Orgs: 3.71</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	25	32	15	6	2	0																
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Primary Items

 <p>21. The people I work with care about my personal well-being.</p> <p style="text-align: center;">77% Agreement</p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>28</td> <td>34</td> <td>11</td> <td>6</td> <td>2</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>34.57%</td> <td>41.98%</td> <td>13.58%</td> <td>7.41%</td> <td>2.47%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	28	34	11	6	2	0	Percentage:	34.57%	41.98%	13.58%	7.41%	2.47%	0.00%	<p style="text-align: center;">77% Agreement</p> <p>SCORE: 3.99</p> <p>Std. Dev.: 1.01</p> <p>Total Respondents: 81</p> <p>BENCHMARKS</p> <p>Past Score: 4.00</p> <p>Similar Mission: 4.13</p> <p>Similar Size: 4.00</p> <p>All Orgs: 3.99</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	28	34	11	6	2	0																
Percentage:	34.57%	41.98%	13.58%	7.41%	2.47%	0.00%																
 <p>22. I trust the people in my workplace.</p> <p style="text-align: center;">51% Agreement</p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>16</td> <td>25</td> <td>24</td> <td>8</td> <td>8</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>19.75%</td> <td>30.86%</td> <td>29.63%</td> <td>9.88%</td> <td>9.88%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	16	25	24	8	8	0	Percentage:	19.75%	30.86%	29.63%	9.88%	9.88%	0.00%	<p style="text-align: center;">51% Agreement</p> <p>SCORE: 3.41</p> <p>Std. Dev.: 1.20</p> <p>Total Respondents: 81</p> <p>BENCHMARKS</p> <p>Past Score: 3.58</p> <p>Similar Mission: 3.96</p> <p>Similar Size: 3.79</p> <p>All Orgs: 3.80</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	16	25	24	8	8	0																
Percentage:	19.75%	30.86%	29.63%	9.88%	9.88%	0.00%																
 <p>23. My work group uses the latest technologies to communicate and interact.</p> <p style="text-align: center;">49% Agreement</p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>9</td> <td>30</td> <td>22</td> <td>10</td> <td>9</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>11.25%</td> <td>37.50%</td> <td>27.50%</td> <td>12.50%</td> <td>11.25%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	9	30	22	10	9	0	Percentage:	11.25%	37.50%	27.50%	12.50%	11.25%	0.00%	<p style="text-align: center;">49% Agreement</p> <p>SCORE: 3.25</p> <p>Std. Dev.: 1.16</p> <p>Total Respondents: 80</p> <p>BENCHMARKS</p> <p>Past Score: 3.32</p> <p>Similar Mission: 3.68</p> <p>Similar Size: 3.53</p> <p>All Orgs: 3.61</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	9	30	22	10	9	0																
Percentage:	11.25%	37.50%	27.50%	12.50%	11.25%	0.00%																
 <p>24. Our computer systems provide reliable information.</p> <p style="text-align: center;">67% Agreement</p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>12</td> <td>42</td> <td>15</td> <td>7</td> <td>5</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>14.81%</td> <td>51.85%</td> <td>18.52%</td> <td>8.64%</td> <td>6.17%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	12	42	15	7	5	0	Percentage:	14.81%	51.85%	18.52%	8.64%	6.17%	0.00%	<p style="text-align: center;">67% Agreement</p> <p>SCORE: 3.60</p> <p>Std. Dev.: 1.05</p> <p>Total Respondents: 81</p> <p>BENCHMARKS</p> <p>Past Score: 3.64</p> <p>Similar Mission: 3.92</p> <p>Similar Size: 3.78</p> <p>All Orgs: 3.83</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	12	42	15	7	5	0																
Percentage:	14.81%	51.85%	18.52%	8.64%	6.17%	0.00%																

Primary Items

<p> 25. Support is available for the technologies we use.</p> <p style="text-align: center;">74% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>17</td> <td>42</td> <td>13</td> <td>5</td> <td>3</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>21.25%</td> <td>52.50%</td> <td>16.25%</td> <td>6.25%</td> <td>3.75%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	17	42	13	5	3	0	Percentage:	21.25%	52.50%	16.25%	6.25%	3.75%	0.00%	<p style="text-align: center;">74% Agreement</p> <p>SCORE: 3.81 Std. Dev.: 0.97 Total Respondents: 80</p> <p>BENCHMARKS Past Score: 3.99 Similar Mission: 4.01 Similar Size: 3.92 All Orgs: 3.91</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	17	42	13	5	3	0																
Percentage:	21.25%	52.50%	16.25%	6.25%	3.75%	0.00%																
<p> 26. Our computer systems enable me to quickly find the information I need.</p> <p style="text-align: center;">61% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>14</td> <td>35</td> <td>16</td> <td>9</td> <td>6</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>17.50%</td> <td>43.75%</td> <td>20.00%</td> <td>11.25%</td> <td>7.50%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	14	35	16	9	6	0	Percentage:	17.50%	43.75%	20.00%	11.25%	7.50%	0.00%	<p style="text-align: center;">61% Agreement</p> <p>SCORE: 3.53 Std. Dev.: 1.14 Total Respondents: 80</p> <p>BENCHMARKS Past Score: 3.53 Similar Mission: 3.84 Similar Size: 3.71 All Orgs: 3.75</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	14	35	16	9	6	0																
Percentage:	17.50%	43.75%	20.00%	11.25%	7.50%	0.00%																
<p> 27. The communication channels I must go through at work are reasonable.</p> <p style="text-align: center;">62% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>14</td> <td>36</td> <td>20</td> <td>10</td> <td>1</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>17.28%</td> <td>44.44%</td> <td>24.69%</td> <td>12.35%</td> <td>1.23%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	14	36	20	10	1	0	Percentage:	17.28%	44.44%	24.69%	12.35%	1.23%	0.00%	<p style="text-align: center;">62% Agreement</p> <p>SCORE: 3.64 Std. Dev.: 0.95 Total Respondents: 81</p> <p>BENCHMARKS Past Score: 3.83 Similar Mission: 3.94 Similar Size: 3.73 All Orgs: 3.79</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	14	36	20	10	1	0																
Percentage:	17.28%	44.44%	24.69%	12.35%	1.23%	0.00%																
<p> 28. My work atmosphere encourages open and honest communication.</p> <p style="text-align: center;">58% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>20</td> <td>27</td> <td>18</td> <td>10</td> <td>6</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>24.69%</td> <td>33.33%</td> <td>22.22%</td> <td>12.35%</td> <td>7.41%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	20	27	18	10	6	0	Percentage:	24.69%	33.33%	22.22%	12.35%	7.41%	0.00%	<p style="text-align: center;">58% Agreement</p> <p>SCORE: 3.56 Std. Dev.: 1.20 Total Respondents: 81</p> <p>BENCHMARKS Past Score: 3.64 Similar Mission: 3.81 Similar Size: 3.58 All Orgs: 3.65</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	20	27	18	10	6	0																
Percentage:	24.69%	33.33%	22.22%	12.35%	7.41%	0.00%																

Primary Items

<p> 29. The communications I receive at work are timely and informative.</p> <p>65% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>11</td> <td>41</td> <td>17</td> <td>8</td> <td>3</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>13.75%</td> <td>51.25%</td> <td>21.25%</td> <td>10.00%</td> <td>3.75%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	11	41	17	8	3	0	Percentage:	13.75%	51.25%	21.25%	10.00%	3.75%	0.00%	<p>65% Agreement</p> <p>SCORE: 3.61 Std. Dev.: 0.97 Total Respondents: 80</p> <p>BENCHMARKS Past Score: 3.80 Similar Mission: 3.86 Similar Size: 3.66 All Orgs: 3.70</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	11	41	17	8	3	0																
Percentage:	13.75%	51.25%	21.25%	10.00%	3.75%	0.00%																
<p> 30. My pay keeps pace with the cost of living.</p> <p>25% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>2</td> <td>18</td> <td>14</td> <td>23</td> <td>24</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>2.47%</td> <td>22.22%</td> <td>17.28%</td> <td>28.40%</td> <td>29.63%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	2	18	14	23	24	0	Percentage:	2.47%	22.22%	17.28%	28.40%	29.63%	0.00%	<p>25% Agreement</p> <p>SCORE: 2.40 Std. Dev.: 1.20 Total Respondents: 81</p> <p>BENCHMARKS Past Score: 2.27 Similar Mission: 2.72 Similar Size: 2.51 All Orgs: 2.61</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	2	18	14	23	24	0																
Percentage:	2.47%	22.22%	17.28%	28.40%	29.63%	0.00%																
<p> 31. Salaries are competitive with similar jobs in the community.</p> <p>14% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>1</td> <td>10</td> <td>18</td> <td>26</td> <td>23</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>1.25%</td> <td>12.50%</td> <td>22.50%</td> <td>32.50%</td> <td>28.75%</td> <td>2.50%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	1	10	18	26	23	2	Percentage:	1.25%	12.50%	22.50%	32.50%	28.75%	2.50%	<p>14% Agreement</p> <p>SCORE: 2.23 Std. Dev.: 1.06 Total Respondents: 80</p> <p>BENCHMARKS Past Score: 2.38 Similar Mission: 2.86 Similar Size: 2.64 All Orgs: 2.75</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	1	10	18	26	23	2																
Percentage:	1.25%	12.50%	22.50%	32.50%	28.75%	2.50%																
<p> 32. I feel I am paid fairly for the work I do.</p> <p>28% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>4</td> <td>18</td> <td>23</td> <td>22</td> <td>13</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>5.00%</td> <td>22.50%</td> <td>28.75%</td> <td>27.50%</td> <td>16.25%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	4	18	23	22	13	0	Percentage:	5.00%	22.50%	28.75%	27.50%	16.25%	0.00%	<p>28% Agreement</p> <p>SCORE: 2.73 Std. Dev.: 1.14 Total Respondents: 80</p> <p>BENCHMARKS Past Score: 2.62 Similar Mission: 3.06 Similar Size: 2.92 All Orgs: 2.97</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	4	18	23	22	13	0																
Percentage:	5.00%	22.50%	28.75%	27.50%	16.25%	0.00%																

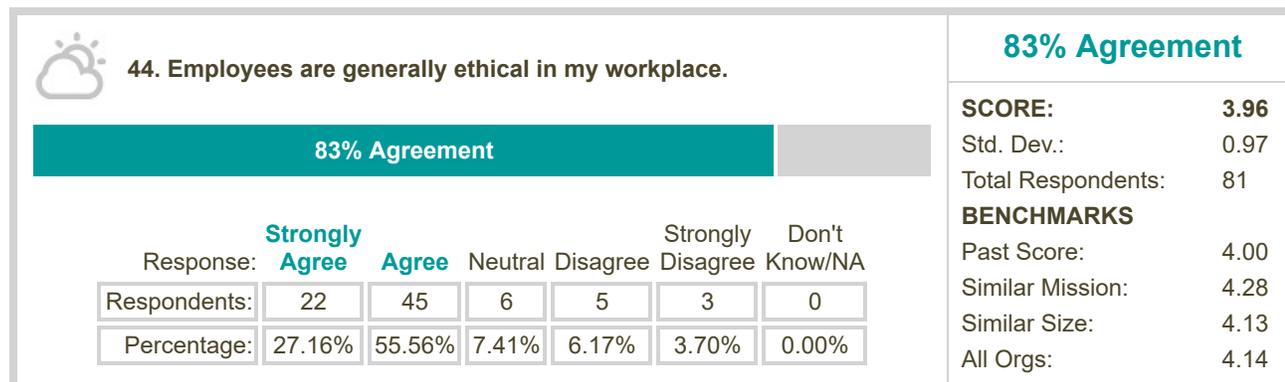
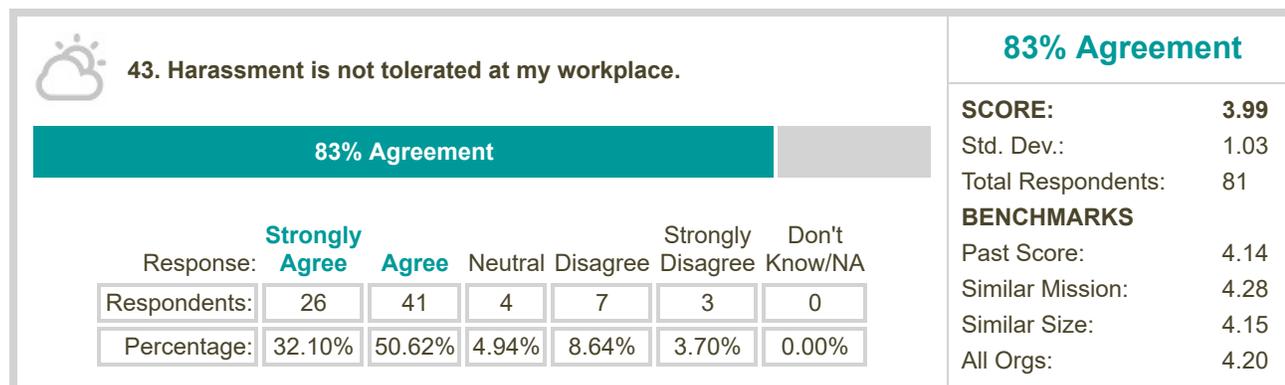
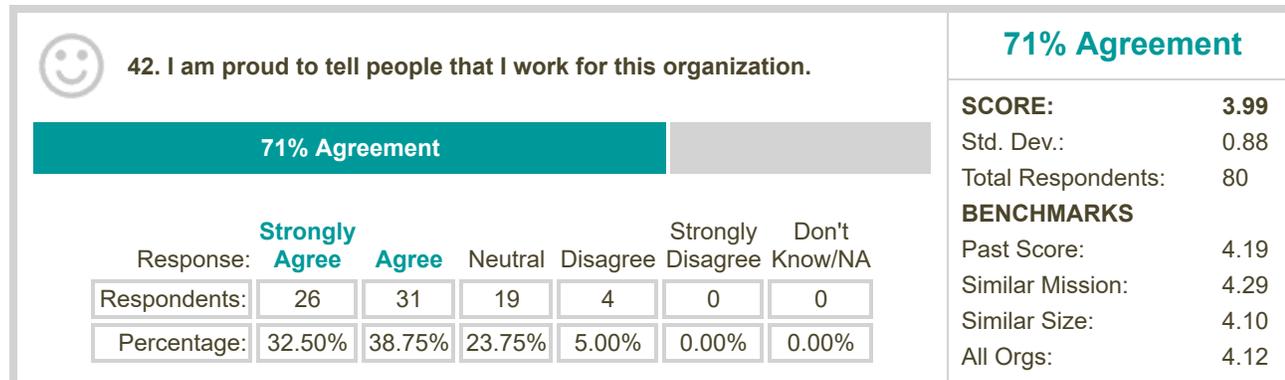
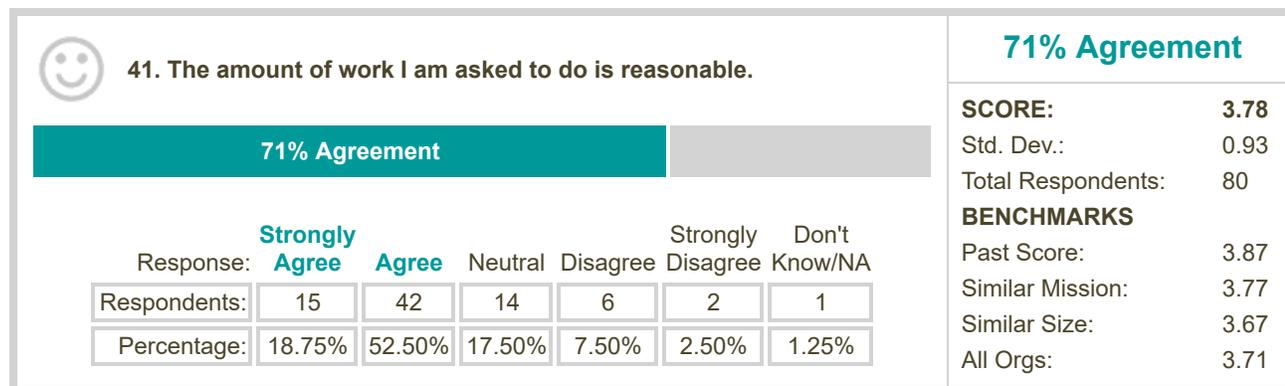
Primary Items

 <p>33. Retirement benefits are competitive with similar jobs in the community.</p> <div style="background-color: #008080; color: white; padding: 5px; text-align: center; margin-bottom: 10px;">69% Agreement</div> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>12</td> <td>43</td> <td>17</td> <td>4</td> <td>1</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>15.00%</td> <td>53.75%</td> <td>21.25%</td> <td>5.00%</td> <td>1.25%</td> <td>3.75%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	12	43	17	4	1	3	Percentage:	15.00%	53.75%	21.25%	5.00%	1.25%	3.75%	<p style="text-align: center; color: #008080; font-weight: bold;">69% Agreement</p> <p>SCORE: 3.79</p> <p>Std. Dev.: 0.82</p> <p>Total Respondents: 80</p> <p>BENCHMARKS</p> <p>Past Score: 3.81</p> <p>Similar Mission: 3.98</p> <p>Similar Size: 3.85</p> <p>All Orgs: 3.85</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	12	43	17	4	1	3																
Percentage:	15.00%	53.75%	21.25%	5.00%	1.25%	3.75%																
 <p>34. Health insurance benefits are competitive with similar jobs in the community.</p> <div style="background-color: #008080; color: white; padding: 5px; text-align: center; margin-bottom: 10px;">82% Agreement</div> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>18</td> <td>47</td> <td>7</td> <td>6</td> <td>0</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>22.78%</td> <td>59.49%</td> <td>8.86%</td> <td>7.59%</td> <td>0.00%</td> <td>1.27%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	18	47	7	6	0	1	Percentage:	22.78%	59.49%	8.86%	7.59%	0.00%	1.27%	<p style="text-align: center; color: #008080; font-weight: bold;">82% Agreement</p> <p>SCORE: 3.99</p> <p>Std. Dev.: 0.80</p> <p>Total Respondents: 79</p> <p>BENCHMARKS</p> <p>Past Score: 3.88</p> <p>Similar Mission: 4.06</p> <p>Similar Size: 3.93</p> <p>All Orgs: 3.95</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	18	47	7	6	0	1																
Percentage:	22.78%	59.49%	8.86%	7.59%	0.00%	1.27%																
 <p>35. Benefits can be selected to meet individual needs.</p> <div style="background-color: #008080; color: white; padding: 5px; text-align: center; margin-bottom: 10px;">76% Agreement</div> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>11</td> <td>50</td> <td>13</td> <td>4</td> <td>1</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>13.75%</td> <td>62.50%</td> <td>16.25%</td> <td>5.00%</td> <td>1.25%</td> <td>1.25%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	11	50	13	4	1	1	Percentage:	13.75%	62.50%	16.25%	5.00%	1.25%	1.25%	<p style="text-align: center; color: #008080; font-weight: bold;">76% Agreement</p> <p>SCORE: 3.84</p> <p>Std. Dev.: 0.78</p> <p>Total Respondents: 80</p> <p>BENCHMARKS</p> <p>Past Score: 3.85</p> <p>Similar Mission: 3.97</p> <p>Similar Size: 3.82</p> <p>All Orgs: 3.86</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	11	50	13	4	1	1																
Percentage:	13.75%	62.50%	16.25%	5.00%	1.25%	1.25%																
 <p>36. I believe I have a career with this organization.</p> <div style="background-color: #008080; color: white; padding: 5px; text-align: center; margin-bottom: 10px;">68% Agreement</div> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>21</td> <td>34</td> <td>19</td> <td>5</td> <td>2</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>25.93%</td> <td>41.98%</td> <td>23.46%</td> <td>6.17%</td> <td>2.47%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	21	34	19	5	2	0	Percentage:	25.93%	41.98%	23.46%	6.17%	2.47%	0.00%	<p style="text-align: center; color: #008080; font-weight: bold;">68% Agreement</p> <p>SCORE: 3.83</p> <p>Std. Dev.: 0.97</p> <p>Total Respondents: 81</p> <p>BENCHMARKS</p> <p>Past Score: 3.86</p> <p>Similar Mission: 3.93</p> <p>Similar Size: 3.82</p> <p>All Orgs: 3.90</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	21	34	19	5	2	0																
Percentage:	25.93%	41.98%	23.46%	6.17%	2.47%	0.00%																

Primary Items

<div data-bbox="151 180 217 254"></div> <p data-bbox="240 205 993 233">37. Training is made available to me so that I can do my job better.</p> <div data-bbox="147 275 1045 327"> <p data-bbox="334 285 516 312">62% Agreement</p> </div> <table border="1" data-bbox="207 369 987 512"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>16</td> <td>34</td> <td>11</td> <td>13</td> <td>6</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>19.75%</td> <td>41.98%</td> <td>13.58%</td> <td>16.05%</td> <td>7.41%</td> <td>1.23%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	16	34	11	13	6	1	Percentage:	19.75%	41.98%	13.58%	16.05%	7.41%	1.23%	<p data-bbox="1117 180 1357 212">62% Agreement</p> <p data-bbox="1073 243 1382 270">SCORE: 3.51</p> <p data-bbox="1073 281 1382 308">Std. Dev.: 1.20</p> <p data-bbox="1073 319 1382 346">Total Respondents: 81</p> <p data-bbox="1073 357 1250 384">BENCHMARKS</p> <p data-bbox="1073 394 1382 422">Past Score: 3.53</p> <p data-bbox="1073 432 1382 459">Similar Mission: 3.92</p> <p data-bbox="1073 470 1382 497">Similar Size: 3.66</p> <p data-bbox="1073 508 1382 535">All Orgs: 3.80</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
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<div data-bbox="151 579 217 653"></div> <p data-bbox="240 590 928 642">38. Training is made available to me for personal growth and development.</p> <div data-bbox="147 674 1045 726"> <p data-bbox="318 684 500 711">58% Agreement</p> </div> <table border="1" data-bbox="207 768 987 911"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>15</td> <td>31</td> <td>13</td> <td>14</td> <td>7</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>18.75%</td> <td>38.75%</td> <td>16.25%</td> <td>17.50%</td> <td>8.75%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	15	31	13	14	7	0	Percentage:	18.75%	38.75%	16.25%	17.50%	8.75%	0.00%	<p data-bbox="1117 579 1357 611">58% Agreement</p> <p data-bbox="1073 642 1382 669">SCORE: 3.41</p> <p data-bbox="1073 680 1382 707">Std. Dev.: 1.23</p> <p data-bbox="1073 718 1382 745">Total Respondents: 80</p> <p data-bbox="1073 756 1250 783">BENCHMARKS</p> <p data-bbox="1073 793 1382 821">Past Score: 3.38</p> <p data-bbox="1073 831 1382 858">Similar Mission: 3.78</p> <p data-bbox="1073 869 1382 896">Similar Size: 3.50</p> <p data-bbox="1073 907 1382 934">All Orgs: 3.65</p>
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<div data-bbox="151 978 217 1041"></div> <p data-bbox="240 982 967 1035">39. My work environment supports a balance between work and personal life.</p> <div data-bbox="147 1066 1045 1119"> <p data-bbox="367 1077 548 1104">69% Agreement</p> </div> <table border="1" data-bbox="207 1161 987 1304"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>22</td> <td>34</td> <td>15</td> <td>5</td> <td>5</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>27.16%</td> <td>41.98%</td> <td>18.52%</td> <td>6.17%</td> <td>6.17%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	22	34	15	5	5	0	Percentage:	27.16%	41.98%	18.52%	6.17%	6.17%	0.00%	<p data-bbox="1117 978 1357 1010">69% Agreement</p> <p data-bbox="1073 1041 1382 1068">SCORE: 3.78</p> <p data-bbox="1073 1079 1382 1106">Std. Dev.: 1.11</p> <p data-bbox="1073 1117 1382 1144">Total Respondents: 81</p> <p data-bbox="1073 1155 1250 1182">BENCHMARKS</p> <p data-bbox="1073 1192 1382 1220">Past Score: 4.00</p> <p data-bbox="1073 1230 1382 1257">Similar Mission: 4.04</p> <p data-bbox="1073 1268 1382 1295">Similar Size: 3.85</p> <p data-bbox="1073 1306 1382 1333">All Orgs: 3.87</p>
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<div data-bbox="151 1377 217 1440"></div> <p data-bbox="240 1388 630 1415">40. I feel free to be myself at work.</p> <div data-bbox="147 1467 1045 1520"> <p data-bbox="318 1478 500 1505">58% Agreement</p> </div> <table border="1" data-bbox="207 1562 987 1705"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>19</td> <td>28</td> <td>16</td> <td>12</td> <td>6</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>23.46%</td> <td>34.57%</td> <td>19.75%</td> <td>14.81%</td> <td>7.41%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	19	28	16	12	6	0	Percentage:	23.46%	34.57%	19.75%	14.81%	7.41%	0.00%	<p data-bbox="1117 1377 1357 1409">58% Agreement</p> <p data-bbox="1073 1440 1382 1467">SCORE: 3.52</p> <p data-bbox="1073 1478 1382 1505">Std. Dev.: 1.22</p> <p data-bbox="1073 1516 1382 1543">Total Respondents: 81</p> <p data-bbox="1073 1554 1250 1581">BENCHMARKS</p> <p data-bbox="1073 1591 1382 1619">Past Score: 3.89</p> <p data-bbox="1073 1629 1382 1656">Similar Mission: 3.91</p> <p data-bbox="1073 1667 1382 1694">Similar Size: 3.77</p> <p data-bbox="1073 1705 1382 1732">All Orgs: 3.82</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	19	28	16	12	6	0																
Percentage:	23.46%	34.57%	19.75%	14.81%	7.41%	0.00%																

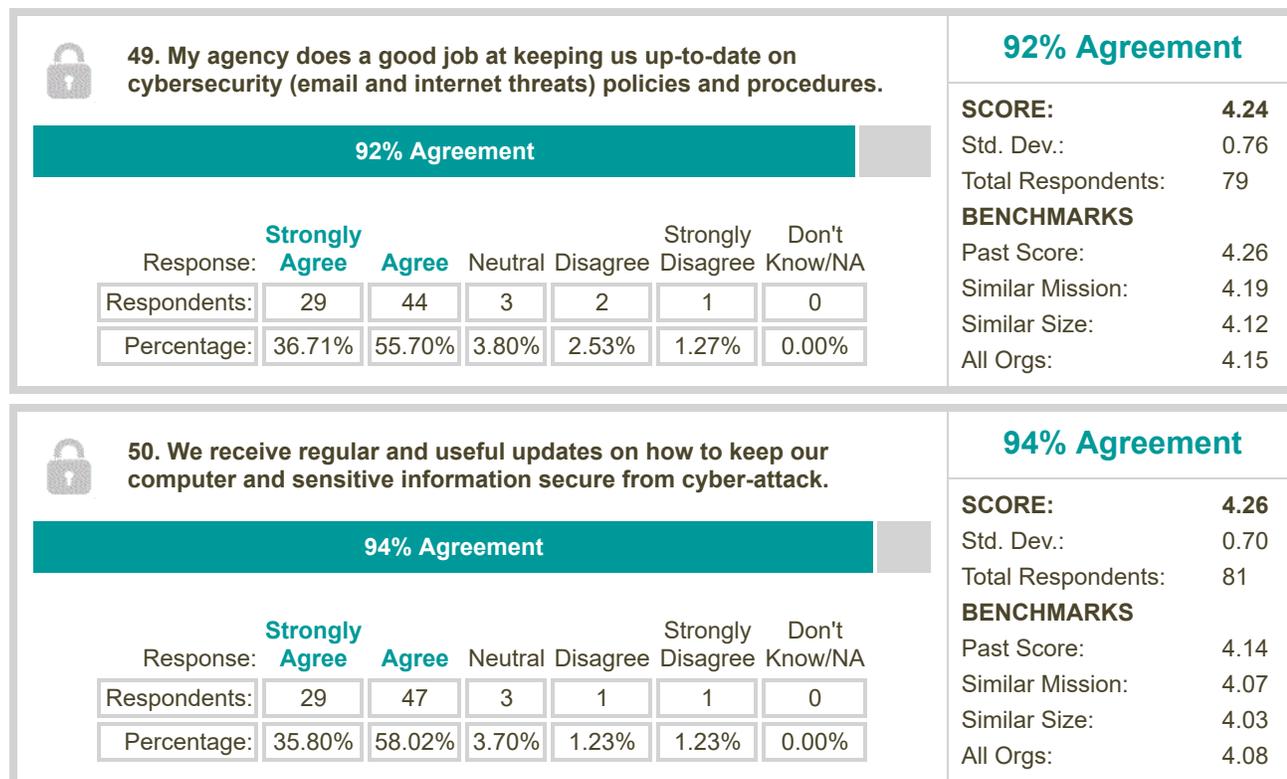
Primary Items



Primary Items

 <p>45. I believe we will use the information from this survey to improve our workplace.</p> <p>49% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>20</td> <td>19</td> <td>21</td> <td>17</td> <td>3</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>25.00%</td> <td>23.75%</td> <td>26.25%</td> <td>21.25%</td> <td>3.75%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	20	19	21	17	3	0	Percentage:	25.00%	23.75%	26.25%	21.25%	3.75%	0.00%	<p>49% Agreement</p> <p>SCORE: 3.45 Std. Dev.: 1.19 Total Respondents: 80</p> <p>BENCHMARKS Past Score: 3.68 Similar Mission: 3.80 Similar Size: 3.52 All Orgs: 3.55</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	20	19	21	17	3	0																
Percentage:	25.00%	23.75%	26.25%	21.25%	3.75%	0.00%																
 <p>46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.</p> <p>56% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>15</td> <td>30</td> <td>15</td> <td>12</td> <td>9</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>18.52%</td> <td>37.04%</td> <td>18.52%</td> <td>14.81%</td> <td>11.11%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	15	30	15	12	9	0	Percentage:	18.52%	37.04%	18.52%	14.81%	11.11%	0.00%	<p>56% Agreement</p> <p>SCORE: 3.37 Std. Dev.: 1.26 Total Respondents: 81</p> <p>BENCHMARKS Past Score: 3.50 Similar Mission: 3.67 Similar Size: 3.48 All Orgs: 3.59</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	15	30	15	12	9	0																
Percentage:	18.52%	37.04%	18.52%	14.81%	11.11%	0.00%																
 <p>47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.</p> <p>61% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>21</td> <td>28</td> <td>17</td> <td>10</td> <td>5</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>25.93%</td> <td>34.57%</td> <td>20.99%</td> <td>12.35%</td> <td>6.17%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	21	28	17	10	5	0	Percentage:	25.93%	34.57%	20.99%	12.35%	6.17%	0.00%	<p>61% Agreement</p> <p>SCORE: 3.62 Std. Dev.: 1.18 Total Respondents: 81</p> <p>BENCHMARKS Past Score: 3.86 Similar Mission: 3.89 Similar Size: 3.62 All Orgs: 3.67</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	21	28	17	10	5	0																
Percentage:	25.93%	34.57%	20.99%	12.35%	6.17%	0.00%																
 <p>48. I am treated fairly in my workplace.</p> <p>68% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>21</td> <td>33</td> <td>15</td> <td>8</td> <td>3</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>26.25%</td> <td>41.25%</td> <td>18.75%</td> <td>10.00%</td> <td>3.75%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	21	33	15	8	3	0	Percentage:	26.25%	41.25%	18.75%	10.00%	3.75%	0.00%	<p>68% Agreement</p> <p>SCORE: 3.76 Std. Dev.: 1.07 Total Respondents: 80</p> <p>BENCHMARKS Past Score: 3.81 Similar Mission: 4.07 Similar Size: 3.92 All Orgs: 3.98</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	21	33	15	8	3	0																
Percentage:	26.25%	41.25%	18.75%	10.00%	3.75%	0.00%																

Primary Items



Additional Items

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

*Additional Items are not included if none were submitted.

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

Response Data

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

Benchmark Data

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

Interpreting Data

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

Additional Items

1. I find the employee's club committee beneficial.						70% Agreement	
						SCORE: 3.83 Std. Dev.: 1.00 Total Respondents: 81	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		Don't Know/NA
Respondents:	21	36	15	7	2		0
Percentage:	25.93%	44.44%	18.52%	8.64%	2.47%		0.00%
2. I find the wellness committee beneficial.						65% Agreement	
						SCORE: 3.80 Std. Dev.: 0.93 Total Respondents: 80	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		Don't Know/NA
Respondents:	18	34	22	3	2		1
Percentage:	22.50%	42.50%	27.50%	3.75%	2.50%		1.25%
3. I find the monthly agency meeting beneficial.						66% Agreement	
						SCORE: 3.78 Std. Dev.: 1.16 Total Respondents: 80	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		Don't Know/NA
Respondents:	25	28	16	6	5		0
Percentage:	31.25%	35.00%	20.00%	7.50%	6.25%		0.00%
4. I find the open door policy beneficial.						65% Agreement	
						SCORE: 3.81 Std. Dev.: 1.04 Total Respondents: 80	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		Don't Know/NA
Respondents:	23	29	18	7	2		1
Percentage:	28.75%	36.25%	22.50%	8.75%	2.50%		1.25%

Additional Items

5. Office resources, programs, & services are equally available to everyone regardless of differences (race/ethnicity, color, gender, sexual orientation, gender identity or expression, veteran's status, religious beliefs, disability or socioeconomic status).

85% Agreement

85% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	32	36	11	0	0	1
Percentage:	40.00%	45.00%	13.75%	0.00%	0.00%	1.25%

SCORE: 4.27
Std. Dev.: 0.69
Total Respondents: 80

6. Employees are provided equal opportunities for training (based on their job duties) regardless of their differences.

69% Agreement

69% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	18	38	10	10	5	0
Percentage:	22.22%	46.91%	12.35%	12.35%	6.17%	0.00%

SCORE: 3.67
Std. Dev.: 1.14
Total Respondents: 81

7. Upper management has supported institutional values of diversity and inclusion for differences..

66% Agreement

66% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	22	31	21	2	3	1
Percentage:	27.50%	38.75%	26.25%	2.50%	3.75%	1.25%

SCORE: 3.85
Std. Dev.: 0.99
Total Respondents: 80

8. If I have witnessed perceived bias, I feel that I have, or understand that I have, mechanisms for bringing this to the attention of upper management (including both direct supervisors and those supervisors' superiors).

51% Agreement

51% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	14	27	15	10	9	5
Percentage:	17.50%	33.75%	18.75%	12.50%	11.25%	6.25%

SCORE: 3.36
Std. Dev.: 1.27
Total Respondents: 80

Additional Items

9. The culture and cultural awareness of the agency is progressive.						67% Agreement	
						SCORE: 3.86 Std. Dev.: 0.91 Total Respondents: 81	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		Don't Know/NA
Respondents:	21	33	21	4	1		1
Percentage:	25.93%	40.74%	25.93%	4.94%	1.23%	1.23%	
10. Upper management is effective in leadership practice.						59% Agreement	
						SCORE: 3.59 Std. Dev.: 1.16 Total Respondents: 81	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		Don't Know/NA
Respondents:	20	28	17	12	4		0
Percentage:	24.69%	34.57%	20.99%	14.81%	4.94%	0.00%	
11. Upper management solicits feedback to those directly impacted by policy.						59% Agreement	
						SCORE: 3.62 Std. Dev.: 1.13 Total Respondents: 80	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		Don't Know/NA
Respondents:	18	29	19	7	5		2
Percentage:	22.50%	36.25%	23.75%	8.75%	6.25%	2.50%	
12. Upper management listens to those directly impacted by policy.						53% Agreement	
						SCORE: 3.50 Std. Dev.: 1.14 Total Respondents: 81	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		Don't Know/NA
Respondents:	16	27	24	7	6		1
Percentage:	19.75%	33.33%	29.63%	8.64%	7.41%	1.23%	

Additional Items

<p>13. Upper management engages my work group for feedback & improvement.</p>						<p>49% Agreement</p>	
<p style="text-align: center;">49% Agreement</p>						<p>SCORE: 3.40 Std. Dev.: 1.14 Total Respondents: 80</p>	
<p>Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA</p>							
Respondents:	14	25	22	12	5		2
Percentage:	17.50%	31.25%	27.50%	15.00%	6.25%		2.50%
<p>14. I would be willing to become more engaged in consulting with upper management, and my peers, in improving the internal culture and external reputation and success of the agency.</p>						<p>71% Agreement</p>	
<p style="text-align: center;">71% Agreement</p>						<p>SCORE: 3.95 Std. Dev.: 0.75 Total Respondents: 80</p>	
<p>Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA</p>							
Respondents:	17	40	17	2	0		4
Percentage:	21.25%	50.00%	21.25%	2.50%	0.00%		5.00%

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

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- **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, my opinions and ideas count.

70% Agreement

SCORE: 3.93
 Std. Dev.: 1.02
 Total Respondents: 80

BENCHMARKS
 Past Score: 3.92
 Similar Mission: 4.15
 Similar Size: 4.04
 All Orgs: 4.05

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	27	29	17	5	2	0
Percentage:	33.75%	36.25%	21.25%	6.25%	2.50%	0.00%

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

70% Agreement

SCORE: 3.88
 Std. Dev.: 1.06
 Total Respondents: 79

BENCHMARKS
 Past Score: 4.11
 Similar Mission: 4.25
 Similar Size: 4.06
 All Orgs: 4.05

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	25	30	15	5	3	1
Percentage:	31.65%	37.97%	18.99%	6.33%	3.80%	1.27%

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

91% Agreement

SCORE: 4.30
 Std. Dev.: 0.84
 Total Respondents: 81

BENCHMARKS
 Past Score: 4.33
 Similar Mission: 4.37
 Similar Size: 4.24
 All Orgs: 4.31

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	37	37	2	4	1	0
Percentage:	45.68%	45.68%	2.47%	4.94%	1.23%	0.00%

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

73% Agreement

SCORE: 4.03
 Std. Dev.: 0.93
 Total Respondents: 81

BENCHMARKS
 Past Score: 4.03
 Similar Mission: 4.12
 Similar Size: 4.09
 All Orgs: 4.11

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	28	31	18	1	2	1
Percentage:	34.57%	38.27%	22.22%	1.23%	2.47%	1.23%

Engagement Items



11. My supervisor recognizes outstanding work.

78% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	25	38	15	2	1	0
Percentage:	30.86%	46.91%	18.52%	2.47%	1.23%	0.00%

78% Agreement

SCORE: 4.04

Std. Dev.: 0.84

Total Respondents: 81

BENCHMARKS

Past Score: 3.82

Similar Mission: 4.11

Similar Size: 3.99

All Orgs: 4.02



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

74% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	28	31	12	5	4	0
Percentage:	35.00%	38.75%	15.00%	6.25%	5.00%	0.00%

74% Agreement

SCORE: 3.93

Std. Dev.: 1.10

Total Respondents: 80

BENCHMARKS

Past Score: 4.05

Similar Mission: 4.08

Similar Size: 4.04

All Orgs: 4.06



14. My supervisor evaluates my performance fairly.

69% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	23	33	17	4	1	3
Percentage:	28.40%	40.74%	20.99%	4.94%	1.23%	3.70%

69% Agreement

SCORE: 3.94

Std. Dev.: 0.92

Total Respondents: 81

BENCHMARKS

Past Score: 3.78

Similar Mission: 4.11

Similar Size: 4.03

All Orgs: 4.07



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

81% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	21	45	8	6	1	0
Percentage:	25.93%	55.56%	9.88%	7.41%	1.23%	0.00%

81% Agreement

SCORE: 3.98

Std. Dev.: 0.88

Total Respondents: 81

BENCHMARKS

Past Score: 4.02

Similar Mission: 4.10

Similar Size: 3.92

All Orgs: 3.96

Engagement Items

 <p>21. The people I work with care about my personal well-being.</p> <p>77% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>28</td> <td>34</td> <td>11</td> <td>6</td> <td>2</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>34.57%</td> <td>41.98%</td> <td>13.58%</td> <td>7.41%</td> <td>2.47%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	28	34	11	6	2	0	Percentage:	34.57%	41.98%	13.58%	7.41%	2.47%	0.00%	<p>77% Agreement</p> <p>SCORE: 3.99</p> <p>Std. Dev.: 1.01</p> <p>Total Respondents: 81</p> <p>BENCHMARKS</p> <p>Past Score: 4.00</p> <p>Similar Mission: 4.13</p> <p>Similar Size: 4.00</p> <p>All Orgs: 3.99</p>
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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

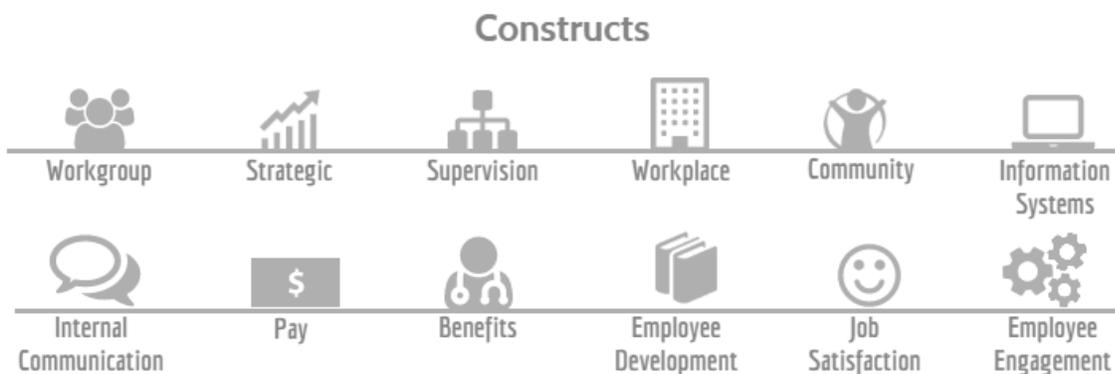
Current Score is calculated by averaging the mean score of the related primary items and then multiplying by 100. For example if the construct score is 389, then the average of the related primary items is 3.89.

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: 389

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.	4.35	0.85
2. In my work group, my opinions and ideas count.	3.93	1.02
3. My work group regularly uses performance data to improve the quality of our work.	3.49	1.13
4. In my work group, there is a real feeling of teamwork.	3.77	1.25



Strategic

Construct Score: 401

The strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. This construct measures the degree to which employees understand their role in the organization and consider the organization's reputation to be positive.	Score	Std. Dev.
5. Our organization is known for the quality of work we provide.	3.88	1.06
6. I know how my work impacts others in the organization.	4.30	0.84
7. My organization develops services to match the needs of our customers/clients.	3.90	1.00
8. Our organization communicates effectively with the public.	3.71	0.93
9. I have a good understanding of our mission, vision, and strategic plan.	4.25	0.80



Supervision

Construct Score: 394

The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. This construct measures the degree to which employees view their supervisors as fair, helpful and critical to the workflow.	Score	Std. Dev.
10. My supervisor provides me with a clear understanding of my work responsibilities.	4.03	0.93
11. My supervisor recognizes outstanding work.	4.04	0.84
12. I am given the opportunity to do my best work.	3.93	1.10
13. My supervisor is consistent when administering policies concerning employees.	3.74	1.16
14. My supervisor evaluates my performance fairly.	3.94	0.92



Workplace

Construct Score: 412

The workplace construct captures employees' perceptions of the total work atmosphere, workplace safety, and the overall feel. This construct measures the degree to which employees see the setting as satisfactory, safe and that adequate tools and resources are available.	Score	Std. Dev.
15. Given the type of work I do, my physical workplace meets my needs.	4.20	0.80
16. My workplace is well maintained.	4.06	0.86
17. There are sufficient procedures to ensure the safety of employees in the workplace.	4.22	0.84
18. I have adequate resources and equipment to do my job.	3.98	0.88



Constructs and Related Items



Community

Construct Score: 381

The community construct captures employees' perceptions of the relationships between employees in the workplace, including trust, respect, care, and diversity among colleagues. This construct measures the degree to which employees feel respected, cared for, and have established trust with their colleagues.	Score	Std. Dev.
19. The people I work with treat each other with respect.	3.93	1.12
20. My organization works to attract, develop, and retain people with diverse backgrounds.	3.90	1.01
21. The people I work with care about my personal well-being.	3.99	1.01
22. I trust the people in my workplace.	3.41	1.20



Information Systems

Construct Score: 355

The information systems construct captures employees' perceptions of whether computer and communication systems prove accessible, accurate, and clear information. This construct measures the degree to which employees view the availability and utility of information positively.	Score	Std. Dev.
23. My work group uses the latest technologies to communicate and interact.	3.25	1.16
24. Our computer systems provide reliable information.	3.60	1.05
25. Support is available for the technologies we use.	3.81	0.97
26. Our computer systems enable me to quickly find the information I need.	3.53	1.14



Internal Communication

Construct Score: 360

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.	3.64	0.95
28. My work atmosphere encourages open and honest communication.	3.56	1.20
29. The communications I receive at work are timely and informative.	3.61	0.97



Pay

Construct Score: 245

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.	2.40	1.20
31. Salaries are competitive with similar jobs in the community.	2.23	1.06
32. I feel I am paid fairly for the work I do.	2.73	1.14



Constructs and Related Items



Benefits

Construct Score: 387

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.	3.79	0.82
34. Health insurance benefits are competitive with similar jobs in the community.	3.99	0.80
35. Benefits can be selected to meet individual needs.	3.84	0.78



Employee Development

Construct Score: 358

The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. This construct measures the degree to which employees feel the organization provides opportunities for growth in organizational responsibilities and personal needs in their careers.	Score	Std. Dev.
36. I believe I have a career with this organization.	3.83	0.97
37. Training is made available to me so that I can do my job better.	3.51	1.20
38. Training is made available to me for personal growth and development.	3.41	1.23



Job Satisfaction

Construct Score: 377

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.	3.78	1.11
40. I feel free to be myself at work.	3.52	1.22
41. The amount of work I am asked to do is reasonable.	3.78	0.93
42. I am proud to tell people that I work for this organization.	3.99	0.88



Climate

While not scored as a construct, the following six items assess the climate in which employees work. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. Moreover, it is an organization with proactive management that communicates and has the capability to make thoughtful decisions.	Score	Std. Dev.
43. Harassment is not tolerated at my workplace.	3.99	1.03
44. Employees are generally ethical in my workplace.	3.96	0.97
45. I believe we will use the information from this survey to improve our workplace.	3.45	1.19
46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.	3.37	1.26
47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.	3.62	1.18
48. I am treated fairly in my workplace.	3.76	1.07



Constructs and Related Items



Cybersecurity

While not scored as a construct, the following two items assess the cybersecurity in which employees work.	Score	Std. Dev.
49. My agency does a good job at keeping us up-to-date on cybersecurity (email and internet threats) policies and procedures.	4.24	0.76
50. We receive regular and useful updates on how to keep our computer and sensitive information secure from cyber-attack.	4.26	0.70

Constructs and Related Items



Employee Engagement

Construct Score: 386

<p>Twelve items spanning several constructs were selected to get a more focused look at Employee Engagement. The Employee Engagement construct captures the degree to which employees are willing to go above and beyond, feel committed to the organization and are present while working. This construct measures the degree to which employees feel that their ideas count, their work impacts the organization and their well being and development is valued at the organization.</p>	Score	Std. Dev.
2. In my work group, my opinions and ideas count.	3.93	1.02
5. Our organization is known for the quality of work we provide.	3.88	1.06
6. I know how my work impacts others in the organization.	4.30	0.84
10. My supervisor provides me with a clear understanding of my work responsibilities.	4.03	0.93
11. My supervisor recognizes outstanding work.	4.04	0.84
12. I am given the opportunity to do my best work.	3.93	1.10
14. My supervisor evaluates my performance fairly.	3.94	0.92
18. I have adequate resources and equipment to do my job.	3.98	0.88
21. The people I work with care about my personal well-being.	3.99	1.01
22. I trust the people in my workplace.	3.41	1.20
37. Training is made available to me so that I can do my job better.	3.51	1.20
38. Training is made available to me for personal growth and development.	3.41	1.23

Survey Customization Sheet

Organizational Category Codes: Category 1

101 - Executive Management

102 - Legal Services

103 - Strategic Programs

104 - Internal Operations

Organizational Category Codes: Category 2

201 - Litigation

202 - Fraud Recovery and Legal Support Services

203 - Quality Assurance

204 - Communications and Development

205 - Risk Management, Insurance, and COOP

206 - Claims Operations

207 - Document Processing

208 - Accounting

209 - Information Technology

210 - Human Resources

211 - Executive Office

Additional Items

1. I find the employee's club committee beneficial.
2. I find the wellness committee beneficial.
3. I find the monthly agency meeting beneficial.
4. I find the open door policy beneficial.
5. Office resources, programs, & services are equally available to everyone regardless of differences (race/ethnicity, color, gender, sexual orientation, gender identity or expression, veteran's status, religious beliefs, disability or socioeconomic status).
6. Employees are provided equal opportunities for training (based on their job duties) regardless of their differences.
7. Upper management has supported institutional values of diversity and inclusion for differences..
8. If I have witnessed perceived bias, I feel that I have, or understand that I have, mechanisms for bringing this to the attention of upper management (including both direct supervisors and those supervisors' superiors).
9. The culture and cultural awareness of the agency is progressive.
10. Upper management is effective in leadership practice.
11. Upper management solicits feedback to those directly impacted by policy.
12. Upper management listens to those directly impacted by policy.
13. Upper management engages my work group for feedback & improvement.
14. I would be willing to become more engaged in consulting with upper management, and my peers, in improving the internal culture and external reputation and success of the agency.

