



## AGENCY STRATEGIC PLAN

---

**FISCAL YEARS 2023 to 2027**

**BY  
STATE OFFICE OF RISK MANAGEMENT**

<b>BOARD MEMBER</b>	<b>DATES OF TERM</b>	<b>HOMETOWN</b>
Lloyd Garland, M.D., Chair	02/01/2025	Lubbock
William Brown	02/01/2027	San Antonio
Ricardo Galindo, III	02/01/2025	San Antonio
Tomas Gonzalez	02/01/2023	El Paso
Gerald Ladner	02/01/2027	Austin

Submitted June 1, 2022

SIGNED:   
EXECUTIVE DIRECTOR

APPROVED:   
BOARD CHAIR

**Contents**

MISSION ..... 3

CORE OPERATIONAL GOALS AND ACTION PLAN ..... 4

REDUNDANCIES AND IMPEDIMENTS..... 21

BUDGET STRUCTURE..... 24

PERFORMANCE MEASURE DEFINITIONS ..... 25

HISTORICALLY UNDERUTILIZED BUSINESS PLAN ..... 35

WORKFORCE PLAN..... 38

CUSTOMER SERVICE REPORT ..... 48

    Exhibit A ..... 57

SURVEY OF EMPLOYEE ENGAGEMENT ..... 59



---

## 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

---

The State Office of Risk Management (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.

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 administers adopted guidelines for a comprehensive risk management program to reduce property and liability losses, including workers' compensation losses.

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>.

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.

GOAL	OBJECTIVES
1. Enterprise Risk Management Program (Risk Management)	<ul style="list-style-type: none"> <li>• Assist state entities in identifying and managing enterprise risks at all levels of operation</li> <li>• Implement statewide risk management guidelines and frameworks</li> </ul>

### Groups Served by the Office

One of the Office’s key statutory missions is to operate as a full-service risk manager for state entities, institutions of higher education, and other entities subject to Texas Labor Code Chapters 412 and 501. The Office provides guidance and direction to state entities to assist them in identifying, evaluating, and controlling risk and minimizing the adverse impact of workers' compensation, property, and other losses.

The Texas A&M University System, University of Texas System, and the Texas Department of Transportation are excluded from the Office’s risk management and insurance programs and services because these entities had workers' compensation insurance coverage or other self-insurance coverage with associated risk management programs before January 1, 1989.<sup>1</sup> The Texas Tech University System<sup>2</sup> and Texas State University System<sup>3</sup> are also currently exempted from the Office’s risk management and insurance programs. The Employees Retirement System of Texas and Teacher’s Retirement System may, but are not required to, acquire risk management and insurance services provided by the Office.<sup>4</sup>

<sup>1</sup> Labor Code §501.024(5), (6), and (7).

<sup>2</sup> Labor Code §412.011(c)(2)(A).

<sup>3</sup> Labor Code §412.011(c)(2)(B) and (j).

<sup>4</sup> Government Code §§815.103(f) and 825.103(c) and Labor Code §506.002.

### **Trends, Conditions, Opportunities, and Obstacles**

The Enterprise Risk Management Program examines wide-ranging risks and exposures, performs frequency and severity analyses, and recommends mitigation strategies. This comprehensive approach yields valuable information on state entity risks and mitigation efforts, but it requires considerably more time to collect, monitor, and act upon. Emphasizing the identification and mitigation of risks on a timely basis can lead to reduced financial or performance losses to the State.

The *Incident Rate of Injuries and Illnesses per 100 Covered Full-Time State Employees* provides an objective measure of the results of implementation of covered state entities' risk management plans and the results of the Office's risk management program, related specifically to occupational injury. 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 regarding implementation of recommendations to control and correct the conditions that lead to injured state employees.

#### **Injury Frequency**

- **FY21 – 3.03%**
- **FY20 – 3.17%**
- **FY19 – 3.22%**
- **FY18 – 3.24%**

### **External Factors Affecting Statutory Mission**

The COVID-19 (C-19) pandemic moved many state entities from their normal business locations into a work-from-home environments. Since many state entities either were not allowing visitors or their risk management staff was working remotely, the Office had to adjust its business practices to ensure it could fulfill its statutory obligations and meet its risk management performance measures. As an interim measure, the Office utilized technology to conduct virtual consultations. The Office's experience has shown that virtual and in-person consultations are both effective methods to identify risk exposures and suggest risk prevention and control measures or techniques that may be implemented by the covered agency to prevent or reduce claims and losses. Likewise, the Office began to provide risk management training in-person, virtually, and through self-paced training courses. Tracking the number of training sessions provided to eligible state entities as well as the number of employees to complete training sessions revealed the extensiveness of the risk management training on issues to reduce property and liability exposures or losses, including workers' compensation losses.

The Office relies on its primarily professional staff to carry out its core missions and provide services necessary to achieve organizational goals. Long-term demand for the Office's services has expanded due to legislative mandates and continues to increase as understanding of risk uncertainty continues to develop. In the *Classified Employee Turnover for Fiscal Year 2021*<sup>5</sup> report, the Office was identified as one of the 18 state entities that had turnover rates exceeding 17.0 percent in FY21. According to the report, the Office's total turnover rate is 26.8%. Turnover in specialized positions within the Office has been especially significant and frequent since the C-19 pandemic. Many positions remain unfilled for long periods of time. This has required staff to cross-train into mission-critical areas, increase their workloads, and reduce non-essential functions until staff can be added. The Office has also focused on minimizing the impact that vacancies and competition for skilled, experienced staff has on assisting state entities in developing and/or enhancing enterprise risk management programs.

---

<sup>5</sup> <https://sao.texas.gov/reports/main/22-702.pdf>

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

State entities have increased their enterprise risk management awareness. This is partly due to participation in the update of the enterprise risk management guidelines.<sup>6</sup> This project, which took almost two years, started with the assignment of an Advisory Council that consisted of several members from several state agencies and universities. With each volunteer having already full-time obligations with their own jobs, scheduling meetings, and assigning teams in a virtual environment, thanks to C-19, presented some unique opportunities to work differently. Over 100 state employees met regularly to work together to create a robust yet straightforward resource for state entities.

The volunteers were divided into seven teams that corresponded to their specific risk specialties or areas of interest and were assigned an Office facilitator to lead discussions and meetings. The teams shared their expertise and collaborated to develop a new guidebook that follows a simplified framework to address context, approach, application (CAAR).

This framework adheres to the global risk management standards adopted by the International Organization for Standardization ([ISO 31000](#)), and distills each chapter into the following four major sections:

- **Context** – Risk Factors. Describe the scope, nature, impact of the risk, from inventory identification. (ISO 31000 nomenclature is “scope, context, criteria”)
- **Approach** – Summarize the best practices and how they address the risk; may include +/- (ISO 31000 nomenclature is “risk assessment”)
- **Application** – Show how it’s done; what to look out for; conditions precedent/exigent; exemplars; steps. (ISO 31000 nomenclature is “risk treatment”)
- **Resources** – Include links to resources and tools; internal reference/external links

With the framework established, the remaining challenge was for the diverse teams to write their chapters without defaulting to the technical language they had acquired through years working in their fields of expertise. The ultimate goal of this project was to create plain language guidelines that anyone could use to develop more detailed and individualized risk management programs. The new enterprise risk management guidelines are meant to be dynamic, updated as needed, and reviewed continually.

## ACTION ITEMS TO ACHIEVE OUR GOAL

---

- 1.1. Administer guidelines adopted by the board for a comprehensive risk management program.
- 1.2. Use existing data to determine state entity risk levels and needs and prioritize resources and requirements by risk.
- 1.3. 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.
- 1.4. Compare each state entity’s risk management plan against the Office’s enterprise risk management guidelines. Issue a written report to each state entity either certifying or not certifying the entity’s risk management plan.

---

<sup>6</sup> Texas Labor Code Section 412.013 and <https://www.sorm.state.tx.us/texas-enterprise-risk-management-guidelines/>

- 1.5. Conduct consultations with each state entity 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.
- 1.6. Conduct training sessions that address issues related to property, liability, or workers' compensation exposures or losses.
- 1.7. 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.
- 1.8. Regularly solicit and use customer input to better tailor risk management services.
- 1.9. Partner with all state entities to reduce property and liability losses, including workers' compensation losses.
- 1.10. Review risk management guidelines at least biennially and update the guidelines at least every five years.

GOAL	OBJECTIVES
2. Insurance Management Program (Risk Transfer)	<ul style="list-style-type: none"> <li>• Operate as a full-service insurance manager for state entities</li> <li>• Administer insurance services obtained by state entities</li> </ul>

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](#), 77<sup>th</sup> Legislature.

The Texas Tort Claims Act (TTCA) provides a limited waiver of sovereign immunity in certain situations when a governmental unit is liable for damage.<sup>7</sup> The TTCA limits the maximum amount of monetary damages for each person and each occurrence.<sup>8</sup> A state entity can shift or eliminate its potential exposure to unanticipated TTCA expenditures to a pre-planned expenditure through the purchase of liability insurance. The Office helps individual state entities make informed decisions on whether to retain all of the TTCA liability risk, transfer the TTCA liability risk, or partially transfer the TTCA liability risk. The Office helps state entities understand the cost savings of a self-insured retention, through an insurance deductible, and ensures that insurance policy limits do not exceed the maximum damages of the TTCA.

State entities can also suffer loss to physical assets. Insurance is a risk transfer option that allows a state entity to lessen the budgetary impact when such a loss occurs. The Office assists state entities with determining the appropriate type and level of insurance coverage, ensures the terms and conditions of the insurance policy provide adequate coverage, explains coverage exclusions, and participates in the claim process when a loss occurs.

### **Groups Served by the Office**

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

<sup>7</sup> Civil Practice and Remedies Code Chapter 101.

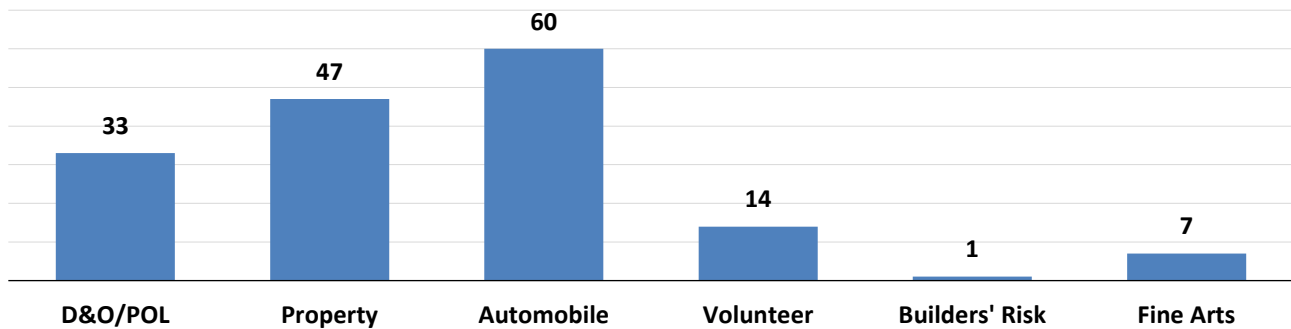
<sup>8</sup> Civil Practice and Remedies Code §101.023 - \$250,000 for each person and \$500,000 for each single occurrence for bodily injury or death and \$100,000 for each single occurrence for injury to or destruction of property.

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 currently has six established lines of insurance that provide coverage for state exposures - directors’ and officers’; property; automobile; volunteer; builder’s risk; and fine arts. The Office is actively evaluating information from partners that are interested in establishing a state-sponsored Extraterritorial Workers Compensation Insurance Program. State-sponsored programs for cybersecurity liability and commercial crime insurance are also under consideration.

**PARTICIPANTS IN STATE-SPONSORED INSURANCE PROGRAM - FY22**



Following a formal procurement in 2021, the Office entered into contracts with five (5) licensed insurance brokers that are able to serve the needs of the state-sponsored insurance program. The brokers selected are all ranked in the top twenty-one brokers worldwide. These brokers can improve and expand access to insurance markets. The Office also contracted with vendors that can provide insurance support services, which provides a pool of resources that may be utilized by state entities.

The Office restructured its property insurance program in 2021 in response to the insurance market increasing premium or price and decreasing coverage options. The separate towers approach for institutions of higher education and public entities was collapsed into one program to leverage lower premiums while maintaining beneficial coverage options. Another program change was the introduction of a “virtual captive.” The virtual captive functions as an insured retention (IR) that pays for attritional losses after deductibles, in the amount of \$2 million per occurrence and \$4 million annual aggregate, followed by traditional excess layers. This IR program is designed and provided by Swiss Re and has made the Insurance Management Program far more competitive in the insurance market.

**External Factors Affecting Statutory Mission**

“The theme of natural catastrophe losses impacting the property market remains consistent. With insured loss estimates ranging from \$100 billion to \$145 billion, 2021 proved to be the second costliest year for the insurance industry after 2017.”<sup>9</sup> Fortunately, the Office’s domestic and international negotiations for renewal of the state-sponsored property insurance in 2021 and 2022 were favorably impacted by the SIR structural change. This year, three new carriers expressed interested in the state-sponsored property insurance and offered rates that were lower than the incumbent carriers. This is a noteworthy development with potentially significant future impact.

The success achieved by individual state entities’ decisions to purchase property insurance to control expenditures and to replace tangible state-owned property that is damaged or destroyed can be seen in the outcomes after

<sup>9</sup> <https://www.amwins.com/resources-insights/article/q2-q3-2022-state-of-the-market>



Winter Storm Uri. A 2021 survey conducted by the University of Houston Hobby School of Public Affairs found that more than two out of three, or 69 percent, of Texans lost power at some point during February 14 through February 20 of 2021, and almost half, or about 49 percent, had disruptions in water service.<sup>10</sup> The combination of freezing temperatures and key personnel being unable to report to work contributed to state-owned property losses. While approximately \$14 billion in insured state assets had the potential to be impacted by Winter Storm Uri, the ten affected participants only sustained \$28 million in damages. State expenditures were limited to a \$350,000 deductible, which was shared among all participating entities.

### **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, 37<sup>th</sup> 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.<sup>11</sup>

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.<sup>12</sup> The Office’s recommendations also include establishing a state enterprise-level 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 an SIR instead of incurring the costs associated with traditional insurance. 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. Additionally, as the SIR matures, it could be used for other lines of insurance (i.e., Directors’ and Officers’, Automobile, or potentially new insurance lines).

Although the virtual captive has improved the property insurance program, a fully funded state enterprise-level SIR could positively impact the insurance market’s capacity to accept the risks presented by the state at an affordable price. An 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.

---

<sup>10</sup> <https://comptroller.texas.gov/economy/fiscal-notes/2021/oct/winter-storm-impact.php>

<sup>11</sup> 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, 81<sup>st</sup> Legislative R.S.)

<sup>12</sup> [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.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_2013.pdf)  
[https://www.sorm.state.tx.us/wp-content/uploads/2017/06/state\\_insurable\\_assets\\_study\\_2016.pdf](https://www.sorm.state.tx.us/wp-content/uploads/2017/06/state_insurable_assets_study_2016.pdf)

The Office is ready to assist if the Legislature wishes to address issues such as the funding mechanism for an 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.

**ACTION ITEMS TO ACHIEVE OUR GOAL**

- 2.1. Maintain and review records of property, casualty, or liability insurance coverages purchased by or for a state entity.
- 2.2. Purchase insurance coverage under any line, other than health or life insurance, for a state entity subject to Texas Labor Code Chapters 412 and 501.
- 2.3. Phase in, by line of insurance, the requirement that a state entity purchase coverage only through the Office.
- 2.4. Review non-sponsored insurance purchases before the intended purchase occurs.
- 2.5. Authorize the purchase of a line of insurance under a policy not sponsored by the Office.
- 2.6. Develop objective tools to help state entities determine whether to transfer risk through an insurance purchase.
- 2.7. Administer the program for the purchase of surety bonds for state officers and employees.

GOAL	OBJECTIVE
3. Continuity of Operations Program	<ul style="list-style-type: none"> <li>• Administer the Continuity of Operations Program</li> <li>• Establish guidelines, models, policies, and standards to ensure expansive continuity planning, testing, training, and exercising across the state enterprise</li> </ul>

The Office’s most recent statutory mission, which became effective September 1, 2007, is to assist state entities with developing a continuity of operations plan that outlines procedures to keep the entity operational in case of disruptions to production, finance, administration, or other essential operations.<sup>13</sup>

**Groups Served by the Office**

The Office’s Continuity of Operations (COOP) Program provides leadership, guidance, resources, and education to statewide continuity coordinators, risk managers, and other continuity practitioners to support state agency efforts to protect the state’s citizens and property, ensure economic safety, and provide vital information and essential services. The Office acts as a partner to all entities by providing guidance, facilitating ongoing learning, and encouraging cooperation to help each entity develop its best program.

**Trends, Conditions, Opportunities, and Obstacles**

Disaster events can cause not only expensive physical damage but also devastating reputational harm if an affected organization cannot deliver its products or services for an extended time. Service recipients will suffer in the absence of expected assistance, and taxpayers will demand accountability. The goal of continuity planning is

<sup>13</sup> Texas Labor Code Section 412.054.

to ensure each governmental organization continues essential functions unique to its own mission and supports Texas essential functions to preserve continuity of government.

A COOP plan outlines the procedures an entity will follow to stay operational, or resume operations, if a business disruption occurs. By accurately identifying essential functions, documenting procedures to continue their performance, and procuring necessary resources to ensure their availability at the time of need, state entities can protect their ongoing existence. Training, testing, and exercises help an entity ensure it has an actionable continuity of operations plan.

### **External Factors Affecting Statutory Mission**

Many state entities had not contemplated the C-19 pandemic in their COOP plans and asked the Office for direction and assistance in facilitating a remote workforce. As a result, the Office shared a host of resources obtained from other agencies and held several virtual meetings for state entities to ask questions, share experiences, and work collaboratively to address the risks associated with C-19. Two state entities that shared freely and provided templates and examples for others to follow were Texas Parks and Wildlife Department and the Health and Human Services Commission.

### **Strategies for Meeting the State’s Future Needs and Achieving the Office’s Statutory Goals**

In 2013, the first Continuity Policy Letter<sup>14</sup> was jointly issued by the Texas Department of Public Safety, Texas Department of Information Resources and the Office. Beginning in 2014, each state entity was required to create a continuity plan that meets the standards of the Federal Emergency Management Agency (FEMA) COOP methodology. The 2022 Continuity Policy Letter<sup>15</sup> acknowledges the advances made in the last nine years and sets forth the goals and objectives for the next five-year period.

## **ACTION ITEMS TO ACHIEVE OUR GOAL**

---

- 3.1. Work with each state entity to develop an entity-level continuity of operations plan.
- 3.2. Review continuity plans and provide guidelines, models, easy-to-use materials, and templates to state entities.
- 3.3. Provide written feedback on continuity plans to state entities to ensure state entities are developing quality continuity plans.
- 3.4. Ensure state entities provide training and conduct testing and exercises that prepare the entity for implementing its continuity of operations plan.
- 3.5. Develop, maintain, and disseminate planning tools that combine Texas legislative requirements, FEMA guidance, best practices, and other applicable standards.

---

<sup>14</sup> [https://www.sorm.state.tx.us/wp-content/uploads/2017/06/Texas%20State%20Agency%20Continuity%20Planning%20Policy%20Guidance%20Letter%20\(10-24-2013\).pdf](https://www.sorm.state.tx.us/wp-content/uploads/2017/06/Texas%20State%20Agency%20Continuity%20Planning%20Policy%20Guidance%20Letter%20(10-24-2013).pdf)

<sup>15</sup> <https://www.sorm.state.tx.us/wp-content/uploads/2022/04/COOP-Policy-Letter-2022-FINAL-Signed.pdf>

GOAL	OBJECTIVE
4. Self-Insured Workers' Compensation Program (Risk Retention)	<ul style="list-style-type: none"> <li>• Administer the statutory self-insured workers' compensation program for state employees</li> <li>• Provides workers' compensation claims administration services and benefits both to the injured state employee and the state entity employer</li> </ul>

The Texas Tort Claim Act creates a specific waiver of sovereign immunity for state employee workers' compensation claims. Workers' Compensation Insurance Coverage for State Employees was created through Labor Code Chapter 501. The Office administers the statutory self-insured program and 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. A workers' compensation claimant is entitled to all health care reasonably required by the nature of the injury for his/her lifetime.<sup>16</sup> In addition, the claimant is entitled to any necessary prescription drugs, and over-the-counter alternatives as clinically appropriate.<sup>17</sup> There are several types of income benefits that may also be paid to a claimant.

**Groups Served by the Office**

Participants in the statutory self-insured program include 146 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 184,000 individual employees.

There are situations in which certain non-state employees are covered by workers' compensation through the Office. [Labor Code Section 501.026](#) extends coverage for certain services provided by volunteers. The definition of employee in [Labor Code Section 501.001](#) includes a person who is (a) in the service of the state pursuant to an election, appointment, or express oral or written contract of hire; (b) paid from state funds but whose duties require that the person work and frequently receive supervision in a political subdivision of the state; (c) a peace officer employed by a political subdivision, while the peace officer is exercising authority granted under certain articles in the Code of Criminal Procedure; and (d) a member of the state military forces, who is engaged in authorized training or duty.

The definition in Labor Code Section 501.001 also includes a Texas Task Force 1 member, who is activated by TDEM or is injured during training sponsored or sanctioned by Texas Task Force 1. Effective September 1, 2017, workers' compensation coverage is provided through the Office for members of an intrastate fire mutual aid system team or a regional incident management team who are injured during a TDEM activation or sponsored training.<sup>18</sup>

**Trends, Conditions, Opportunities, and Obstacles**

Costs incurred by the Office in administering the workers' compensation insurance program are funded through the assessment allocations. This funding is used to pay medical and income benefits, medical cost containment services, and other costs directly related to reducing claim payments and risk. Additionally, when a state

<sup>16</sup> Labor Code §408.021.

<sup>17</sup> Labor Code §408.028 and 28 Texas Administrative Code §134.502.

<sup>18</sup> HB 919, 85<sup>th</sup> Legislature, added Section 88.126 to the Education Code.

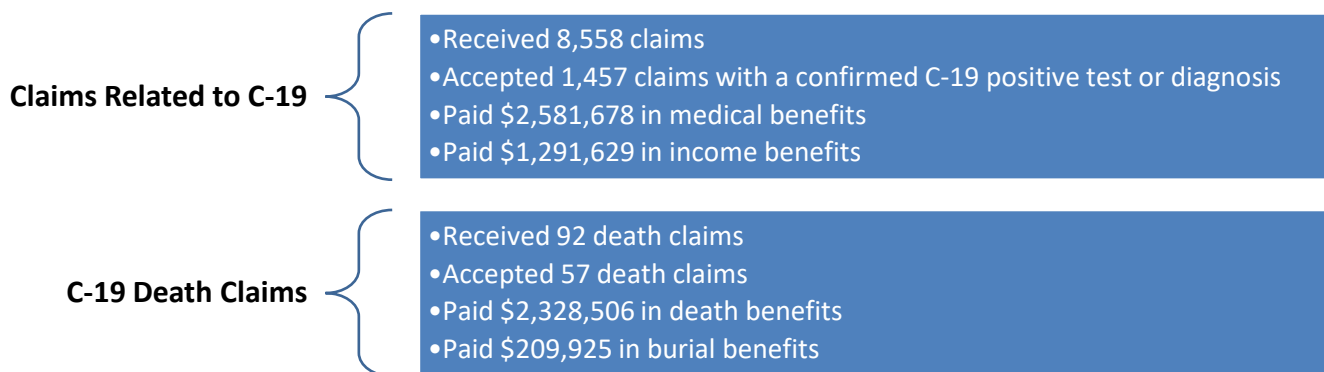
employee's injury is caused by a liable third party, the Office is entitled to recover an amount equal to the expenditures for medical and income benefits.<sup>19</sup>

### External Factors Affecting Statutory Mission

The Office continuously battles challenges associated with the retention of licensed adjusters. The *Classified Employee Turnover for Fiscal Year 2021* report specifically highlighted the Office's claims examiner turnover rate, which is 26.3%.<sup>20</sup> The inability to obtain and retain qualified staff increases the claim load of each adjuster, which in turn threatens the ability to complete a proper investigation into compensability, monitor medical services, calculate indemnity benefits, and provide appropriate customer service to state employees and other stakeholders. Claims loads exceeding industry standards can result in errors, delay return to work, and increase state costs and administrative penalty exposures.

It is standard practice for the Office to establish a critical response team during natural and manmade disasters to ensure client needs are met. The Office began to receive C-19 workers' compensation claims shortly after the Governor's State of Disaster Proclamation on March 13, 2020. As the number of claims received each day increased, the Office established a critical response team to specifically handle C-19 workers' compensation claims. In addition, the Office obtained emergency adjuster licenses for staff throughout the agency from the Texas Department of Insurance, which had relaxed examination and fingerprint requirements due to the pandemic, to assist with the influx of C-19 claims.

During the fourth quarter of FY20, the Office received 5,734 claims – it only received 2,178 during the same quarter in FY19. According to information the Office has provided to TDI-DWC, from December 1, 2019, through March 31, 2022, the Office has:



Prior to the enactment of Senate Bill 22 (SB22) in the 87<sup>th</sup> Legislature R.S., COVID-19 would not be defined as an occupational disease covered under workers' compensation unless there was causal connection to the work and workplace. The connection would require evidence that an employee was exposed, tested positive, and contracted C-19 in the course and scope of employment rather than other means. SB22 removes the requirement for first responders, such as detention officers, custodial officers, firefighters, peace officers, and emergency medical technicians, to show a correlation between C-19 and the workplace. It provides a presumption that C-19 arose out of the employment due to exposures that may be inherent to these industries. To qualify for the presumption, a first responder must meet certain conditions.

<sup>19</sup> Labor Code Chapter 417.

<sup>20</sup> Page 22 at <https://sao.texas.gov/reports/main/22-702.pdf>

The following charts show the Top Five Employing Agencies that reported C-19 exposure claims and the categories of first responders who have reported a C-19 exposure as work-related:

Agency Name	Number of Claims
TEXAS DEPARTMENT OF CRIMINAL JUSTICE	8104
DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES	176
HEALTH AND HUMAN SERVICES COMMISSION	108
DEPARTMENT OF PUBLIC SAFETY	98
ADJUTANT GENERAL	15

Occupation	Number of Claims
CORRECTIONAL OFFICER IV	1817
CORRECTIONAL OFFICER V	1323
UNDETERMINED	1290
CORRECTIONAL OFFICER III	929
CLERK I	194
CORRECTIONAL OFFICER	180
SGT OF CORRECTIONAL OFFICERS	99
PAROLE OFFICER II	95

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

On Monday, May 2, 2022, the Office launched the industry-leading software service Origami Risk to replace internal legacy systems. This new service will provide the Office and its customers a more efficient and secure system to process and adjust claims information.

Origami Risk’s workers’ compensation functionality can integrate with multiple third-party systems such as medical cost containment providers, human resource systems, and accounting and payroll applications. Integration allows adjusters to easily utilize the Official Disability Guidelines (ODG) on medical treatment and return-to-work to benchmark outcomes in workers’ compensation claims. ODG’s Reserve Calculator is a statistical modeling program that incorporates unique factors that may increase claims costs. Adjusters can use risk levels provided by the ODG Reserve Calculator to specifically address high risk claims as well as claims that fall outside the ODG’s treatment guidelines, costs, and return-to-work standards.

### ACTION ITEMS TO ACHIEVE OUR GOAL

- 
- 4.1. Provide covered injured employees with access to prompt, high-quality medical care within the framework established by the Texas Workers’ Compensation Act.
  - 4.2. Provide appropriate income benefits and medical benefits in a manner that is timely and cost-effective.
  - 4.3. 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.
  - 4.4. Encourage the safe and timely return of injured employees to productive roles in the workplace.

- 4.5. 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.
- 4.6. Monitor and evaluate return-to-work information reported by each state entity to determine outcomes over time for each state entity.
- 4.7. Take maximum advantage of technological advances to provide the highest levels of service possible to system participants and to promote communication among system participants.

**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. The Office works to reduce overall medical and indemnity costs through improved claim handling practices, education, and training. The Office continuously evaluates its policies and processes and implements change as needed to meet internal and external needs.

**Non-GR Funding**

The Office is administered with legislatively appropriated funding through the allocation program for the financing of state workers’ compensation benefits and risk management costs, as well as authority for collected 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 claim expenditures, and funding for employee benefits.

**Sources of Revenue — Fiscal Year 2021 (Actual)**

Source	Amount
<b>666 Appropriated Receipts</b>	\$1,220
<b>777 Interagency Contracts</b>	\$44,848,783
<b>8052 Subrogation Receipts</b>	\$682,644
<b>TOTAL</b>	<b>\$45,532,647</b>

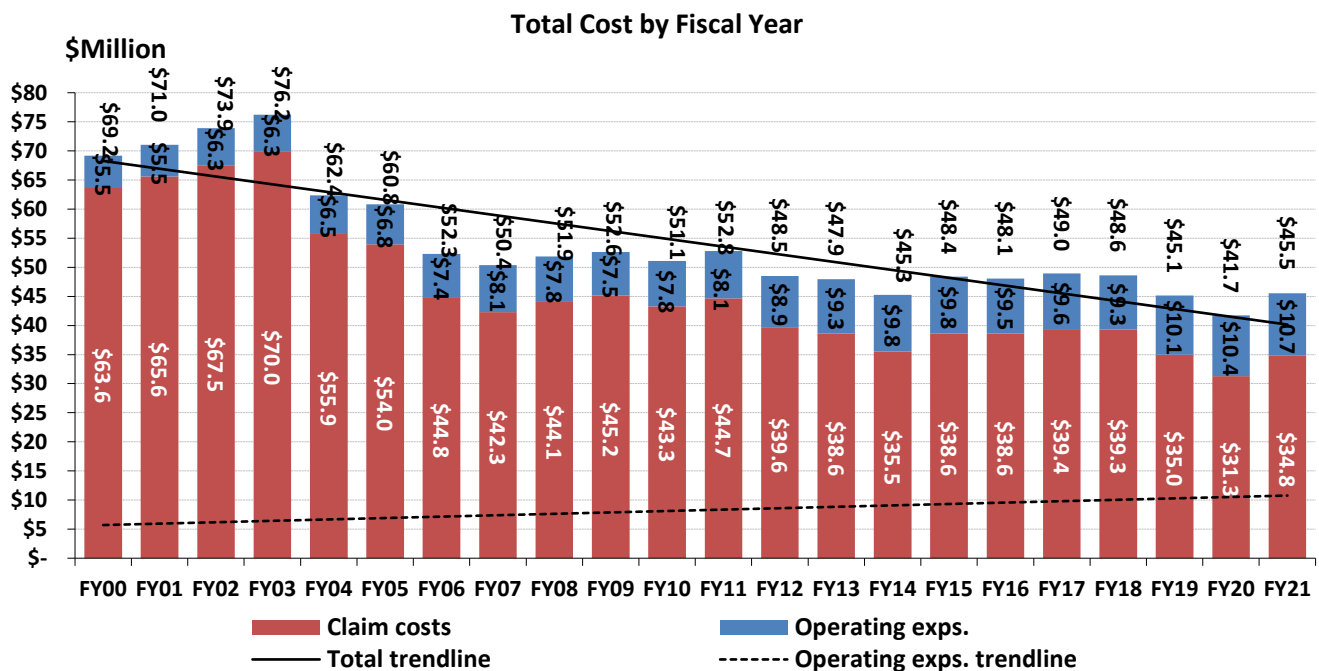
The General Appropriations Act (GAA), Article IX, Rider 15.02, staggers the assessment allocation payments. Participating entities pay seventy-five percent of their assessment at the beginning of the fiscal year. The remaining amount due from each entity, if any, is calculated and collected during the final four months of the fiscal year. [28 Texas Administrative Code Section 251.507](#) specifies the formula to calculate each entity's allocation.

**The rules for the risk allocation program, 28 TAC Chapter 251, Subchapter E, were adopted to:**

- Equitably distribute the cost of funding workers' compensation losses, the cost of administering claims, and the cost of providing risk management services to participating state agencies
- 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
- Pool large and small risks to enable catastrophic loss(es) to be spread throughout all participating state agencies
- Encourage compliance with the Office's regulations, policies, and programs

**Workers' Compensation Claim Costs**

Despite actuarial projections that workers' compensation claims costs would continue to increase by several million each year after reaching \$70 million in FY03, by the end of FY04, claims costs had decreased to \$55.8 million. Claims costs have continued to steadily decline. Since FY12, workers' compensation claims costs have been below \$40 million each fiscal year. In FY20, claims costs were the lowest in the history of SORM.





### Subrogation and Subsequent Injury Fund Recoveries

When a claimant’s injuries are caused by a third party, SORM can request reimbursement for benefits that have been paid by the state for the compensable injury. The GAA sets the annual target for the Office’s subrogation recoveries. If a TDI-DWC interlocutory order or decision is reversed or modified in the Office’s favor, the Office can request reimbursement from the TDI-DWC Subsequent Injury Fund (SIF) for the overpayment of benefits. Both are used to lower the cash basis assessment allocations to client entities. The chart below shows the combined total of recoveries from subrogation, criminal restitution, and the SIF:

	Target	Third-Party Recoveries
FY21	\$567,750	\$682,644
FY20	\$567,750	\$813,850
FY19	\$567,750	\$523,058
FY18	\$567,750	\$695,339

### New Hire and Wage Information

Federal and state law requires employers to provide information about all new or rehired workers to provide a means for employers to assist in the state's efforts both to prevent fraud in the welfare, workers' compensation, and unemployment insurance programs, and to locate and/or collect money from absent parents who owe child support.<sup>21</sup> Employers report new hire information through the Office of the Attorney General (OAG). The Texas Workforce Commission (TWC) has wage information on individuals who are employed in the State of Texas. The Office has an interagency contract with the OAG and an information release contract with the TWC. The information from both entities is used to verify the eligibility for workers' compensation benefits and to detect fraud in the receipt of workers' compensation benefits.

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

### Risk Management Service Costs

The Office’s goal is to focus on hazards or risks that need to be addressed strategically and proactively to reduce the frequency and severity of workers’ compensation claims. Risk factors will vary depending on the geographic location, types of and diversity in the work being performed, and overall risk profile. The effectiveness of the Office’s risk management program can be seen in the low cost per \$100 of state payroll and the low cost per covered employee:

	Cost Per \$100 of State Payroll	Cost Per Covered Employee
FY21	\$0.48	\$230.90
FY20	\$0.45	\$211.12
FY19	\$0.50	\$225.11
FY18	\$0.57	\$252.42

### State-Sponsored Insurance Programs

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

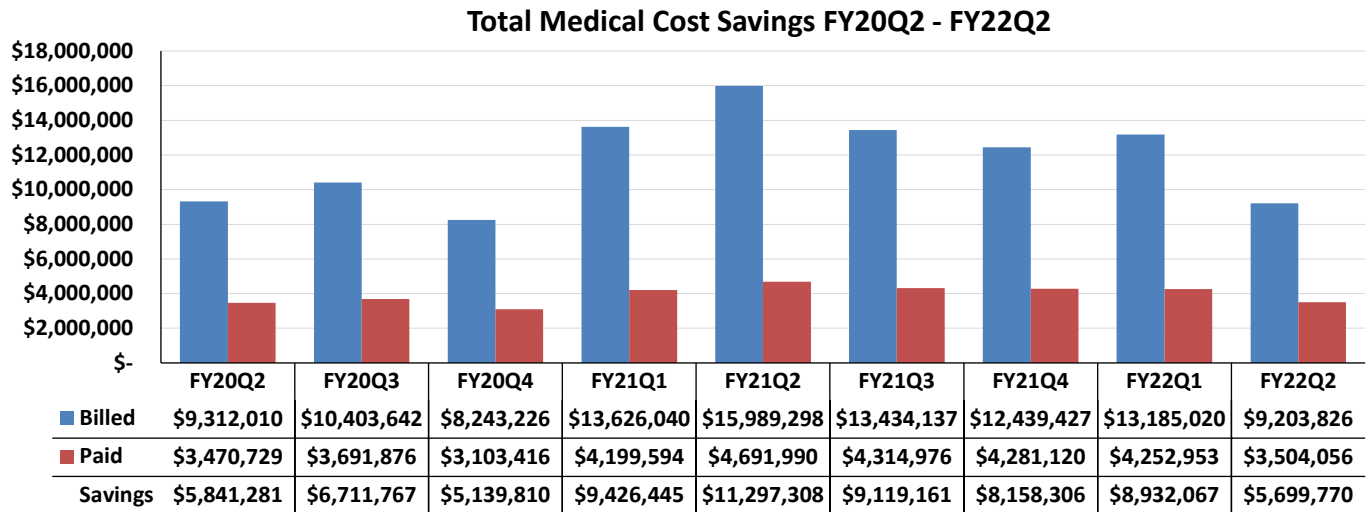
---

<sup>21</sup> 42 U.S.C. §653A, Texas Family Code Chapter 234, Subchapter B, and 1 Texas Administrative Code §55.301.

was purchased independently. Decreasing the amount of money the state spends in total to recover from uninsured losses increases the amount of money available to the state to improve services to the public.

### Medical Cost Containment

Medical cost containment provides fiscal responsibility with state funds, minimizes costs to employer state entities and injured employees, and reduces costs associated with workers' compensation losses and claims administration. The Office is contracted for the following medical cost containment services: (1) certified workers' compensation health care network, (2) utilization review services, and (3) medical bill review services. Cost savings from medical bill review services are shown in the following chart:



Workers' compensation benefits include medically necessary prescription drugs and over-the-counter medication. The Office has a medical cost containment contract with a pharmacy benefit manager (PBM), to ensure cost-savings and prompt service for medically necessary medications. Participation in this program is entirely voluntary for injured workers. The reimbursement fees for prescription drugs are set by TDI-DWC. The Office receives a discount below the pharmaceutical fee guideline on the medication obtained through the PBM.

The following chart shows savings from the voluntary PBM program:

	FY20Q2	FY20Q3	FY20Q4	FY21Q1	FY21Q2	FY21Q3	FY21Q4	FY22Q1	FY22Q2
<b>Fee Schedule</b>	\$251,436	\$301,722	\$238,484	\$208,408	\$211,914	\$174,584	\$129,681	\$134,310	\$137,500
<b>Paid</b>	\$143,132	\$186,161	\$120,074	\$106,704	\$110,837	\$98,009	\$87,300	\$88,328	\$88,787
<b>Total Savings</b>	\$108,304	\$115,561	\$118,410	\$107,704	\$101,077	\$76,575	\$42,381	\$45,982	\$48,713

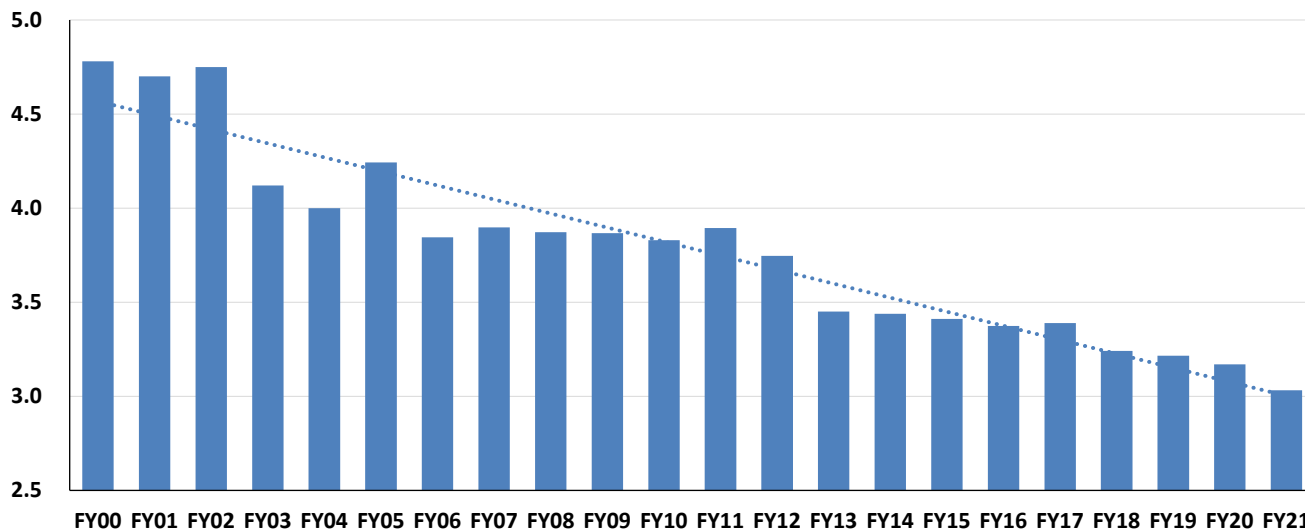
### 3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve

#### Enterprise Risk Management Program

One of the Office's performance measures is the *Incident Rate of Injuries and Illnesses per 100 Covered Full-Time State Employees*. 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.

### State Employee Injury Frequency Rate



#### Performance Based Oversight

Labor Code Section 402.075 requires TDI-DWC to assess the performance of insurance carriers during Performance Based Oversight (PBO) assessments at least biennially. PBO measures the timely payment of indemnity benefits and medical billing and the transmission of electronic data to TDI-DWC.

---

***The Office has been identified as a high performer during PBO assessments in 2009, 2010, 2011, 2012, 2014, 2016, 2018, and 2020.***

---

#### 4. Providing excellent customer service

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

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. Additionally, the Office conducts multiple training sessions that address issues related to risk, property, liability, workers’ compensation exposures or losses, and other matters.

**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. Nevertheless, 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.

## 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	Labor Code §501.021 Labor Code §406.034
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’ worker’s compensation claims
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	In 2015, <u>SB 202</u> , 84 <sup>th</sup> 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.

Service, Statute, Rule, or Regulation	Government Code §2165.303 and §2165.305
	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.
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	Tex. Gov't. Code §403.039 34 TAC §20.225(a)(8) 28 TAC §133.10 28 TAC §133.240
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 an 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 an 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

**STATE OFFICE OF RISK MANAGEMENT  
STRATEGIC PLAN**

---

**SUPPLEMENTAL SCHEDULES**

## SCHEDULE A BUDGET STRUCTURE

---

<b>Agency:</b>	<b>479</b>	<b>STATE OFFICE OF RISK MANAGEMENT</b>
<b>Goal 1:</b>	<b>Short Name:</b>	MANAGE RISK AND ADMINISTER CLAIMS
	<b>Full Name:</b>	Manage Claim Costs and Protect State Assets
	<b>Description:</b>	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.
<b>Objective 1:</b>	<b>Short Name:</b>	RISK MGMT & CLAIMS ADMINISTRATION
	<b>Full Name:</b>	Risk Management and Claims Administration
	<b>Description:</b>	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.
<b>Strategy 1:</b>	<b>Short Name:</b>	ENTERPRISE RISK MGMT/CLAIMS ADMIN
	<b>Full Name:</b>	Assist, Review, and Monitor Agencies' Risk Management Programs & Provide Workers' Compensation Administration
	<b>Description:</b>	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.
<b>Goal 2:</b>	<b>Short Name:</b>	WORKERS' COMPENSATION PAYMENTS
	<b>Full Name:</b>	Workers' Compensation Payments: Estimated and Nontransferable
	<b>Description:</b>	Workers' Compensation Payments: Estimated and Nontransferable
<b>Objective 1:</b>	<b>Short Name:</b>	WORKERS' COMP PAY: EST & NONTRANS
	<b>Full Name:</b>	Workers' Compensation Payments: Estimated and Nontransferable
	<b>Description:</b>	Workers' Compensation Payments: Estimated and Nontransferable
<b>Strategy 1:</b>	<b>Short Name:</b>	WORKERS' COMPENSATION PAYMENTS
	<b>Full Name:</b>	Workers' Compensation Payments: Estimated and Nontransferable
	<b>Description:</b>	Workers' Compensation Payments: Estimated and Nontransferable.



## SCHEDULE B

### PERFORMANCE MEASURE DEFINITIONS

---

<b>Goal 1:</b>	<b>Manage Claim Costs and Protect State Assets</b>
<b>Description:</b>	<b>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.</b>

**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

**Key**

Yes

## **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

### **Key**

Yes

## **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

**Key**

Yes

**Efficiency Measure 1: Cost per Hour of Direct Risk Management Service Provided – Through FY23**

**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

**Key**

No

**PROPOSED – Effective FY24**

**Efficiency Measure 1: Cost Per Hour of Services Provided**

**Definition**

The total cost of the Manage Claim Costs and Protect State Assets goal divided by the number of paid hours, from the SAO FTE database.

**Purpose**

This proposed efficiency measure would provide a comparison of the administrative costs to operate the Office expressed as an hourly cost of services provided to all clients.

**Data Source**

SAO FTE database, SORM database.

**Methodology**

Total costs (expenditures) of the Manage Claim Costs and Protect State Assets goal divided by the number of paid hours to derive the actual cost per service hour.

**Data Limitations**

SAO FTE data population may be delayed, requiring estimation of the most recent quarter. SORM expenditure data will require use of encumbrance amounts for unpaid incurred expenses

**New Measure**

YES

**Target Attainment**

Lower than target

**Calculation Method**

Cumulative

**Key**

TBD

**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

**Key**

Yes

**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

**Key**

Yes

**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

**Target Attainment**

**New Measure**

No

Higher than target

**Calculation Method**

Cumulative

**Key**

Yes

**Output Measure 2: Number of On-site Consultations Conducted – Through FY23**

**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

**Key**

Yes

**PROPOSED – Effective FY24**

**Output Measure 2: Number of Entity Consultations Conducted**

**Definition**

*An agency or entity consultation is a site or virtual visit with a covered state client. 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 entities 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 consultations conducted for the period reported.*

**Data Limitation**

None

**New Measure**

YES

**Target Attainment**

Higher than target

**Calculation Method**

Cumulative

**Key**

TBD

**Output Measure 3: Number of Risk Management Training Sessions Conducted – Through FY23**

**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

**Key**  
No

**PROPOSED – Effective FY24**

**Output Measure 3: Number of Employees Served in Risk Management Training Sessions**

**Definition**

*The number of employees for eligible state agencies that complete sessions provided by the Office in-person or virtually. Training sessions include all risk management-related matters, including hazard, operational, financial and strategic risk.*

**Purpose**

*This output measure reports the actual number of employees for eligible state agencies to complete training sessions provided by the Office.*

**Data Source**  
SORM database.

**Methodology**  
*Training sessions conducted or provided for eligible state agencies are entered in a database, with the number of employees which complete each session. The total number of employees to complete training sessions-during the period reported is summed and reported*

**Data Limitations**  
None

**New Measure**  
No

**Target Attainment**  
Higher than target

**Calculation Method**  
Cumulative

**Key**  
No



**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

**Key**

No

**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

**Key**

Yes

**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

**Key**

Yes

## SCHEDULE C HISTORICALLY UNDERUTILIZED BUSINESS PLAN

---

### Section I: Mission

The State Office of Risk Management (SORM) is administratively attached to the Office of the Attorney General (OAG) in accordance with Texas Labor Code Section 412.0111. Pursuant to an interagency contract, the OAG provides a variety of necessary and authorized administrative support services and resources to SORM. This report was prepared by the OAG Procurement & Contract Operations Division on behalf of SORM.

The mission of the Historically Underutilized Business (HUB) Program is to make a good faith effort to meet the Agency's HUB goals based upon the 2009 State of Texas Disparity Study conducted by the Texas Comptroller of Public Accounts (CPA). In accordance with Texas Government Code, Title 10, Subtitle D, Section §2161 and Texas Administrative Code §20.281-§20.298, the SORM/OAG administers programs which encourage participation by HUBs, in all contracting and subcontracting opportunities.

### Section II: Overview

SORM/OAG submitted the HUB Plan in compliance with the reporting requirements of Article IX, Sec. 7.06, and 7.08. SORM/OAG HUB Plan is responsive to Sec. 7.07 (a) (1) and (a) (3) (E)-(F). SORM/OAG 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). The SORM/OAG'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.

The SORM HUB participation for FY 2018-2021 is identified in Table 1.

**Table 1: FY18-FY21 HUB Participation**

Fiscal Year	HUB Percentage
FY18	53.39%
FY19	56.26%
FY20	34.60%
FY21	1.12%

SORM/OAG will continue its good faith efforts to meet the HUB procurement category goals<sup>22</sup> specific to SORM expenditure types.

### Section III: FY23 Goals

The goal of the SORM/OAG HUB Program is to promote fair and competitive business opportunities which maximize the inclusion of minority-owned, woman and service-disabled veteran-owned businesses certified through the Comptroller's Statewide Procurement Division (SPD).

The SORM/OAG HUB goals are appropriate to our expenditures, and the 2009 State of Texas Disparity Study goal setting methodology. SORM/OAG strives to meet or exceed these goals by its proactive approach in the procurement process. The FY23 SORM HUB procurement category goals are identified in Table 2.

---

<sup>22</sup> HUB goals were re-assessed June 2022.

**Table 2: FY23 OAG HUB Procurement Category Goals**

Procurement Category	SORM HUB Goal
Heavy Construction <sup>23</sup>	N/A
Building Construction <sup>24</sup>	N/A
Special Trades <sup>25</sup>	N/A
Professional Services	23.70%
Other Services	26.00%
Commodities	21.10%

### Section IV: HUB Programs, Processes, and Activities

#### Access

Increase the number of certified HUB vendor responses received by supplementing bid opportunities with Non- Centralized Master Bidders List (CMBL) HUB vendors.

Attend OAG mission related events and conferences where vendors will be participating and/or demonstrating services and products related to the OAG’s statutory responsibilities.

Obtain assurances that awarded prime contractors will make a good-faith effort to subcontract with HUBs based on their HUB Subcontracting Plans (HSP); and maintain that commitment throughout the contract.

Maintain a HUB Program office including a full time HUB Coordinator in the Procurement and Contract Operations Division

Facilitate meetings between HUB vendors, OAG purchasing staff and other key OAG decision makers. Coordinate HUB forums and outreach events.

#### Awareness

Conduct major solicitation pre-bid conferences briefing the vendor community on HUB Subcontracting Plan (HSP) requirements.

Post pre-bid conference sign in sheet on the Electronic State Business Daily with solicitation documents as resource for prime vendors to network with potential HUB subcontractors.

Send out blast email notification to HUB vendors for solicitations over \$100,000 with identified potential subcontracting opportunities. Note: The subcontracting opportunities identified within large procurements may be classified by differing class and item National Institute of Governmental Purchasing codes.

Notify HUB vendors listed under the class and item numbers of pre-solicitation conferences.

Reach out to large corporations through their Supplier Diversity Programs.

Increase the number of “virtual” events by hosting web-based vendor information sessions.

Participate in the activities of the HUB Discussion Workgroup, Texas African American Chambers of Commerce, Texas Mexican American Chambers of Commerce, Texas Chamber of Commerce, and Office of the Governors Department of Small Business Assistance, Economic Development and Tourism.

<sup>23</sup> The agency does not make expenditures in the Heavy Construction category.

<sup>24</sup> The agency does not make expenditures in the Building Construction category.

<sup>25</sup> The agency does not make expenditures in the Special trade category.

## Accountability

Conduct post award meetings with end users and awarded contractor to ensure their understanding of required HUB reporting post award.

Monitor the Progress Assessment Reports (PAR) as applicable to resulting awarded contracts.

Incorporate HSP PAR into internal procurement system (CAPPS).

Prepare monthly reports to assess HUB utilization by OAG division.

Expand the Mentor-Protégé Program and establish quantifiable milestones designed to foster successful relationships between prime contractors and HUBs.

Create a HUB reporting dashboard for division HUB utilization.

Monitor total expenditures and the percentage of purchases awarded directly and indirectly through subcontracting to HUBs, under the applicable procurement categories.

Track the number of contracts awarded to certified HUBs resulting from OAG's outreach efforts.

SORM/OAG is fully committed in its efforts to enhance and encourage growth for minority-owned, woman-owned, and service-disabled veteran-owned businesses.



State Office of Risk Management



**WORKFORCE PLAN**  
**Fiscal Years 2023 to 2027**

**Workforce Plan Contents**

- I. Overview ..... 40
- II. Strategic Goals and Objectives ..... 40
- III. Anticipated Changes in Strategies ..... 40
- IV. Workforce Profile..... 41
- V. Demand Analysis – Future Workforce Profile ..... 44
- VI. Gap Analysis ..... 45
- VII. Strategy Development ..... 45

# 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 184,000 state employees within 146 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 131.6 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:

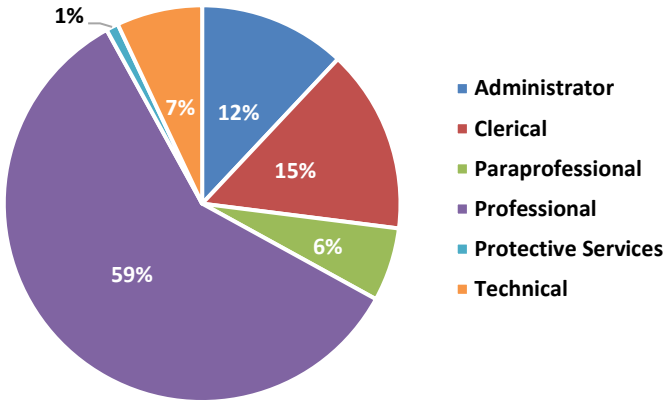
- Review and provide assistance with risk management programs
- Identify risk exposures and make mitigation recommendations
- Consult with and train state entities on how to address issues related to property, liability, or workers' compensation exposures or losses
- Administer workers' compensation 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:

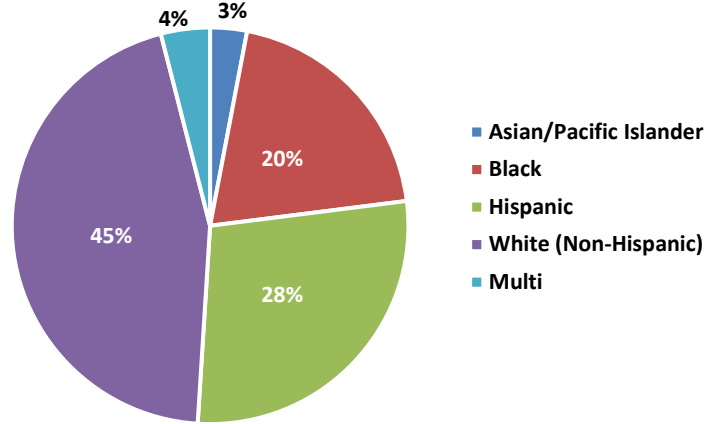
- Communication
- Customer service
- Problem solving
- Time management
- Research and analysis
- Application of relevant laws and regulations
- Negotiation and dispute resolution
- Proficiency in using current technologies

## Workforce Demographics <sup>26</sup>

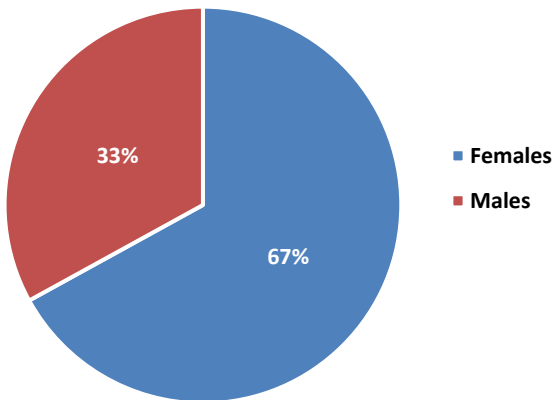
### EEOC Classification



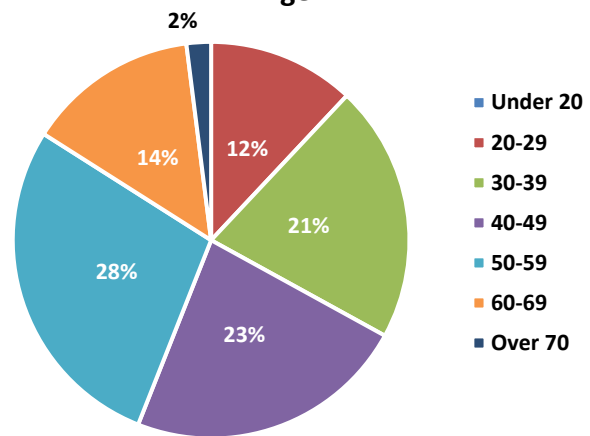
### Ethnicity



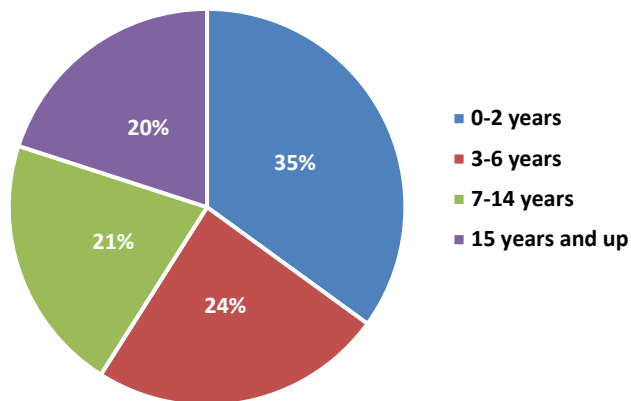
### Gender



### Age



### Tenure



<sup>26</sup> As of May 1, 2022

**SORM Workforce Versus Statewide Civilian Workforce**

The following table compares the percentage of African American, Hispanic and female SORM employees (as of January 2020) to the statewide civilian workforce as reported by the Texas Workforce Commission’s Civil Rights Division. For most job categories, the Office’s workforce is compared to the statewide civilian workforce.

Job Category	African American SORM	African American State	Hispanic American SORM	Hispanic American State	Female SORM	Female State
Officials, Administration	1%	8%	4%	22%	8%	39%
Administrative Support	2%	14%	6%	36%	4%	72%
Service and Maintenance	1%	13%	1%	52%	8%	52%
Professional	14%	11%	17%	20%	46%	55%
Skilled Craft	0%	11%	0%	52%	0%	12%
Technical	1%	14%	0%	29%	1%	55%

\*Per directive from the Texas Workforce Commission’s Civil Rights Division, Protective Service” and “Para-Professionals” categories are combined with “Service Maintenance “category.

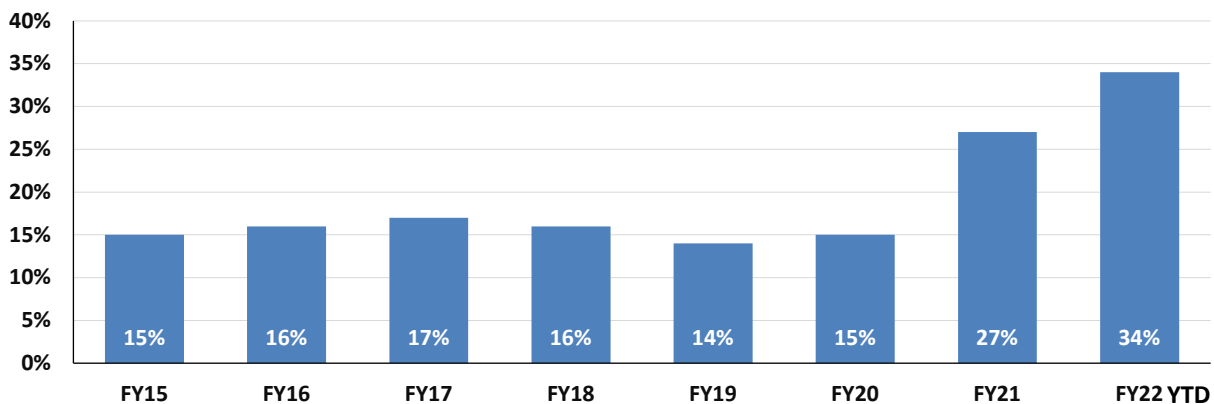
Categories with under-representation are female technical, female skilled craft, African American service and maintenance, African American skilled craft, African American officials/administration, Hispanic officials/administration, Hispanic service and maintenance, and Hispanic technical. The under-representation of African American technical, African American administrative support, and African American professional are considered minimal.

Additionally, the Office remains compliant with federal and state laws and regulations regarding the recruitment and selection of veterans.

**Annual Turnover Rates**

The Office’s turnover rate is higher than normal due to “COVID-19” and “the Great Resignation.” 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.

**Annual Turnover**



The Office experiences 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 1.19% per year through 2028 in the Capital Area alone.<sup>27</sup> 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 specialist turnover rate is an example of specialized employees who are prized in the public and private market.

Classification	FTE	FY20 Turnover	FY21 Turnover
Claims Adjuster	30	2	4
Insurance Specialist	3	1	1
Risk Specialist	7	4	4

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. According to the living wage calculator 50/30/20 rule, the salary needed to live comfortably in Austin-Round Rock, Texas is \$55,186.00. Cost of Living Allowance (COLA) is under consideration.<sup>28</sup>

### Retirement Eligibility

As of June 1, 2022, approximately thirty percent of the Office's directors are projected to reach retirement eligibility. The table below shows the estimated number of employees who may likely reach retirement eligibility during the FY23 through FY27 period. During this same period, nearly sixty-percent of key employees are projected to reach retirement eligibility. The loss of institutional business knowledge and expertise in key management and senior-level professional positions, coupled with normal attrition, makes it important to minimize the loss of technical knowledge and organizational experience.

Fiscal Year	Eligible Employees	Percent of Total Agency FTE Cap
FY27	2	2%
FY26	7	7%
FY25	4	4%
FY24	1	1%
FY23	4	4%

## 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.

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.

<sup>27</sup> Texas Workforce Commission, Labor Market and Career Information, [www.texaslaboranalysis.com/Demand](http://www.texaslaboranalysis.com/Demand), last accessed May 5, 2022.

<sup>28</sup> Living Wage Calculator for Austin-Round Rock, TX <https://livingwage.mit.edu/metros/12420>

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**

The Office implemented a new cloud-based risk management information system (RMIS) this fiscal year (FY22). Worker's compensation processes were transferred to the new system.

## **VI. Gap Analysis**

With the implementation of a new risk management information system (RMIS), the Office anticipates improved work quality, efficiency, and customer service. The Office have analyzed 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 is being monitored and considered to ensure the continuity and quality of services.

As business functions are transferred to a new system, changes are being made to processes and procedures. Evolving technology will continue to automate processes, requiring fewer employees with filing, data entry, and general clerical skills. The new system 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 diversity, 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 of 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.

The Office is in the process of developing succession planning program.

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.

## **Retention**

To increase retention, the Office provides employees the following:

- **Hybrid Remote Work Schedule**
  - The Office has a hybrid remote work program.
- **Education and Training**
  - The Office provides resources and tools designated to develop employees to achieve the level of expertise relevant to build competent skills.
- **Performance Leave**
  - Employees may be awarded performance leave for outstanding performance, pursuant to §661.911, Texas Government Code.
- **Wellness Program**
  - The Office's Wellness Program provides employees the opportunity to participate in a variety of health initiatives.
- **Diversity, Equity, and Inclusion/Dispute Resolution Officer**
  - The Office allocated an FTE for this position. This position focus on developing diversity and retention initiatives and handles conflict resolution issues.
- **Professional Development Specialist**
  - The Office allocated an FTE for this position. This position focus on developing future leaders.
- **Staff Development Specialist**
  - The Office allocated an FTE for this position. This position focus on developing and training entry level staff.

## **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**

## **FY20 – FY22**

**June 1, 2022**



## Table of Contents

Inventory of External Customers .....	50
Information Gathering Methods.....	51
Summary of Customer-Determined Service Quality .....	52
Identification of Changes to Improve Survey Process .....	55
Strategies for Improvement.....	55
Performance Measures.....	55
Exhibit A .....	57

## 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
<b>Manage Risk and Administer Claims</b>	Enterprise Risk Management Program	<ul style="list-style-type: none"> <li>• State entities as defined in Labor Code §412.001, which includes:                             <ul style="list-style-type: none"> <li>• Board</li> <li>• Commission</li> <li>• Department</li> <li>• Office</li> </ul> </li> <li>• Risk manager(s) for state entities</li> <li>• State employee health and safety trainees</li> </ul>
<b>Manage Risk and Administer Claims</b>	Insurance Management Program	<ul style="list-style-type: none"> <li>• State entities as defined in Labor Code §412.001</li> <li>• Insurance purchasing personnel for state entities</li> </ul>
<b>Manage Risk and Administer Claims</b>	Continuity of Operations Planning Program	<ul style="list-style-type: none"> <li>• State entities defined in Labor Code §501.001 plus:                             <ul style="list-style-type: none"> <li>• Emergency Management Council member</li> <li>• State Data Center Services participant</li> </ul> </li> <li>• Continuity of Operations Coordinator(s) for state entities</li> </ul>
<b>Manage Risk and Administer Claims</b>	Self-Insured Workers' Compensation Program	<ul style="list-style-type: none"> <li>• State entities as defined in Labor Code §501.001 and §412.001, which includes:                             <ul style="list-style-type: none"> <li>• Board</li> <li>• Commission</li> <li>• Department</li> <li>• Office</li> <li>• Institution</li> <li>• Texas Tech University System</li> <li>• Texas State University System</li> <li>• Employee Retirement System</li> <li>• Teacher's Retirement System</li> <li>• Windham School District</li> </ul> </li> </ul>

Goal & Strategy	Statutory Program	Customer Category
		<ul style="list-style-type: none"> <li>• Injured employees of state entities defined in Labor Code §501.001 and §412.001 plus: <ul style="list-style-type: none"> <li>▪ 122 Community Supervision and Corrections Departments</li> <li>▪ Peace officer employed by political subdivision</li> <li>▪ Texas Military Department member</li> <li>▪ Texas Task Force One member</li> <li>▪ Intrastate fire mutual aid system team member</li> <li>▪ Regional incident management team member</li> </ul> </li> <li>• Claims coordinator(s) for state entities</li> <li>• Healthcare providers</li> </ul>

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

### **Information Gathering Methods**

History – In the second quarter of FY18, the Office finalized its initiative to update its customer service survey process where the Office created a uniform customer service survey. The survey for FY20 and FY21 contained standardized questions to capture the customer service elements set forth in Texas Gov’t Code §2114 as well as customer demographics.

In FY20, the Office faced challenges in the face of COVID-19 due to restrictions to in-person visits and training. Staff adjusted and made accommodations to provide virtual visits and classes. While the number of on-site training classes and visits were impacted, the number of total surveys received surpassed the previously reported numbers from the two prior fiscal years. The Office received many positive responses, and the high number may be partially due to customers’ enthusiasm about the agency’s programs.

The Office utilizes the following delivery methods 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
- Customer service 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

The Office also centralized tracking of all customer feedback and customer complaints.

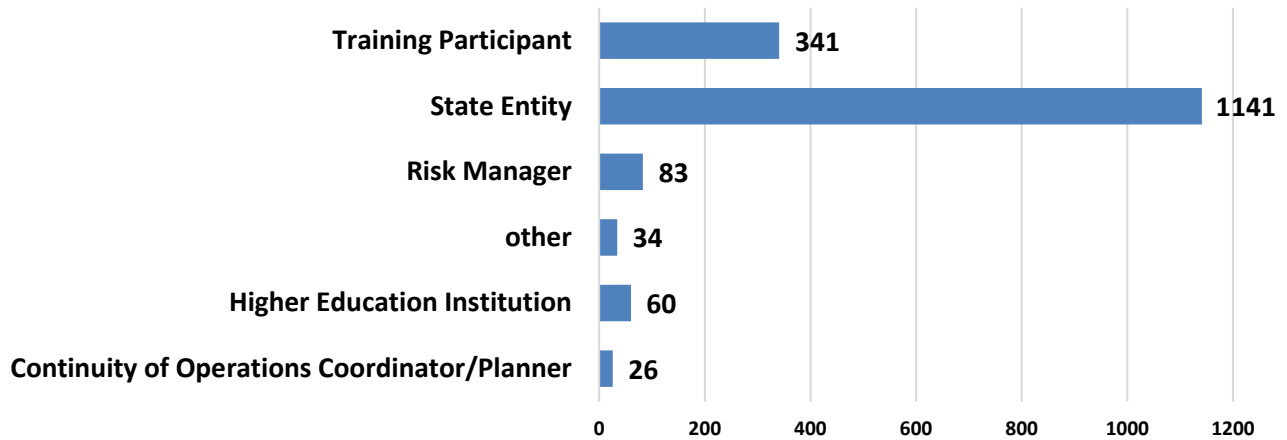
## Summary of Customer-Determined Service Quality

This report presents a summary and overview of results for all measures of customer satisfaction. The Customer Service Survey is presented in Exhibit A.

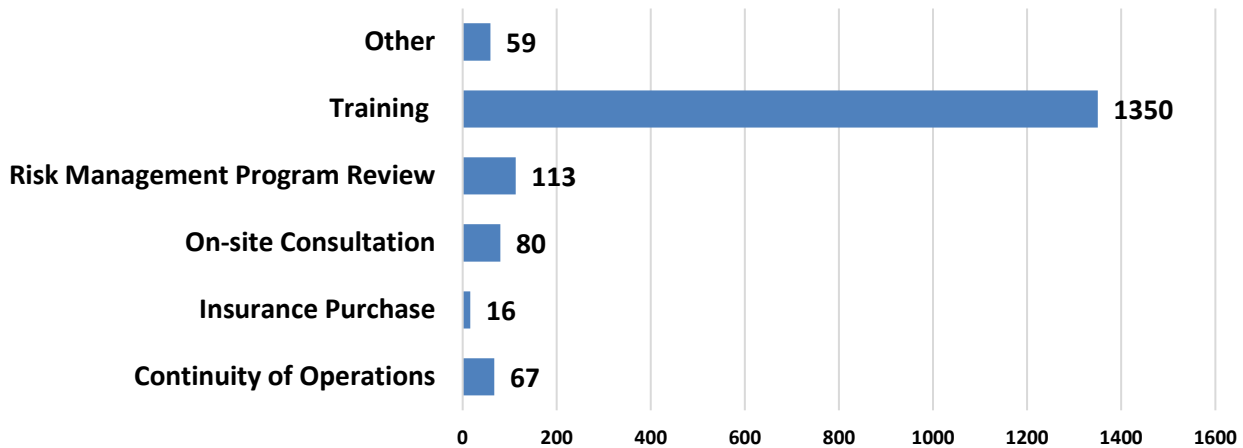
### Survey Results



1. Please select the option that best describes you.

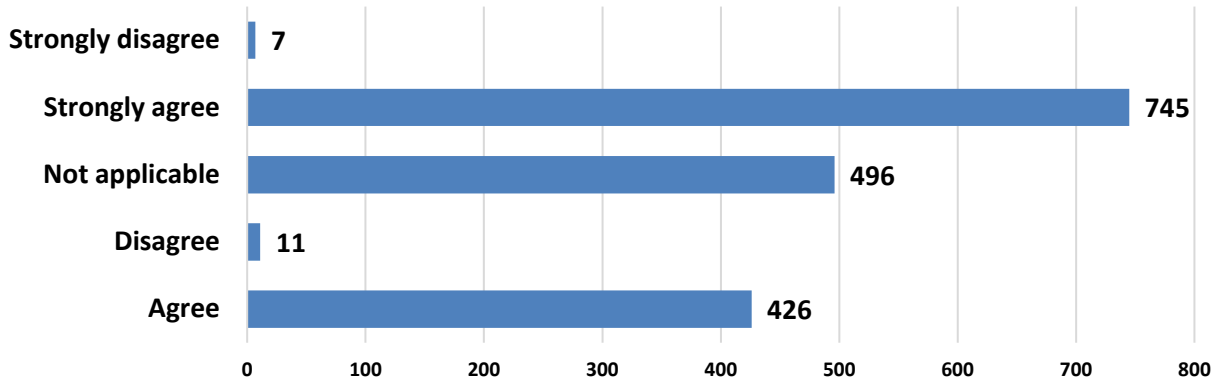


2. What kind of contact did you have with the office?

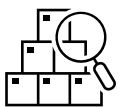
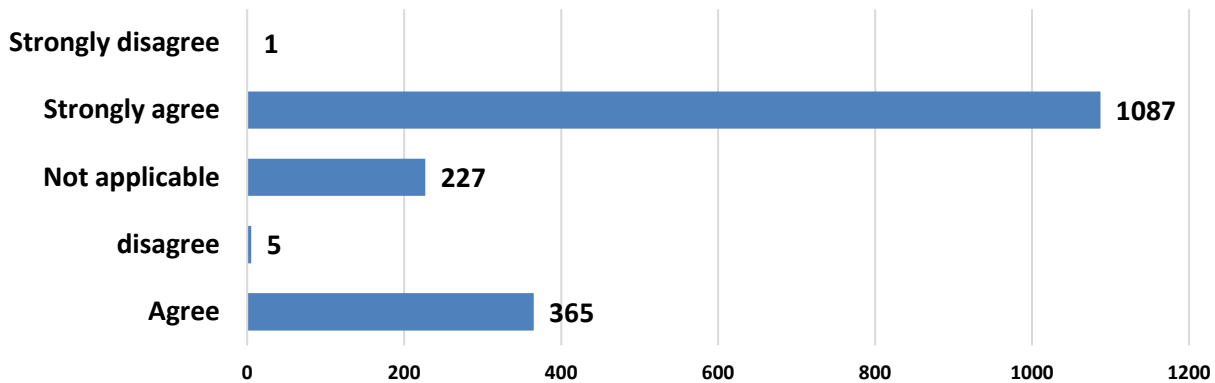




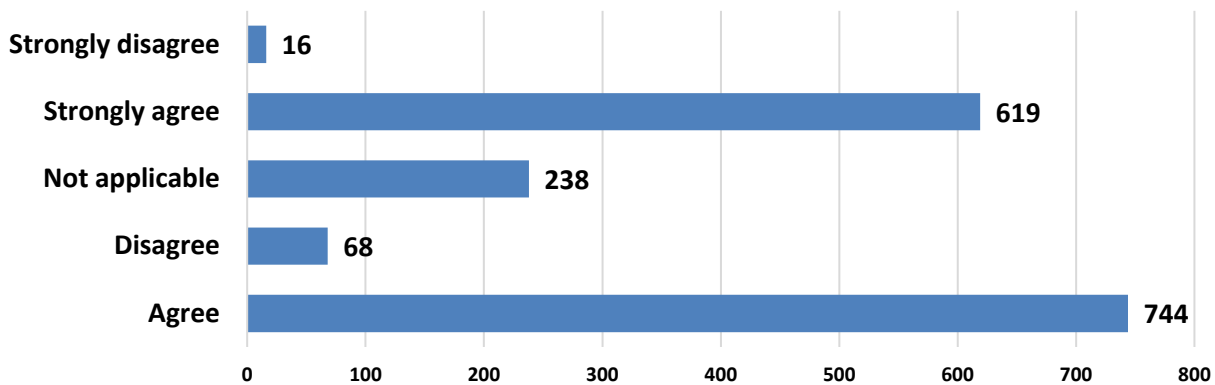
**3. My inquiry was answered in a timely manner.**



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

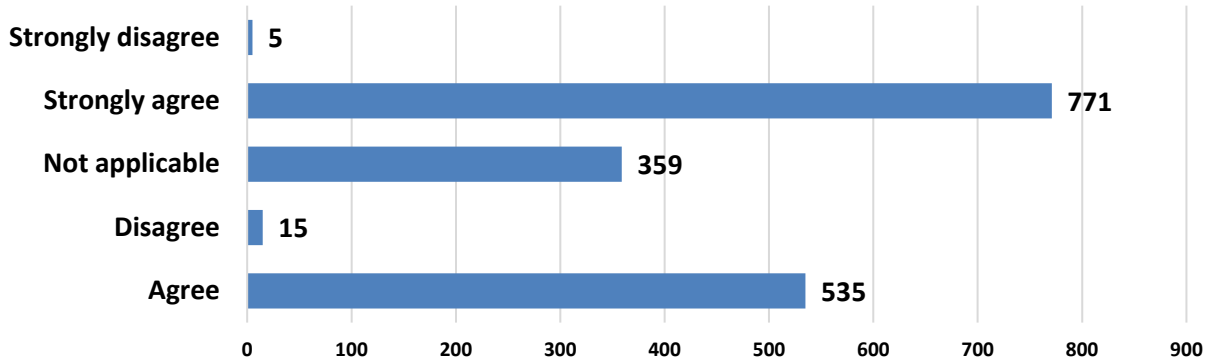


**5. The SORM internet site was easy to use/navigate.**

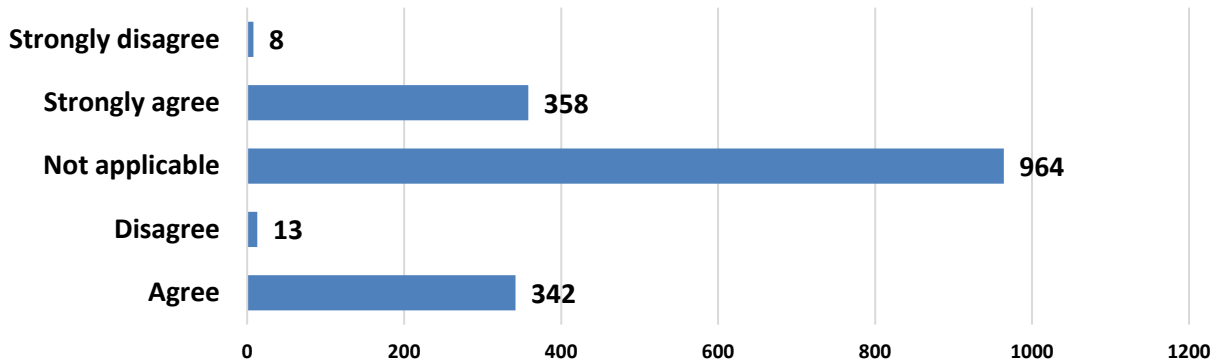




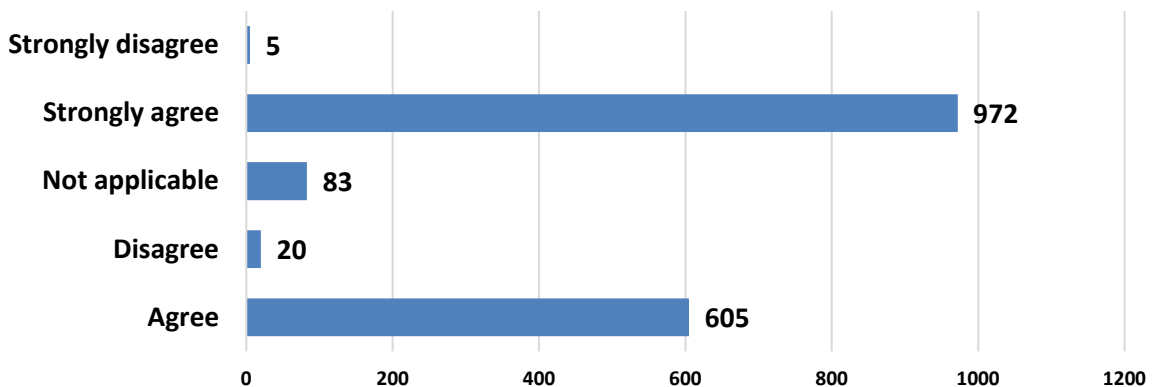
**6. Publications from SORM staff were accurate, understandable, useful, and well-designed.**



**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

Participants' input into the State Office of Risk Management's customer service surveys could be improved by:

- Streamlining the online link to SORM's survey so that it automatically connects the participant to the website.
- Phasing out the Google Docs survey and implementing a new format so that all agencies can have access to the survey.

## Strategies for Improvement

Strategies for improving customer service operations could include:

- Expand the use of customer advisory groups to all statutory programs operated by the Office.
- Employ additional online survey tools to elicit customer feedback on Continuity of Operations Planning and workers' compensation claims administration.
- Explore implementation of a customer service portal with skip logic to create a custom path through a customer service survey based on how the respondent answers the current question.
- Implement and expand a robust risk management learning management system that encourages participant input.
- 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		FY22 Performance	FY24 Estimated Performance
<b>Outcome</b>	Percentage of Surveyed Customers Expressing Overall Satisfaction with Services Received	94%	96%
	Percentage of Surveyed Customers Identifying Ways to Improve Service Delivery	9%	9%
<b>Output</b>	Number of Customers Surveyed	3338	3500
	Number of Surveys Received (Response Rate)	50%	53%
<b>Efficiency</b>	Cost Per Customer Surveyed	NA with Electronic Survey process	NA with Electronic
<b>Explanatory</b>	Number Customer Groups Identified	13	
	Number Customer Groups Inventoried	13	

Agency Specific Performance Measures		Key	Target FY22	Target FY23	Potential Definition Change
Outcome	Incident Rate of Injuries & Illnesses Per 100 Covered Full-Time Employees	Yes	3.55%	3.55%	
	Cost of Workers' Compensation Per Covered State Employee	Yes	\$240	\$240	
	Cost of Workers' Compensation Per \$100 State Payroll	Yes	\$0.6	\$0.6	
Output	Number Written Risk Management Program Reviews Conducted	Yes	25	25	
	Number of On-Site Consultations Conducted	Yes	229	229	Yes
	Number of Risk Management Training Sessions Conducted	No	Actual performance reported annually	Actual performance reported annually	Yes
	Number of Initial Eligibility Determinations Made	No	Actual performance reported annually	Actual performance reported annually	
	Number of Medical Bills Processed	Yes	90,000	90,000	
	Number of Indemnity Payments	Yes	27,000	27,000	
Efficiency	Average Cost to Administer Claim	Yes	\$725	\$725	
	Cost Per Hour of Direct Risk Management Service Provided	No	Actual performance reported annually	Actual performance reported annually	Yes
Explanatory	Percentage of Total Assessments Collected Used for Claims Payments	Yes	98%	98%	



## Exhibit A

---

### The State Office of Risk Management's Customer Service Survey

**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.**

- |                                      |   |
|--------------------------------------|---|
| <input type="radio"/> Strongly Agree | <input type="radio"/> Disagree          |
| <input type="radio"/> Agree          | <input type="radio"/> Strongly Disagree |
| <input type="radio"/> 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

**2022**

# Executive Summary

## Table of Contents

---

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

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

[www.survey.utexas.edu](http://www.survey.utexas.edu)  
[orgexcel@utexas.edu](mailto: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:  
02/28/2022 through 03/25/2022

Survey Liaison:  
Caroline Nauert  
Office Administrator  
300 W 15th St  
Austin, TX 78701

(512) 475-1440  
Caroline.Nauert@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.

**16** 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 16 breakout categories.

**20** 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 20 additional items.



## Employee Engagement

# 75.5%

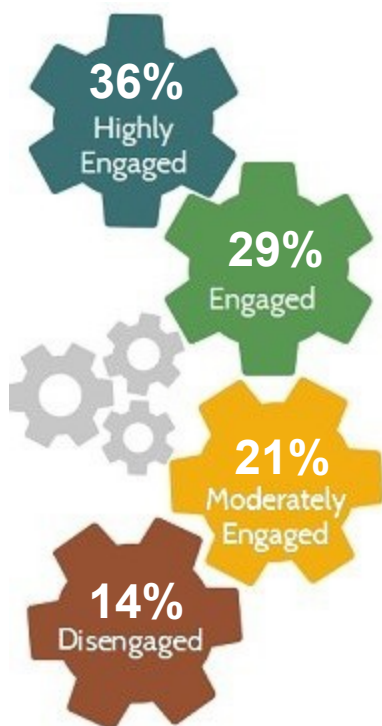
Up 2.3%

### Response Rate

The response rate to the survey is your first indication of the level of employee engagement in your organization. Of the 106 employees invited to take the survey, 80 responded for a response rate of 75.5%. As a general rule, rates higher than 50% suggest soundness, while rates lower than 30% may indicate problems. At 75.5%, 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 375.**



### Levels of Employee Engagement

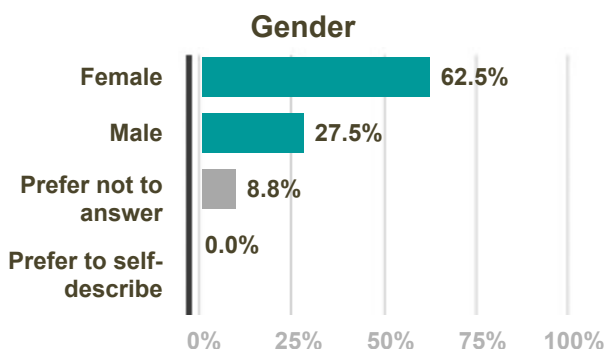
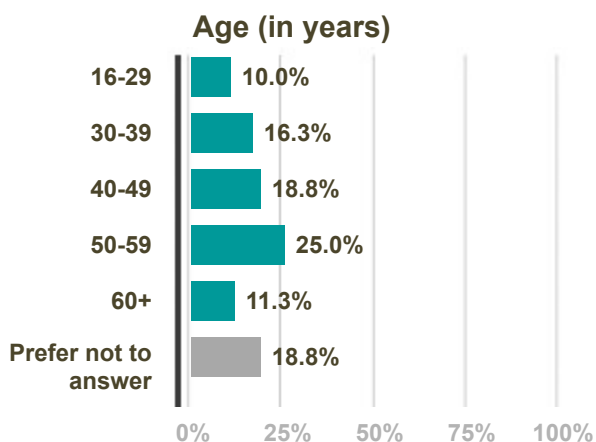
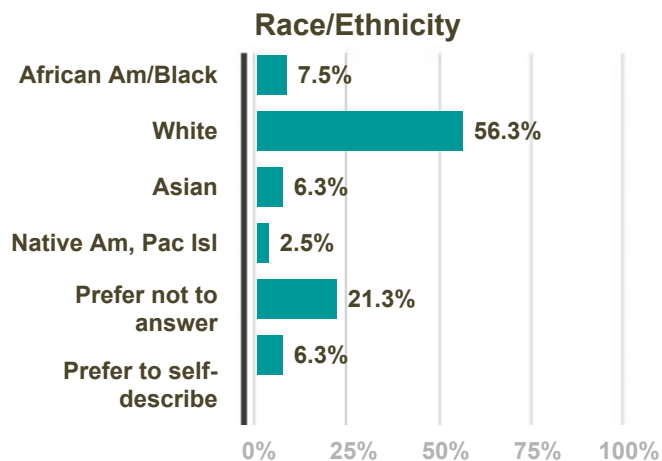
Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this organization, 36% of employees are Highly Engaged, 29% are Engaged, 21% are Moderately Engaged, and 14% are Disengaged.

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 >>>

**6% INTEND TO LEAVE**

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

**19% CAN RETIRE**

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



## Constructs

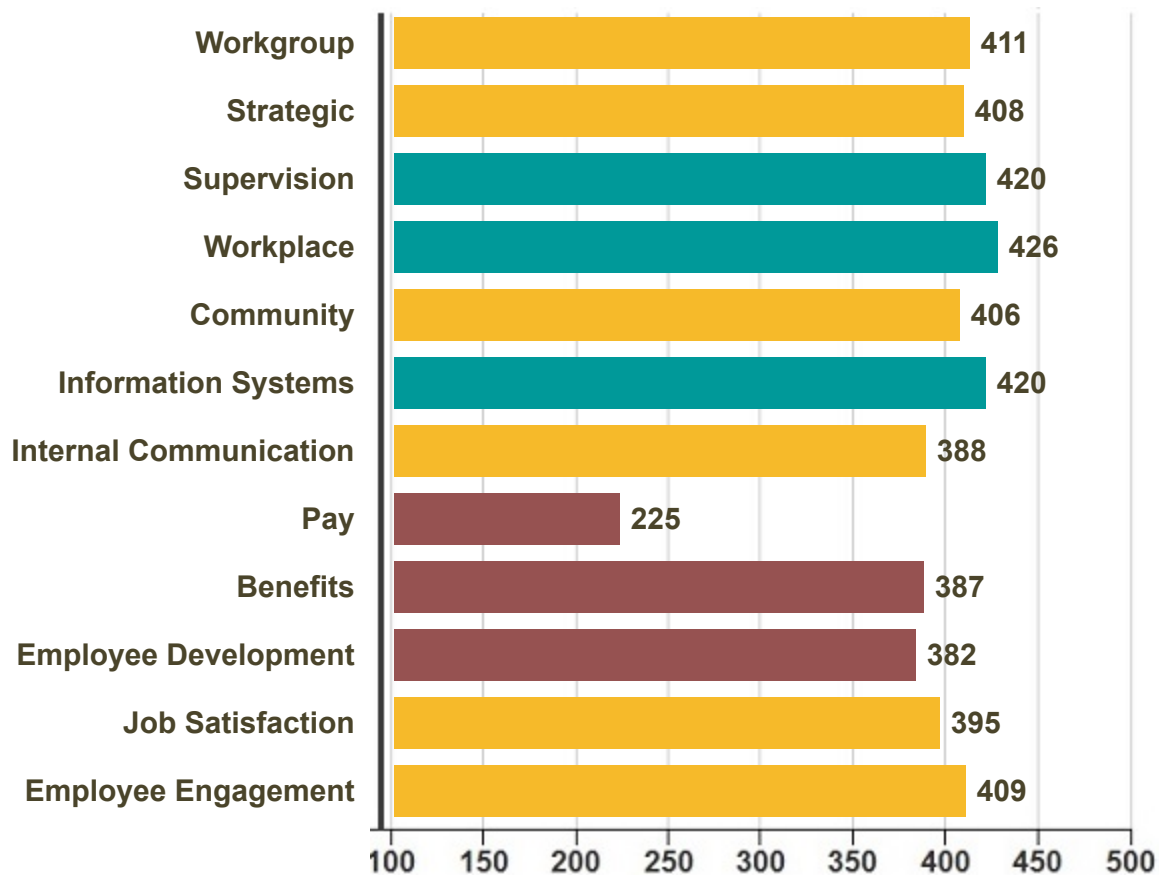
Similar items are grouped together and their scores are averaged and multiplied by 100 to produce 12 construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

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

### FOCUS FORWARD >>>

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

### Construct Scores



## Constructs Over Time

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

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

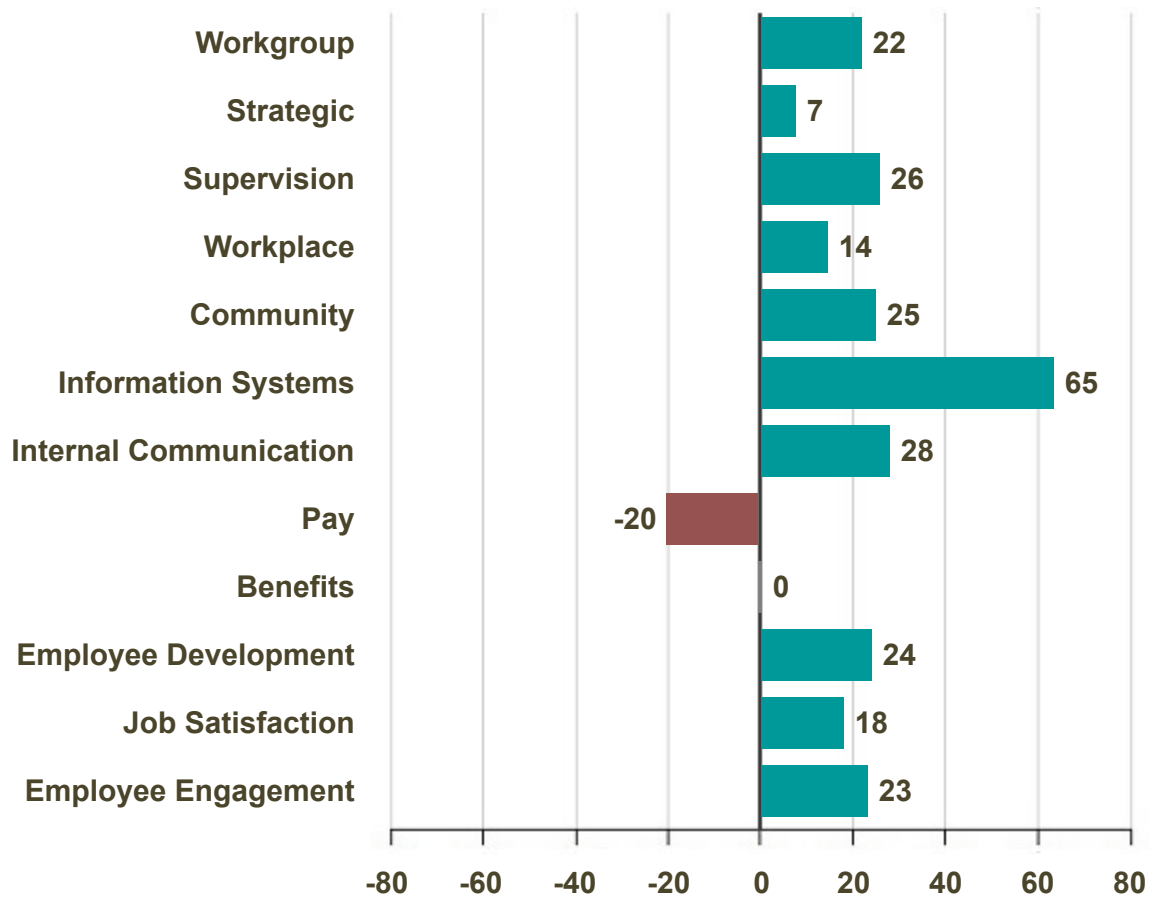
Negative changes indicate that the employees perceive that the issue has worsened since the previous survey. Negative changes of greater than 40 points and having 8 or more negative construct changes should be a source of concern for the organization and should be discussed with employees and organizational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

## Has Change Occurred?

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

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

### Constructs Scores Over Time



## Areas of Strength and Concern

### Areas of Strength



#### Workplace

**Score: 426**

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



#### Supervision

**Score: 420**

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.



#### Information Systems

**Score: 420**

The information systems construct captures employees' perceptions of whether computer and communication systems provide accessible, accurate, and clear information. The higher the score, the more likely it is that employees view the availability and utility of information very positively.

### Areas of Concern



#### Pay

**Score: 225**

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.



#### Employee Development

**Score: 382**

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.






#### Benefits

**Score: 387**

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

# 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><b>13.9%</b></p> <p>believe the <b>information from this survey</b> 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><b>11.5%</b></p> <p>feel there aren't enough opportunities to give <b>supervisor feedback</b>.</p> <p>Leadership skills should be evaluated and sharpened on a regular basis. Consider implementing 360 Degree Leadership Evaluations so supervisors can get feedback from their boss, peers, and direct reports.</p>	<p>Highest Level of Disagreement</p> 
<p><b>11.4%</b></p> <p>feel that <b>upper management</b> 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><b>7.7%</b></p> <p>feel they are <b>not treated fairly</b> 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><b>5.1%</b></p> <p>feel <b>workplace harassment</b> is not adequately addressed.</p> <p>While no amount of harassment is desirable within an organization, percentages <b>above 5%</b> would benefit from a serious look at workplace culture and the policies for dealing with harassment.</p>	<p><b>3.8%</b></p> <p>feel there are <b>issues with ethics</b> 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.



APR  
2022

MAY  
2022



### Review Survey Data

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

### Share with All Employees

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



JUN  
2022

JUL  
2022



### Engage Employees in Change

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

### Move Forward with Change

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



SEP  
2022

NOV  
2022



### Sharpen Your Focus

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

### Resurvey

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



JAN  
2024

## Demographic Items

---

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

### Response Rate

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

### What is a good response rate?

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

### What about non-respondents?

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

### Scope of Participation

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

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

## Demographic Items

Total Respondents: 80  
 Surveys Distributed: 106  
 Response Rate: 75.47%

	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:	9	11.25%
Some college:	21	26.25%
Associate's Degree:	7	8.75%
Bachelor's Degree:	27	33.75%
Master's Degree:	7	8.75%
Doctoral Degree:	Less than 5	Not Available
Prefer not to answer:	5	6.25%

### I am

Female :	50	62.50%
Male :	22	27.50%
Prefer not to answer :	7	8.75%
Prefer to self-describe:	Less than 5	Not Available

### My annual salary (before taxes)

Less than \$20,001 :	Less than 5	Not Available
\$20,001 to 30,000 :	Less than 5	Not Available
\$30,001 to 40,000 :	10	12.50%
\$40,001 to 50,000 :	7	8.75%
\$50,001 to 60,000 :	20	25.00%
\$60,001 to 70,000 :	14	17.50%
\$70,001 to 80,000 :	6	7.50%
\$80,001 to 90,000 :	Less than 5	Not Available
More than \$90,000 :	6	7.50%
Prefer not to answer:	11	13.75%

### I work

Full-time :	77	96.25%
Part-time :	Less than 5	Not Available
Prefer not to answer:	Less than 5	Not Available

## Demographic Items

Total Respondents: 80  
Surveys Distributed: 106  
Response Rate: 75.47%

**Number  
of Survey  
Respondents**

**Percent  
of Survey  
Respondents**

### My age (in years)

16-29:	8	10.00%
30-39:	13	16.25%
40-49:	15	18.75%
50-59:	20	25.00%
60+:	9	11.25%
Prefer not to answer:	15	18.75%

### Years of service with this organization

Less than 1:	13	16.25%
1-2:	13	16.25%
3-5:	10	12.50%
6-10:	13	16.25%
11-15:	5	6.25%
16+:	12	15.00%
Prefer not to answer:	14	17.50%

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

Yes:	20	25.00%
No:	45	56.25%
Prefer not to answer:	15	18.75%

### My race/ethnic identification (Check all that apply)

African American or Black:	6	7.50%
White:	45	56.25%
Asian:	5	6.25%
Native American or Pacific Islander:	Less than 5	Not Available
Prefer not to answer:	17	21.25%
Prefer to self-describe:	5	6.25%

### I am currently in a supervisory role.

Yes:	14	17.50%
No:	53	66.25%
Prefer not to answer:	13	16.25%



## Demographic Items

Total Respondents: 80  
 Surveys Distributed: 106  
 Response Rate: 75.47%

	<b>Number of Survey Respondents</b>	<b>Percent of Survey Respondents</b>
--	---	--

### I received a promotion during the past two years.

Yes:	20	25.00%
No:	51	63.75%
Prefer not to answer:	9	11.25%

### I received a merit increase during the past two years.

Yes:	34	42.50%
No:	38	47.50%
Prefer not to answer:	8	10.00%

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

Yes:	60	75.00%
No:	5	6.25%
Prefer not to answer:	15	18.75%

### I am eligible for retirement within the next two years.

Yes:	15	18.75%
No:	59	73.75%
Prefer not to answer:	6	7.50%

### I currently remote work

None of the time :	28	35.00%
Some of the time :	47	58.75%
Most of the time :	Less than 5	Not Available
All the time :	Less than 5	Not Available
Prefer not to answer:	5	6.25%

## 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><b>1. My work group cooperates to get the job done.</b></p> <div style="background-color: #008080; color: white; padding: 5px; text-align: center; font-weight: bold;">91% Agreement</div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>42</td> <td>31</td> <td>3</td> <td>3</td> <td>0</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>52.50%</td> <td>38.75%</td> <td>3.75%</td> <td>3.75%</td> <td>0.00%</td> <td>1.25%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	42	31	3	3	0	1	Percentage:	52.50%	38.75%	3.75%	3.75%	0.00%	1.25%	<p style="text-align: center; color: #008080; font-weight: bold;">91% Agreement</p> <p><b>SCORE:</b> 4.42</p> <p>Std. Dev.: 0.74</p> <p>Total Respondents: 80</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 4.35</p> <p>Similar Mission: 4.38</p> <p>Similar Size: 4.34</p> <p>All Orgs: 4.32</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	42	31	3	3	0	1																
Percentage:	52.50%	38.75%	3.75%	3.75%	0.00%	1.25%																
 <p><b>2. In my work group, my opinions and ideas count.</b></p> <div style="background-color: #008080; color: white; padding: 5px; text-align: center; font-weight: bold;">82% Agreement</div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>38</td> <td>27</td> <td>9</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>48.10%</td> <td>34.18%</td> <td>11.39%</td> <td>2.53%</td> <td>2.53%</td> <td>1.27%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	38	27	9	2	2	1	Percentage:	48.10%	34.18%	11.39%	2.53%	2.53%	1.27%	<p style="text-align: center; color: #008080; font-weight: bold;">82% Agreement</p> <p><b>SCORE:</b> 4.24</p> <p>Std. Dev.: 0.94</p> <p>Total Respondents: 79</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 3.93</p> <p>Similar Mission: 4.15</p> <p>Similar Size: 4.10</p> <p>All Orgs: 4.09</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	38	27	9	2	2	1																
Percentage:	48.10%	34.18%	11.39%	2.53%	2.53%	1.27%																
 <p><b>3. My work group regularly uses performance data to improve the quality of our work.</b></p> <div style="background-color: #008080; color: white; padding: 5px; text-align: center; font-weight: bold;">63% Agreement</div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>17</td> <td>33</td> <td>13</td> <td>6</td> <td>5</td> <td>6</td> </tr> <tr> <td>Percentage:</td> <td>21.25%</td> <td>41.25%</td> <td>16.25%</td> <td>7.50%</td> <td>6.25%</td> <td>7.50%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	17	33	13	6	5	6	Percentage:	21.25%	41.25%	16.25%	7.50%	6.25%	7.50%	<p style="text-align: center; color: #008080; font-weight: bold;">63% Agreement</p> <p><b>SCORE:</b> 3.69</p> <p>Std. Dev.: 1.12</p> <p>Total Respondents: 80</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 3.49</p> <p>Similar Mission: 3.71</p> <p>Similar Size: 3.65</p> <p>All Orgs: 3.70</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	17	33	13	6	5	6																
Percentage:	21.25%	41.25%	16.25%	7.50%	6.25%	7.50%																
 <p><b>4. In my work group, there is a real feeling of teamwork.</b></p> <div style="background-color: #008080; color: white; padding: 5px; text-align: center; font-weight: bold;">78% Agreement</div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>31</td> <td>31</td> <td>12</td> <td>4</td> <td>1</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>38.75%</td> <td>38.75%</td> <td>15.00%</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:	31	31	12	4	1	1	Percentage:	38.75%	38.75%	15.00%	5.00%	1.25%	1.25%	<p style="text-align: center; color: #008080; font-weight: bold;">78% Agreement</p> <p><b>SCORE:</b> 4.10</p> <p>Std. Dev.: 0.93</p> <p>Total Respondents: 80</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 3.77</p> <p>Similar Mission: 4.12</p> <p>Similar Size: 3.97</p> <p>All Orgs: 3.99</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	31	31	12	4	1	1																
Percentage:	38.75%	38.75%	15.00%	5.00%	1.25%	1.25%																





## Primary Items

 <p><b>5. Our organization is known for the quality of work we provide.</b></p> <p><b>68% Agreement</b></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>24</td> <td>30</td> <td>14</td> <td>9</td> <td>1</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>30.00%</td> <td>37.50%</td> <td>17.50%</td> <td>11.25%</td> <td>1.25%</td> <td>2.50%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	24	30	14	9	1	2	Percentage:	30.00%	37.50%	17.50%	11.25%	1.25%	2.50%	<p><b>68% Agreement</b></p> <p><b>SCORE: 3.86</b>            Std. Dev.: 1.03            Total Respondents: 80</p> <p><b>BENCHMARKS</b>            Past Score: 3.88            Similar Mission: 4.30            Similar Size: 4.15            All Orgs: 4.10</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	24	30	14	9	1	2																
Percentage:	30.00%	37.50%	17.50%	11.25%	1.25%	2.50%																
 <p><b>6. I know how my work impacts others in the organization.</b></p> <p><b>93% Agreement</b></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>44</td> <td>30</td> <td>4</td> <td>1</td> <td>0</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>55.00%</td> <td>37.50%</td> <td>5.00%</td> <td>1.25%</td> <td>0.00%</td> <td>1.25%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	44	30	4	1	0	1	Percentage:	55.00%	37.50%	5.00%	1.25%	0.00%	1.25%	<p><b>93% Agreement</b></p> <p><b>SCORE: 4.48</b>            Std. Dev.: 0.66            Total Respondents: 80</p> <p><b>BENCHMARKS</b>            Past Score: 4.30            Similar Mission: 4.41            Similar Size: 4.35            All Orgs: 4.33</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	44	30	4	1	0	1																
Percentage:	55.00%	37.50%	5.00%	1.25%	0.00%	1.25%																
 <p><b>7. My organization develops services to match the needs of our customers/clients.</b></p> <p><b>71% Agreement</b></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>24</td> <td>33</td> <td>12</td> <td>6</td> <td>2</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>30.00%</td> <td>41.25%</td> <td>15.00%</td> <td>7.50%</td> <td>2.50%</td> <td>3.75%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	24	33	12	6	2	3	Percentage:	30.00%	41.25%	15.00%	7.50%	2.50%	3.75%	<p><b>71% Agreement</b></p> <p><b>SCORE: 3.92</b>            Std. Dev.: 1.01            Total Respondents: 80</p> <p><b>BENCHMARKS</b>            Past Score: 3.90            Similar Mission: 4.25            Similar Size: 4.09            All Orgs: 4.08</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	24	33	12	6	2	3																
Percentage:	30.00%	41.25%	15.00%	7.50%	2.50%	3.75%																
 <p><b>8. Our organization communicates effectively with the public.</b></p> <p><b>68% Agreement</b></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>37</td> <td>17</td> <td>7</td> <td>0</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>21.25%</td> <td>46.25%</td> <td>21.25%</td> <td>8.75%</td> <td>0.00%</td> <td>2.50%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	17	37	17	7	0	2	Percentage:	21.25%	46.25%	21.25%	8.75%	0.00%	2.50%	<p><b>68% Agreement</b></p> <p><b>SCORE: 3.82</b>            Std. Dev.: 0.88            Total Respondents: 80</p> <p><b>BENCHMARKS</b>            Past Score: 3.71            Similar Mission: 4.08            Similar Size: 3.96            All Orgs: 3.95</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	17	37	17	7	0	2																
Percentage:	21.25%	46.25%	21.25%	8.75%	0.00%	2.50%																





## Primary Items

 <p><b>9. I have a good understanding of our mission, vision, and strategic plan.</b></p> <p style="text-align: center;"><b>90% Agreement</b></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>40</td> <td>6</td> <td>1</td> <td>0</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>40.00%</td> <td>50.00%</td> <td>7.50%</td> <td>1.25%</td> <td>0.00%</td> <td>1.25%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	32	40	6	1	0	1	Percentage:	40.00%	50.00%	7.50%	1.25%	0.00%	1.25%	<p style="text-align: center;"><b>90% Agreement</b></p> <p><b>SCORE:</b> 4.30  Std. Dev.: 0.67  Total Respondents: 80</p> <p><b>BENCHMARKS</b>  Past Score: 4.25  Similar Mission: 4.30  Similar Size: 4.28  All Orgs: 4.28</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	32	40	6	1	0	1																
Percentage:	40.00%	50.00%	7.50%	1.25%	0.00%	1.25%																
 <p><b>10. My supervisor provides me with a clear understanding of my work responsibilities.</b></p> <p style="text-align: center;"><b>81% Agreement</b></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>41</td> <td>23</td> <td>6</td> <td>5</td> <td>2</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>51.90%</td> <td>29.11%</td> <td>7.59%</td> <td>6.33%</td> <td>2.53%</td> <td>2.53%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	41	23	6	5	2	2	Percentage:	51.90%	29.11%	7.59%	6.33%	2.53%	2.53%	<p style="text-align: center;"><b>81% Agreement</b></p> <p><b>SCORE:</b> 4.25  Std. Dev.: 1.03  Total Respondents: 79</p> <p><b>BENCHMARKS</b>  Past Score: 4.03  Similar Mission: 4.17  Similar Size: 4.21  All Orgs: 4.19</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	41	23	6	5	2	2																
Percentage:	51.90%	29.11%	7.59%	6.33%	2.53%	2.53%																
 <p><b>11. My supervisor recognizes outstanding work.</b></p> <p style="text-align: center;"><b>86% Agreement</b></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>40</td> <td>28</td> <td>4</td> <td>2</td> <td>3</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>50.63%</td> <td>35.44%</td> <td>5.06%</td> <td>2.53%</td> <td>3.80%</td> <td>2.53%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	40	28	4	2	3	2	Percentage:	50.63%	35.44%	5.06%	2.53%	3.80%	2.53%	<p style="text-align: center;"><b>86% Agreement</b></p> <p><b>SCORE:</b> 4.30  Std. Dev.: 0.97  Total Respondents: 79</p> <p><b>BENCHMARKS</b>  Past Score: 4.04  Similar Mission: 4.16  Similar Size: 4.10  All Orgs: 4.11</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	40	28	4	2	3	2																
Percentage:	50.63%	35.44%	5.06%	2.53%	3.80%	2.53%																
 <p><b>12. I am given the opportunity to do my best work.</b></p> <p style="text-align: center;"><b>84% Agreement</b></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>40</td> <td>26</td> <td>7</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>50.63%</td> <td>32.91%</td> <td>8.86%</td> <td>3.80%</td> <td>2.53%</td> <td>1.27%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	40	26	7	3	2	1	Percentage:	50.63%	32.91%	8.86%	3.80%	2.53%	1.27%	<p style="text-align: center;"><b>84% Agreement</b></p> <p><b>SCORE:</b> 4.27  Std. Dev.: 0.96  Total Respondents: 79</p> <p><b>BENCHMARKS</b>  Past Score: 3.93  Similar Mission: 4.15  Similar Size: 4.13  All Orgs: 4.14</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	40	26	7	3	2	1																
Percentage:	50.63%	32.91%	8.86%	3.80%	2.53%	1.27%																





## Primary Items

 <p><b>13. My supervisor is consistent when administering policies concerning employees.</b></p> <p><b>75% Agreement</b></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>27</td> <td>9</td> <td>6</td> <td>3</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>40.51%</td> <td>34.18%</td> <td>11.39%</td> <td>7.59%</td> <td>3.80%</td> <td>2.53%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	32	27	9	6	3	2	Percentage:	40.51%	34.18%	11.39%	7.59%	3.80%	2.53%	<p><b>75% Agreement</b></p> <p><b>SCORE: 4.03</b>                      Std. Dev.: 1.10                      Total Respondents: 79</p> <p><b>BENCHMARKS</b>                      Past Score: 3.74                      Similar Mission: 3.97                      Similar Size: 3.97                      All Orgs: 3.97</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	32	27	9	6	3	2																
Percentage:	40.51%	34.18%	11.39%	7.59%	3.80%	2.53%																
 <p><b>14. My supervisor evaluates my performance fairly.</b></p> <p><b>80% Agreement</b></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>30</td> <td>5</td> <td>7</td> <td>1</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>41.77%</td> <td>37.97%</td> <td>6.33%</td> <td>8.86%</td> <td>1.27%</td> <td>3.80%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	33	30	5	7	1	3	Percentage:	41.77%	37.97%	6.33%	8.86%	1.27%	3.80%	<p><b>80% Agreement</b></p> <p><b>SCORE: 4.14</b>                      Std. Dev.: 0.99                      Total Respondents: 79</p> <p><b>BENCHMARKS</b>                      Past Score: 3.94                      Similar Mission: 4.12                      Similar Size: 4.16                      All Orgs: 4.13</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	33	30	5	7	1	3																
Percentage:	41.77%	37.97%	6.33%	8.86%	1.27%	3.80%																
 <p><b>15. Given the type of work I do, my physical workplace meets my needs.</b></p> <p><b>88% Agreement</b></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>33</td> <td>6</td> <td>2</td> <td>1</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>46.25%</td> <td>41.25%</td> <td>7.50%</td> <td>2.50%</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:	37	33	6	2	1	1	Percentage:	46.25%	41.25%	7.50%	2.50%	1.25%	1.25%	<p><b>88% Agreement</b></p> <p><b>SCORE: 4.30</b>                      Std. Dev.: 0.82                      Total Respondents: 80</p> <p><b>BENCHMARKS</b>                      Past Score: 4.20                      Similar Mission: 4.26                      Similar Size: 4.18                      All Orgs: 4.18</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	37	33	6	2	1	1																
Percentage:	46.25%	41.25%	7.50%	2.50%	1.25%	1.25%																
 <p><b>16. My workplace is well maintained.</b></p> <p><b>88% Agreement</b></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>37</td> <td>7</td> <td>2</td> <td>0</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>41.25%</td> <td>46.25%</td> <td>8.75%</td> <td>2.50%</td> <td>0.00%</td> <td>1.25%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	33	37	7	2	0	1	Percentage:	41.25%	46.25%	8.75%	2.50%	0.00%	1.25%	<p><b>88% Agreement</b></p> <p><b>SCORE: 4.28</b>                      Std. Dev.: 0.73                      Total Respondents: 80</p> <p><b>BENCHMARKS</b>                      Past Score: 4.06                      Similar Mission: 4.07                      Similar Size: 3.96                      All Orgs: 3.97</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	33	37	7	2	0	1																
Percentage:	41.25%	46.25%	8.75%	2.50%	0.00%	1.25%																

## Primary Items





 <p><b>17. There are sufficient procedures to ensure the safety of employees in the workplace.</b></p> <p style="text-align: center;"><b>88% Agreement</b></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>38</td> <td>7</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>40.00%</td> <td>47.50%</td> <td>8.75%</td> <td>1.25%</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:	32	38	7	1	1	1	Percentage:	40.00%	47.50%	8.75%	1.25%	1.25%	1.25%	<p style="text-align: center;"><b>88% Agreement</b></p> <p><b>SCORE:</b> 4.25  Std. Dev.: 0.78  Total Respondents: 80</p> <p><b>BENCHMARKS</b>  Past Score: 4.22  Similar Mission: 4.24  Similar Size: 4.10  All Orgs: 4.11</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	32	38	7	1	1	1																
Percentage:	40.00%	47.50%	8.75%	1.25%	1.25%	1.25%																
 <p><b>18. I have adequate resources and equipment to do my job.</b></p> <p style="text-align: center;"><b>86% Agreement</b></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>31</td> <td>37</td> <td>6</td> <td>3</td> <td>1</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>39.24%</td> <td>46.84%</td> <td>7.59%</td> <td>3.80%</td> <td>1.27%</td> <td>1.27%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	31	37	6	3	1	1	Percentage:	39.24%	46.84%	7.59%	3.80%	1.27%	1.27%	<p style="text-align: center;"><b>86% Agreement</b></p> <p><b>SCORE:</b> 4.21  Std. Dev.: 0.84  Total Respondents: 79</p> <p><b>BENCHMARKS</b>  Past Score: 3.98  Similar Mission: 4.12  Similar Size: 4.04  All Orgs: 4.04</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	31	37	6	3	1	1																
Percentage:	39.24%	46.84%	7.59%	3.80%	1.27%	1.27%																
 <p><b>19. The people I work with treat each other with respect.</b></p> <p style="text-align: center;"><b>79% Agreement</b></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>8</td> <td>5</td> <td>2</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>35.90%</td> <td>43.59%</td> <td>10.26%</td> <td>6.41%</td> <td>2.56%</td> <td>1.28%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	28	34	8	5	2	1	Percentage:	35.90%	43.59%	10.26%	6.41%	2.56%	1.28%	<p style="text-align: center;"><b>79% Agreement</b></p> <p><b>SCORE:</b> 4.05  Std. Dev.: 0.99  Total Respondents: 78</p> <p><b>BENCHMARKS</b>  Past Score: 3.93  Similar Mission: 4.13  Similar Size: 4.06  All Orgs: 4.01</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	28	34	8	5	2	1																
Percentage:	35.90%	43.59%	10.26%	6.41%	2.56%	1.28%																
 <p><b>20. The people I work with come from diverse backgrounds.</b></p> <p style="text-align: center;"><b>86% Agreement</b></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>36</td> <td>33</td> <td>8</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>45.00%</td> <td>41.25%</td> <td>10.00%</td> <td>1.25%</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:	36	33	8	1	1	1	Percentage:	45.00%	41.25%	10.00%	1.25%	1.25%	1.25%	<p style="text-align: center;"><b>86% Agreement</b></p> <p><b>SCORE:</b> 4.29  Std. Dev.: 0.80  Total Respondents: 80</p> <p><b>BENCHMARKS</b>  Past Score: 3.90  Similar Mission: 3.85  Similar Size: 3.80  All Orgs: 3.77</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	36	33	8	1	1	1																
Percentage:	45.00%	41.25%	10.00%	1.25%	1.25%	1.25%																

## Primary Items





 <p><b>21. The people I work with care about my personal well-being.</b></p> <p style="text-align: center;"><b>85% Agreement</b></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>34</td> <td>7</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>41.77%</td> <td>43.04%</td> <td>8.86%</td> <td>2.53%</td> <td>2.53%</td> <td>1.27%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	33	34	7	2	2	1	Percentage:	41.77%	43.04%	8.86%	2.53%	2.53%	1.27%	<p style="text-align: center;"><b>85% Agreement</b></p> <p><b>SCORE:</b> 4.21  Std. Dev.: 0.90  Total Respondents: 79</p> <p><b>BENCHMARKS</b>  Past Score: 3.99  Similar Mission: 4.18  Similar Size: 4.06  All Orgs: 4.03</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	33	34	7	2	2	1																
Percentage:	41.77%	43.04%	8.86%	2.53%	2.53%	1.27%																
 <p><b>22. I trust the people in my workplace.</b></p> <p style="text-align: center;"><b>59% Agreement</b></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>31</td> <td>21</td> <td>9</td> <td>1</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>20.25%</td> <td>39.24%</td> <td>26.58%</td> <td>11.39%</td> <td>1.27%</td> <td>1.27%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	16	31	21	9	1	1	Percentage:	20.25%	39.24%	26.58%	11.39%	1.27%	1.27%	<p style="text-align: center;"><b>59% Agreement</b></p> <p><b>SCORE:</b> 3.67  Std. Dev.: 0.98  Total Respondents: 79</p> <p><b>BENCHMARKS</b>  Past Score: 3.41  Similar Mission: 3.95  Similar Size: 3.85  All Orgs: 3.84</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	16	31	21	9	1	1																
Percentage:	20.25%	39.24%	26.58%	11.39%	1.27%	1.27%																
 <p><b>23. My work group uses the latest technologies to communicate and interact.</b></p> <p style="text-align: center;"><b>71% Agreement</b></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>22</td> <td>35</td> <td>11</td> <td>8</td> <td>3</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>27.50%</td> <td>43.75%</td> <td>13.75%</td> <td>10.00%</td> <td>3.75%</td> <td>1.25%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	22	35	11	8	3	1	Percentage:	27.50%	43.75%	13.75%	10.00%	3.75%	1.25%	<p style="text-align: center;"><b>71% Agreement</b></p> <p><b>SCORE:</b> 3.82  Std. Dev.: 1.07  Total Respondents: 80</p> <p><b>BENCHMARKS</b>  Past Score: 3.25  Similar Mission: 3.73  Similar Size: 3.67  All Orgs: 3.68</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	22	35	11	8	3	1																
Percentage:	27.50%	43.75%	13.75%	10.00%	3.75%	1.25%																
 <p><b>24. We receive regular and useful updates on how to keep our computer and sensitive information secure from cyber-attack.</b></p> <p style="text-align: center;"><b>95% Agreement</b></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>40</td> <td>36</td> <td>2</td> <td>1</td> <td>0</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>50.00%</td> <td>45.00%</td> <td>2.50%</td> <td>1.25%</td> <td>0.00%</td> <td>1.25%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	40	36	2	1	0	1	Percentage:	50.00%	45.00%	2.50%	1.25%	0.00%	1.25%	<p style="text-align: center;"><b>95% Agreement</b></p> <p><b>SCORE:</b> 4.46  Std. Dev.: 0.62  Total Respondents: 80</p> <p><b>BENCHMARKS</b>  Past Score: 3.60  Similar Mission: 4.16  Similar Size: 4.10  All Orgs: 4.15</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	40	36	2	1	0	1																
Percentage:	50.00%	45.00%	2.50%	1.25%	0.00%	1.25%																



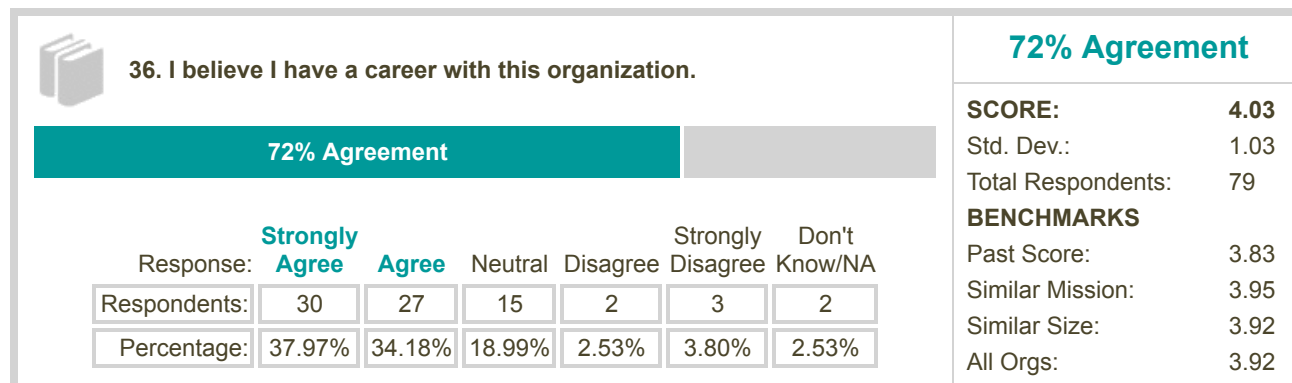
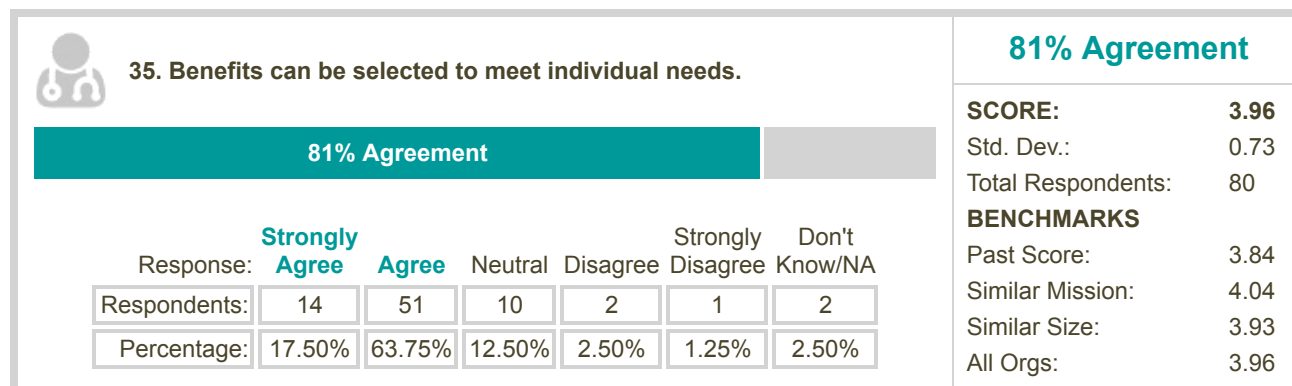
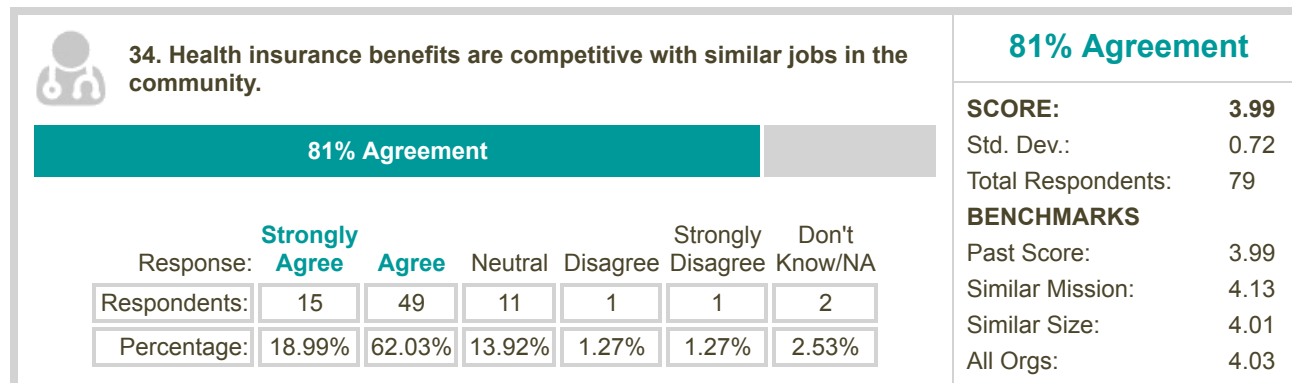
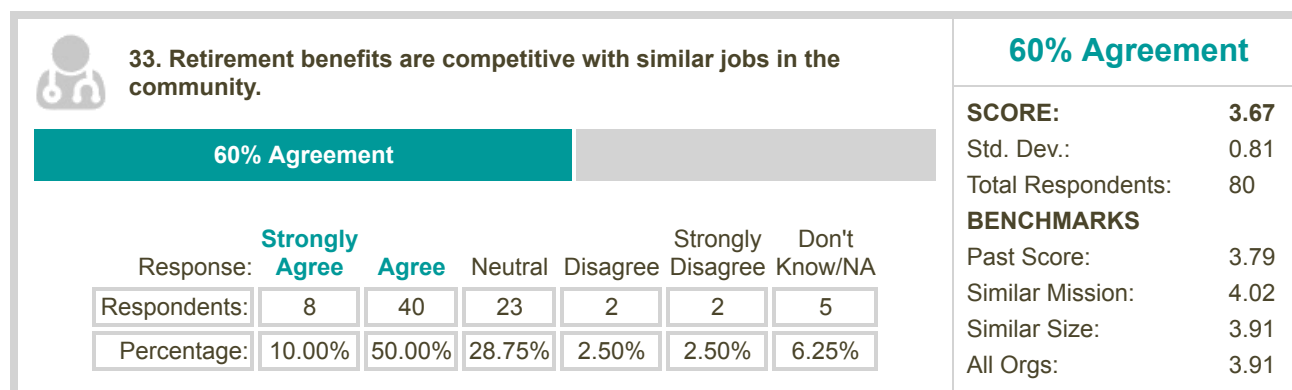
## Primary Items

 <p><b>25. Support is available for the technologies we use.</b></p> <p style="text-align: center;"><b>95% Agreement</b></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>41</td> <td>35</td> <td>2</td> <td>0</td> <td>1</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>51.25%</td> <td>43.75%</td> <td>2.50%</td> <td>0.00%</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:	41	35	2	0	1	1	Percentage:	51.25%	43.75%	2.50%	0.00%	1.25%	1.25%	<p style="text-align: center;"><b>95% Agreement</b></p> <p><b>SCORE:</b> 4.46</p> <p>Std. Dev.: 0.68</p> <p>Total Respondents: 80</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 3.81</p> <p>Similar Mission: 4.02</p> <p>Similar Size: 4.05</p> <p>All Orgs: 3.97</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	41	35	2	0	1	1																
Percentage:	51.25%	43.75%	2.50%	0.00%	1.25%	1.25%																
 <p><b>26. Our computer systems enable me to quickly find the information I need.</b></p> <p style="text-align: center;"><b>81% Agreement</b></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>37</td> <td>9</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>33.33%</td> <td>47.44%</td> <td>11.54%</td> <td>3.85%</td> <td>2.56%</td> <td>1.28%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	26	37	9	3	2	1	Percentage:	33.33%	47.44%	11.54%	3.85%	2.56%	1.28%	<p style="text-align: center;"><b>81% Agreement</b></p> <p><b>SCORE:</b> 4.06</p> <p>Std. Dev.: 0.92</p> <p>Total Respondents: 78</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 3.53</p> <p>Similar Mission: 3.85</p> <p>Similar Size: 3.85</p> <p>All Orgs: 3.80</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	26	37	9	3	2	1																
Percentage:	33.33%	47.44%	11.54%	3.85%	2.56%	1.28%																
 <p><b>27. The communication channels I must go through at work are reasonable.</b></p> <p style="text-align: center;"><b>78% Agreement</b></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>40</td> <td>9</td> <td>6</td> <td>1</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>26.92%</td> <td>51.28%</td> <td>11.54%</td> <td>7.69%</td> <td>1.28%</td> <td>1.28%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	21	40	9	6	1	1	Percentage:	26.92%	51.28%	11.54%	7.69%	1.28%	1.28%	<p style="text-align: center;"><b>78% Agreement</b></p> <p><b>SCORE:</b> 3.96</p> <p>Std. Dev.: 0.91</p> <p>Total Respondents: 78</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 3.64</p> <p>Similar Mission: 3.93</p> <p>Similar Size: 3.87</p> <p>All Orgs: 3.87</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	21	40	9	6	1	1																
Percentage:	26.92%	51.28%	11.54%	7.69%	1.28%	1.28%																
 <p><b>28. My work atmosphere encourages open and honest communication.</b></p> <p style="text-align: center;"><b>68% Agreement</b></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>24</td> <td>30</td> <td>10</td> <td>9</td> <td>5</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>30.38%</td> <td>37.97%</td> <td>12.66%</td> <td>11.39%</td> <td>6.33%</td> <td>1.27%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	24	30	10	9	5	1	Percentage:	30.38%	37.97%	12.66%	11.39%	6.33%	1.27%	<p style="text-align: center;"><b>68% Agreement</b></p> <p><b>SCORE:</b> 3.76</p> <p>Std. Dev.: 1.20</p> <p>Total Respondents: 79</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 3.56</p> <p>Similar Mission: 3.83</p> <p>Similar Size: 3.74</p> <p>All Orgs: 3.74</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	24	30	10	9	5	1																
Percentage:	30.38%	37.97%	12.66%	11.39%	6.33%	1.27%																

## Primary Items

<p> <b>29. The communications I receive at work are timely and informative.</b></p> <p><b>71% Agreement</b></p> <p>Response: <b>Strongly Agree</b> <b>Agree</b> Neutral Disagree <b>Strongly Disagree</b> Don't Know/NA</p> <table border="1"> <tr> <td>Respondents:</td> <td>22</td> <td>34</td> <td>15</td> <td>7</td> <td>0</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>27.85%</td> <td>43.04%</td> <td>18.99%</td> <td>8.86%</td> <td>0.00%</td> <td>1.27%</td> </tr> </table>	Respondents:	22	34	15	7	0	1	Percentage:	27.85%	43.04%	18.99%	8.86%	0.00%	1.27%	<p><b>71% Agreement</b></p> <p><b>SCORE:</b> 3.91 Std. Dev.: 0.91 Total Respondents: 79</p> <p><b>BENCHMARKS</b> Past Score: 3.61 Similar Mission: 3.87 Similar Size: 3.82 All Orgs: 3.79</p>
Respondents:	22	34	15	7	0	1									
Percentage:	27.85%	43.04%	18.99%	8.86%	0.00%	1.27%									
<p> <b>30. My pay keeps pace with the cost of living.</b></p> <p><b>9% Agreement</b></p> <p>Response: <b>Strongly Agree</b> <b>Agree</b> Neutral Disagree <b>Strongly Disagree</b> Don't Know/NA</p> <table border="1"> <tr> <td>Respondents:</td> <td>0</td> <td>7</td> <td>18</td> <td>18</td> <td>33</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>0.00%</td> <td>8.97%</td> <td>23.08%</td> <td>23.08%</td> <td>42.31%</td> <td>2.56%</td> </tr> </table>	Respondents:	0	7	18	18	33	2	Percentage:	0.00%	8.97%	23.08%	23.08%	42.31%	2.56%	<p><b>9% Agreement</b></p> <p><b>SCORE:</b> 1.99 Std. Dev.: 1.03 Total Respondents: 78</p> <p><b>BENCHMARKS</b> Past Score: 2.40 Similar Mission: 2.80 Similar Size: 2.68 All Orgs: 2.71</p>
Respondents:	0	7	18	18	33	2									
Percentage:	0.00%	8.97%	23.08%	23.08%	42.31%	2.56%									
<p> <b>31. Salaries are competitive with similar jobs in the community.</b></p> <p><b>14% Agreement</b></p> <p>Response: <b>Strongly Agree</b> <b>Agree</b> Neutral Disagree <b>Strongly Disagree</b> Don't Know/NA</p> <table border="1"> <tr> <td>Respondents:</td> <td>4</td> <td>7</td> <td>17</td> <td>22</td> <td>28</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>5.00%</td> <td>8.75%</td> <td>21.25%</td> <td>27.50%</td> <td>35.00%</td> <td>2.50%</td> </tr> </table>	Respondents:	4	7	17	22	28	2	Percentage:	5.00%	8.75%	21.25%	27.50%	35.00%	2.50%	<p><b>14% Agreement</b></p> <p><b>SCORE:</b> 2.19 Std. Dev.: 1.17 Total Respondents: 80</p> <p><b>BENCHMARKS</b> Past Score: 2.23 Similar Mission: 2.80 Similar Size: 2.78 All Orgs: 2.80</p>
Respondents:	4	7	17	22	28	2									
Percentage:	5.00%	8.75%	21.25%	27.50%	35.00%	2.50%									
<p> <b>32. I feel I am paid fairly for the work I do.</b></p> <p><b>23% Agreement</b></p> <p>Response: <b>Strongly Agree</b> <b>Agree</b> Neutral Disagree <b>Strongly Disagree</b> Don't Know/NA</p> <table border="1"> <tr> <td>Respondents:</td> <td>5</td> <td>13</td> <td>23</td> <td>18</td> <td>20</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>6.25%</td> <td>16.25%</td> <td>28.75%</td> <td>22.50%</td> <td>25.00%</td> <td>1.25%</td> </tr> </table>	Respondents:	5	13	23	18	20	1	Percentage:	6.25%	16.25%	28.75%	22.50%	25.00%	1.25%	<p><b>23% Agreement</b></p> <p><b>SCORE:</b> 2.56 Std. Dev.: 1.22 Total Respondents: 80</p> <p><b>BENCHMARKS</b> Past Score: 2.73 Similar Mission: 3.10 Similar Size: 3.03 All Orgs: 3.03</p>
Respondents:	5	13	23	18	20	1									
Percentage:	6.25%	16.25%	28.75%	22.50%	25.00%	1.25%									


## Primary Items



## Primary Items

<div data-bbox="151 184 219 256"></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 style="text-align: center;"><b>68% Agreement</b></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>15</td> <td>39</td> <td>12</td> <td>8</td> <td>3</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>18.99%</td> <td>49.37%</td> <td>15.19%</td> <td>10.13%</td> <td>3.80%</td> <td>2.53%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	15	39	12	8	3	2	Percentage:	18.99%	49.37%	15.19%	10.13%	3.80%	2.53%	<p data-bbox="1117 180 1360 212"><b>68% Agreement</b></p> <p data-bbox="1073 247 1385 275"><b>SCORE:</b> 3.71</p> <p data-bbox="1073 283 1385 310">Std. Dev.: 1.02</p> <p data-bbox="1073 319 1385 346">Total Respondents: 79</p> <p data-bbox="1073 354 1252 382"><b>BENCHMARKS</b></p> <p data-bbox="1073 390 1385 417">Past Score: 3.51</p> <p data-bbox="1073 426 1385 453">Similar Mission: 3.99</p> <p data-bbox="1073 462 1385 489">Similar Size: 3.85</p> <p data-bbox="1073 497 1385 525">All Orgs: 3.88</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	15	39	12	8	3	2																
Percentage:	18.99%	49.37%	15.19%	10.13%	3.80%	2.53%																
<div data-bbox="151 583 219 655"></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 style="text-align: center;"><b>68% Agreement</b></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>16</td> <td>38</td> <td>12</td> <td>9</td> <td>3</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>20.25%</td> <td>48.10%</td> <td>15.19%</td> <td>11.39%</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:	16	38	12	9	3	1	Percentage:	20.25%	48.10%	15.19%	11.39%	3.80%	1.27%	<p data-bbox="1117 579 1360 611"><b>68% Agreement</b></p> <p data-bbox="1073 646 1385 674"><b>SCORE:</b> 3.71</p> <p data-bbox="1073 682 1385 709">Std. Dev.: 1.05</p> <p data-bbox="1073 718 1385 745">Total Respondents: 79</p> <p data-bbox="1073 753 1252 781"><b>BENCHMARKS</b></p> <p data-bbox="1073 789 1385 816">Past Score: 3.41</p> <p data-bbox="1073 825 1385 852">Similar Mission: 3.87</p> <p data-bbox="1073 861 1385 888">Similar Size: 3.71</p> <p data-bbox="1073 896 1385 924">All Orgs: 3.76</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	16	38	12	9	3	1																
Percentage:	20.25%	48.10%	15.19%	11.39%	3.80%	1.27%																
<div data-bbox="151 982 219 1054"></div> <p data-bbox="240 989 967 1041">39. My work environment supports a balance between work and personal life.</p> <div data-bbox="147 1073 1045 1125"> <p style="text-align: center;"><b>80% Agreement</b></p> </div> <table border="1" data-bbox="207 1167 987 1310"> <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>24</td> <td>39</td> <td>10</td> <td>4</td> <td>1</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>30.38%</td> <td>49.37%</td> <td>12.66%</td> <td>5.06%</td> <td>1.27%</td> <td>1.27%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	24	39	10	4	1	1	Percentage:	30.38%	49.37%	12.66%	5.06%	1.27%	1.27%	<p data-bbox="1117 978 1360 1010"><b>80% Agreement</b></p> <p data-bbox="1073 1045 1385 1073"><b>SCORE:</b> 4.04</p> <p data-bbox="1073 1081 1385 1108">Std. Dev.: 0.87</p> <p data-bbox="1073 1117 1385 1144">Total Respondents: 79</p> <p data-bbox="1073 1152 1252 1180"><b>BENCHMARKS</b></p> <p data-bbox="1073 1188 1385 1215">Past Score: 3.78</p> <p data-bbox="1073 1224 1385 1251">Similar Mission: 4.04</p> <p data-bbox="1073 1260 1385 1287">Similar Size: 4.01</p> <p data-bbox="1073 1295 1385 1323">All Orgs: 3.95</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	24	39	10	4	1	1																
Percentage:	30.38%	49.37%	12.66%	5.06%	1.27%	1.27%																
<div data-bbox="151 1381 219 1453"></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 style="text-align: center;"><b>73% Agreement</b></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>26</td> <td>32</td> <td>13</td> <td>4</td> <td>3</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>32.91%</td> <td>40.51%</td> <td>16.46%</td> <td>5.06%</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:	26	32	13	4	3	1	Percentage:	32.91%	40.51%	16.46%	5.06%	3.80%	1.27%	<p data-bbox="1117 1377 1360 1409"><b>73% Agreement</b></p> <p data-bbox="1073 1444 1385 1472"><b>SCORE:</b> 3.95</p> <p data-bbox="1073 1480 1385 1507">Std. Dev.: 1.03</p> <p data-bbox="1073 1516 1385 1543">Total Respondents: 79</p> <p data-bbox="1073 1551 1252 1579"><b>BENCHMARKS</b></p> <p data-bbox="1073 1587 1385 1614">Past Score: 3.52</p> <p data-bbox="1073 1623 1385 1650">Similar Mission: 3.97</p> <p data-bbox="1073 1659 1385 1686">Similar Size: 3.87</p> <p data-bbox="1073 1694 1385 1722">All Orgs: 3.86</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	26	32	13	4	3	1																
Percentage:	32.91%	40.51%	16.46%	5.06%	3.80%	1.27%																

## Primary Items



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

73% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	15	41	10	9	1	1
Percentage:	19.48%	53.25%	12.99%	11.69%	1.30%	1.30%

73% Agreement

**SCORE:** 3.79

Std. Dev.: 0.94

Total Respondents: 77


**BENCHMARKS**

Past Score: 3.78

Similar Mission: 3.87

Similar Size: 3.83

All Orgs: 3.79



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

76% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	28	32	11	6	1	1
Percentage:	35.44%	40.51%	13.92%	7.59%	1.27%	1.27%

76% Agreement

**SCORE:** 4.03

Std. Dev.: 0.97

Total Respondents: 79


**BENCHMARKS**

Past Score: 3.99

Similar Mission: 4.34

Similar Size: 4.23

All Orgs: 4.16



**43. Harassment is not tolerated at my workplace.**

82% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	35	29	8	4	0	2
Percentage:	44.87%	37.18%	10.26%	5.13%	0.00%	2.56%

82% Agreement

**SCORE:** 4.25

Std. Dev.: 0.85

Total Respondents: 78


**BENCHMARKS**

Past Score: 3.99

Similar Mission: 4.35

Similar Size: 4.23

All Orgs: 4.24



**44. Employees are generally ethical in my workplace.**

82% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	30	34	10	3	0	1
Percentage:	38.46%	43.59%	12.82%	3.85%	0.00%	1.28%

82% Agreement

**SCORE:** 4.18

Std. Dev.: 0.81

Total Respondents: 78

**BENCHMARKS**





Past Score: 3.96

Similar Mission: 4.34

Similar Size: 4.19

All Orgs: 4.18

## Primary Items

 <p><b>45. I believe we will use the information from this survey to improve our workplace.</b></p> <p><b>61% Agreement</b></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>23</td> <td>19</td> <td>4</td> <td>7</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>31.65%</td> <td>29.11%</td> <td>24.05%</td> <td>5.06%</td> <td>8.86%</td> <td>1.27%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	25	23	19	4	7	1	Percentage:	31.65%	29.11%	24.05%	5.06%	8.86%	1.27%	<p><b>61% Agreement</b></p> <p><b>SCORE:</b> 3.71 Std. Dev.: 1.23 Total Respondents: 79</p> <p><b>BENCHMARKS</b> Past Score: 3.45 Similar Mission: 3.76 Similar Size: 3.65 All Orgs: 3.61</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	25	23	19	4	7	1																
Percentage:	31.65%	29.11%	24.05%	5.06%	8.86%	1.27%																
 <p><b>46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.</b></p> <p><b>72% Agreement</b></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>24</td> <td>32</td> <td>11</td> <td>4</td> <td>5</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>30.77%</td> <td>41.03%</td> <td>14.10%</td> <td>5.13%</td> <td>6.41%</td> <td>2.56%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	24	32	11	4	5	2	Percentage:	30.77%	41.03%	14.10%	5.13%	6.41%	2.56%	<p><b>72% Agreement</b></p> <p><b>SCORE:</b> 3.87 Std. Dev.: 1.12 Total Respondents: 78</p> <p><b>BENCHMARKS</b> Past Score: 3.37 Similar Mission: 3.78 Similar Size: 3.67 All Orgs: 3.68</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	24	32	11	4	5	2																
Percentage:	30.77%	41.03%	14.10%	5.13%	6.41%	2.56%																
 <p><b>47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.</b></p> <p><b>70% Agreement</b></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>29</td> <td>14</td> <td>6</td> <td>3</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>32.91%</td> <td>36.71%</td> <td>17.72%</td> <td>7.59%</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:	26	29	14	6	3	1	Percentage:	32.91%	36.71%	17.72%	7.59%	3.80%	1.27%	<p><b>70% Agreement</b></p> <p><b>SCORE:</b> 3.88 Std. Dev.: 1.08 Total Respondents: 79</p> <p><b>BENCHMARKS</b> Past Score: 3.62 Similar Mission: 3.81 Similar Size: 3.81 All Orgs: 3.75</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	26	29	14	6	3	1																
Percentage:	32.91%	36.71%	17.72%	7.59%	3.80%	1.27%																
 <p><b>48. I am treated fairly in my workplace.</b></p> <p><b>78% Agreement</b></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>34</td> <td>10</td> <td>5</td> <td>1</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>34.62%</td> <td>43.59%</td> <td>12.82%</td> <td>6.41%</td> <td>1.28%</td> <td>1.28%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	27	34	10	5	1	1	Percentage:	34.62%	43.59%	12.82%	6.41%	1.28%	1.28%	<p><b>78% Agreement</b></p> <p><b>SCORE:</b> 4.05 Std. Dev.: 0.93 Total Respondents: 78</p> <p><b>BENCHMARKS</b> Past Score: 3.76 Similar Mission: 4.11 Similar Size: 4.04 All Orgs: 4.04</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	27	34	10	5	1	1																
Percentage:	34.62%	43.59%	12.82%	6.41%	1.28%	1.28%																

## 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.						<b>69% Agreement</b>
						<b>SCORE:</b> 3.87 Std. Dev.: 0.97 Total Respondents: 80
Response:	<b>Strongly Agree</b>	<b>Agree</b>	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	20	35	17	2	3	3
Percentage:	25.00%	43.75%	21.25%	2.50%	3.75%	3.75%
2. I find the wellness committee beneficial.						<b>63% Agreement</b>
						<b>SCORE:</b> 3.85 Std. Dev.: 0.93 Total Respondents: 79
Response:	<b>Strongly Agree</b>	<b>Agree</b>	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	19	31	20	2	2	5
Percentage:	24.05%	39.24%	25.32%	2.53%	2.53%	6.33%
3. I find the monthly agency meeting beneficial.						<b>78% Agreement</b>
						<b>SCORE:</b> 4.04 Std. Dev.: 0.89 Total Respondents: 80
Response:	<b>Strongly Agree</b>	<b>Agree</b>	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	25	37	11	4	1	2
Percentage:	31.25%	46.25%	13.75%	5.00%	1.25%	2.50%
4. I find the open door policy beneficial.						<b>74% Agreement</b>
						<b>SCORE:</b> 3.97 Std. Dev.: 1.02 Total Respondents: 80
Response:	<b>Strongly Agree</b>	<b>Agree</b>	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	27	32	11	6	2	2
Percentage:	33.75%	40.00%	13.75%	7.50%	2.50%	2.50%



## Additional Items

<p><b>5. Office resources, programs, &amp; 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)</b></p> <div style="text-align: center; margin-bottom: 10px;">  <p><b>89% Agreement</b></p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th></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>Response:</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Respondents:</td> <td>37</td> <td>34</td> <td>6</td> <td>1</td> <td>0</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>46.25%</td> <td>42.50%</td> <td>7.50%</td> <td>1.25%</td> <td>0.00%</td> <td>2.50%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:							Respondents:	37	34	6	1	0	2	Percentage:	46.25%	42.50%	7.50%	1.25%	0.00%	2.50%	<p><b>89% Agreement</b></p> <p><b>SCORE:</b> 4.37  Std. Dev.: 0.69  Total Respondents: 80</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:																													
Respondents:	37	34	6	1	0	2																							
Percentage:	46.25%	42.50%	7.50%	1.25%	0.00%	2.50%																							
<p><b>6. Employees are provided equal opportunities for training (based on their job duties) regardless of their differences.</b></p> <div style="text-align: center; margin-bottom: 10px;">  <p><b>80% Agreement</b></p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th></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>Response:</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Respondents:</td> <td>31</td> <td>32</td> <td>7</td> <td>4</td> <td>3</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>39.24%</td> <td>40.51%</td> <td>8.86%</td> <td>5.06%</td> <td>3.80%</td> <td>2.53%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:							Respondents:	31	32	7	4	3	2	Percentage:	39.24%	40.51%	8.86%	5.06%	3.80%	2.53%	<p><b>80% Agreement</b></p> <p><b>SCORE:</b> 4.09  Std. Dev.: 1.03  Total Respondents: 79</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:																													
Respondents:	31	32	7	4	3	2																							
Percentage:	39.24%	40.51%	8.86%	5.06%	3.80%	2.53%																							
<p><b>7. Upper management has supported institutional values of diversity and inclusion for differences.</b></p> <div style="text-align: center; margin-bottom: 10px;">  <p><b>77% Agreement</b></p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th></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>Response:</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Respondents:</td> <td>28</td> <td>33</td> <td>11</td> <td>3</td> <td>2</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>35.44%</td> <td>41.77%</td> <td>13.92%</td> <td>3.80%</td> <td>2.53%</td> <td>2.53%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:							Respondents:	28	33	11	3	2	2	Percentage:	35.44%	41.77%	13.92%	3.80%	2.53%	2.53%	<p><b>77% Agreement</b></p> <p><b>SCORE:</b> 4.06  Std. Dev.: 0.95  Total Respondents: 79</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:																													
Respondents:	28	33	11	3	2	2																							
Percentage:	35.44%	41.77%	13.92%	3.80%	2.53%	2.53%																							
<p><b>8. I am aware of, and feel comfortable utilizing mechanisms for notifying upper management (including both direct supervisors and the supervisor's superiors) if I have witnessed or experienced perceived bias.</b></p> <div style="text-align: center; margin-bottom: 10px;">  <p><b>66% Agreement</b></p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th></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>Response:</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Respondents:</td> <td>23</td> <td>29</td> <td>17</td> <td>7</td> <td>2</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>29.11%</td> <td>36.71%</td> <td>21.52%</td> <td>8.86%</td> <td>2.53%</td> <td>1.27%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:							Respondents:	23	29	17	7	2	1	Percentage:	29.11%	36.71%	21.52%	8.86%	2.53%	1.27%	<p><b>66% Agreement</b></p> <p><b>SCORE:</b> 3.82  Std. Dev.: 1.04  Total Respondents: 79</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:																													
Respondents:	23	29	17	7	2	1																							
Percentage:	29.11%	36.71%	21.52%	8.86%	2.53%	1.27%																							

## Additional Items

<p><b>9. The culture and cultural awareness of the agency is progressive.</b></p>						<p><b>73% Agreement</b></p>	
<p style="text-align: center;"><b>73% Agreement</b></p>						<p><b>SCORE: 3.86</b> Std. Dev.: 1.01 Total Respondents: 80</p>	
Response:	<b>Strongly Agree</b>	<b>Agree</b>	Neutral	Disagree	Strongly Disagree		Don't Know/NA
Respondents:	21	37	13	5	3		1
Percentage:	26.25%	46.25%	16.25%	6.25%	3.75%		1.25%
<p><b>10. Upper management is effective in leadership practice.</b></p>						<p><b>65% Agreement</b></p>	
<p style="text-align: center;"><b>65% Agreement</b></p>						<p><b>SCORE: 3.69</b> Std. Dev.: 1.09 Total Respondents: 78</p>	
Response:	<b>Strongly Agree</b>	<b>Agree</b>	Neutral	Disagree	Strongly Disagree		Don't Know/NA
Respondents:	18	33	13	10	3		1
Percentage:	23.08%	42.31%	16.67%	12.82%	3.85%		1.28%
<p><b>11. Upper management solicits feedback to those directly impacted by policy.</b></p>						<p><b>66% Agreement</b></p>	
<p style="text-align: center;"><b>66% Agreement</b></p>						<p><b>SCORE: 3.78</b> Std. Dev.: 0.97 Total Respondents: 79</p>	
Response:	<b>Strongly Agree</b>	<b>Agree</b>	Neutral	Disagree	Strongly Disagree		Don't Know/NA
Respondents:	18	34	16	8	1		2
Percentage:	22.78%	43.04%	20.25%	10.13%	1.27%		2.53%
<p><b>12. Upper management listens to those directly impacted by policy.</b></p>						<p><b>64% Agreement</b></p>	
<p style="text-align: center;"><b>64% Agreement</b></p>						<p><b>SCORE: 3.67</b> Std. Dev.: 0.94 Total Respondents: 78</p>	
Response:	<b>Strongly Agree</b>	<b>Agree</b>	Neutral	Disagree	Strongly Disagree		Don't Know/NA
Respondents:	12	38	17	7	2		2
Percentage:	15.38%	48.72%	21.79%	8.97%	2.56%		2.56%

## Additional Items

<p><b>13. Upper management engages my work group for feedback &amp; improvement.</b></p> <p><b>67% Agreement</b></p> <p>Response: <b>Strongly Agree</b> <b>Agree</b> Neutral Disagree <b>Strongly Disagree</b> Don't Know/NA</p> <table border="1"> <tr> <td>Respondents:</td> <td>13</td> <td>40</td> <td>16</td> <td>7</td> <td>2</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>16.46%</td> <td>50.63%</td> <td>20.25%</td> <td>8.86%</td> <td>2.53%</td> <td>1.27%</td> </tr> </table>						Respondents:	13	40	16	7	2	1	Percentage:	16.46%	50.63%	20.25%	8.86%	2.53%	1.27%	<p><b>67% Agreement</b></p> <p><b>SCORE:</b> 3.71 Std. Dev.: 0.94 Total Respondents: 79</p>
Respondents:	13	40	16	7	2	1														
Percentage:	16.46%	50.63%	20.25%	8.86%	2.53%	1.27%														
<p><b>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.</b></p> <p><b>71% Agreement</b></p> <p>Response: <b>Strongly Agree</b> <b>Agree</b> Neutral Disagree <b>Strongly Disagree</b> Don't Know/NA</p> <table border="1"> <tr> <td>Respondents:</td> <td>19</td> <td>37</td> <td>20</td> <td>1</td> <td>0</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>24.05%</td> <td>46.84%</td> <td>25.32%</td> <td>1.27%</td> <td>0.00%</td> <td>2.53%</td> </tr> </table>						Respondents:	19	37	20	1	0	2	Percentage:	24.05%	46.84%	25.32%	1.27%	0.00%	2.53%	<p><b>71% Agreement</b></p> <p><b>SCORE:</b> 3.96 Std. Dev.: 0.75 Total Respondents: 79</p>
Respondents:	19	37	20	1	0	2														
Percentage:	24.05%	46.84%	25.32%	1.27%	0.00%	2.53%														
<p><b>15. I feel like that what I have to offer the office is valued.</b></p> <p><b>78% Agreement</b></p> <p>Response: <b>Strongly Agree</b> <b>Agree</b> Neutral Disagree <b>Strongly Disagree</b> Don't Know/NA</p> <table border="1"> <tr> <td>Respondents:</td> <td>25</td> <td>37</td> <td>6</td> <td>8</td> <td>2</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>31.65%</td> <td>46.84%</td> <td>7.59%</td> <td>10.13%</td> <td>2.53%</td> <td>1.27%</td> </tr> </table>						Respondents:	25	37	6	8	2	1	Percentage:	31.65%	46.84%	7.59%	10.13%	2.53%	1.27%	<p><b>78% Agreement</b></p> <p><b>SCORE:</b> 3.96 Std. Dev.: 1.03 Total Respondents: 79</p>
Respondents:	25	37	6	8	2	1														
Percentage:	31.65%	46.84%	7.59%	10.13%	2.53%	1.27%														
<p><b>16. I sometimes feel like an outsider in the office.</b></p> <p><b>24% Agreement</b></p> <p>Response: <b>Strongly Agree</b> <b>Agree</b> Neutral Disagree <b>Strongly Disagree</b> Don't Know/NA</p> <table border="1"> <tr> <td>Respondents:</td> <td>5</td> <td>14</td> <td>22</td> <td>23</td> <td>14</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>6.33%</td> <td>17.72%</td> <td>27.85%</td> <td>29.11%</td> <td>17.72%</td> <td>1.27%</td> </tr> </table>						Respondents:	5	14	22	23	14	1	Percentage:	6.33%	17.72%	27.85%	29.11%	17.72%	1.27%	<p><b>24% Agreement</b></p> <p><b>SCORE:</b> 2.65 Std. Dev.: 1.16 Total Respondents: 79</p>
Respondents:	5	14	22	23	14	1														
Percentage:	6.33%	17.72%	27.85%	29.11%	17.72%	1.27%														

## Additional Items

<p><b>17. I understand why my job exists and how it supports the SORM Strategic Goals.</b></p> <p style="text-align: center;"><b>94% Agreement</b></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>40</td> <td>35</td> <td>4</td> <td>0</td> <td>0</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>50.00%</td> <td>43.75%</td> <td>5.00%</td> <td>0.00%</td> <td>0.00%</td> <td>1.25%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	40	35	4	0	0	1	Percentage:	50.00%	43.75%	5.00%	0.00%	0.00%	1.25%	<p style="text-align: center;"><b>94% Agreement</b></p> <p><b>SCORE:</b> 4.46  <b>Std. Dev.:</b> 0.60  <b>Total Respondents:</b> 80</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	40	35	4	0	0	1																
Percentage:	50.00%	43.75%	5.00%	0.00%	0.00%	1.25%																
<p><b>18. I feel comfortable requesting any additional tools (training &amp; technology) I might need to perform my duties from my supervisor(s).</b></p> <p style="text-align: center;"><b>85% Agreement</b></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>46</td> <td>5</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>26.58%</td> <td>58.23%</td> <td>6.33%</td> <td>3.80%</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:	21	46	5	3	3	1	Percentage:	26.58%	58.23%	6.33%	3.80%	3.80%	1.27%	<p style="text-align: center;"><b>85% Agreement</b></p> <p><b>SCORE:</b> 4.01  <b>Std. Dev.:</b> 0.92  <b>Total Respondents:</b> 79</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	21	46	5	3	3	1																
Percentage:	26.58%	58.23%	6.33%	3.80%	3.80%	1.27%																
<p><b>19. I would like to see more opportunities for my professional development within the office (within my position or elsewhere in the agency).</b></p> <p style="text-align: center;"><b>68% Agreement</b></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>19</td> <td>35</td> <td>21</td> <td>1</td> <td>0</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>24.05%</td> <td>44.30%</td> <td>26.58%</td> <td>1.27%</td> <td>0.00%</td> <td>3.80%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	19	35	21	1	0	3	Percentage:	24.05%	44.30%	26.58%	1.27%	0.00%	3.80%	<p style="text-align: center;"><b>68% Agreement</b></p> <p><b>SCORE:</b> 3.95  <b>Std. Dev.:</b> 0.76  <b>Total Respondents:</b> 79</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	19	35	21	1	0	3																
Percentage:	24.05%	44.30%	26.58%	1.27%	0.00%	3.80%																
<p><b>20. I feel comfortable discussing training and/or professional development needs openly with my supervisor/director.</b></p> <p style="text-align: center;"><b>85% Agreement</b></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>34</td> <td>8</td> <td>1</td> <td>2</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>41.77%</td> <td>43.04%</td> <td>10.13%</td> <td>1.27%</td> <td>2.53%</td> <td>1.27%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	33	34	8	1	2	1	Percentage:	41.77%	43.04%	10.13%	1.27%	2.53%	1.27%	<p style="text-align: center;"><b>85% Agreement</b></p> <p><b>SCORE:</b> 4.22  <b>Std. Dev.:</b> 0.88  <b>Total Respondents:</b> 79</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	33	34	8	1	2	1																
Percentage:	41.77%	43.04%	10.13%	1.27%	2.53%	1.27%																

## Engagement Items

---

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

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

### Response Data

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


### Benchmark Data

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

### Interpreting Data

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

# Engagement Items



2. In my work group, my opinions and ideas count.

82% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	38	27	9	2	2	1
Percentage:	48.10%	34.18%	11.39%	2.53%	2.53%	1.27%

82% Agreement

**SCORE:** 4.24

Std. Dev.: 0.94

Total Respondents: 79


**BENCHMARKS**

Past Score: 3.93

Similar Mission: 4.15

Similar Size: 4.10

All Orgs: 4.09



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

68% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	24	30	14	9	1	2
Percentage:	30.00%	37.50%	17.50%	11.25%	1.25%	2.50%

68% Agreement

**SCORE:** 3.86

Std. Dev.: 1.03

Total Respondents: 80


**BENCHMARKS**

Past Score: 3.88

Similar Mission: 4.30

Similar Size: 4.15

All Orgs: 4.10



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

93% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	44	30	4	1	0	1
Percentage:	55.00%	37.50%	5.00%	1.25%	0.00%	1.25%

93% Agreement

**SCORE:** 4.48

Std. Dev.: 0.66

Total Respondents: 80


**BENCHMARKS**

Past Score: 4.30

Similar Mission: 4.41

Similar Size: 4.35

All Orgs: 4.33



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

81% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	41	23	6	5	2	2
Percentage:	51.90%	29.11%	7.59%	6.33%	2.53%	2.53%

81% Agreement

**SCORE:** 4.25

Std. Dev.: 1.03

Total Respondents: 79

**BENCHMARKS**


Past Score: 4.03

Similar Mission: 4.17

Similar Size: 4.21

All Orgs: 4.19

# Engagement Items



11. My supervisor recognizes outstanding work.

86% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	40	28	4	2	3	2
Percentage:	50.63%	35.44%	5.06%	2.53%	3.80%	2.53%

86% Agreement

**SCORE:** 4.30

Std. Dev.: 0.97

Total Respondents: 79


**BENCHMARKS**

Past Score: 4.04

Similar Mission: 4.16

Similar Size: 4.10

All Orgs: 4.11



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

84% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	40	26	7	3	2	1
Percentage:	50.63%	32.91%	8.86%	3.80%	2.53%	1.27%

84% Agreement

**SCORE:** 4.27

Std. Dev.: 0.96

Total Respondents: 79


**BENCHMARKS**

Past Score: 3.93

Similar Mission: 4.15

Similar Size: 4.13

All Orgs: 4.14



14. My supervisor evaluates my performance fairly.

80% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	33	30	5	7	1	3
Percentage:	41.77%	37.97%	6.33%	8.86%	1.27%	3.80%

80% Agreement

**SCORE:** 4.14

Std. Dev.: 0.99

Total Respondents: 79


**BENCHMARKS**

Past Score: 3.94

Similar Mission: 4.12

Similar Size: 4.16

All Orgs: 4.13



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

86% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	31	37	6	3	1	1
Percentage:	39.24%	46.84%	7.59%	3.80%	1.27%	1.27%

86% Agreement

**SCORE:** 4.21

Std. Dev.: 0.84

Total Respondents: 79

**BENCHMARKS**





Past Score: 3.98

Similar Mission: 4.12

Similar Size: 4.04

All Orgs: 4.04

## Engagement Items

 <p>21. The people I work with care about my personal well-being.</p> <p><b>85% Agreement</b></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>34</td> <td>7</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>41.77%</td> <td>43.04%</td> <td>8.86%</td> <td>2.53%</td> <td>2.53%</td> <td>1.27%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	33	34	7	2	2	1	Percentage:	41.77%	43.04%	8.86%	2.53%	2.53%	1.27%	<p><b>85% Agreement</b></p> <p><b>SCORE:</b> 4.21 Std. Dev.: 0.90 Total Respondents: 79</p> <p><b>BENCHMARKS</b> Past Score: 3.99 Similar Mission: 4.18 Similar Size: 4.06 All Orgs: 4.03</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	33	34	7	2	2	1																
Percentage:	41.77%	43.04%	8.86%	2.53%	2.53%	1.27%																
 <p>22. I trust the people in my workplace.</p> <p><b>59% Agreement</b></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>31</td> <td>21</td> <td>9</td> <td>1</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>20.25%</td> <td>39.24%</td> <td>26.58%</td> <td>11.39%</td> <td>1.27%</td> <td>1.27%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	16	31	21	9	1	1	Percentage:	20.25%	39.24%	26.58%	11.39%	1.27%	1.27%	<p><b>59% Agreement</b></p> <p><b>SCORE:</b> 3.67 Std. Dev.: 0.98 Total Respondents: 79</p> <p><b>BENCHMARKS</b> Past Score: 3.41 Similar Mission: 3.95 Similar Size: 3.85 All Orgs: 3.84</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	16	31	21	9	1	1																
Percentage:	20.25%	39.24%	26.58%	11.39%	1.27%	1.27%																
 <p>37. Training is made available to me so that I can do my job better.</p> <p><b>68% Agreement</b></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>39</td> <td>12</td> <td>8</td> <td>3</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>18.99%</td> <td>49.37%</td> <td>15.19%</td> <td>10.13%</td> <td>3.80%</td> <td>2.53%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	15	39	12	8	3	2	Percentage:	18.99%	49.37%	15.19%	10.13%	3.80%	2.53%	<p><b>68% Agreement</b></p> <p><b>SCORE:</b> 3.71 Std. Dev.: 1.02 Total Respondents: 79</p> <p><b>BENCHMARKS</b> Past Score: 3.51 Similar Mission: 3.99 Similar Size: 3.85 All Orgs: 3.88</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	15	39	12	8	3	2																
Percentage:	18.99%	49.37%	15.19%	10.13%	3.80%	2.53%																
 <p>38. Training is made available to me for personal growth and development.</p> <p><b>68% Agreement</b></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>38</td> <td>12</td> <td>9</td> <td>3</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>20.25%</td> <td>48.10%</td> <td>15.19%</td> <td>11.39%</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:	16	38	12	9	3	1	Percentage:	20.25%	48.10%	15.19%	11.39%	3.80%	1.27%	<p><b>68% Agreement</b></p> <p><b>SCORE:</b> 3.71 Std. Dev.: 1.05 Total Respondents: 79</p> <p><b>BENCHMARKS</b> Past Score: 3.41 Similar Mission: 3.87 Similar Size: 3.71 All Orgs: 3.76</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	16	38	12	9	3	1																
Percentage:	20.25%	48.10%	15.19%	11.39%	3.80%	1.27%																



## 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

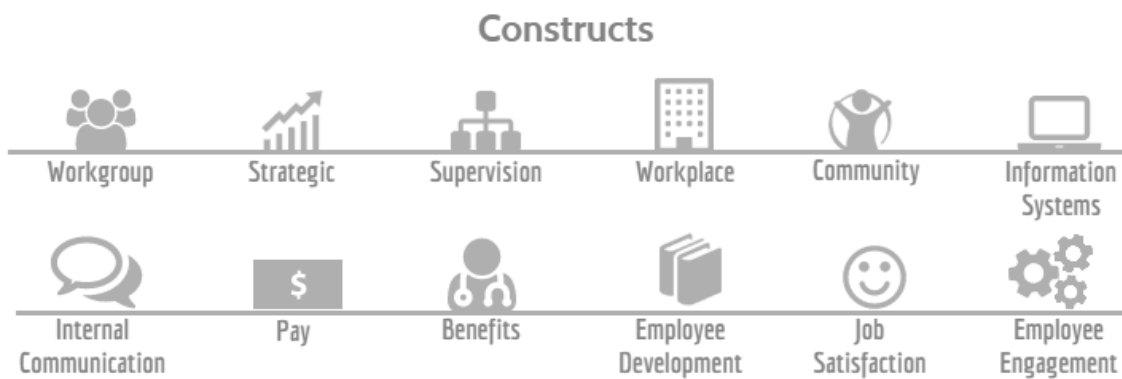
Current Score is calculated by averaging the mean score of the related primary items and then multiplying by 100. For example if the construct score is 389, then the average of the related primary items is 3.89.

### 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: 411

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.	4.42	0.74
2. In my work group, my opinions and ideas count.	4.24	0.94
3. My work group regularly uses performance data to improve the quality of our work.	3.69	1.12
4. In my work group, there is a real feeling of teamwork.	4.10	0.93



### Strategic

Construct Score: 408

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.	3.86	1.03
6. I know how my work impacts others in the organization.	4.48	0.66
7. My organization develops services to match the needs of our customers/clients.	3.92	1.01
8. Our organization communicates effectively with the public.	3.82	0.88
9. I have a good understanding of our mission, vision, and strategic plan.	4.30	0.67



### Supervision

Construct Score: 420

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.	4.25	1.03
11. My supervisor recognizes outstanding work.	4.30	0.97
12. I am given the opportunity to do my best work.	4.27	0.96
13. My supervisor is consistent when administering policies concerning employees.	4.03	1.10
14. My supervisor evaluates my performance fairly.	4.14	0.99



### Workplace

Construct Score: 426

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.	4.30	0.82
16. My workplace is well maintained.	4.28	0.73
17. There are sufficient procedures to ensure the safety of employees in the workplace.	4.25	0.78
18. I have adequate resources and equipment to do my job.	4.21	0.84



## Constructs and Related Items



### Community

Construct Score: 406

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.	4.05	0.99
20. The people I work with come from diverse backgrounds.	4.29	0.80
21. The people I work with care about my personal well-being.	4.21	0.90
22. I trust the people in my workplace.	3.67	0.98



### Information Systems

Construct Score: 420

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.	3.82	1.07
24. We receive regular and useful updates on how to keep our computer and sensitive information secure from cyber-attack.	4.46	0.62
25. Support is available for the technologies we use.	4.46	0.68
26. Our computer systems enable me to quickly find the information I need.	4.06	0.92



### Internal Communication

Construct Score: 388

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.	3.96	0.91
28. My work atmosphere encourages open and honest communication.	3.76	1.20
29. The communications I receive at work are timely and informative.	3.91	0.91

### \$ Pay

Construct Score: 225

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.	1.99	1.03
31. Salaries are competitive with similar jobs in the community.	2.19	1.17
32. I feel I am paid fairly for the work I do.	2.56	1.22



## 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.	3.67	0.81
34. Health insurance benefits are competitive with similar jobs in the community.	3.99	0.72
35. Benefits can be selected to meet individual needs.	3.96	0.73



### Employee Development

Construct Score: 382

The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. This construct measures the degree to which employees feel the organization provides opportunities for growth in organizational responsibilities and personal needs in their careers.	Score	Std. Dev.
36. I believe I have a career with this organization.	4.03	1.03
37. Training is made available to me so that I can do my job better.	3.71	1.02
38. Training is made available to me for personal growth and development.	3.71	1.05



### Job Satisfaction

Construct Score: 395

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.	4.04	0.87
40. I feel free to be myself at work.	3.95	1.03
41. The amount of work I am asked to do is reasonable.	3.79	0.94
42. I am proud to tell people that I work for this organization.	4.03	0.97



### 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.	4.25	0.85
44. Employees are generally ethical in my workplace.	4.18	0.81
45. I believe we will use the information from this survey to improve our workplace.	3.71	1.23
46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.	3.87	1.12
47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.	3.88	1.08
48. I am treated fairly in my workplace.	4.05	0.93



## Constructs and Related Items



### Employee Engagement

Construct Score: 409

Twelve items spanning several constructs were selected to get a more focused look at Employee Engagement. The Employee Engagement construct captures the degree to which employees are willing to go above and beyond, feel committed to the organization and are present while working. This construct measures the degree to which employees feel that their ideas count, their work impacts the organization and their well being and development is valued at the organization.	Score	Std. Dev.
2. In my work group, my opinions and ideas count.	4.24	0.94
5. Our organization is known for the quality of work we provide.	3.86	1.03
6. I know how my work impacts others in the organization.	4.48	0.66
10. My supervisor provides me with a clear understanding of my work responsibilities.	4.25	1.03
11. My supervisor recognizes outstanding work.	4.30	0.97
12. I am given the opportunity to do my best work.	4.27	0.96
14. My supervisor evaluates my performance fairly.	4.14	0.99
18. I have adequate resources and equipment to do my job.	4.21	0.84
21. The people I work with care about my personal well-being.	4.21	0.90
22. I trust the people in my workplace.	3.67	0.98
37. Training is made available to me so that I can do my job better.	3.71	1.02
38. Training is made available to me for personal growth and development.	3.71	1.05



# Survey Customization Sheet

## Organizational Category Codes: Category 1

101 - Executive Administration

102 - Legal Services

103 - Strategic Programs

104 - Internal Operations

## Organizational Category Codes: Category 2

201 - Litigation Management

202 - Compliance Management

203 - Cost Containment

204 - Public Relations

205 - Enterprise Risk

206 - Claims Operations

207 - Intake Management

208 - Financial Management

209 - Information Technology

210 - Talent Management

211 - Project Management

212 - Executive Administration

## 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. I am aware of, and feel comfortable utilizing mechanisms for notifying upper management (including both direct supervisors and the supervisor's superiors) if I have witnessed or experienced perceived bias.
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.
15. I feel like that what I have to offer the office is valued.
16. I sometimes feel like an outsider in the office.
17. I understand why my job exists and how it supports the SORM Strategic Goals.
18. I feel comfortable requesting any additional tools (training & technology) I might need to perform my duties from my supervisor(s).
19. I would like to see more opportunities for my professional development within the office (within my position or elsewhere in the agency).
20. I feel comfortable discussing training and/or professional development needs openly with my supervisor/director.