



## AGENCY STRATEGIC PLAN

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**FISCAL YEARS 2025 to 2029**

**BY  
STATE OFFICE OF RISK MANAGEMENT**

<b>BOARD MEMBER</b>	<b>DATES OF TERM</b>	<b>HOMETOWN</b>
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Submitted June 1, 2024

SIGNED: \_\_\_\_\_

EXECUTIVE DIRECTOR

APPROVED: \_\_\_\_\_

BOARD CHAIR

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## MISSION

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

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## 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.*

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## VISION

*Prepare. Protect. Persevere.*

## INTRODUCTION

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The State Office of Risk Management (Office/SORM) was created in 1997 to streamline the state's risk management and workers' compensation claims processing programs. The objective was to change the organization and management of the state's 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. Since that time, the Office's missions have been expanded by the Legislature to include enterprise level risk management, risk transfer (including bonding and insurance), and continuity of government operations.

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 currently authorized 131.6 full-time employees. Administrative attachment with the Office of the Attorney General provides certain administrative support services and resources. Specific details on the administrative services provided by the OAG are set forth in an interagency contract.

## GROUPS SERVED BY THE OFFICE

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The Office's risk management and insurance services are available to 138 state entities, which includes courts and institutions of higher education as well as Windham School District within the Department of Criminal Justice, and 123 community supervision and corrections departments, encompassing approximately 180,000 individual employees. The Office also acts as the workers' compensation carrier for these groups.

There are situations in which certain non-state employees are covered by workers' compensation through the Office, pursuant to policy determinations by the Legislature. [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 (police officers outside jurisdiction); and (d) a member of the state military forces on state orders or on state active duty (SAD), 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 the Texas Department of Emergency Management (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, coordinated by the Texas A&M Forest Service to assist the state with fire suppression and all-hazard emergency response activities before and following a natural or man-made disaster, who are injured during an activation or sponsored training.<sup>1</sup>

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<sup>1</sup> HB 919, 85<sup>th</sup> Legislature, added Section 88.126 to the Education Code.

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 as those entities had workers' compensation insurance coverage or other self-insurance coverage with associated risk management programs before January 1, 1989.<sup>2</sup> The Texas Tech University System<sup>3</sup> and Texas State University System<sup>4</sup> are also currently exempted from the Office's risk management and insurance programs, but are covered by the Office's workers' compensation program. 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, but are covered by the Office's workers' compensation program.<sup>5</sup>

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## **OPERATIONAL GOALS FOR THE STATEWIDE RISK RETENTION PROGRAM**

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Currently, the risk transfer (insurance) program has no retention and no reserve, unlike any other United States jurisdiction, leading to market vulnerability and significantly diminished cost control. The Office is recommending creation of a statewide risk retention program to reduce the reliance on traditional insurance to cover state liabilities and protect state-owned property. Moving to a statewide risk retention program will provide more control over the terms and conditions of coverage, pricing, claims adjudication, and other critical components. The program should also result in savings because not only are traditional insurance premiums based on the probability and severity of potential losses and administrative costs, but they also include profit and are reliant upon imprecise modeling.

Traditional insurance markets have been effective in developing the insurance programs but are no longer meeting the specific needs of the state-sponsored insurance programs on an ongoing basis as the sole financing option.

A statewide risk retention program will provide more protection/shield state entities from many of the external factors that are influencing today's insurance market and drive down the cost of premiums. Large-scale losses in other states and across the world, such as hurricanes, earthquakes, and tsunamis, affect the cost of property insurance for Texas' state entities. Other potential liabilities such as builder's risk, boiler and machinery, automobile, directors' and officers' liability, crime, fine arts, cybersecurity, and other exposures addressed by the Office's sponsored programs are similarly at the whim of market forces. Likewise, resulting reductions/exclusions from coverage are applied to the terms and conditions of coverage an insurer is willing to offer to state entities, or a market may determine a state entity is simply uninsurable.

Continuing escalation of premiums and reductions in coverage in the commercial market are having the same foreseeable impact as rising homeowners' insurance premiums. At some point, many state entities will not be able to afford the cost of protecting their assets if the coverage is even offered.

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## **CURRENT INSURANCE MANAGEMENT PROGRAM**

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The Office negotiates and sponsors insurance programs and policies that are made generally available to agencies defined in Labor Code Chapter 412, under specific authorization by the Office's Board of Directors. The insurance policies are selected for statewide use and posted on the Office website. Unless excepted, agencies must purchase a policy through one of the state-sponsored insurance lines. State entities can purchase a line of insurance that is not available through the Office's insurance program and obtain a waiver to purchase an available line of insurance outside of the insurance program; however, all purchases must be reported to and reviewed by the Office before the purchase occurs.

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<sup>2</sup> Labor Code §501.024(5), (6), and (7).

<sup>3</sup> Labor Code §412.011(c)(2)(A).

<sup>4</sup> Labor Code §412.011(c)(2)(B) and (j).

<sup>5</sup> Government Code §§815.103(f) and 825.103(c) and Labor Code §506.002.

## STATE LIABILITY RISKS

State entities have the ability to obtain insurance to minimize the financial impact of liability exposures such as:

- Property damage, personal injury, and death caused by the wrongful act or omission of an employee acting within his course and scope of employment if the damage arises from the operation or use of a motor-driven vehicle or motor-driven equipment;<sup>6</sup>
- Personal injury or death caused by a condition or use of tangible personal or real property;<sup>7</sup>
- Personal injury or death arising from a premises defect;<sup>8</sup>
- Damages arising from a negligent act or omission of certain categories of employees and officers during the course and scope of employment;<sup>9</sup>
- Damages arising from a deprivation of a right, privilege, or immunity protected by the Texas Constitution or the United States Constitution;<sup>10</sup>
- Claims resulting from the activities of volunteers as well as the injury or death of a volunteer;<sup>11</sup> and
- Damages and notification costs resulting from a breach of system security that compromises the security, confidentiality, or integrity of sensitive personal information.<sup>12</sup>

## STATE PROPERTY RISKS

State entities can obtain insurance to cover losses to physical assets. Commonly insured state-owned assets include:

- Agricultural type dwellings and structures, implements of husbandry, and farm equipment;
- Aircrafts;
- All-terrain vehicles, recreational off-highway vehicles, and golf carts;
- Boats, motorboats, and vessels;
- Fine arts and collectible objects;
- Material, products, or equipment in transit;
- Motor vehicles and motor driven equipment;
- Office contents, furnishings, and equipment;
- Power equipment, construction machinery, and road tractors;
- State-owned buildings and other structures.

## VOLUNTARY RISK TRANSFER

The purchase of insurance is not centralized in Texas as it is in other states, nor is it mandated. While the Office's insurance support services are available to most state entities, participation in the statewide insurance program is voluntary. State entities may choose to discontinue or not to purchase insurance to transfer risk at any time.<sup>13</sup>

Most entities that choose not to purchase liability or property insurance fall into the following categories. They generally:

- Lack sufficient funds;
- Do not have leadership buy-in on risk transfer methodologies;
- Do not perceive a level of risk necessitating the expenditure (either historically, or by reliance on emergency appropriations); and/or
- Include losses in their legislative appropriation request.

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6 Civil Practice and Remedies Code Section 101.021(1).

7 Civil Practice and Remedies Code Section 101.021(2).

8 Civil Practice and Remedies Code Section 101.022.

9 Civil Practice and Remedies Code Section 104.002(1).

10 Civil Practice and Remedies Code Section 104.002(2).

11 Government Code Chapter 2109 and Parks and Wildlife Code Sections 11.028 and 11.0281.

12 Business and Commerce Code Chapter 521 and Government Code Section 2054.603.

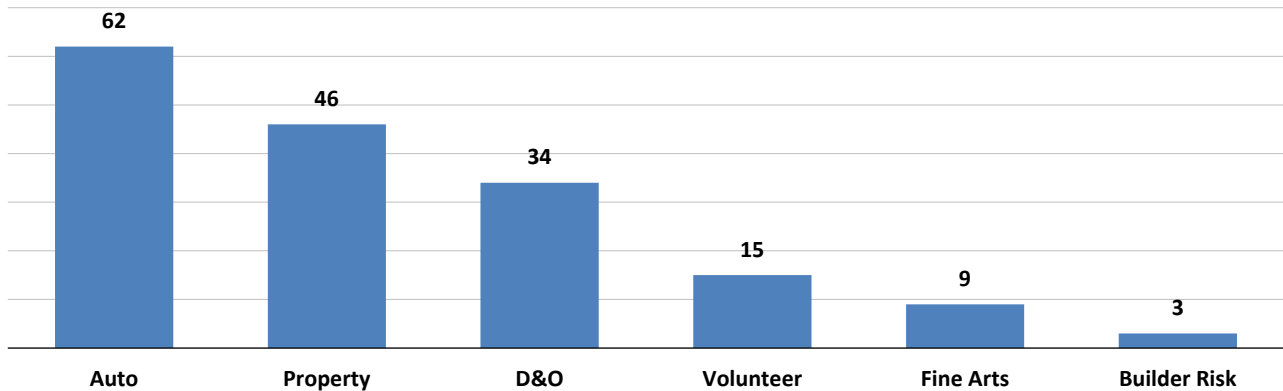
13 The Office's [2011 State Insurable Assets Study](#) discusses in detail the issues the state must address with the current voluntary insurance program.

Increasing the number of state entities with insurance coverage should result in fewer requests for general revenue to cover unexpected, uninsured losses. A common operating picture also creates consistency in risk management approaches, leverages economies of scale for pricing concerns, and allows the state to cover attritional losses as a cost of doing business (leading to informed budgeting and more public transparency).

### STATE-SPONSORED LINES OF INSURANCE

The chart below shows state entities are participating in the state-sponsored lines of insurance to cover damage or loss related to liability claims and to fund repair, remediation, or replacement of state-owned property.

**PARTICIPANTS IN STATEWIDE INSURANCE LINES FY24Q2**

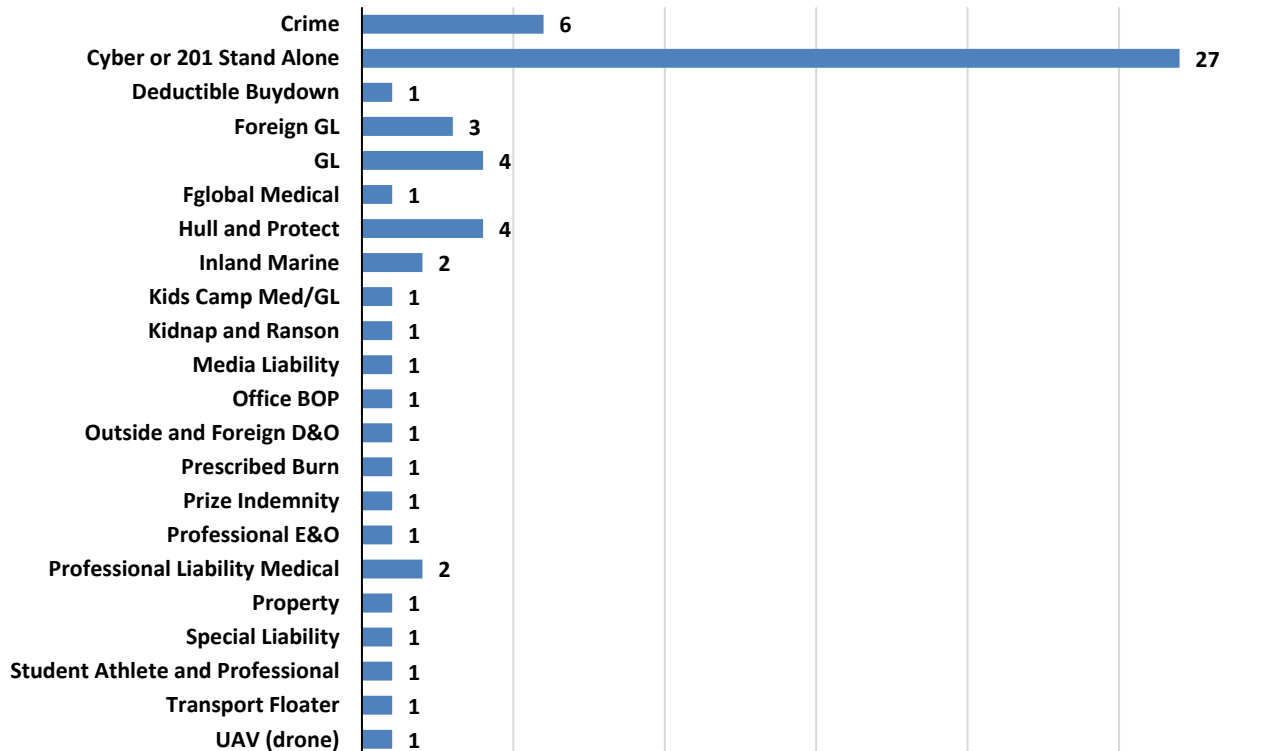


### NON-SPONSORED LINES OF INSURANCE

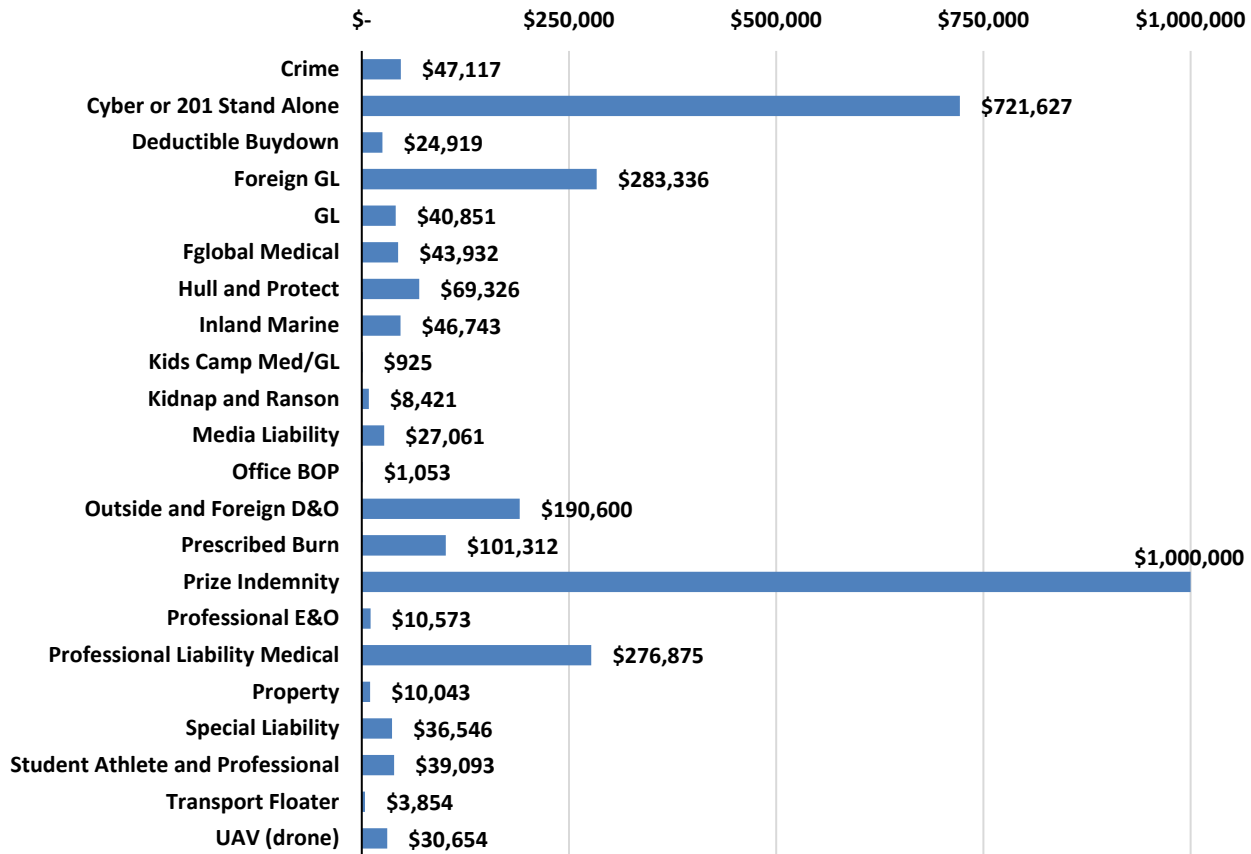
State entities may also independently purchase insurance to cover unique exposures, for situations involving substantial or usual risk or loss, or to protect the interests of the state.

The first chart below shows the types of non-sponsored insurance purchases that were submitted to the Office for review and approval by state entities in FY23. The second chart shows that the frequency of the purchases and the premiums are not aligned.

**FY23 NON-SPONSORED LINES INSURANCE POLICIES**



## FY23 NON-SPONSORED LINES INSURANCE PURCHASES



## EXTERNAL FACTORS AFFECTING CURRENT INSURANCE MANAGEMENT PROGRAM

### INSURANCE MARKET

Hardening market conditions, rising rates, and the inability to retain risk pose a financial and budgetary challenge for the Office. *The 10 Major Risks Shaping Insurance Today*<sup>14</sup> discusses key risks that the insurance industry is addressing and reacting to:

- |   |                             |
|---|-----------------------------|
| 1. Cyber Attacks                        | 6. Global Supply Chains     |
| 2. Climate Change                       | 7. Perennial Wars           |
| 3. Net Zero                             | 8. Crumbling Infrastructure |
| 4. Economic Shocks                      | 9. Long-Tail Liabilities    |
| 5. Insurability for Catastrophic Perils | 10. Longevity and Mortality |

### WEATHER-RELATED EVENTS

Worldwide, the insurance market is reacting to the continuing and increasing costs of losses related to frequent and severe weather-related natural disasters.

- The industry has focused particularly on secondary perils – natural catastrophes such as convective storms,<sup>15</sup> [winter storms], flooding and wildfires – that are more frequent but individually less costly than primary perils such as hurricanes. This is because secondary perils’ share of total insured losses globally has risen sharply, reaching over 60% on average over the last three years. In places where

<sup>14</sup> <https://www.rms.com/blog/2024/05/07/the-major-risks-shaping-insurance-today>

<sup>15</sup> Severe convective storm hazards include lightning strikes, heavy rainfall which can create flash flooding and generalized flooding, hail, strong winds, straight-line winds, tornadoes, and sudden temperature changes.



insurers and reinsurers experience poor profitability, they reconsider where they are willing to write business.<sup>16</sup>



From 1980–2024 (as of April 8, 2024), there have been 172 confirmed weather/climate disaster events with losses exceeding \$1 billion each to affect Texas. These events included:

- 19 drought events
- 9 flooding events
- 1 freeze event
- 112 severe storm events
- 14 tropical cyclone events
- 7 wildfire events
- 10 winter storm events<sup>17</sup>

## INSURANCE UNDERWRITING

The majority of the state’s physical assets are not protected, or are not adequately protected, from loss through insurance; however, the underwriting considerations for Texas would likely make insuring all state-owned assets through traditional insurance routes the most expensive option for the state.

Underwriters decide whether the insurance company can afford to take on the risk and the cost of a policy to insure the risks. Insurance companies use information provided in an application to evaluate the chances a claim will be filed. Property in areas that are prone to natural disasters will be viewed as higher risk. Loss history is reviewed to identify issues that make property more costly to insure.<sup>18</sup>



According to the National Oceanic and Atmospheric Administration, between 1980 and 2023, Texas experienced an average of four natural disasters per year with damages in excess of \$1 billion – droughts, floods, storms, tornadoes, wildfires, and winter storms. In recent years, such disasters have become much more frequent. Between 2019 and 2023 Texas suffered an average of [11] billion-dollar events each year, with [16 events] in 2023 alone.<sup>19</sup>

Forecasts are predicting the potential for a record-setting Atlantic hurricane season.<sup>20</sup>

## EXCESS LIABILITY COVERAGE AND REINSURANCE

State entities who participate in the voluntary state-sponsored insurance program have a primary level of insurance that covers losses up to the policy limits. Participant losses in excess of the primary policy are covered by excess liability insurance.

- Global insured natural catastrophe losses have averaged about \$100 billion over the past five years. Reinsurers in particular are feeling the heat as they accumulate losses from primary companies. To counter this, many are raising prices, limiting coverage, and even exiting some markets to improve returns.<sup>21</sup>

<sup>16</sup> <https://www.moodys.com/web/en/us/about/insights/data-stories/reinsurers-mitigate-lower-profits.html>

<sup>17</sup> <https://www.ncei.noaa.gov/access/billions/state-summary/TX>

<sup>18</sup> The *2016 Insurable State Assets Interim Study* provides data on the scope, scale, and locations of state-owned assets in Texas.

<sup>19</sup> <https://www.texasmonthly.com/news-politics/texas-home-insurance-crisis/>

<sup>20</sup> *Id* and <https://weather.com/storms/hurricane/news/2024-04-17-weather-company-hurricane-season-outlook-april>

<sup>21</sup> <https://www.moodys.com/web/en/us/about/insights/data-stories/reinsurers-mitigate-lower-profits.html>

## TRENDS, CONDITIONS, OPPORTUNITIES, AND OBSTACLES

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### **PARTICIPATION IN STATEWIDE RISK RETENTION PROGRAM**

As statewide risk retention program options are evaluated, particularly in the property line which could exceed over \$100 billion in total insurable value, stakeholders should acknowledge that it may not be realistic to provide coverage for one hundred percent of state-owned assets or protection against all potential liabilities. The insurability of property should be evaluated with carefully crafted underwriting criteria that considers age, condition, the use of the property, how a building or structure was constructed, how the property is protected, and external factors that may pose a threat. Underwriting criteria should also consider loss history, which includes frequency and severity. With respect to other lines, all relevant factors must be fully considered.

### **PROTECTING THE STATEWIDE RISK RETENTION RESERVE FUND**

Ideally, losses would not exceed the premium amount that is collected annually. Therefore, the statewide risk retention program should accrue a reserve fund. It is important to establish statutory protections similar to the Texas Windstorm Insurance Association's (TWIA) Catastrophe Reserve Trust Fund, which is an account held by the Comptroller containing the net gains from TWIA operations from prior years. This fund would operate to drive down excessive premium at the primary layer, ensuring each dollar retains its full value to the state, rather than being eroded by overhead and profit. Depending on the funding structure authorized, the fund could potentially increase each dollar's value through returns on investment.

## **RISK TRANSFER STRATEGIES TO MEET FUTURE NEEDS AND ACHIEVE OPERATIONAL GOALS FOR STATEWIDE RISK RETENTION PROGRAM**

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The state requires solutions to create more independence and long-term financial stability for its state-sponsored insurance program. A statewide risk retention program could take on specified risks from participating state entities and assume financial responsibility for unexpected losses resulting from identified risks. Routine, predictable losses would remain the responsibility of the state entity participant.

In general, a properly tailored and managed statewide risk retention program should provide four basic benefits to the State of Texas:

- Insurance premium reductions and avoidance of unpredictable premium increases;
- Decrease coverage reductions and exclusions of risks the state needs to insure against;
- Preserve and grow public capital that could eventually be used to fund higher retentions and secure greater levels of excess loss coverage and/or reinsurance at more affordable premiums; and
- Create flexibility in public risk management programs so participation could be expanded to other state entities that operate their own insurance programs as well as local governmental entities.

Other possible benefits of a statewide risk retention program will vary according to the nature and structure of the program. Viable options/opportunities for statewide risk retention programs are discussed below.

### **VIRTUAL CAPTIVE**

In 2021, due to the unsustainable increases with premiums in the state-sponsored property insurance program, the Office designed a Virtual Captive (VC) in partnership with Arthur J. Gallagher and Swiss Re.

- A VC is a multi-year rolling insurance program that leaves a portion of the risks with the policyholder but reduces the results volatility from major loss events. A virtual captive is a useful option for those

businesses that find it difficult to achieve the desired cover and capacities in the current market environment. *These are likely to be companies in critical, loss-prone sectors that have a very good risk management performance and are therefore confident they can take on more risks themselves* (emphasis added).<sup>22</sup>

In essence, a VC is a customized vehicle that allows a third-party to hold the reserve on behalf of the state. Annually, the state-sponsored property insurance program has paid a pre-determined amount into a self-insured retention (SIR) fund that is maintained by the insurers.<sup>23</sup> Covered losses above participating state entities' deductibles are paid from the SIR until the losses exceed the SIR. Then, the primary property insurance begins to pay additional funds for losses. Excess coverage and/or reinsurance is available if a loss exceeds the policy limits of the primary policy.

Since the state-sponsored property insurance program's losses have not exceeded the SIR, the remaining SIR funds have been combined with each new annual SIR, which has increased the SIR that is available to pay losses; however, to realize significant reductions in the premiums for the primary property policy as well as the excess and/or reinsurance, the SIR needs to be increased to at least \$25 million.

*Action from the Legislature to establish authority and a fund structure for this purpose would be required.*

### **SELF-INSURED RETENTION FUND**

A statewide SIR administered by the Office could be an alternative to a VC and traditional insurance. The SIR could pay for unexpected loss events until the losses exceed the SIR. Infrequent catastrophic losses that exceed the SIR could then be covered through excess liability insurance, reinsurance, and/or specific alternative risk solutions (such as parametric insurance, index-based insurance, or other models).<sup>24</sup> 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 excess and reinsurance premium rates.

*Action from the Legislature to establish authority and a fund structure for this purpose would be required.*

### **RISK POOL**

The Comptroller of Public Accounts defines a public entity risk pool as *a cooperative group of governmental entities joining together to finance an exposure, liability or risk*. While members may have similar risks, the financial impact of individual losses is distributed among the entire pool. The larger the pool, the more predictable the losses become. It is important for members to have diverse risks and different geographical areas to ensure one natural disaster does not impact all members at the same time. Reducing the likelihood of simultaneous losses results in members paying premiums that are much smaller than the potential losses they might face.<sup>25</sup>

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<sup>22</sup> [Virtual Captives: The Best of Both Worlds](#)

<sup>23</sup> Of note is that the VC incurs operating costs and does not return interest back to the state.

<sup>24</sup> These alternatives apply for each of the strategies described in the following sections, as well. Contrasted with traditional indemnity-based insurance where compensation is based on loss, parametric insurance is a financing model that is triggered by specified parameters (windspeed, magnitudes, etc.) and thus may pay in conjunction with traditional coverage (regardless of loss), while index-based insurance relies upon indices (where multiple metrics may be combined) and when the threshold is exceeded, payment may trigger.

<sup>25</sup> <https://www.fincash.com/l/insurance/risk-pooling>

A statewide risk pool to cover property damage or loss could provide coverage for state entities with risk exposures like hurricanes, hail, tornados, flooding, and wildfires. Excess loss coverage and reinsurance could be purchased to insure against financial losses that might place the solvency of the pool in financial jeopardy.

Not only has the insurance market raised premiums, but it has also increased the deductibles for Public Entity Officials and Directors' and Officers' liability insurances and excluded coverage in certain situations. A statewide risk pool could reestablish needed coverages and flatten or lower premiums through underwriting criteria.

The state-sponsored automobile insurance program has experienced difficulty obtaining coverage for several years in a row. One reason is insurers are moving away from monoline insurance offerings. Another factor is the loss history of the program, primarily associated with two high risk participating state entities. Two separate risk pools could be formed to institute risk prevention and mitigation requirements that match the risks of each group. Underwriting criteria to determine the premium could consider things such as the age and condition of vehicles, whether the vehicle is hired or non-owned, and driving records.

*Action from the Legislature to establish authority and a fund structure for this purpose would be required.*

### **RISK RETENTION GROUP**

Government Code Chapter 2259 allows a governmental unit to form or become a member of a risk retention group formed under the Liability Risk Retention Act of 1986<sup>26</sup> to obtain insurance against an insurable risk.<sup>27</sup> The state can pay losses under a risk retention group from any source, including a legislative appropriation.<sup>28</sup> A risk retention group can provide liability insurance for assuming and spreading all or any portion of the liability of the group's members and reinsurance to other risk retention groups (RRG).<sup>29</sup>

The Office would need to be specifically excepted from many risk retention group provisions in the Insurance Code before this option is feasible; however, initially, state-sponsored lines of insurance could be transitioned to individual RRGs. After analyzing the success of each RRG, decisions can be made on whether to consolidate some or all of the RRGs into one large statewide RRG.

*Action from the Legislature to establish authority and a fund structure for this purpose would be required.*

### **CAPTIVE**

A captive<sup>30</sup> is an insurance company that is formed by an entity for the purpose of insuring its own risks instead of utilizing the traditional insurance market. Captives may be formed because "the commercial market is prohibitively expensive, poorly matched to the insured's needs, or not available at all."<sup>31</sup>

- Pricing stability is achieved over time as a captive matures and expands its own risk retention capability. The more capital that is accumulated, the greater the captive insurer's ability to retain risk and insulate itself from changes in the commercial insurance market. A captive insurer can also provide stability in the availability of coverage.

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26 15 U.S.C. Section 3901 et seq.

27 Government Code Section 2259.061.

28 Government Code Section 2259.062.

29 Insurance Code Section 2201.056.

30 Like RRGs, the Office would need to be exempted from many provisions governing captives.

31 <https://www.captive.com/captives-101/what-is-captive-insurance>

- Captive owners have more control over insurance-related services such as safety and loss control, and claims administration. Safety and loss control services established by a captive can be tailored to each participant's individual needs, resulting in safer workplaces and more favorable loss experience.<sup>32</sup>

*Action from the Legislature to establish authority and a fund structure for this purpose would be required.*

## **ACTION ITEMS TO ACHIEVE OPERATIONAL GOALS FOR STATEWIDE RISK RETENTION PROGRAM**

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1. Conduct a financial study of all options that are available to establish a statewide risk retention program.
2. Identify the structure of the statewide risk retention program that will be established to provide property, casualty, and liability coverages to participating state entities.
3. Facilitate Legislative changes necessary to establish authorities for the statewide risk retention program, including any potential requirement that non-participating state entities with the designated risk or risks participate in the statewide risk retention program or other mechanisms.
4. Determine the funding needs of all statewide risk retention programs.
5. Provide funding structure and any potentially available one-time funding to increase the state-sponsored insurance self-insured retention in relevant programs.
6. Implement Legislative changes and obtain any necessary approvals to conduct the business of insurance in Texas per statutory requirements.
7. Hire staff to administer the statewide risk retention programs for the designated risk or risks.
8. Transition participants in state-sponsored lines of insurance to the statewide risk retention insurance program.
9. Conduct annual reviews and a biennial analysis on the effectiveness of each statewide risk retention program.
10. Any and all other actions as necessary or required.

## **OTHER OPERATIONAL GOALS**

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<b>1. Enterprise Risk Management Program (Risk Management)</b>	<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>
<b>2. Self-Insured Workers' Compensation Program (Risk Retention)</b>	<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>
<b>3. Continuity of Operations Program</b>	<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>

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<sup>32</sup> Id.

## **ACTION ITEMS TO ACHIEVE OTHER OPERATIONAL GOALS**

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- 1.** Comprehensive administrative rules update, which will produce a set of new or recertified rules for agency use.
- 2.** Take maximum advantage of technological advances to provide the highest levels of service possible to system participants and to promote communication among system participants.
- 3.** Use existing data to determine state entity risk levels and needs and prioritize resources and requirements by risk.
- 4.** Review, verify, monitor, and approve risk management programs adopted by state entities. Assist a state entity that has not implemented an effective risk management program to implement a comprehensive program that meets the guidelines established by the board.
- 5.** 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.
- 6.** 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.
- 7.** Conduct training sessions that address all risk management related matters, including hazard, operational, financial, and strategic risk.
- 8.** Assess each state entity's actions in regard to implementation of the Office's recommendations to control or correct conditions that could lead to injuries. Evaluate the results of implementation of each state entity's risk management plans.
- 9.** Regularly solicit and use customer input to better tailor risk management services.
- 10.** Partner with all state entities to reduce property and liability losses, including workers' compensation losses.
- 11.** Review risk management guidelines at least biennially and update the guidelines at least every five years.
- 12.** Work with each state entity to develop an entity-level continuity of operations plan.
- 13.** Review continuity plans and provide guidelines, models, easy-to-use materials, and templates to state entities.
- 14.** Provide written feedback on continuity plans to state entities to ensure state entities are developing quality continuity plans.
- 15.** Ensure state entities provide training and conduct testing and exercises that prepare the entity for implementing its continuity of operations plan.
- 16.** Develop, maintain, and disseminate planning tools that combine Texas legislative requirements, FEMA guidance, best practices, and other applicable standards.

17. Provide covered injured employees with access to prompt, high-quality medical care within the framework established by the Texas Workers' Compensation Act.
18. Provide appropriate income benefits and medical benefits in a manner that is timely and cost-effective.
19. 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.
20. Encourage the safe and timely return of injured employees to productive roles in the workplace.
21. 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 barriers to achieving timely return to work.
22. Monitor and evaluate return-to-work information reported by each state entity to determine outcomes over time for each state entity.

## **HOW OPERATIONAL GOALS AND ACTION ITEMS SUPPORT STATEWIDE OBJECTIVES**

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### **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 in workers' compensation through improved claim handling practices, education, and training; address exposures to all areas of hazard, operational, financial, and strategic risk through enterprise risk management best practices, including risk transfer; and ensure continuity of government operations for the citizens of Texas and other stakeholders. 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 — FY22 and FY23 (Actual)**

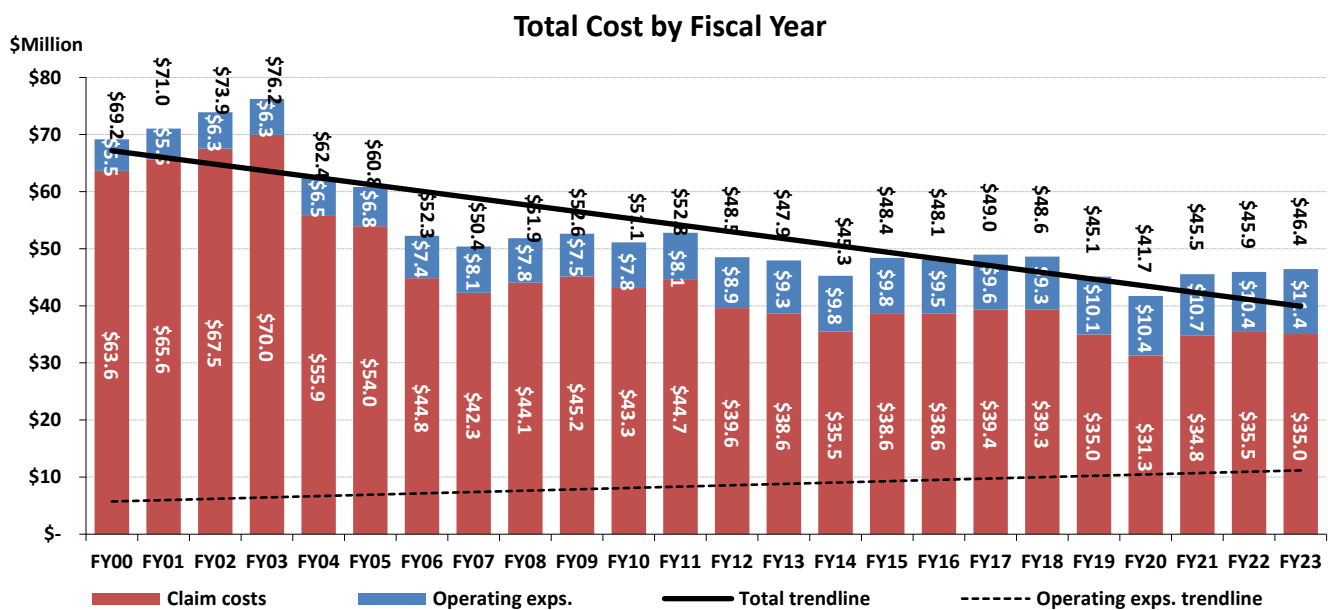
Source	FY22	FY23
<b>666 Appropriated Receipts</b>	\$1,146.00	\$841.35
<b>777 Interagency Contracts</b>	\$44,687,825.45	\$47,637,639.23
<b>8052 Subrogation Receipts</b>	\$850,152.12	\$363,371.50
<b>TOTAL</b>	\$45,539,123.57	\$48,001,852.08

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, pursuant to formal Board of Directors approval. [28 Texas Administrative Code Section 251.507](#) specifies the formula to calculate each entity’s allocation. This structure is required due the Office’s limitations of carry-forward authority in the GAA.

**Workers' Compensation Claim Costs**

Despite actuarial projections that workers' compensation claims costs would continue to increase by several million dollars 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 and are currently stable. 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 the Office; however, the Office notes that claims costs are facing increased pressures from regulatory and inflationary factors in indemnity (increasing salaries, wage replacement rates, etc.), medical (significant increased costs of medical care and equipment, regulatory reimbursement rates, etc.), and other cost drivers (regulatory changes and requirements, expanded coverage, technology requirements, operational costs, etc.).



**Subrogation and Subsequent Injury Fund Recoveries**

When a claimant’s injuries are caused by a third party, the Office 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 an interlocutory order or decision by the Texas Department of Insurance – Division of Workers’ Compensation (TDI-DWC) 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.

**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>33</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

<sup>33</sup> 42 U.S.C. §653A, Texas Family Code Chapter 234, Subchapter B, and 1 Texas Administrative Code §55.301.



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:

	<b>Cost Per \$100 of State Payroll</b>	<b>Cost Per Covered Employee</b>
<b>FY23</b>	\$0.38	\$249.69
<b>FY22</b>	\$0.48	\$231.00
<b>FY21</b>	\$0.48	\$230.90
<b>FY20</b>	\$0.45	\$211.12
<b>FY19</b>	\$0.50	\$225.11
<b>FY18</b>	\$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 was purchased independently. Decreasing the amount of money that the state spends to recover from uninsured losses increases the amount of money available to improve services to the public.

**Continuity of Operations Program**

The Office is responsible for overseeing the state's continuity posture and preparedness through active review and assistance to covered state entities. Continuity of operations ensures that critical services are maintained during times of disaster or distress. Preparedness and mitigation efforts directly contribute to resiliency of the state and reduce the costs of loss.

**Workers' Compensation Medical Management**

Medical management provides the timeliest, highest quality, and most effective medical care to injured state employees, and ensures fiscal responsibility with state funds. It 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, (3) medical bill review services, and has access to (4) multiple other ancillary services.

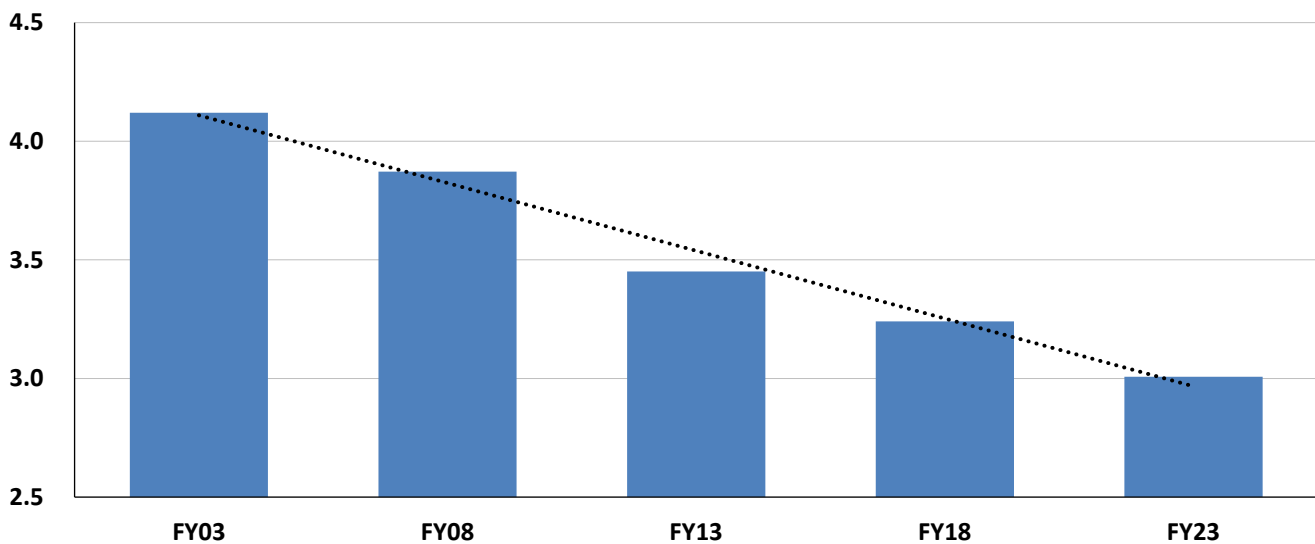
Workers' compensation benefits include medically necessary prescription drugs and over-the-counter medication. The Office has a medical cost containment contract with a pharmacy benefit manager (PBM), to ensure cost-savings and prompt service for medically necessary medications. Participation in this 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.

**3. Effective in Successfully Fulfilling Core Functions, Measuring Success in Achieving Performance Measures, and Implementing Plans to Continuously Improve**

One of the Office’s performance measures is the *Incident Rate of Injuries and Illnesses per 100 Covered Full-Time State Employees*. The injury frequency rate is important as it reflects not only the effectiveness of the Office’s risk management programs in identifying risks to covered state entities, but also reflects covered state entities actions in regard 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**



**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 consultation visits and risk management program reviews; and provides direct access to all levels of the organization. Additionally, the Office conducts multiple training sessions that address all risk management related matters, including hazard, operational, financial, and strategic risk.

**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 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

### 1. OPERATIONS

Service, Statute, Rule, or Regulation	89 Fed. Reg. 32842 (proposed April 26, 2024) (to be codified at 29 C.F.R. pt. 541)
Describe Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	<p>Currently, under the Fair Labor Standards Act (FLSA) regulations, the salary-threshold requirement for Executive, Administrative, and Professional (EAP) positions to be exempt from overtime is \$684 per week, equivalent to an annual salary of \$35,568. The Department of Labor’s (DOL) newest overtime rule raises the minimum salary requirement to \$844/WK (\$43,888/YR) effective July 1, 2024, and \$1,128/WK (\$58,656/YR) effective January 1, 2025.</p> <p>The Office cannot meet the salary threshold for a significant portion of its current staff, including but not limited to claims adjusters, risk managers, compliance analysts, administrative assistants, and staff services specialists, under current funding. Additional funding will be needed for either increased salaries, where appropriate, or payment of additional overtime costs.</p> <p><b>Note:</b> Statewide response by agencies may also increase salaries used to calculate indemnity (wage replacement) benefits in workers’ compensation claims, which will increase claims costs.</p>
Provide Agency Recommendations for Modification or Elimination	GAA budget authorizations should be increased to ensure compliance with the new DOL overtime rule and ensure availability of funding.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	Benefits will be primarily in ensuring compliance. There are no cost-saving associated with compliance but may positively improve recruitment and retention of EAP classified staff.

Service, Statute, Rule, or Regulation	General Appropriations Act (GAA) Article I Bill Pattern
Describe Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	<p>The budget structure in the historical and current GAA bill pattern separates A.1.1 (RISK MGMT/CLMS ADMIN) and B.1.1 (WORKERS' COMPENSATION PAYMENTS). This is an artifact of the creation of the Office from two separate agencies.</p> <p>Since creation in 1997, the risk management/claims administration and workers' compensation payments functions have extended and combined with the legislative expansion of SORM mission sets and complexities of the underlying systems. This cross-functionality overlap and cost inflation has led to significant challenges in fitting expenditures precisely within the current structure. The issue is further compounded by a "Non-Transferable" restriction in B.1.1.</p> <p>Notably, the Office incurred significant costs for implementation and will continue to incur costs for future implementation phases, licensing, and hosting associated with a necessary cloud-based risk management information system (RMIS) and other necessary technology due to the required depreciation of legacy systems due to security and support deficiencies. Compliance with new IT standards and salary increases have also contributed to the A.1.1 strategy nearing excess of authority unless adjustment is provided in the GAA.</p> <p><i>Note:</i> The agency is not an SDSI, but receives no general revenue or other direct funding from the legislature, other than collection authority (with attendant restrictions). All costs are assessed via IACs with participating entities.</p>
Provide Agency Recommendations for Modification or Elimination	<ol style="list-style-type: none"> <li>1. Increase overall administrative and claims budgets to accommodate rising mandated/required internal/external costs.</li> <li>2. Modify current General Appropriations Act to provide budget transfer authority from one strategy appropriation to another (including addressing non-transferability restrictions).</li> <li>3. Expand carry-forward authority to accommodate anticipated and unanticipated cost increases resulting from additional pressures (e.g., pandemic impacts, expanded liabilities/missions, etc.).</li> <li>4. Other conforming updates as required.</li> </ol>
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	Increased fiscal stability, sustainability, resiliency, responsiveness, and compliance. Comprehensive revision of outdated funding model structure for current scope and posture.

## 2. WORKERS' COMPENSATION

Service, Statute, Rule, or Regulation	Labor Code §413.0141 28 Texas Administrative Code (TAC) §134.501
Describe Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	<p>Inconsistent interpretation of Labor Code §413.0141 and its associated rule, 28 Texas Administrative Code §134.501, has the potential to subject ALL workers' compensation carriers in Texas to administrative penalties imposed by TDI-DWC.</p> <p>A basic premise of the Texas Workers' Compensation Act is the definition of injury. To be eligible for workers' compensation coverage, an employee must sustain an injury, which is defined as damage or harm to the physical structure of the body and a <i>disease or infection naturally resulting from the damage or harm</i>. The term includes an occupational disease.</p> <p>Often, when an employee is injured, there is a possibility an exposure could lead to a disease or infection; however, the <i>injury</i> is <u>not</u> the "possible" disease or infection. Workers' compensation carriers have consistently disputed payment of preventative medical treatment and medication based on the <i>possibility</i> of a disease or infection.</p> <p>TDI-DWC has two rules that require a workers' compensation carrier to pay for testing, regardless of the results, after an exposure to a contagious disease. <i>But none of the diseases are compensable UNLESS an employee actually contracts the disease.</i></p> <ul style="list-style-type: none"> <li>• Rule 122.3 applies to law enforcement officers, fire fighters, emergency medical service employees, paramedics, and correctional officers who are either a state employee or an employee covered under workers' compensation insurance (to include those who are providing services as a volunteer who are covered by workers' compensation insurance) when they are exposed to a disease on the most current list of reportable diseases.<sup>34</sup></li> <li>• Rule 122.4 applies to any state employee who is exposed to HIV.</li> </ul> <p>Public safety employees<sup>35</sup> are also afforded additional benefits through Government Code Section 607.002, which provides a mechanism for a public safety employee who is exposed to a contagious disease to obtain reimbursement from their employer for reasonable medical expenses incurred in treatment for the <i>prevention of the disease</i> under certain conditions.</p>

<sup>34</sup> 28 Texas Administrative Code §122.3.

<sup>35</sup> Defined in Government Code §607.001 as peace officer, fire fighter, detention officer, county jailer, or emergency medical services employee of this state or a political subdivision of this state.

	<p>TDI-DWC issued a Memo indicating workers' compensation carriers must pay for seven (7) days of "Preventative Treatment," which is defined as medications such as rabies vaccines, tetanus shots, and post-exposure prophylaxis that are prescribed by a health care provider.</p> <p>The term "Preventative Treatment" does not exist within the Texas Workers' Compensation Act or its rules. Unfortunately, the DWC Memo appears to blend Government Code Section 607.002 and Rule 122.3, which are only applicable to public safety employees, with its statute and rule on initial pharmaceutical coverage.</p> <p>TDI-DWC's Memo is in contradiction to Rule 134.501: "[A] carrier must pay for specified pharmaceutical services sufficient for the first seven days following the date of injury, regardless of issues of liability for or compensability of the injury. For purposes of the rule, <i>specified pharmaceutical services</i> are <i>prescription drugs and over-the-counter medications</i> prescribed by a doctor <i>that cure or relieve the effects naturally resulting from the compensable injury</i>, promote recovery, or enhance the ability of the employee to return to or retain employment." As explained above, and according to settled law, an injury is the damage or harm to the physical structure of the body, not the "possible" disease or infection. This confuses workers' compensation with general healthcare.</p> <p>Preventative treatment, or prophylaxis, is a general health care coverage rather than a defined workers' compensation coverage. A statewide policy-level determination with a significant system impact is a legislative rather than regulatory authority and function. This creates additional confusion and unanticipated costs to the established scope of workers' compensation coverage.</p>
Provide Agency Recommendations for Modification or Elimination	Legislative intervention is required for statutory clarification and consistency in the application of Labor Code Section 413.0141.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	<p>Public and private workers' compensation carriers, and likewise covered employers, would not incur unanticipated additional costs and not be subject to administrative penalties if the Legislature clarifies that the initial specified pharmaceutical services required by Labor Code Section 413.0141 must be prescribed for the damage or harm to the physical structure of the body NOT a possible disease or infection resulting from the injury.</p> <p>If the Legislature seeks to expand the scope of workers' compensation coverage to include preventative treatment/prophylactic care, statutory changes will provide public and private workers' compensation carriers with clarity on liability for costs. They will then need to adjust assessments or premiums to account for the new cost exposures.</p>

Service, Statute, Rule, or Regulation	Labor Code §408.182 – §408.184 28 TAC Chapter 132
Describe Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	<p>Although the Texas Workers' Compensation Act sets out seven (7) levels of eligible beneficiaries following a compensable death, there are situations where surviving family members, especially adult children and non-dependent family members, are not eligible to receive death benefits.</p> <p>Beneficiary eligibility is also convoluted because dependent parents are entitled to 364 weeks of death benefits yet non-dependent parents are only eligible for 104 weeks of death benefits. Similarly, dependent grandparents are entitled to 364 weeks of death benefits yet non-dependent grandparents are not eligible for death benefits at all.</p> <p>Government Code Chapter 615 provides special benefits to surviving spouses, children, and parents following the death of certain state and local government first responder employees. Section 615.021 does not limit eligibility to “dependent” children or parents. It is clear the Legislature intends to safeguard surviving family members because any reasonable doubt arising from the circumstances of the individual's death must be resolved in favor of the payment of assistance to the survivors.</p> <p>The Legislature took additional steps to provide benefits to family members following a compensable death during the last session. Government Code Section 615.024 was added to extend the list of eligible survivors of Texas National Guard members to include a beneficiary designated on a United State Department of Defense Form DD-93.</p>
Provide Agency Recommendations for Modification or Elimination	If a compensable death occurs, and a workers' compensation carrier cannot locate an eligible spouse, child, or dependent, then provide 104 weeks of death benefits to non-dependent surviving children, grandparents, and/or siblings.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	Workers' compensation carriers will not see an increase in death benefit payments because the Workers' Compensation Act requires payment of 364 weeks of death benefits. If a carrier cannot locate an eligible beneficiary, it must pay 364 weeks of death benefits to the SIF. In addition, if a carrier pays less than 364 weeks of death benefits, it must pay the remaining weeks to the SIF.

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	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>TDI-DWC's regulation, 28 TAC §133.10, limits the reasons a workers' compensation carrier may return a health care provider's (HCP) medical bill. The rule does not allow the Office to return a HCP's bill if the TIN is incomplete, missing, or incorrect.</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.
<b>Service, Statute, Rule, or Regulation</b>	<b>Labor Code §501.021</b> <b>Labor Code §406.034</b>
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	This creates a better understanding of the state's waiver of sovereign immunity for state employees' workers' compensation claims. Providing an election to waive workers' compensation coverage does not benefit state employees.



### 3. ENTERPRISE RISK MANAGEMENT\*

Service, Statute, Rule, or Regulation	Government Code §2165.303 and §2165.305
Describe Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	<p>In 2015, SB 202, 84<sup>th</sup> Legislature, transferred a number of functions from DSHS to other entities. Section 3.030 of the bill repealed Health &amp; Safety Code Chapter 385 thereby removing all references to a state entity voluntarily establishing guidelines for indoor air quality in government buildings; however, Government Code Section 2165.305 still exists, which requires the Office to conduct an annual, one-day educational seminar on indoor air quality.</p> <p>Similarly, Section 2162.303 requires the Health and Human Services Commission to report findings and test results obtained under a contract for air monitoring to the Office in a form and manner prescribed for that purpose.</p>
Provide Agency Recommendations for Modification or Elimination	The Legislature should consider revisions 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.

# STATE OFFICE OF RISK MANAGEMENT STRATEGIC PLAN

## SUPPLEMENTAL SCHEDULES

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**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>	<b>MANAGE RISK AND ADMINISTER CLAIMS</b>
	<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 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>	<b>WORKERS' COMPENSATION PAYMENTS</b>
	<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**  
**FY24 AND FY25 PERFORMANCE MEASURE DEFINITIONS**

**Goal 1: MANAGE RISK AND ADMINISTER CLAIMS**

**Objective 1: Manage Claim Costs and Protect State Assets**

**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. The Office 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 the Office's risk management program. 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 agencies, but it also reflects covered state agencies' actions in regard to implementation of the Office's recommendations to control and correct the conditions that lead to injured state employees.

**Data Source**

Workers' compensation claims are opened and entered in the Office's [risk management information system (RMIS)] 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 (SAO) Classification Division collects full-time employee data from covered state agencies, which is shared with the Office.

**Methodology**

Number of reported on-job injuries and illnesses accepted, divided by the total number of state employees (measured by full-time equivalents [FTE]) 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

**Key**

Yes

**Calculation Method**

Noncumulative

**Target Attainment**

Lower than target

## **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**

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

### **Methodology**

Expenditures for the workers' compensation program 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

### **Key**

Yes

### **Calculation Method**

Noncumulative

### **Target Attainment**

Lower than target

## **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**

[Office] 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

**Key**

Yes

**Calculation Method**

Noncumulative

**Target Attainment**

Lower than target

**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, [Office] database.

**Methodology**

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

**Data Limitations**

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

**New Measure**

YES

**Key**

No

**Calculation Method**

Noncumulative

**Target Attainment**

Lower than target

## 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 the Office's 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

[Office] 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 affected by potential errors made in entering claims on the Case Management System during the period.

### New Measure

No

### Key

Yes

### Calculation Method

Noncumulative

### Target Attainment

Lower than target

## 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

[Office] 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

**Key**

Yes

**Calculation Method**

Noncumulative

**Target Attainment**

Lower than target

**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 the Office's risk management guidelines. The results of a review are evidenced by a written report issued by the Office whereby the agency's plan is certified or not certified to be in accordance with the Office's 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 Office's risk management guidelines.

**Data Source**

[Office] database.

**Methodology**

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

**Data Limitations**

None

**New Measure**

No

**Key**

Yes

**Calculation Method**

Cumulative

**Target Attainment**

Higher than target



**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**

[Office] database.

**Methodology**

Summation of the consultations conducted for the period reported.

**Data Limitation**

None

**New Measure**

YES

**Key**

Yes

**Calculation Method**

Cumulative

**Target Attainment**

Higher than target

**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**

[Office] database.

**Methodology**

Training sessions conducted or provided for eligible state agencies are entered in a database, with the number of employees who 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**

YES

**Key**

No

**Calculation Method**

Cumulative

**Target Attainment**

Higher than target

**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

**Key**

No

**Calculation Method**

Cumulative

**Target Attainment**

Lower than target

**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**

[Office] database.

**Methodology**

Sum of medical bills processed during the period reported.

**Data Limitations**

None

**New Measure**

No

**Key**

Yes

**Calculation Method**

Cumulative

**Target Attainment**

Lower than target

**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**

[Office] database.

**Methodology**

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

**Data Limitations**

None

**New Measure**

No

**Key**

Yes

**Calculation Method**

Cumulative

**Target Attainment**

Lower than target

## SCHEDULE C HISTORICALLY UNDERUTILIZED BUSINESS PLAN

### INTRODUCTION

The Office 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 the Office. This report was prepared by the OAG Procurement & Contract Operations Division on behalf of the Office and subsequently adapted to meet the Office's needs.

### MISSION

The mission of the Historically Underutilized Business (HUB) Program is to make a good faith effort to meet HUB goals based upon the 2009 State of Texas Disparity Study conducted by the Texas Comptroller of Public Accounts (CPA). In accordance with the Texas Government Code, Chapter 2161 and 34 Texas Administrative Code §§20.281-20.298, the Office/OAG administers programs that encourage participation by HUBs, in all contracting and subcontracting opportunities.

### GOALS

The goal of the HUB Program is to promote fair and competitive business opportunities that maximize the inclusion of minority-owned, woman-owned, and service-disabled veteran-owned businesses certified through the CPA's Statewide Procurement Division (SPD). The Office/OAG strives to meet or exceed these goals through its proactive approach in the procurement process. This approach ensures that the opportunity for state business has been extended to as many HUB vendors as possible.

#### FY20 - FY23 HUB PARTICIPATION

Fiscal Year	HUB Percentage
FY20	34.60%
FY21	1.12%
FY22	2.69%
FY23	2.98%

#### FY24 HUB PROCUREMENT CATEGORY GOALS

Procurement Category	SORM HUB Goal
Heavy Construction <sup>36</sup>	N/A
Building Construction <sup>37</sup>	N/A
Special Trades <sup>38</sup>	N/A
Professional Services	23.70%
Other Services	26.00%
Commodities	21.10%

<sup>36</sup> The Office does not make expenditures in the Heavy Construction category.

<sup>37</sup> The Office does not make expenditures in the Building Construction category.

<sup>38</sup> The Office does not make expenditures in the Special Trade category.

## **HUB PROGRAMS, PROCESSES AND ACTIVITIES**

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

### **A. Access**

- Increase the number of certified HUB vendor responses received by supplementing bid opportunities with Non-Centralized Master Bidders List (CMBL) HUB vendors
- Attend mission-related events and conferences where vendors will be participating and/or demonstrating services and products related to the Office'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, the Office/OAG purchasing staff, and other key decision-makers
- Coordinate HUB forums and outreach events
- Participation in Senator West's annual "Doing Business Texas Style" Spot Bid Fair

### **B. Awareness**

- Conduct major solicitation pre-bid conferences to brief 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 a resource for prime vendors to network with potential HUB subcontractors
- Notify HUB vendors via email for solicitations over \$100,000 with identified potential subcontracting opportunities
- Notify HUB vendors listed under the class and item numbers of pre-solicitation conferences
- Contact large corporations through their Supplier Diversity Programs
- Conduct one-on-one HUB vendor meetings to discuss in depth the opportunity that exists and provide an attainable work plan to increase HUB vendors' knowledge of the State of Texas procurement processes
- Increase the number of "virtual" events by hosting web-based vendor information sessions
- Provide an internal HUB Program plan to update the Office/OAG's Executive Management team regarding HUB program activities, related initiatives, and projects
- 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 Governor's Department of Small Business Assistance, Economic Development, and Tourism

### **C. Accountability**

- Conduct post-award meetings with end users and awarded contractors to ensure understanding of required HUB reporting post-award
- Monitor HSP Prime Contractor Progress Assessment Reports (PAR) as applicable to resulting awarded contracts
- Incorporate HSP PAR into OAG's internal procurement system (CAPPS)
- Prepare monthly reports to assess HUB utilization by the Office
- 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 outreach efforts
- Provide new Procurement Division staff "HUB 101" and "Best Practices Guidelines" training

**SCHEDULE D  
WORKFORCE PLAN**

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**WORKFORCE PLAN  
Fiscal Years 2025 to 2029**

**WORKFORCE PLAN CONTENTS**

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**Strategic Goals and Objectives ..... 40**

**Core Business Functions ..... 40**

**Anticipated Changes ..... 40**

**Workforce Profile..... 40**

**Future Workforce Profile..... 44**

**Gap Analysis..... 44**

**Strategy Development ..... 44**

# WORKFORCE PLANNING

## Overview

The State Office of Risk Management serves as a full-service risk manager and insurance manager for the state and administers the workers' compensation insurance program for covered 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 contribution in administrative support (payroll and benefits administration, budgeting IT services, etc.) made by the OAG.

## Strategic Goals and Objectives

Detailed information on the Office's strategic goals and objectives is contained in its Strategic Plan for FY25 – FY29.

## Core Business Functions

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 purchased 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 180,000 state employees within 138 state entities and 123 community supervision and corrections departments. The costs of the state employees' workers' compensation program are funded through an allocation program.

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.

## Anticipated Changes

The Office anticipates Legislative action that will establish a statewide risk retention program. The extent of increased staffing needs and physical resources will vary depending upon the selected structure of the program.

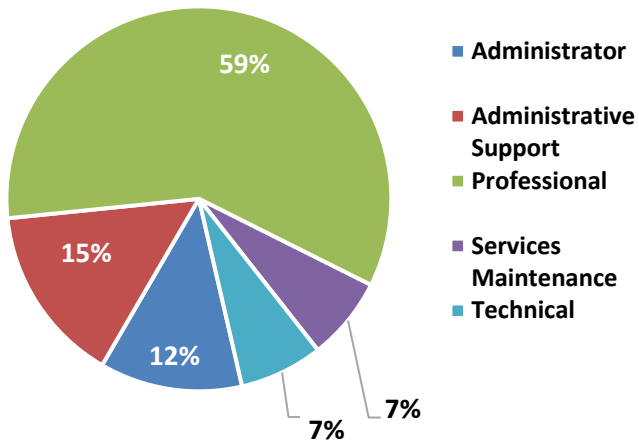
## Workforce Profile

The Office is authorized 131.6 full-time equivalent (FTE) positions.

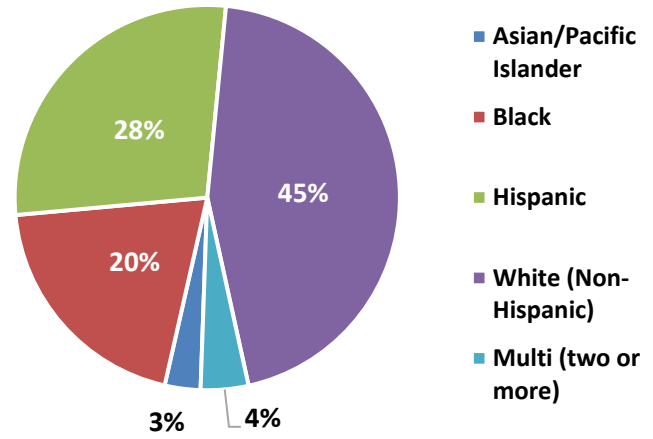


Workforce Demographics <sup>39</sup>

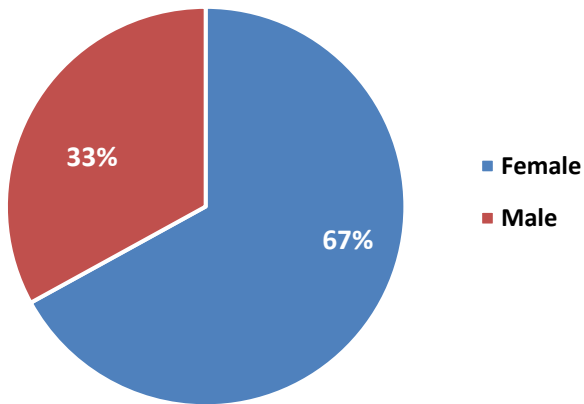
EEOC Classification



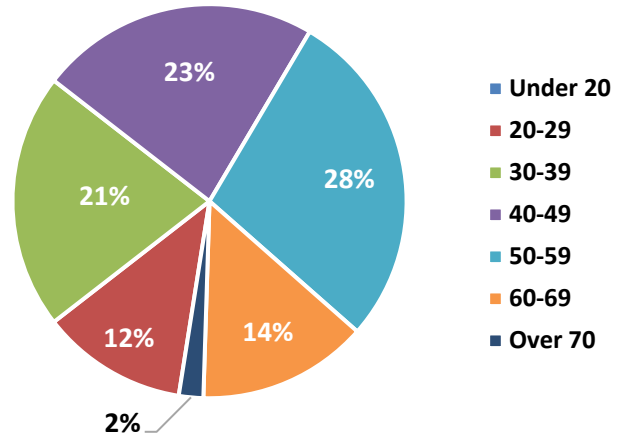
Ethnicity



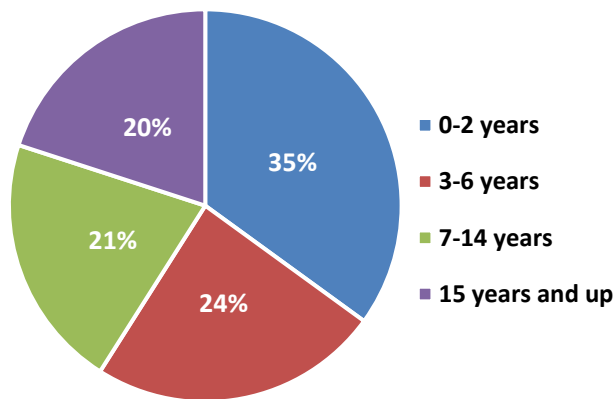
Gender



Age



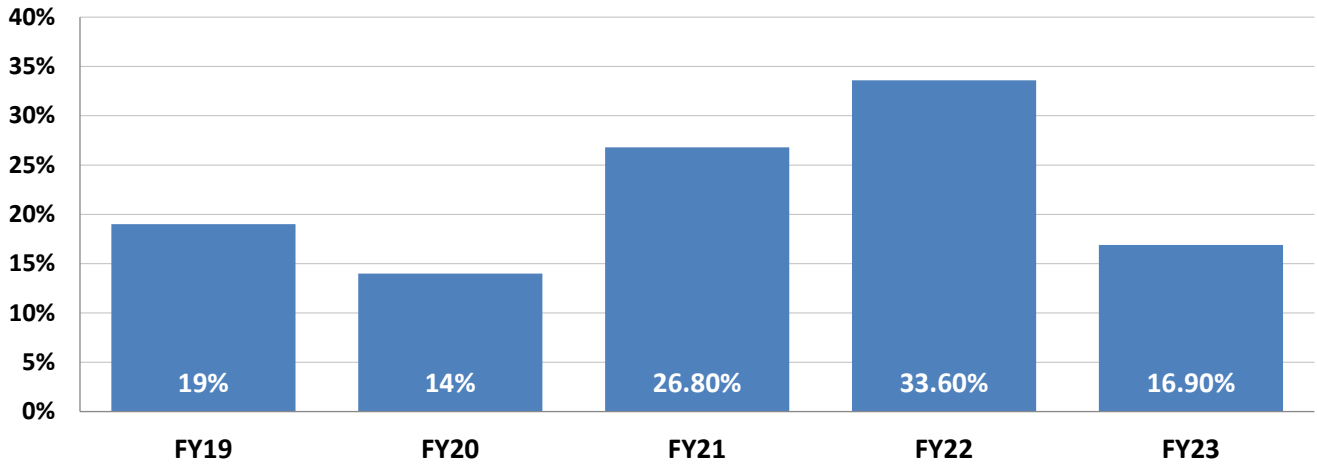
Tenure



<sup>39</sup> as of May 1, 2024.

**Annual Turnover Rates**

Turnover numbers are trending down; however, the Office anticipates turnover will continue because of economic factors beyond its immediate control. Employee salaries remain non-competitive with the private market and employees overwhelmingly see pay and benefits as the biggest obstacle to continued employment with the Office.



The Office implemented across the board equity adjustments to reduce turnover. In addition, the 88<sup>th</sup> Legislature passed a 5% salary increase each year for FY24 and FY25; 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 \$55,972.00.

In addition, the U.S. Department of Labor has revised its overtime rules. Effective July 1, 2024, for an employee to be exempt from overtime rules, an employee’s salary must equal \$43,888. The minimum salary threshold will increase to \$58,656 on January 1, 2025. Beginning July 1, 2027, and every three years thereafter, the salary level may change.

**Retirement Eligibility**

Approximately fifty percent of the Office’s leadership are projected to reach retirement eligibility during FY25 through FY29. In addition, during this same period, nearly sixty-two percent of key employees are projected to reach retirement eligibility.

Fiscal Year	Eligible Employees	Percent of Total Agency FTE Cap
FY29	4	3.8
FY28	3	2.8
FY27	2	1.8
FY26	7	6.6
FY25	4	3.8

**Veterans and Return-to-Work Retirees**

	Number	Percent of Total Agency FTE Cap
Veterans	12	11.3
Return-to-Work Retirees	3	2.8

**Workforce Skills**

The professional workforce skills that are critical to the missions 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 benefits
- 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 the Office’s Continuity of Operations Plan
- Review other state entities’ 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

**SORM Workforce Compared to Statewide Civilian Workforce**

The following table compares the percentage of African American, Hispanic, and female employees of the Office (as of January 2024) to the statewide civilian workforce as reported by the Texas Workforce Commission’s Civil Rights Division.

Job Category	African American SORM	African American State	Hispanic American SORM	Hispanic American State	Female SORM	Female State
<b>Officials, Administration</b>	15.38%	8.6%	15.38%	25.2%	53.85%	40.2%
<b>Administrative Support</b>	28.57%	15.2%	35.71%	38.3%	92.86%	74.10%
<b>Service and Maintenance</b>	14.29%	13%	28.57%	55%	52%	47.8%
<b>Professional</b>	22.81%	10.6%	29.82%	23%	63.16%	53%
<b>Technical</b>	11.11%	11.7%	0%	38.5%	33.33%	63.5%

Categories with under-representation are female technical, Hispanic officials/administration, and Hispanic technical. The under-representation of Hispanic administrative support is minimal.

## **Future Workforce Profile**

### **Workforce Skills – Projected**

#### **Insurance Program**

The Office's Strategic Plan provides detailed information on the operational goal to transition the State from voluntary insurance purchasing to a statewide risk retention program. If the Office is successful in meeting this strategic goal, maintaining a statewide risk retention program will require staff with expertise and experience in:

- Establishing and overseeing a self-insured program, such as a risk pool, risk retention group, or insurance captive;
- Writing terms and conditions for insurance coverage, which may require an additional attorney;
- Reviewing and establishing underwriting criteria, such as evaluating risk exposure, effectiveness of risk mitigation strategies, an appropriate premium (price), and the applicable exclusions or limitations for specified risks. These services are often performed by experienced personnel (subject matter experts) or by third party vendors specializing in this area;
- An attorney dedicated to handle disputes and litigation;
- Marketing and expansion of insurance programs;
- Financial solvency auditing and/or monitoring;

A statewide risk retention program will also require approximate five (5) licensed multi-line adjusters with experience in adjudicating commercial liability and potentially large property loss claims. The program would also benefit from a licensed adjuster who has expertise in commercial content damage or loss assessment and claims settlement.

## **Gap Analysis**

### **Surplus**

The Office implemented a new risk management information system (RMIS) on May 2, 2022. As business functions are transferred to the 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.

### **Shortage**

The new RMIS provides an opportunity to mine cross-functional data and analyze data to track trends to improve the effectiveness of the Office's risk programs. As additional phases are implemented, the need for staff with the skills to understand and interpret highly detailed data sets will increase.

## **Strategy Development**

### **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.

### **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. The Office carefully evaluates individual job performance to identify high performers with leadership potential who can move into progressively higher roles.

The continuity program expanded the listed Orders of Succession. Previously, the Orders focused only on the Executive Director's succession line. In 2024, the Statewide Continuity Coordinator worked with agency leadership

to identify lines of succession for each managerial position and the signed Orders of Succession were updated in the Office's Continuity Plan in March 2024.

The next few years will focus on providing training to all leadership and those identified in the lines of succession to ensure they can take on additional roles and responsibilities as needed during an emergency or event.

### **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.

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 also participates in virtual and in-person job fairs.

### **Retention**

To increase retention, the Office provides employees the following:

- Hybrid Remote Work Schedule
- Performance Leave
- Education and Training
- Wellness Programs

**SCHEDULE E**  
**CUSTOMER SERVICE REPORT**

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**CUSTOMER SERVICE REPORT**  
**FY22 – FY23**

**June 1, 2024**

## REPORT ON CUSTOMER SERVICE

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### Statutory Objectives

The State Office of Risk Management (Office) is charged by law to administer the enterprise risk management program, insurance program (risk transfer), self-insured workers' compensation program (risk retention), and continuity of government operations 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

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

Goal & Strategy	Statutory Program	Customer Category
<b>Manage Risk and Administer Claims</b>	Risk Management Program	<ul style="list-style-type: none"> <li>• 138 state entities as defined in Labor Code §412.001</li> <li>• Risk managers for state entities</li> </ul>
<b>Manage Risk and Administer Claims</b>	Risk Transfer through Insurance Purchasing Program	<ul style="list-style-type: none"> <li>• 138 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 §412.053</li> <li>• Continuity of Operations coordinators for state entities</li> </ul>
<b>Manage Risk and Administer Claims</b>	Risk Retention through Workers' Compensation Claims Administration Program	<ul style="list-style-type: none"> <li>• 138 state entities as defined in Labor Code §501.001 and §412.001</li> <li>• 123 Community Supervision and Corrections Departments</li> <li>• Injured employees of state entities defined in Labor Code §501.001 and §412.001</li> <li>• Claims coordinators for state entities</li> </ul>

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

## Information Gathering Methods

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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 a consultation visit or a risk management program review.
- Participants in insurance advisory calls, seminars and continuity of operation’s meetings receive surveys by email.

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

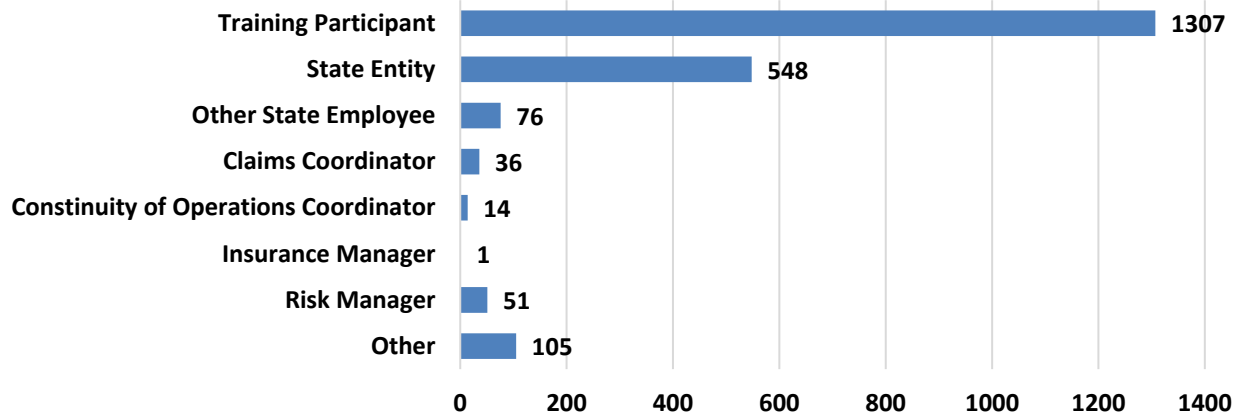
## Summary of Customer-Determined Service Quality

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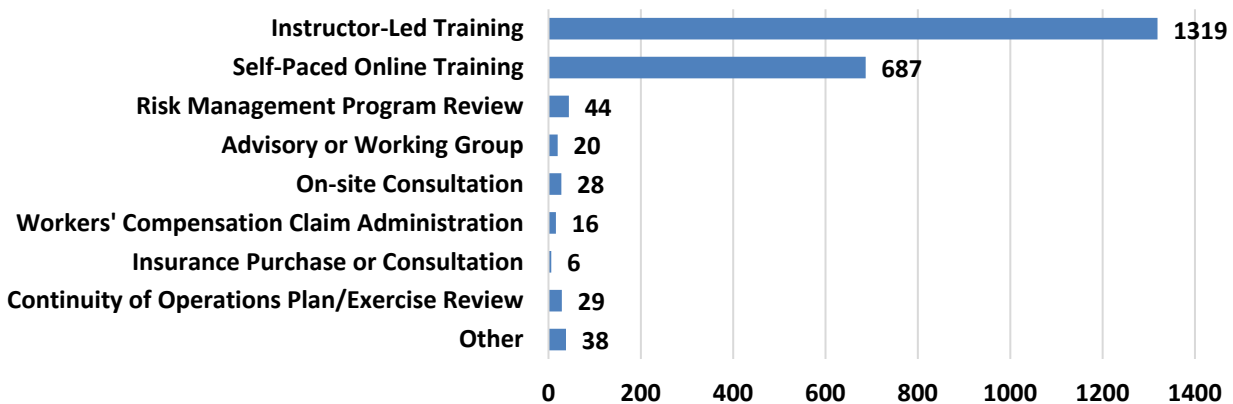
This report presents a summary and overview of results for all measures of customer satisfaction. The Customer Service Survey questions are presented in Exhibit A. The survey methodology is described in Exhibit B.

### Survey Results

1. Please select the option that best describes you.

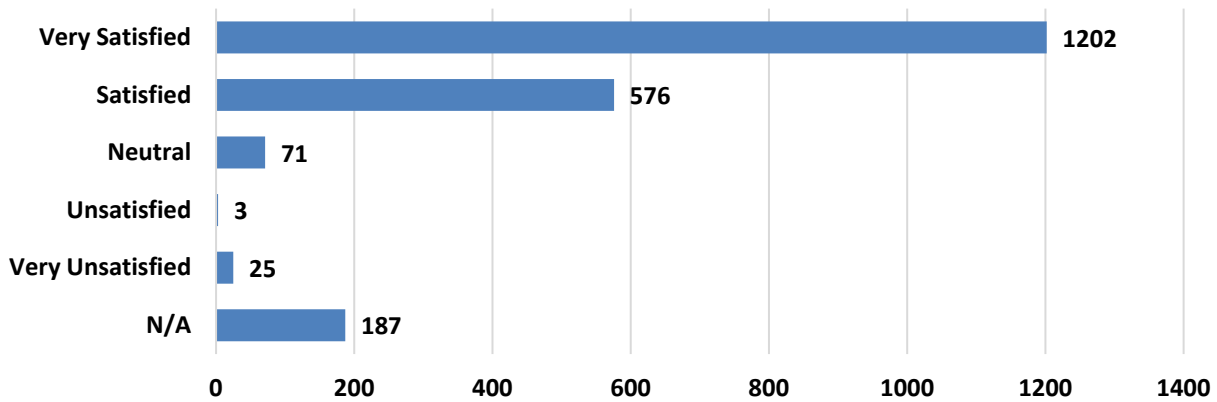


2. What kind of contact did you have with the office?

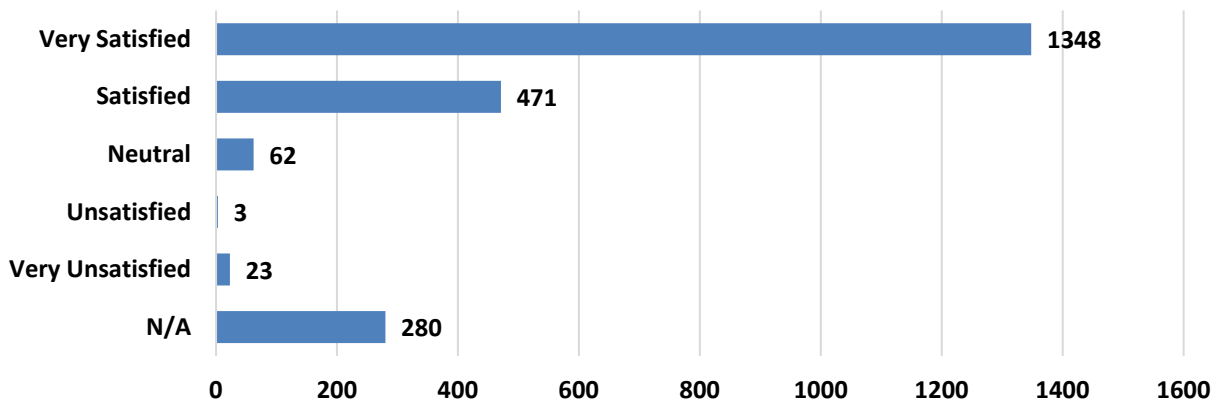




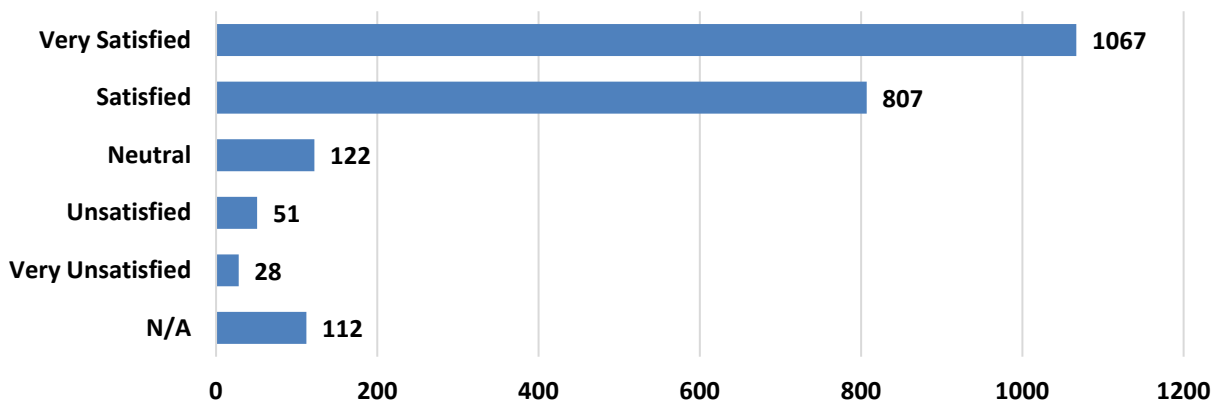
3. How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person?



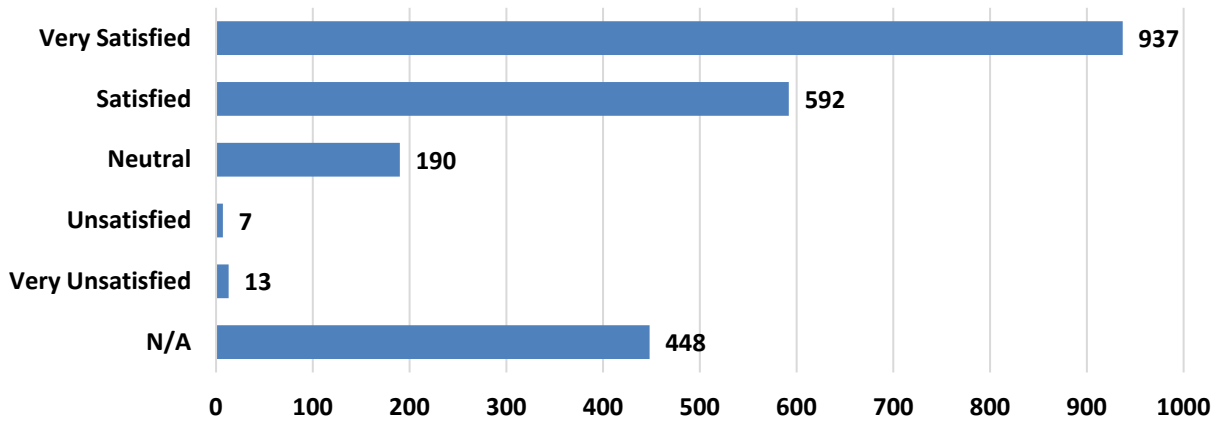
4. How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?



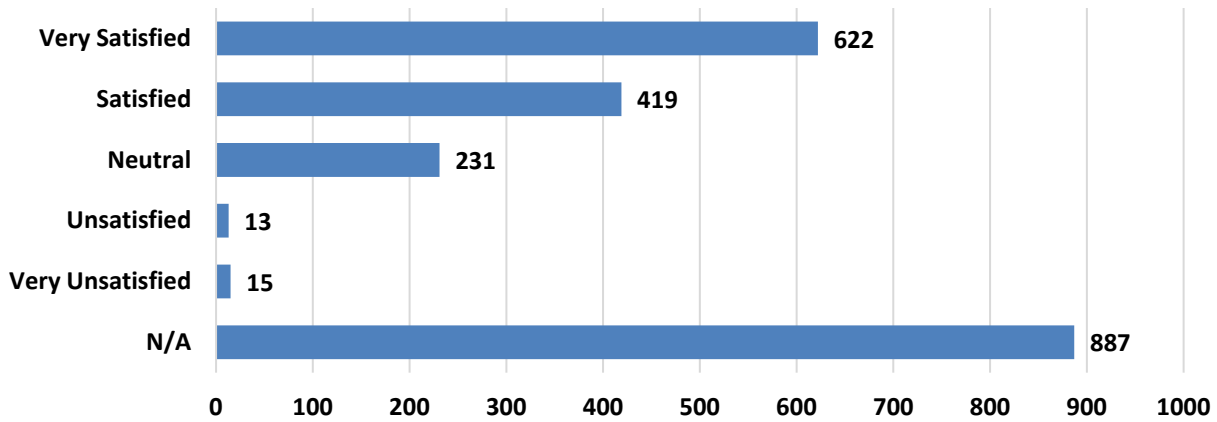
5. How satisfied are you with the agency's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?



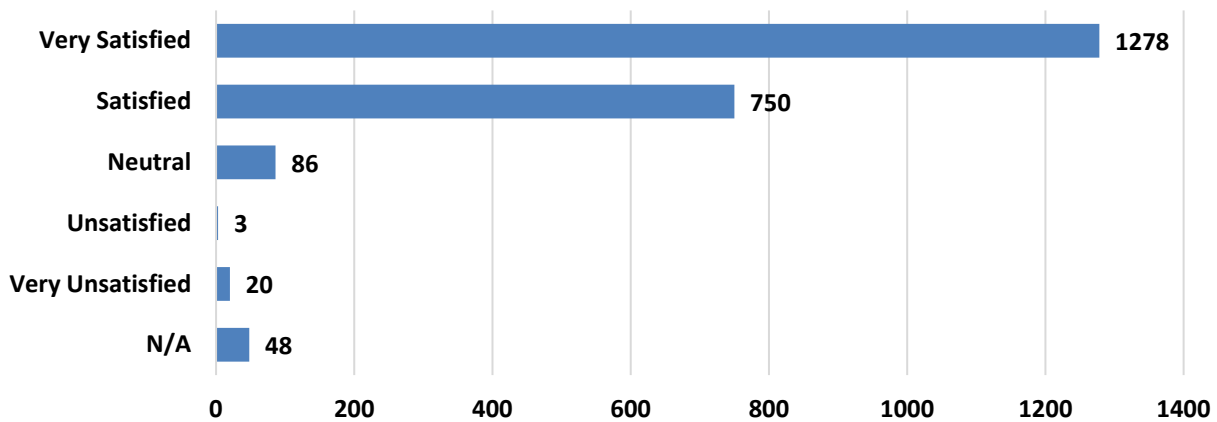
6. How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?



7. How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?

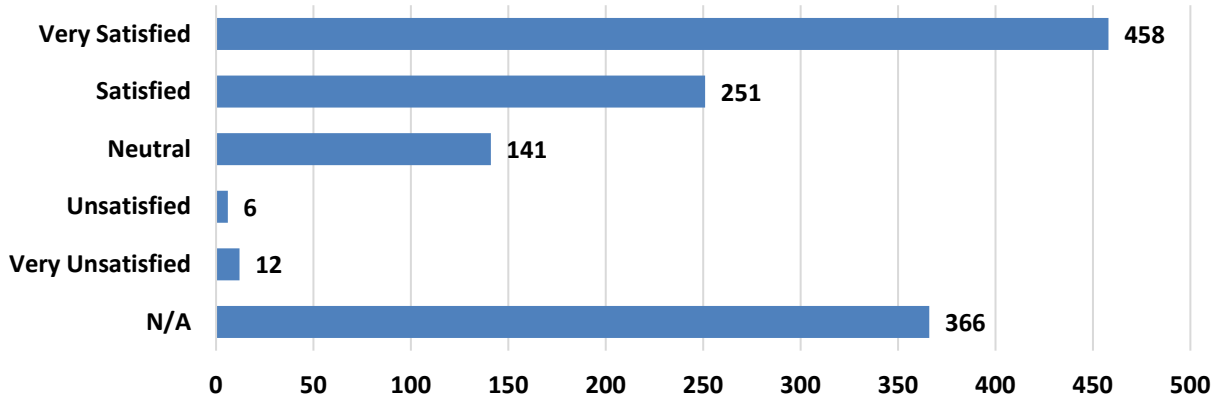


8. Please rate your overall satisfaction with the agency.

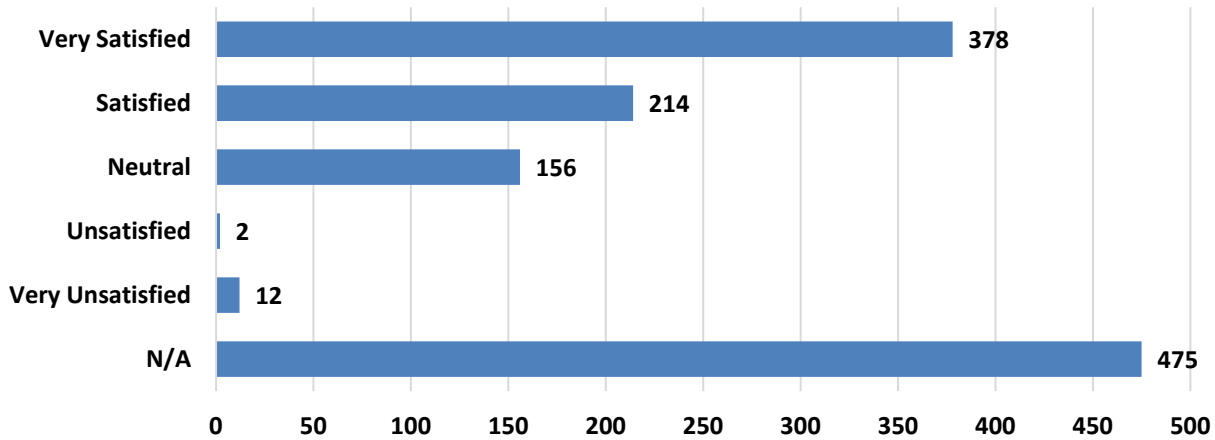


\*\*\* The following two questions were added to the survey process on July 1, 2022.

9. How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?



10. How satisfied are you with the agency’s facilities, including your ability to access the agency, the office location, signs, and cleanliness?



### 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 Actual Performance	FY23 Actual Performance	FY24 Estimated Performance
<b>Outcome</b>	Percentage of Surveyed Customers Expressing Overall Satisfaction with Services Received (Question 8)	92.6%	95%	93%
	Percentage of Surveyed Customers Identifying Ways to Improve Service Delivery	3%	3%	3%
<b>Output</b>	Number of Customers Surveyed/Served	2188	3500	2800
	Response Rate	42.5%	53%	48%
<b>Efficiency</b>	Cost Per Customer Surveyed	NA - Electronic Survey Process	NA	NA
<b>Explanatory</b>	Number Customer Groups Identified	6	6	6
	Number Customer Groups Inventoried	6	6	6

## Exhibit A

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### SORM Customer Service Survey

\* Indicates required question

1. Please select the option that best describes you: \*
  - Training Participant
  - Risk Manager
  - Insurance Manager
  - Claims Coordinator
  - Continuity of Operations Coordinator
  - Other
  
2. What type of contact did you have with the Office? \*
  - Instructor-Led Training
  - Self-Paced Online Training
  - Workers' Compensation Claim Administration
  - Risk Management Program Review
  - On-site Consultation
  - Insurance Purchase or Consultation
  - Continuity of Operations Plan/Exercise Review
  - Advisory or Working Group
  
3. How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person? \*
  - Very Satisfied
  - Satisfied
  - Neutral
  - Unsatisfied
  - Very Unsatisfied
  - N/A
  
4. How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability? \*
  - Very Satisfied
  - Satisfied
  - Neutral
  - Unsatisfied
  - Very Unsatisfied
  - N/A

5. How satisfied are you with the agency's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain? \*
- Very Satisfied
  - Satisfied
  - Neutral
  - Unsatisfied
  - Very Unsatisfied
  - N/A
6. How satisfied are you with any agency brochures or other printed information, including the accuracy of that information? \*
- Very Satisfied
  - Satisfied
  - Neutral
  - Unsatisfied
  - Very Unsatisfied
  - N/A
7. How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely? \*
- Very Satisfied
  - Satisfied
  - Neutral
  - Unsatisfied
  - Very Unsatisfied
  - N/A
8. Please rate your overall satisfaction with the agency. \*
- Very Satisfied
  - Satisfied
  - Neutral
  - Unsatisfied
  - Very Unsatisfied
  - N/A
9. How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?
- Very Satisfied
  - Satisfied
  - Neutral
  - Unsatisfied
  - Very Unsatisfied
  - N/A

10. How satisfied are you with the agency’s facilities, including your ability to access the agency, the office location, signs, and cleanliness?
- Very Satisfied
  - Satisfied
  - Neutral
  - Unsatisfied
  - Very Unsatisfied
  - N/A
11. (OPTIONAL) Please provide any suggestions for improvement:
12. (OPTIONAL) Do you have any comments related to this visit, the training, or the services provided by SORM?
13. (OPTIONAL) I would like to be contacted by a SORM representative concerning this survey (please provide a name, telephone number and/or email address, if yes).

## **Exhibit B**

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### **The Customer Service Survey Methodology**

Texas Gov’t Code §2114 requires that the State Office of Risk Management participate in a customer service survey to gather data for administrative, planning, and reporting purposes. The State Office of Risk Management sends the customer service survey to all participants of a qualifying event. Qualifying events include:

- Risk Management Program Reviews and Consultation Visits
- Symposiums
- Advisory Groups
- Working Groups
- Training

The survey is also available to anyone that visits SORM’s website. The primary method of distribution is email, but other methods may be used to accommodate the needs of the participants.

The analysis identifies the customer groups that have participated in the survey. The interaction and type of event that customer groups experienced with the State Office of Risk Management is identified.

The average of customers’ satisfaction or dissatisfaction with a service is identified by each question. An average score on a 5-point scale for each item is presented. Individuals could also mark “N/A.” The use of average scores is a type of analysis that provides readily comparable and overall mean scores between service areas.

**SCHEDULE F**  
**SURVEY OF EMPLOYEE ENGAGEMENT EXECUTIVE SUMMARY**

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State Office of Risk Management  
Executive Summary  
**2024**

# Executive Summary

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[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

 <p><b>State Office of Risk Management</b></p> <p><b>Organizational Leadership:</b> Stephen Vollbrecht, Executive Director and State Risk Manager</p> <p><b>Benchmark Categories:</b> Size 3: Organizations with 101 to 300 employees Mission 1/10 : General Government</p>	<p><b>Survey Administration</b></p> <p>Collection Period: 02/19/2024 through 03/01/2024</p> <p>Survey Liaison: Elaina Middleton Recruiting and Retention Specialist PO box 13777 Austin, TX 78711</p> <p>512-936-1537 Elaina.Middleton@sorm.texas.gov</p>
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# The Survey

48
Primary  
Items

## Primary Items

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

## Demographic Items

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

## Constructs

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

12
Constructs

  
Workgroup

  
Strategic

  
Supervision

  
Workplace

  
Community

  
Information  
Systems

  
Internal  
Communication

  
Pay

  
Benefits

  
Employee  
Development

  
Job  
Satisfaction

  
Employee  
Engagement

2
Key  
Scores

## Overall Score

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

## Levels of Employee Engagement

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

## 18 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 18 breakout categories.

## 21 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 21 additional items.

# Employee Engagement

# 75.2%

About the same as last time

## Response Rate

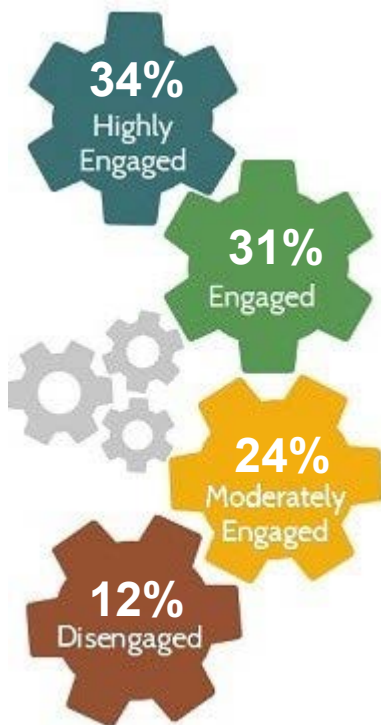
The response rate to the survey is your first indication of the level of employee engagement in your organization. Of the 113 employees invited to take the survey, 85 responded for a response rate of 75.2%. As a general rule, rates higher than 50% suggest soundness, while rates lower than 30% may indicate problems. At 75.2%, your response rate is considered high. High rates mean that employees have an investment in the organization and are willing to contribute towards making improvements within the workplace. With this level of engagement, employees have high expectations from leadership to act upon the survey results.

## Overall Score

The overall score is a broad indicator for comparison purposes with other entities. Scores above 350 are desirable, and when scores dip below 300, there should be cause for concern. Scores above 400 are the product of a highly engaged workforce. **Your Overall Score from last time was 394.**



Overall Score: 395



## Levels of Employee Engagement

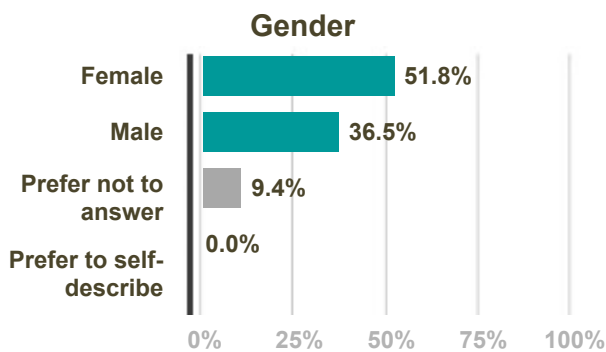
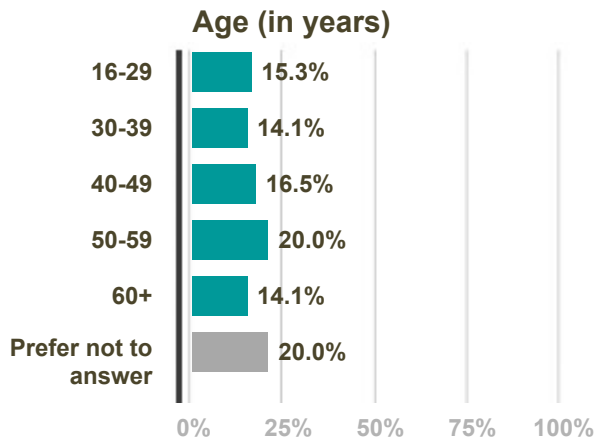
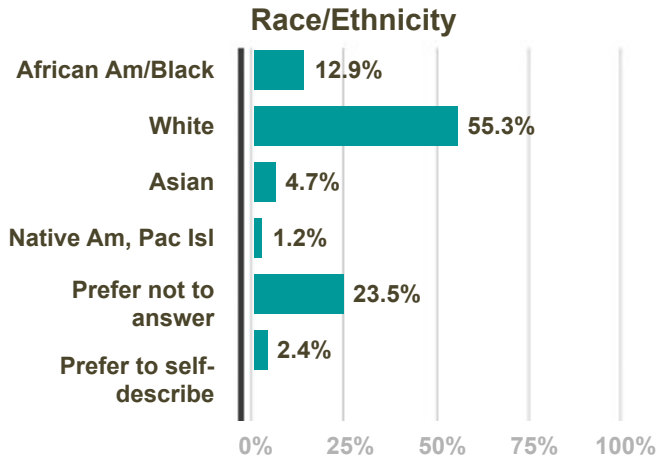
Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this organization, 34% of employees are Highly Engaged, 31% are Engaged, 24% are Moderately Engaged, and 12% are Disengaged.

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

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

# People

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

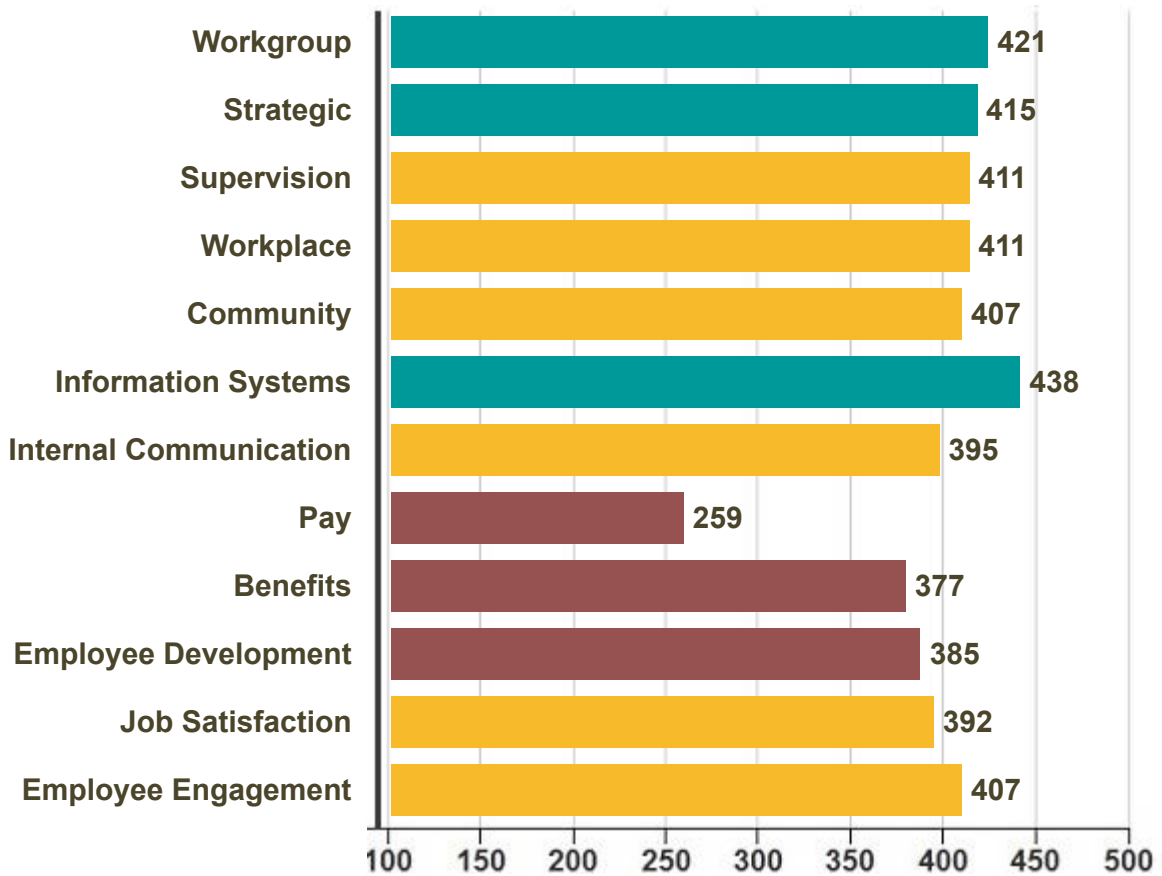
Similar items are grouped together and their scores are averaged and multiplied by 100 to produce 12 construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

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.

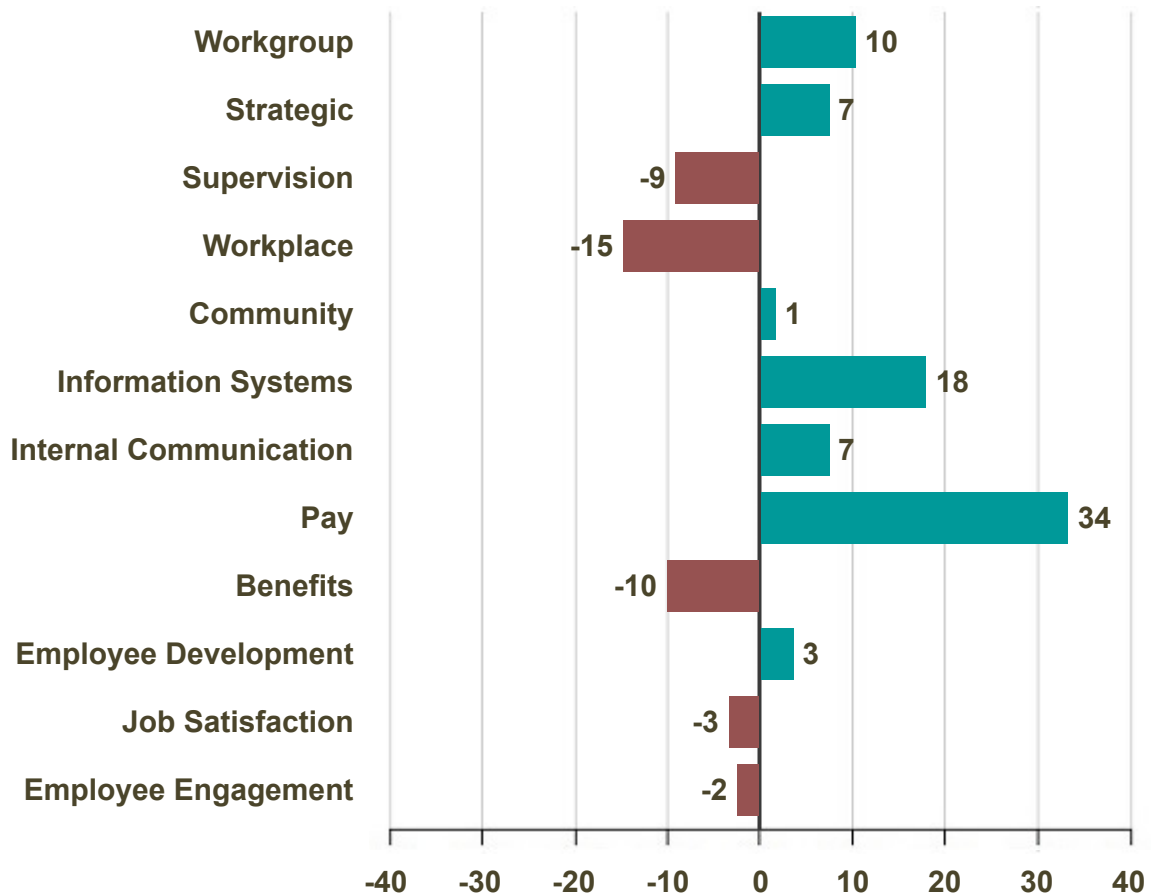
Negative changes indicate that the employees perceive that the issue has worsened since the previous survey. Negative changes of greater than 40 points and having 8 or more negative construct changes should be a source of concern for the organization and should be discussed with employees and organizational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



#### Information Systems

**Score: 438**

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.



#### Workgroup

**Score: 421**

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



#### Strategic

**Score: 415**

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

### Areas of Concern



#### Pay

**Score: 259**

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



#### Benefits

**Score: 377**

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.






#### Employee Development

**Score: 385**

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

## Climate

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

<p><b>21.2%</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>15.5%</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>14.1%</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>13.0%</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>9.4%</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><b>4.8%</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>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  
2024

MAY  
2024



### 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  
2024

JUL  
2024



### 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  
2024

NOV  
2024



### 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  
2026

## 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: 85  
 Surveys Distributed: 113  
 Response Rate: 75.22%

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

<b>My highest education level</b>		
Did not earn high school diploma or equivalent:	Less than 5	Not Available
High school diploma or equivalent:	11	12.94%
Some college:	23	27.06%
Associate's Degree:	6	7.06%
Bachelor's Degree:	27	31.76%
Master's Degree:	Less than 5	Not Available
Doctoral Degree:	6	7.06%
Prefer not to answer:	9	10.59%

<b>I am</b>		
Female :	44	51.76%
Male :	31	36.47%
Prefer not to answer :	8	9.41%
Prefer to self-describe:	Less than 5	Not Available

<b>My annual salary (before taxes)</b>		
Less than \$20,001 :	Less than 5	Not Available
\$20,001 to 30,000 :	Less than 5	Not Available
\$30,001 to 40,000 :	Less than 5	Not Available
\$40,001 to 50,000 :	14	16.47%
\$50,001 to 60,000 :	13	15.29%
\$60,001 to 70,000 :	15	17.65%
\$70,001 to 80,000 :	16	18.82%
\$80,001 to 90,000 :	Less than 5	Not Available
More than \$90,000 :	8	9.41%
Prefer not to answer:	13	15.29%

<b>I work</b>		
Full-time :	79	92.94%
Part-time :	Less than 5	Not Available
Prefer not to answer:	6	7.06%



## Demographic Items

Total Respondents: 85  
 Surveys Distributed: 113  
 Response Rate: 75.22%

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

<b>My age (in years)</b>		
16-29:	13	15.29%
30-39:	12	14.12%
40-49:	14	16.47%
50-59:	17	20.00%
60+:	12	14.12%
Prefer not to answer:	17	20.00%

<b>Years of service with this organization</b>		
Less than 1:	15	17.65%
1-2:	18	21.18%
3-5:	14	16.47%
6-10:	9	10.59%
11-15:	6	7.06%
16+:	9	10.59%
Prefer not to answer:	14	16.47%

<b>Are you of Hispanic, Latino/a/x, or of Spanish origin?</b>		
Yes:	18	21.18%
No:	41	48.24%
Prefer not to answer:	26	30.59%

<b>My race/ethnic identification (Check all that apply)</b>		
African American or Black:	11	12.94%
White:	47	55.29%
Asian:	Less than 5	Not Available
Native American or Pacific Islander:	Less than 5	Not Available
Prefer not to answer:	20	23.53%
Prefer to self-describe:	Less than 5	Not Available

<b>I am currently in a supervisory role.</b>		
Yes:	10	11.76%
No:	65	76.47%
Prefer not to answer:	10	11.76%

## Demographic Items

Total Respondents: 85  
 Surveys Distributed: 113  
 Response Rate: 75.22%

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

<b>I received a promotion during the past two years.</b>		
Yes:	36	42.35%
No:	42	49.41%
Prefer not to answer:	7	8.24%

<b>I received a merit increase during the past two years.</b>		
Yes:	37	43.53%
No:	36	42.35%
Prefer not to answer:	12	14.12%

<b>I plan to be working for this organization in one year.</b>		
Yes:	67	78.82%
No:	5	5.88%
Prefer not to answer:	13	15.29%

<b>I am eligible for retirement within the next two years.</b>		
Yes:	16	18.82%
No:	58	68.24%
Prefer not to answer:	11	12.94%

<b>I currently remote work...</b>		
None of the time :	30	35.29%
Some (1 - 2 days per week) :	44	51.76%
Most (3 - 4 days per week) :	Less than 5	Not Available
All the time :	Less than 5	Not Available
Prefer not to answer:	9	10.59%

## Primary Items

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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> <p style="text-align: center;"><b>89% 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>48</td> <td>28</td> <td>4</td> <td>4</td> <td>1</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>56.47%</td> <td>32.94%</td> <td>4.71%</td> <td>4.71%</td> <td>1.18%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	48	28	4	4	1	0	Percentage:	56.47%	32.94%	4.71%	4.71%	1.18%	0.00%	<p style="text-align: center;"><b>89% Agreement</b></p> <p><b>SCORE:</b> 4.39</p> <p>Std. Dev.: 0.87</p> <p>Total Respondents: 85</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 4.42</p> <p>Similar Mission: 4.43</p> <p>Similar Size: 4.45</p> <p>All Orgs: 4.38</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	48	28	4	4	1	0																
Percentage:	56.47%	32.94%	4.71%	4.71%	1.18%	0.00%																
 <p><b>2. In my work group I can share my opinions and ideas.</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>46</td> <td>25</td> <td>6</td> <td>3</td> <td>5</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>54.12%</td> <td>29.41%</td> <td>7.06%</td> <td>3.53%</td> <td>5.88%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	46	25	6	3	5	0	Percentage:	54.12%	29.41%	7.06%	3.53%	5.88%	0.00%	<p style="text-align: center;"><b>84% Agreement</b></p> <p><b>SCORE:</b> 4.22</p> <p>Std. Dev.: 1.12</p> <p>Total Respondents: 85</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 4.24</p> <p>Similar Mission: 4.26</p> <p>Similar Size: 4.23</p> <p>All Orgs: 4.20</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	46	25	6	3	5	0																
Percentage:	54.12%	29.41%	7.06%	3.53%	5.88%	0.00%																
 <p><b>3. In my workgroup, we encourage each other to learn from our mistakes.</b></p> <p style="text-align: center;"><b>82% 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>29</td> <td>8</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>48.24%</td> <td>34.12%</td> <td>9.41%</td> <td>3.53%</td> <td>3.53%</td> <td>1.18%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	41	29	8	3	3	1	Percentage:	48.24%	34.12%	9.41%	3.53%	3.53%	1.18%	<p style="text-align: center;"><b>82% Agreement</b></p> <p><b>SCORE:</b> 4.21</p> <p>Std. Dev.: 1.01</p> <p>Total Respondents: 85</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 3.69</p> <p>Similar Mission: 3.67</p> <p>Similar Size: 3.79</p> <p>All Orgs: 3.73</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	41	29	8	3	3	1																
Percentage:	48.24%	34.12%	9.41%	3.53%	3.53%	1.18%																
 <p><b>4. In my work group, there is a real feeling of teamwork.</b></p> <p style="text-align: center;"><b>73% 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>35</td> <td>27</td> <td>15</td> <td>4</td> <td>4</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>41.18%</td> <td>31.76%</td> <td>17.65%</td> <td>4.71%</td> <td>4.71%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	35	27	15	4	4	0	Percentage:	41.18%	31.76%	17.65%	4.71%	4.71%	0.00%	<p style="text-align: center;"><b>73% Agreement</b></p> <p><b>SCORE:</b> 4.00</p> <p>Std. Dev.: 1.10</p> <p>Total Respondents: 85</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 4.10</p> <p>Similar Mission: 4.14</p> <p>Similar Size: 4.18</p> <p>All Orgs: 4.09</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	35	27	15	4	4	0																
Percentage:	41.18%	31.76%	17.65%	4.71%	4.71%	0.00%																





## Primary Items

 <p><b>5. Our organization is known for the quality of work we provide.</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>27</td> <td>39</td> <td>12</td> <td>4</td> <td>1</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>32.14%</td> <td>46.43%</td> <td>14.29%</td> <td>4.76%</td> <td>1.19%</td> <td>1.19%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	27	39	12	4	1	1	Percentage:	32.14%	46.43%	14.29%	4.76%	1.19%	1.19%	<p style="text-align: center;"><b>79% Agreement</b></p> <p><b>SCORE:</b> 4.05</p> <p>Std. Dev.: 0.88</p> <p>Total Respondents: 84</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 3.86</p> <p>Similar Mission: 4.26</p> <p>Similar Size: 4.21</p> <p>All Orgs: 4.10</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	27	39	12	4	1	1																
Percentage:	32.14%	46.43%	14.29%	4.76%	1.19%	1.19%																
 <p><b>6. I know how my work impacts others in the organization.</b></p> <p style="text-align: center;"><b>89% 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>47</td> <td>29</td> <td>5</td> <td>3</td> <td>1</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>55.29%</td> <td>34.12%</td> <td>5.88%</td> <td>3.53%</td> <td>1.18%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	47	29	5	3	1	0	Percentage:	55.29%	34.12%	5.88%	3.53%	1.18%	0.00%	<p style="text-align: center;"><b>89% Agreement</b></p> <p><b>SCORE:</b> 4.39</p> <p>Std. Dev.: 0.85</p> <p>Total Respondents: 85</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 4.48</p> <p>Similar Mission: 4.46</p> <p>Similar Size: 4.39</p> <p>All Orgs: 4.36</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	47	29	5	3	1	0																
Percentage:	55.29%	34.12%	5.88%	3.53%	1.18%	0.00%																
 <p><b>7. My organization develops services to match the needs of our customers/clients.</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>28</td> <td>41</td> <td>11</td> <td>3</td> <td>2</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>32.94%</td> <td>48.24%</td> <td>12.94%</td> <td>3.53%</td> <td>2.35%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	28	41	11	3	2	0	Percentage:	32.94%	48.24%	12.94%	3.53%	2.35%	0.00%	<p style="text-align: center;"><b>81% Agreement</b></p> <p><b>SCORE:</b> 4.06</p> <p>Std. Dev.: 0.90</p> <p>Total Respondents: 85</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 3.92</p> <p>Similar Mission: 4.22</p> <p>Similar Size: 4.09</p> <p>All Orgs: 4.08</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	28	41	11	3	2	0																
Percentage:	32.94%	48.24%	12.94%	3.53%	2.35%	0.00%																
 <p><b>8. Our organization communicates effectively with the public.</b></p> <p style="text-align: center;"><b>67% 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>20</td> <td>6</td> <td>1</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>25.88%</td> <td>41.18%</td> <td>23.53%</td> <td>7.06%</td> <td>1.18%</td> <td>1.18%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	22	35	20	6	1	1	Percentage:	25.88%	41.18%	23.53%	7.06%	1.18%	1.18%	<p style="text-align: center;"><b>67% Agreement</b></p> <p><b>SCORE:</b> 3.85</p> <p>Std. Dev.: 0.94</p> <p>Total Respondents: 85</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 3.82</p> <p>Similar Mission: 4.05</p> <p>Similar Size: 4.01</p> <p>All Orgs: 3.90</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	22	35	20	6	1	1																
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## 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>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>43</td> <td>32</td> <td>9</td> <td>1</td> <td>0</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>50.59%</td> <td>37.65%</td> <td>10.59%</td> <td>1.18%</td> <td>0.00%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	43	32	9	1	0	0	Percentage:	50.59%	37.65%	10.59%	1.18%	0.00%	0.00%	<p style="text-align: center;"><b>88% Agreement</b></p> <p><b>SCORE:</b> 4.38  Std. Dev.: 0.72  Total Respondents: 85</p> <p><b>BENCHMARKS</b>  Past Score: 4.30  Similar Mission: 4.37  Similar Size: 4.33  All Orgs: 4.30</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
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Percentage:	50.59%	37.65%	10.59%	1.18%	0.00%	0.00%																
 <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>47</td> <td>22</td> <td>7</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>55.29%</td> <td>25.88%</td> <td>8.24%</td> <td>4.71%</td> <td>4.71%</td> <td>1.18%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	47	22	7	4	4	1	Percentage:	55.29%	25.88%	8.24%	4.71%	4.71%	1.18%	<p style="text-align: center;"><b>81% Agreement</b></p> <p><b>SCORE:</b> 4.24  Std. Dev.: 1.10  Total Respondents: 85</p> <p><b>BENCHMARKS</b>  Past Score: 4.25  Similar Mission: 4.27  Similar Size: 4.32  All Orgs: 4.27</p>
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 <p><b>11. My supervisor recognizes outstanding work.</b></p> <p style="text-align: center;"><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>37</td> <td>31</td> <td>9</td> <td>4</td> <td>4</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>43.53%</td> <td>36.47%</td> <td>10.59%</td> <td>4.71%</td> <td>4.71%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	37	31	9	4	4	0	Percentage:	43.53%	36.47%	10.59%	4.71%	4.71%	0.00%	<p style="text-align: center;"><b>80% Agreement</b></p> <p><b>SCORE:</b> 4.09  Std. Dev.: 1.08  Total Respondents: 85</p> <p><b>BENCHMARKS</b>  Past Score: 4.30  Similar Mission: 4.25  Similar Size: 4.24  All Orgs: 4.17</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	37	31	9	4	4	0																
Percentage:	43.53%	36.47%	10.59%	4.71%	4.71%	0.00%																
 <p><b>12. I am given the opportunity to do my best work.</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>43</td> <td>29</td> <td>7</td> <td>3</td> <td>3</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>50.59%</td> <td>34.12%</td> <td>8.24%</td> <td>3.53%</td> <td>3.53%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	43	29	7	3	3	0	Percentage:	50.59%	34.12%	8.24%	3.53%	3.53%	0.00%	<p style="text-align: center;"><b>85% Agreement</b></p> <p><b>SCORE:</b> 4.25  Std. Dev.: 1.00  Total Respondents: 85</p> <p><b>BENCHMARKS</b>  Past Score: 4.27  Similar Mission: 4.23  Similar Size: 4.26  All Orgs: 4.20</p>
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## Primary Items

 <p><b>13. My supervisor is consistent when administering policies concerning employees.</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>33</td> <td>34</td> <td>9</td> <td>2</td> <td>7</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>38.82%</td> <td>40.00%</td> <td>10.59%</td> <td>2.35%</td> <td>8.24%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	33	34	9	2	7	0	Percentage:	38.82%	40.00%	10.59%	2.35%	8.24%	0.00%	<p style="text-align: center;"><b>79% Agreement</b></p> <p><b>SCORE:</b> 3.99</p> <p>Std. Dev.: 1.16</p> <p>Total Respondents: 85</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 4.03</p> <p>Similar Mission: 4.09</p> <p>Similar Size: 4.17</p> <p>All Orgs: 4.08</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	33	34	9	2	7	0																
Percentage:	38.82%	40.00%	10.59%	2.35%	8.24%	0.00%																
 <p><b>14. My supervisor evaluates my performance fairly.</b></p> <p style="text-align: center;"><b>74% 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>31</td> <td>13</td> <td>2</td> <td>5</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>36.90%</td> <td>36.90%</td> <td>15.48%</td> <td>2.38%</td> <td>5.95%</td> <td>2.38%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	31	31	13	2	5	2	Percentage:	36.90%	36.90%	15.48%	2.38%	5.95%	2.38%	<p style="text-align: center;"><b>74% Agreement</b></p> <p><b>SCORE:</b> 3.99</p> <p>Std. Dev.: 1.09</p> <p>Total Respondents: 84</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 4.14</p> <p>Similar Mission: 4.23</p> <p>Similar Size: 4.28</p> <p>All Orgs: 4.21</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	31	31	13	2	5	2																
Percentage:	36.90%	36.90%	15.48%	2.38%	5.95%	2.38%																
 <p><b>15. Given the type of work I do, my physical workplace meets my needs.</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>34</td> <td>38</td> <td>4</td> <td>7</td> <td>2</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>40.00%</td> <td>44.71%</td> <td>4.71%</td> <td>8.24%</td> <td>2.35%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	34	38	4	7	2	0	Percentage:	40.00%	44.71%	4.71%	8.24%	2.35%	0.00%	<p style="text-align: center;"><b>85% Agreement</b></p> <p><b>SCORE:</b> 4.12</p> <p>Std. Dev.: 0.99</p> <p>Total Respondents: 85</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 4.30</p> <p>Similar Mission: 4.29</p> <p>Similar Size: 4.31</p> <p>All Orgs: 4.24</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	34	38	4	7	2	0																
Percentage:	40.00%	44.71%	4.71%	8.24%	2.35%	0.00%																
 <p><b>16. My workplace is well maintained.</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>28</td> <td>41</td> <td>9</td> <td>4</td> <td>3</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>32.94%</td> <td>48.24%</td> <td>10.59%</td> <td>4.71%</td> <td>3.53%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	28	41	9	4	3	0	Percentage:	32.94%	48.24%	10.59%	4.71%	3.53%	0.00%	<p style="text-align: center;"><b>81% Agreement</b></p> <p><b>SCORE:</b> 4.02</p> <p>Std. Dev.: 0.98</p> <p>Total Respondents: 85</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 4.28</p> <p>Similar Mission: 4.14</p> <p>Similar Size: 4.18</p> <p>All Orgs: 4.09</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	28	41	9	4	3	0																
Percentage:	32.94%	48.24%	10.59%	4.71%	3.53%	0.00%																

## Primary Items

	<p><b>17. There are sufficient procedures to ensure the safety of employees in the workplace.</b></p>	<p><b>86% Agreement</b></p>																					
<p style="text-align: center;"><b>86% Agreement</b></p>		<p><b>SCORE: 4.24</b>                  Std. Dev.: 0.80                  Total Respondents: 85  <b>BENCHMARKS</b>                  Past Score: 4.25                  Similar Mission: 4.18                  Similar Size: 4.17                  All Orgs: 4.12</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>35</td> <td>38</td> <td>10</td> <td>1</td> <td>1</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>41.18%</td> <td>44.71%</td> <td>11.76%</td> <td>1.18%</td> <td>1.18%</td> <td>0.00%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	35	38	10	1	1	0	Percentage:	41.18%	44.71%	11.76%	1.18%	1.18%	0.00%	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	35	38	10	1	1	0																	
Percentage:	41.18%	44.71%	11.76%	1.18%	1.18%	0.00%																	
	<p><b>18. I have adequate resources and equipment to do my job.</b></p>	<p><b>82% Agreement</b></p>																					
<p style="text-align: center;"><b>82% Agreement</b></p>		<p><b>SCORE: 4.07</b>                  Std. Dev.: 0.99                  Total Respondents: 85  <b>BENCHMARKS</b>                  Past Score: 4.21                  Similar Mission: 4.18                  Similar Size: 4.14                  All Orgs: 4.08</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>39</td> <td>8</td> <td>4</td> <td>3</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>36.47%</td> <td>45.88%</td> <td>9.41%</td> <td>4.71%</td> <td>3.53%</td> <td>0.00%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	31	39	8	4	3	0	Percentage:	36.47%	45.88%	9.41%	4.71%	3.53%	0.00%	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	31	39	8	4	3	0																	
Percentage:	36.47%	45.88%	9.41%	4.71%	3.53%	0.00%																	
	<p><b>19. The people I work with treat each other with respect.</b></p>	<p><b>79% Agreement</b></p>																					
<p style="text-align: center;"><b>79% Agreement</b></p>		<p><b>SCORE: 3.99</b>                  Std. Dev.: 1.13                  Total Respondents: 85  <b>BENCHMARKS</b>                  Past Score: 4.05                  Similar Mission: 4.20                  Similar Size: 4.28                  All Orgs: 4.17</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>35</td> <td>9</td> <td>3</td> <td>6</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>37.65%</td> <td>41.18%</td> <td>10.59%</td> <td>3.53%</td> <td>7.06%</td> <td>0.00%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	32	35	9	3	6	0	Percentage:	37.65%	41.18%	10.59%	3.53%	7.06%	0.00%	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	32	35	9	3	6	0																	
Percentage:	37.65%	41.18%	10.59%	3.53%	7.06%	0.00%																	
	<p><b>20. The people I work with come from diverse backgrounds.</b></p>	<p><b>91% Agreement</b></p>																					
<p style="text-align: center;"><b>91% Agreement</b></p>		<p><b>SCORE: 4.41</b>                  Std. Dev.: 0.66                  Total Respondents: 85  <b>BENCHMARKS</b>                  Past Score: 4.29                  Similar Mission: 4.14                  Similar Size: 4.16                  All Orgs: 4.16</p>																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>43</td> <td>34</td> <td>8</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>50.59%</td> <td>40.00%</td> <td>9.41%</td> <td>0.00%</td> <td>0.00%</td> <td>0.00%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	43	34	8	0	0	0	Percentage:	50.59%	40.00%	9.41%	0.00%	0.00%	0.00%	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	43	34	8	0	0	0																	
Percentage:	50.59%	40.00%	9.41%	0.00%	0.00%	0.00%																	

## Primary Items

 <p><b>21. The people I work with care about my personal well-being.</b></p> <p style="text-align: center;"><b>82% 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>37</td> <td>9</td> <td>4</td> <td>2</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>38.10%</td> <td>44.05%</td> <td>10.71%</td> <td>4.76%</td> <td>2.38%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	32	37	9	4	2	0	Percentage:	38.10%	44.05%	10.71%	4.76%	2.38%	0.00%	<p style="text-align: center;"><b>82% Agreement</b></p> <p><b>SCORE:</b> 4.11            Std. Dev.: 0.94            Total Respondents: 84</p> <p><b>BENCHMARKS</b>            Past Score: 4.21            Similar Mission: 4.16            Similar Size: 4.18            All Orgs: 4.09</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	32	37	9	4	2	0																
Percentage:	38.10%	44.05%	10.71%	4.76%	2.38%	0.00%																
 <p><b>22. I trust the people in my workplace.</b></p> <p style="text-align: center;"><b>64% 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>23</td> <td>31</td> <td>21</td> <td>7</td> <td>3</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>27.06%</td> <td>36.47%</td> <td>24.71%</td> <td>8.24%</td> <td>3.53%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	23	31	21	7	3	0	Percentage:	27.06%	36.47%	24.71%	8.24%	3.53%	0.00%	<p style="text-align: center;"><b>64% Agreement</b></p> <p><b>SCORE:</b> 3.75            Std. Dev.: 1.06            Total Respondents: 85</p> <p><b>BENCHMARKS</b>            Past Score: 3.67            Similar Mission: 4.04            Similar Size: 4.05            All Orgs: 3.96</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	23	31	21	7	3	0																
Percentage:	27.06%	36.47%	24.71%	8.24%	3.53%	0.00%																
 <p><b>23. My work group uses the latest technologies to communicate and interact.</b></p> <p style="text-align: center;"><b>87% 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>48</td> <td>8</td> <td>3</td> <td>0</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>29.76%</td> <td>57.14%</td> <td>9.52%</td> <td>3.57%</td> <td>0.00%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	25	48	8	3	0	0	Percentage:	29.76%	57.14%	9.52%	3.57%	0.00%	0.00%	<p style="text-align: center;"><b>87% Agreement</b></p> <p><b>SCORE:</b> 4.13            Std. Dev.: 0.72            Total Respondents: 84</p> <p><b>BENCHMARKS</b>            Past Score: 3.82            Similar Mission: 3.93            Similar Size: 3.93            All Orgs: 3.90</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	25	48	8	3	0	0																
Percentage:	29.76%	57.14%	9.52%	3.57%	0.00%	0.00%																
 <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>99% 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>48</td> <td>35</td> <td>1</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>57.14%</td> <td>41.67%</td> <td>1.19%</td> <td>0.00%</td> <td>0.00%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	48	35	1	0	0	0	Percentage:	57.14%	41.67%	1.19%	0.00%	0.00%	0.00%	<p style="text-align: center;"><b>99% Agreement</b></p> <p><b>SCORE:</b> 4.56            Std. Dev.: 0.52            Total Respondents: 84</p> <p><b>BENCHMARKS</b>            Past Score: 4.46            Similar Mission: 4.30            Similar Size: 4.30            All Orgs: 4.27</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	48	35	1	0	0	0																
Percentage:	57.14%	41.67%	1.19%	0.00%	0.00%	0.00%																

## Primary Items





	<b>25. Support is available for the technologies we use.</b>	<b>98% Agreement</b>																					
		<b>SCORE: 4.55</b> Std. Dev.: 0.55 Total Respondents: 85 <b>BENCHMARKS</b> Past Score: 4.46 Similar Mission: 4.16 Similar Size: 4.23 All Orgs: 4.13																					
<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>49</td> <td>34</td> <td>2</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>57.65%</td> <td>40.00%</td> <td>2.35%</td> <td>0.00%</td> <td>0.00%</td> <td>0.00%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	49	34	2	0	0	0	Percentage:	57.65%	40.00%	2.35%	0.00%	0.00%	0.00%	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	49	34	2	0	0	0																	
Percentage:	57.65%	40.00%	2.35%	0.00%	0.00%	0.00%																	
	<b>26. Our computer systems enable me to quickly find the information I need.</b>	<b>88% Agreement</b>																					
		<b>SCORE: 4.27</b> Std. Dev.: 0.76 Total Respondents: 85 <b>BENCHMARKS</b> Past Score: 4.06 Similar Mission: 4.02 Similar Size: 4.00 All Orgs: 3.92																					
<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>39</td> <td>7</td> <td>3</td> <td>0</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>42.35%</td> <td>45.88%</td> <td>8.24%</td> <td>3.53%</td> <td>0.00%</td> <td>0.00%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	36	39	7	3	0	0	Percentage:	42.35%	45.88%	8.24%	3.53%	0.00%	0.00%	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	36	39	7	3	0	0																	
Percentage:	42.35%	45.88%	8.24%	3.53%	0.00%	0.00%																	
	<b>27. The communication channels I must go through at work are reasonable.</b>	<b>82% Agreement</b>																					
		<b>SCORE: 4.04</b> Std. Dev.: 1.08 Total Respondents: 84 <b>BENCHMARKS</b> Past Score: 3.96 Similar Mission: 4.02 Similar Size: 4.05 All Orgs: 3.97																					
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Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	31	38	8	1	6	0																	
Percentage:	36.90%	45.24%	9.52%	1.19%	7.14%	0.00%																	
	<b>28. My work atmosphere encourages open and honest communication.</b>	<b>74% Agreement</b>																					
		<b>SCORE: 3.85</b> Std. Dev.: 1.22 Total Respondents: 85 <b>BENCHMARKS</b> Past Score: 3.76 Similar Mission: 3.90 Similar Size: 3.96 All Orgs: 3.86																					
<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>29</td> <td>34</td> <td>10</td> <td>4</td> <td>8</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>34.12%</td> <td>40.00%</td> <td>11.76%</td> <td>4.71%</td> <td>9.41%</td> <td>0.00%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	29	34	10	4	8	0	Percentage:	34.12%	40.00%	11.76%	4.71%	9.41%	0.00%	
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## Primary Items

	<b>29. The communications I receive at work are timely and informative.</b>	<b>76% Agreement</b>																					
		<b>SCORE: 3.95</b> Std. Dev.: 0.90 Total Respondents: 83 <b>BENCHMARKS</b> Past Score: 3.91 Similar Mission: 3.97 Similar Size: 4.04 All Orgs: 3.91																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>23</td> <td>40</td> <td>14</td> <td>5</td> <td>1</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>27.71%</td> <td>48.19%</td> <td>16.87%</td> <td>6.02%</td> <td>1.20%</td> <td>0.00%</td> </tr> </tbody> </table>			Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	23	40	14	5	1	0	Percentage:	27.71%	48.19%	16.87%	6.02%	1.20%	0.00%
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	23	40	14	5	1	0																	
Percentage:	27.71%	48.19%	16.87%	6.02%	1.20%	0.00%																	
\$	<b>30. My pay keeps pace with the cost of living.</b>	<b>18% Agreement</b>																					
		<b>SCORE: 2.37</b> Std. Dev.: 1.16 Total Respondents: 85 <b>BENCHMARKS</b> Past Score: 1.99 Similar Mission: 2.46 Similar Size: 2.55 All Orgs: 2.46																					
<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>3</td> <td>12</td> <td>23</td> <td>21</td> <td>25</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>3.53%</td> <td>14.12%</td> <td>27.06%</td> <td>24.71%</td> <td>29.41%</td> <td>1.18%</td> </tr> </tbody> </table>			Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	3	12	23	21	25	1	Percentage:	3.53%	14.12%	27.06%	24.71%	29.41%	1.18%
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	3	12	23	21	25	1																	
Percentage:	3.53%	14.12%	27.06%	24.71%	29.41%	1.18%																	
\$	<b>31. Salaries are competitive with similar jobs in the community.</b>	<b>24% Agreement</b>																					
		<b>SCORE: 2.57</b> Std. Dev.: 1.18 Total Respondents: 85 <b>BENCHMARKS</b> Past Score: 2.19 Similar Mission: 2.61 Similar Size: 2.73 All Orgs: 2.64																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>4</td> <td>16</td> <td>22</td> <td>22</td> <td>19</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>4.71%</td> <td>18.82%</td> <td>25.88%</td> <td>25.88%</td> <td>22.35%</td> <td>2.35%</td> </tr> </tbody> </table>			Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	4	16	22	22	19	2	Percentage:	4.71%	18.82%	25.88%	25.88%	22.35%	2.35%
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\$	<b>32. I feel I am paid fairly for the work I do.</b>	<b>38% Agreement</b>																					
		<b>SCORE: 2.82</b> Std. Dev.: 1.28 Total Respondents: 85 <b>BENCHMARKS</b> Past Score: 2.56 Similar Mission: 2.93 Similar Size: 3.01 All Orgs: 2.89																					
<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>7</td> <td>25</td> <td>16</td> <td>20</td> <td>17</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>8.24%</td> <td>29.41%</td> <td>18.82%</td> <td>23.53%</td> <td>20.00%</td> <td>0.00%</td> </tr> </tbody> </table>			Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	7	25	16	20	17	0	Percentage:	8.24%	29.41%	18.82%	23.53%	20.00%	0.00%
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 <p><b>33. Retirement benefits are competitive with similar jobs in the community.</b></p> <p><b>54% 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>27</td> <td>23</td> <td>4</td> <td>7</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>22.35%</td> <td>31.76%</td> <td>27.06%</td> <td>4.71%</td> <td>8.24%</td> <td>5.88%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	19	27	23	4	7	5	Percentage:	22.35%	31.76%	27.06%	4.71%	8.24%	5.88%	<p><b>54% Agreement</b></p> <p><b>SCORE: 3.59</b></p> <p>Std. Dev.: 1.17</p> <p>Total Respondents: 85</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 3.67</p> <p>Similar Mission: 3.96</p> <p>Similar Size: 3.92</p> <p>All Orgs: 3.83</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	19	27	23	4	7	5																
Percentage:	22.35%	31.76%	27.06%	4.71%	8.24%	5.88%																
 <p><b>34. Health insurance benefits are competitive with similar jobs in the community.</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>21</td> <td>36</td> <td>17</td> <td>2</td> <td>2</td> <td>6</td> </tr> <tr> <td>Percentage:</td> <td>25.00%</td> <td>42.86%</td> <td>20.24%</td> <td>2.38%</td> <td>2.38%</td> <td>7.14%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	21	36	17	2	2	6	Percentage:	25.00%	42.86%	20.24%	2.38%	2.38%	7.14%	<p><b>68% Agreement</b></p> <p><b>SCORE: 3.92</b></p> <p>Std. Dev.: 0.91</p> <p>Total Respondents: 84</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 3.99</p> <p>Similar Mission: 4.11</p> <p>Similar Size: 4.03</p> <p>All Orgs: 4.01</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	21	36	17	2	2	6																
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 <p><b>35. Benefits can be selected to meet individual needs.</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>15</td> <td>43</td> <td>17</td> <td>1</td> <td>4</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>18.07%</td> <td>51.81%</td> <td>20.48%</td> <td>1.20%</td> <td>4.82%</td> <td>3.61%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	15	43	17	1	4	3	Percentage:	18.07%	51.81%	20.48%	1.20%	4.82%	3.61%	<p><b>70% Agreement</b></p> <p><b>SCORE: 3.80</b></p> <p>Std. Dev.: 0.93</p> <p>Total Respondents: 83</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 3.96</p> <p>Similar Mission: 4.00</p> <p>Similar Size: 3.94</p> <p>All Orgs: 3.94</p>
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Respondents:	15	43	17	1	4	3																
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 <p><b>36. I believe I have a career with this organization.</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>31</td> <td>28</td> <td>15</td> <td>5</td> <td>4</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>36.90%</td> <td>33.33%</td> <td>17.86%</td> <td>5.95%</td> <td>4.76%</td> <td>1.19%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	31	28	15	5	4	1	Percentage:	36.90%	33.33%	17.86%	5.95%	4.76%	1.19%	<p><b>70% Agreement</b></p> <p><b>SCORE: 3.93</b></p> <p>Std. Dev.: 1.11</p> <p>Total Respondents: 84</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 4.03</p> <p>Similar Mission: 3.97</p> <p>Similar Size: 4.06</p> <p>All Orgs: 3.97</p>
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<div data-bbox="196 275 269 352"> </div> <p data-bbox="289 302 1040 331"><b>37. Training is made available to me so that I can do my job better.</b></p> <div data-bbox="196 369 1092 422"> <p style="text-align: center;"><b>76% Agreement</b></p> </div> <table border="1" data-bbox="266 464 1024 611"> <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>40</td> <td>6</td> <td>9</td> <td>5</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>28.57%</td> <td>47.62%</td> <td>7.14%</td> <td>10.71%</td> <td>5.95%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	24	40	6	9	5	0	Percentage:	28.57%	47.62%	7.14%	10.71%	5.95%	0.00%	<p data-bbox="1166 275 1406 310"><b>76% Agreement</b></p> <p data-bbox="1122 338 1435 365"><b>SCORE: 3.82</b></p> <p data-bbox="1122 375 1435 403">Std. Dev.: 1.14</p> <p data-bbox="1122 413 1414 441">Total Respondents: 84</p> <p data-bbox="1122 451 1297 478"><b>BENCHMARKS</b></p> <p data-bbox="1122 489 1435 516">Past Score: 3.71</p> <p data-bbox="1122 527 1435 554">Similar Mission: 3.96</p> <p data-bbox="1122 564 1435 592">Similar Size: 3.88</p> <p data-bbox="1122 602 1435 630">All Orgs: 3.90</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
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<div data-bbox="196 667 269 745"> </div> <p data-bbox="289 682 976 737"><b>38. Training is made available to me for personal growth and development.</b></p> <div data-bbox="196 762 1092 814"> <p style="text-align: center;"><b>75% Agreement</b></p> </div> <table border="1" data-bbox="266 856 1024 1003"> <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>38</td> <td>7</td> <td>9</td> <td>5</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>28.92%</td> <td>45.78%</td> <td>8.43%</td> <td>10.84%</td> <td>6.02%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	24	38	7	9	5	0	Percentage:	28.92%	45.78%	8.43%	10.84%	6.02%	0.00%	<p data-bbox="1166 667 1406 703"><b>75% Agreement</b></p> <p data-bbox="1122 730 1435 758"><b>SCORE: 3.81</b></p> <p data-bbox="1122 768 1435 795">Std. Dev.: 1.15</p> <p data-bbox="1122 806 1414 833">Total Respondents: 83</p> <p data-bbox="1122 844 1297 871"><b>BENCHMARKS</b></p> <p data-bbox="1122 882 1435 909">Past Score: 3.71</p> <p data-bbox="1122 919 1435 947">Similar Mission: 3.92</p> <p data-bbox="1122 957 1435 984">Similar Size: 3.77</p> <p data-bbox="1122 995 1435 1022">All Orgs: 3.81</p>
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<div data-bbox="196 1060 269 1138"> </div> <p data-bbox="289 1075 1013 1129"><b>39. My work environment supports a balance between work and personal life.</b></p> <div data-bbox="196 1155 1092 1207"> <p style="text-align: center;"><b>74% Agreement</b></p> </div> <table border="1" data-bbox="266 1249 1024 1396"> <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>29</td> <td>33</td> <td>12</td> <td>6</td> <td>4</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>34.52%</td> <td>39.29%</td> <td>14.29%</td> <td>7.14%</td> <td>4.76%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	29	33	12	6	4	0	Percentage:	34.52%	39.29%	14.29%	7.14%	4.76%	0.00%	<p data-bbox="1166 1060 1406 1096"><b>74% Agreement</b></p> <p data-bbox="1122 1123 1435 1150"><b>SCORE: 3.92</b></p> <p data-bbox="1122 1161 1435 1188">Std. Dev.: 1.10</p> <p data-bbox="1122 1199 1414 1226">Total Respondents: 84</p> <p data-bbox="1122 1236 1297 1264"><b>BENCHMARKS</b></p> <p data-bbox="1122 1274 1435 1302">Past Score: 4.04</p> <p data-bbox="1122 1312 1435 1339">Similar Mission: 4.04</p> <p data-bbox="1122 1350 1435 1377">Similar Size: 4.06</p> <p data-bbox="1122 1388 1435 1415">All Orgs: 3.91</p>
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<div data-bbox="196 1453 269 1530"> </div> <p data-bbox="289 1480 678 1509"><b>40. I feel free to be myself at work.</b></p> <div data-bbox="196 1547 1092 1600"> <p style="text-align: center;"><b>72% Agreement</b></p> </div> <table border="1" data-bbox="266 1642 1024 1789"> <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>36</td> <td>9</td> <td>8</td> <td>7</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>29.41%</td> <td>42.35%</td> <td>10.59%</td> <td>9.41%</td> <td>8.24%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	25	36	9	8	7	0	Percentage:	29.41%	42.35%	10.59%	9.41%	8.24%	0.00%	<p data-bbox="1166 1453 1406 1488"><b>72% Agreement</b></p> <p data-bbox="1122 1516 1435 1543"><b>SCORE: 3.75</b></p> <p data-bbox="1122 1554 1435 1581">Std. Dev.: 1.21</p> <p data-bbox="1122 1591 1414 1619">Total Respondents: 85</p> <p data-bbox="1122 1629 1297 1656"><b>BENCHMARKS</b></p> <p data-bbox="1122 1667 1435 1694">Past Score: 3.95</p> <p data-bbox="1122 1705 1435 1732">Similar Mission: 4.02</p> <p data-bbox="1122 1743 1435 1770">Similar Size: 4.04</p> <p data-bbox="1122 1780 1435 1808">All Orgs: 3.94</p>
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 <p><b>41. The pace of work enables employees to effectively perform their job.</b></p> <p style="text-align: center;"><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>19</td> <td>44</td> <td>12</td> <td>6</td> <td>2</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>22.62%</td> <td>52.38%</td> <td>14.29%</td> <td>7.14%</td> <td>2.38%</td> <td>1.19%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	19	44	12	6	2	1	Percentage:	22.62%	52.38%	14.29%	7.14%	2.38%	1.19%	<p style="text-align: center;"><b>75% Agreement</b></p> <p><b>SCORE:</b> 3.87  Std. Dev.: 0.93  Total Respondents: 84</p> <p><b>BENCHMARKS</b>  Past Score: 3.79  Similar Mission: 3.81  Similar Size: 3.82  All Orgs: 3.71</p>
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Respondents:	32	31	16	3	0	1																
Percentage:	38.55%	37.35%	19.28%	3.61%	0.00%	1.20%																
 <p><b>43. Harassment is not tolerated at my workplace.</b></p> <p style="text-align: center;"><b>82% 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>29</td> <td>10</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>47.62%</td> <td>34.52%</td> <td>11.90%</td> <td>2.38%</td> <td>2.38%</td> <td>1.19%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	40	29	10	2	2	1	Percentage:	47.62%	34.52%	11.90%	2.38%	2.38%	1.19%	<p style="text-align: center;"><b>82% Agreement</b></p> <p><b>SCORE:</b> 4.24  Std. Dev.: 0.93  Total Respondents: 84</p> <p><b>BENCHMARKS</b>  Past Score: 4.25  Similar Mission: 4.33  Similar Size: 4.35  All Orgs: 4.30</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	40	29	10	2	2	1																
Percentage:	47.62%	34.52%	11.90%	2.38%	2.38%	1.19%																
 <p><b>44. Employees are generally ethical in my workplace.</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>30</td> <td>37</td> <td>9</td> <td>7</td> <td>1</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>35.29%</td> <td>43.53%</td> <td>10.59%</td> <td>8.24%</td> <td>1.18%</td> <td>1.18%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	30	37	9	7	1	1	Percentage:	35.29%	43.53%	10.59%	8.24%	1.18%	1.18%	<p style="text-align: center;"><b>79% Agreement</b></p> <p><b>SCORE:</b> 4.05  Std. Dev.: 0.96  Total Respondents: 85</p> <p><b>BENCHMARKS</b>  Past Score: 4.18  Similar Mission: 4.34  Similar Size: 4.33  All Orgs: 4.24</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	30	37	9	7	1	1																
Percentage:	35.29%	43.53%	10.59%	8.24%	1.18%	1.18%																

## Primary Items

 <p><b>45. I believe we will use the information from this survey to improve our workplace.</b></p> <p style="text-align: center;"><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>22</td> <td>30</td> <td>14</td> <td>9</td> <td>9</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>25.88%</td> <td>35.29%</td> <td>16.47%</td> <td>10.59%</td> <td>10.59%</td> <td>1.18%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	22	30	14	9	9	1	Percentage:	25.88%	35.29%	16.47%	10.59%	10.59%	1.18%	<p style="text-align: center;"><b>61% Agreement</b></p> <p><b>SCORE:</b> 3.56</p> <p>Std. Dev.: 1.28</p> <p>Total Respondents: 85</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 3.71</p> <p>Similar Mission: 3.68</p> <p>Similar Size: 3.74</p> <p>All Orgs: 3.60</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	22	30	14	9	9	1																
Percentage:	25.88%	35.29%	16.47%	10.59%	10.59%	1.18%																
 <p><b>46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.</b></p> <p style="text-align: center;"><b>64% 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>33</td> <td>15</td> <td>6</td> <td>7</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>25.00%</td> <td>39.29%</td> <td>17.86%</td> <td>7.14%</td> <td>8.33%</td> <td>2.38%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	21	33	15	6	7	2	Percentage:	25.00%	39.29%	17.86%	7.14%	8.33%	2.38%	<p style="text-align: center;"><b>64% Agreement</b></p> <p><b>SCORE:</b> 3.67</p> <p>Std. Dev.: 1.19</p> <p>Total Respondents: 84</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 3.87</p> <p>Similar Mission: 3.78</p> <p>Similar Size: 3.81</p> <p>All Orgs: 3.76</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	21	33	15	6	7	2																
Percentage:	25.00%	39.29%	17.86%	7.14%	8.33%	2.38%																
 <p><b>47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.</b></p> <p style="text-align: center;"><b>73% 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>36</td> <td>12</td> <td>7</td> <td>4</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>30.59%</td> <td>42.35%</td> <td>14.12%</td> <td>8.24%</td> <td>4.71%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	26	36	12	7	4	0	Percentage:	30.59%	42.35%	14.12%	8.24%	4.71%	0.00%	<p style="text-align: center;"><b>73% Agreement</b></p> <p><b>SCORE:</b> 3.86</p> <p>Std. Dev.: 1.09</p> <p>Total Respondents: 85</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 3.88</p> <p>Similar Mission: 3.91</p> <p>Similar Size: 4.01</p> <p>All Orgs: 3.83</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	26	36	12	7	4	0																
Percentage:	30.59%	42.35%	14.12%	8.24%	4.71%	0.00%																
 <p><b>48. I am treated fairly in my workplace.</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>31</td> <td>36</td> <td>6</td> <td>10</td> <td>2</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>36.47%</td> <td>42.35%</td> <td>7.06%</td> <td>11.76%</td> <td>2.35%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	31	36	6	10	2	0	Percentage:	36.47%	42.35%	7.06%	11.76%	2.35%	0.00%	<p style="text-align: center;"><b>79% Agreement</b></p> <p><b>SCORE:</b> 3.99</p> <p>Std. Dev.: 1.06</p> <p>Total Respondents: 85</p> <p><b>BENCHMARKS</b></p> <p>Past Score: 4.05</p> <p>Similar Mission: 4.16</p> <p>Similar Size: 4.18</p> <p>All Orgs: 4.08</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
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## Additional Items

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

\*Additional Items are not included if none were submitted.

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

### Response Data

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

### Benchmark Data

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

### Interpreting Data

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





## Additional Items

<p><b>1. My defined benefit retirement/pension is a major reason I work for my employer.</b></p>	<p><b>51% Agreement</b></p>																					
<p><b>51% Agreement</b></p>	<p><b>SCORE: 3.51</b> Std. Dev.: 1.20 Total Respondents: 85</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>21</td> <td>24</td> <td>12</td> <td>5</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>25.88%</td> <td>24.71%</td> <td>28.24%</td> <td>14.12%</td> <td>5.88%</td> <td>1.18%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	22	21	24	12	5	1	Percentage:	25.88%	24.71%	28.24%	14.12%	5.88%	1.18%	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	22	21	24	12	5	1																
Percentage:	25.88%	24.71%	28.24%	14.12%	5.88%	1.18%																
<p><b>2. My health coverage is a major reason I plan to remain with my employer.</b></p>	<p><b>55% Agreement</b></p>																					
<p><b>55% Agreement</b></p>	<p><b>SCORE: 3.63</b> Std. Dev.: 1.12 Total Respondents: 85</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>26</td> <td>23</td> <td>8</td> <td>4</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>24.71%</td> <td>30.59%</td> <td>27.06%</td> <td>9.41%</td> <td>4.71%</td> <td>3.53%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	21	26	23	8	4	3	Percentage:	24.71%	30.59%	27.06%	9.41%	4.71%	3.53%	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	21	26	23	8	4	3																
Percentage:	24.71%	30.59%	27.06%	9.41%	4.71%	3.53%																
<p><b>3. I find the employee's club beneficial.</b></p>	<p><b>53% Agreement</b></p>																					
<p><b>53% Agreement</b></p>	<p><b>SCORE: 3.65</b> Std. Dev.: 1.05 Total Respondents: 85</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>23</td> <td>29</td> <td>8</td> <td>2</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>25.88%</td> <td>27.06%</td> <td>34.12%</td> <td>9.41%</td> <td>2.35%</td> <td>1.18%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	22	23	29	8	2	1	Percentage:	25.88%	27.06%	34.12%	9.41%	2.35%	1.18%	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	22	23	29	8	2	1																
Percentage:	25.88%	27.06%	34.12%	9.41%	2.35%	1.18%																
<p><b>4. I find the wellness committee beneficial.</b></p>	<p><b>54% Agreement</b></p>																					
<p><b>54% Agreement</b></p>	<p><b>SCORE: 3.67</b> Std. Dev.: 0.99 Total Respondents: 85</p>																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>20</td> <td>26</td> <td>29</td> <td>8</td> <td>1</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>23.53%</td> <td>30.59%</td> <td>34.12%</td> <td>9.41%</td> <td>1.18%</td> <td>1.18%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	20	26	29	8	1	1	Percentage:	23.53%	30.59%	34.12%	9.41%	1.18%	1.18%	
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## Additional Items

<p>5. I find the monthly agency meeting beneficial.</p>	<p><b>78% Agreement</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>28</td> <td>38</td> <td>14</td> <td>2</td> <td>3</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>32.94%</td> <td>44.71%</td> <td>16.47%</td> <td>2.35%</td> <td>3.53%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	28	38	14	2	3	0	Percentage:	32.94%	44.71%	16.47%	2.35%	3.53%	0.00%	<p><b>SCORE: 4.01</b>                  Std. Dev.: 0.96                  Total Respondents: 85</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	28	38	14	2	3	0																
Percentage:	32.94%	44.71%	16.47%	2.35%	3.53%	0.00%																
<p>6. I find the open door policy beneficial.</p>	<p><b>74% Agreement</b></p>																					
<p style="text-align: center;"><b>74% 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>35</td> <td>13</td> <td>5</td> <td>4</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>32.94%</td> <td>41.18%</td> <td>15.29%</td> <td>5.88%</td> <td>4.71%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	28	35	13	5	4	0	Percentage:	32.94%	41.18%	15.29%	5.88%	4.71%	0.00%	<p><b>SCORE: 3.92</b>                  Std. Dev.: 1.07                  Total Respondents: 85</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	28	35	13	5	4	0																
Percentage:	32.94%	41.18%	15.29%	5.88%	4.71%	0.00%																
<p>7. I am provided opportunities for training and development to do my job.</p>	<p><b>78% Agreement</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>25</td> <td>41</td> <td>11</td> <td>4</td> <td>3</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>29.41%</td> <td>48.24%</td> <td>12.94%</td> <td>4.71%</td> <td>3.53%</td> <td>1.18%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	25	41	11	4	3	1	Percentage:	29.41%	48.24%	12.94%	4.71%	3.53%	1.18%	<p><b>SCORE: 3.96</b>                  Std. Dev.: 0.98                  Total Respondents: 85</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	25	41	11	4	3	1																
Percentage:	29.41%	48.24%	12.94%	4.71%	3.53%	1.18%																
<p>8. Leadership supports institutional values of diversity and inclusion for differences.</p>	<p><b>80% Agreement</b></p>																					
<p style="text-align: center;"><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>31</td> <td>36</td> <td>12</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>36.90%</td> <td>42.86%</td> <td>14.29%</td> <td>2.38%</td> <td>2.38%</td> <td>1.19%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	31	36	12	2	2	1	Percentage:	36.90%	42.86%	14.29%	2.38%	2.38%	1.19%	<p><b>SCORE: 4.11</b>                  Std. Dev.: 0.91                  Total Respondents: 84</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	31	36	12	2	2	1																
Percentage:	36.90%	42.86%	14.29%	2.38%	2.38%	1.19%																

## Additional Items

<p><b>9. I feel comfortable notifying leadership (including direct supervisors) if I have witnessed or experienced perceived bias.</b></p>	<p><b>73% Agreement</b></p>																					
<div style="text-align: center;">  <p><b>73% Agreement</b></p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>25</td> <td>36</td> <td>8</td> <td>4</td> <td>7</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>30.12%</td> <td>43.37%</td> <td>9.64%</td> <td>4.82%</td> <td>8.43%</td> <td>3.61%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	25	36	8	4	7	3	Percentage:	30.12%	43.37%	9.64%	4.82%	8.43%	3.61%	<p><b>SCORE: 3.85</b>                  Std. Dev.: 1.18                  Total Respondents: 83</p>
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Respondents:	25	36	8	4	7	3																
Percentage:	30.12%	43.37%	9.64%	4.82%	8.43%	3.61%																
<p><b>10. The culture and cultural awareness of the agency is progressive.</b></p>	<p><b>71% Agreement</b></p>																					
<div style="text-align: center;">  <p><b>71% Agreement</b></p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>25</td> <td>35</td> <td>14</td> <td>6</td> <td>3</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>29.41%</td> <td>41.18%</td> <td>16.47%</td> <td>7.06%</td> <td>3.53%</td> <td>2.35%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	25	35	14	6	3	2	Percentage:	29.41%	41.18%	16.47%	7.06%	3.53%	2.35%	<p><b>SCORE: 3.88</b>                  Std. Dev.: 1.04                  Total Respondents: 85</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	25	35	14	6	3	2																
Percentage:	29.41%	41.18%	16.47%	7.06%	3.53%	2.35%																
<p><b>11. Leadership is effective in leadership practice.</b></p>	<p><b>74% Agreement</b></p>																					
<div style="text-align: center;">  <p><b>74% Agreement</b></p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>21</td> <td>42</td> <td>13</td> <td>3</td> <td>5</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>24.71%</td> <td>49.41%</td> <td>15.29%</td> <td>3.53%</td> <td>5.88%</td> <td>1.18%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	21	42	13	3	5	1	Percentage:	24.71%	49.41%	15.29%	3.53%	5.88%	1.18%	<p><b>SCORE: 3.85</b>                  Std. Dev.: 1.04                  Total Respondents: 85</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	21	42	13	3	5	1																
Percentage:	24.71%	49.41%	15.29%	3.53%	5.88%	1.18%																
<p><b>12. Leadership solicits feedback to those directly impacted by policy.</b></p>	<p><b>72% Agreement</b></p>																					
<div style="text-align: center;">  <p><b>72% Agreement</b></p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>24</td> <td>37</td> <td>14</td> <td>3</td> <td>6</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>28.24%</td> <td>43.53%</td> <td>16.47%</td> <td>3.53%</td> <td>7.06%</td> <td>1.18%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	24	37	14	3	6	1	Percentage:	28.24%	43.53%	16.47%	3.53%	7.06%	1.18%	<p><b>SCORE: 3.83</b>                  Std. Dev.: 1.11                  Total Respondents: 85</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	24	37	14	3	6	1																
Percentage:	28.24%	43.53%	16.47%	3.53%	7.06%	1.18%																



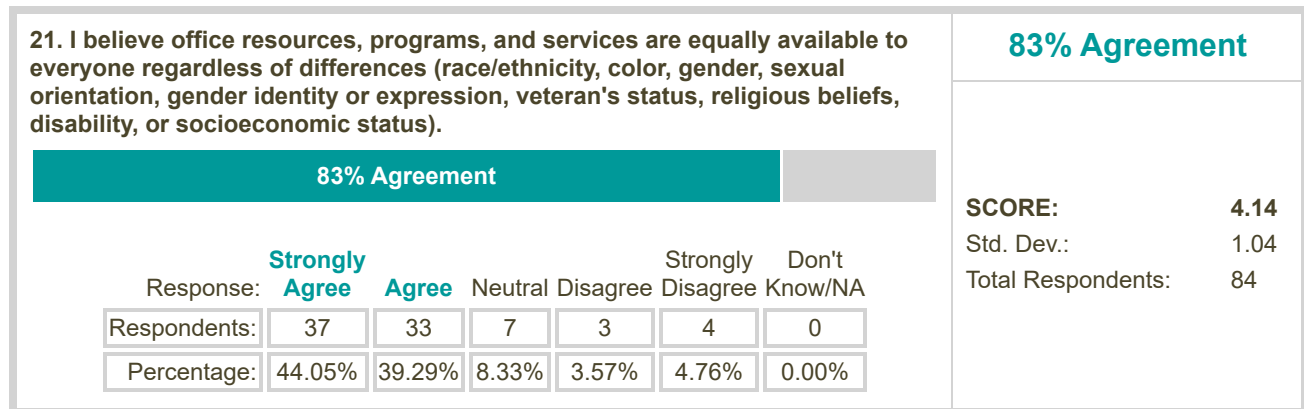
## Additional Items

<p><b>13. Leadership listens to those directly impacted by policy.</b></p>	<p><b>65% Agreement</b></p>																												
<div style="display: flex; align-items: center; margin-bottom: 10px;"> <div style="width: 65%; height: 20px; background-color: #008080; margin-right: 5px;"></div> <div style="width: 35%; height: 20px; background-color: #cccccc; margin-right: 5px;"></div> </div> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 10%;"></th> <th style="width: 15%;"><b>Strongly Agree</b></th> <th style="width: 15%;"><b>Agree</b></th> <th style="width: 15%;">Neutral</th> <th style="width: 15%;">Disagree</th> <th style="width: 15%;">Strongly Disagree</th> <th style="width: 10%;">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>32</td> <td>15</td> <td>5</td> <td>8</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>27.38%</td> <td>38.10%</td> <td>17.86%</td> <td>5.95%</td> <td>9.52%</td> <td>1.19%</td> </tr> </tbody> </table>		<b>Strongly Agree</b>	<b>Agree</b>	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:							Respondents:	23	32	15	5	8	1	Percentage:	27.38%	38.10%	17.86%	5.95%	9.52%	1.19%	<p><b>SCORE: 3.69</b>                  Std. Dev.: 1.22                  Total Respondents: 84</p>
	<b>Strongly Agree</b>	<b>Agree</b>	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:																													
Respondents:	23	32	15	5	8	1																							
Percentage:	27.38%	38.10%	17.86%	5.95%	9.52%	1.19%																							
<p><b>14. Leadership engages my work group for feedback and improvement.</b></p>	<p><b>69% Agreement</b></p>																												
<div style="display: flex; align-items: center; margin-bottom: 10px;"> <div style="width: 69%; height: 20px; background-color: #008080; margin-right: 5px;"></div> <div style="width: 31%; height: 20px; background-color: #cccccc; margin-right: 5px;"></div> </div> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 10%;"></th> <th style="width: 15%;"><b>Strongly Agree</b></th> <th style="width: 15%;"><b>Agree</b></th> <th style="width: 15%;">Neutral</th> <th style="width: 15%;">Disagree</th> <th style="width: 15%;">Strongly Disagree</th> <th style="width: 10%;">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>20</td> <td>37</td> <td>13</td> <td>5</td> <td>6</td> <td>2</td> </tr> <tr> <td>Percentage:</td> <td>24.10%</td> <td>44.58%</td> <td>15.66%</td> <td>6.02%</td> <td>7.23%</td> <td>2.41%</td> </tr> </tbody> </table>		<b>Strongly Agree</b>	<b>Agree</b>	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:							Respondents:	20	37	13	5	6	2	Percentage:	24.10%	44.58%	15.66%	6.02%	7.23%	2.41%	<p><b>SCORE: 3.74</b>                  Std. Dev.: 1.13                  Total Respondents: 83</p>
	<b>Strongly Agree</b>	<b>Agree</b>	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:																													
Respondents:	20	37	13	5	6	2																							
Percentage:	24.10%	44.58%	15.66%	6.02%	7.23%	2.41%																							
<p><b>15. I am 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>80% Agreement</b></p>																												
<div style="display: flex; align-items: center; margin-bottom: 10px;"> <div style="width: 80%; height: 20px; background-color: #008080; margin-right: 5px;"></div> <div style="width: 20%; height: 20px; background-color: #cccccc; margin-right: 5px;"></div> </div> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 10%;"></th> <th style="width: 15%;"><b>Strongly Agree</b></th> <th style="width: 15%;"><b>Agree</b></th> <th style="width: 15%;">Neutral</th> <th style="width: 15%;">Disagree</th> <th style="width: 15%;">Strongly Disagree</th> <th style="width: 10%;">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>32</td> <td>36</td> <td>13</td> <td>3</td> <td>0</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>37.65%</td> <td>42.35%</td> <td>15.29%</td> <td>3.53%</td> <td>0.00%</td> <td>1.18%</td> </tr> </tbody> </table>		<b>Strongly Agree</b>	<b>Agree</b>	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:							Respondents:	32	36	13	3	0	1	Percentage:	37.65%	42.35%	15.29%	3.53%	0.00%	1.18%	<p><b>SCORE: 4.15</b>                  Std. Dev.: 0.81                  Total Respondents: 85</p>
	<b>Strongly Agree</b>	<b>Agree</b>	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:																													
Respondents:	32	36	13	3	0	1																							
Percentage:	37.65%	42.35%	15.29%	3.53%	0.00%	1.18%																							
<p><b>16. I feel like that what I have to offer the office is appreciated</b></p>	<p><b>71% Agreement</b></p>																												
<div style="display: flex; align-items: center; margin-bottom: 10px;"> <div style="width: 71%; height: 20px; background-color: #008080; margin-right: 5px;"></div> <div style="width: 29%; height: 20px; background-color: #cccccc; margin-right: 5px;"></div> </div> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 10%;"></th> <th style="width: 15%;"><b>Strongly Agree</b></th> <th style="width: 15%;"><b>Agree</b></th> <th style="width: 15%;">Neutral</th> <th style="width: 15%;">Disagree</th> <th style="width: 15%;">Strongly Disagree</th> <th style="width: 10%;">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>29</td> <td>11</td> <td>9</td> <td>4</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>36.47%</td> <td>34.12%</td> <td>12.94%</td> <td>10.59%</td> <td>4.71%</td> <td>1.18%</td> </tr> </tbody> </table>		<b>Strongly Agree</b>	<b>Agree</b>	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:							Respondents:	31	29	11	9	4	1	Percentage:	36.47%	34.12%	12.94%	10.59%	4.71%	1.18%	<p><b>SCORE: 3.88</b>                  Std. Dev.: 1.17                  Total Respondents: 85</p>
	<b>Strongly Agree</b>	<b>Agree</b>	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
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Percentage:	36.47%	34.12%	12.94%	10.59%	4.71%	1.18%																							

## Additional Items

<p>17. I feel welcomed and valued in the agency.</p>	<p><b>72% Agreement</b></p>																					
<div style="text-align: center;"> <p><b>72% Agreement</b></p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>32</td> <td>29</td> <td>14</td> <td>5</td> <td>4</td> <td>1</td> </tr> <tr> <td>Percentage:</td> <td>37.65%</td> <td>34.12%</td> <td>16.47%</td> <td>5.88%</td> <td>4.71%</td> <td>1.18%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	32	29	14	5	4	1	Percentage:	37.65%	34.12%	16.47%	5.88%	4.71%	1.18%	<p><b>SCORE: 3.95</b>                  Std. Dev.: 1.11                  Total Respondents: 85</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	32	29	14	5	4	1																
Percentage:	37.65%	34.12%	16.47%	5.88%	4.71%	1.18%																
<p>18. I understand why my job exists and how it supports the SORM's missions</p>	<p><b>91% Agreement</b></p>																					
<div style="text-align: center;"> <p><b>91% Agreement</b></p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>42</td> <td>35</td> <td>6</td> <td>1</td> <td>1</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>49.41%</td> <td>41.18%</td> <td>7.06%</td> <td>1.18%</td> <td>1.18%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	42	35	6	1	1	0	Percentage:	49.41%	41.18%	7.06%	1.18%	1.18%	0.00%	<p><b>SCORE: 4.36</b>                  Std. Dev.: 0.77                  Total Respondents: 85</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	42	35	6	1	1	0																
Percentage:	49.41%	41.18%	7.06%	1.18%	1.18%	0.00%																
<p>19. I feel comfortable requesting any additional tools I might need to perform my job duties.</p>	<p><b>78% Agreement</b></p>																					
<div style="text-align: center;"> <p><b>78% Agreement</b></p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>27</td> <td>39</td> <td>10</td> <td>8</td> <td>1</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>31.76%</td> <td>45.88%</td> <td>11.76%</td> <td>9.41%</td> <td>1.18%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	27	39	10	8	1	0	Percentage:	31.76%	45.88%	11.76%	9.41%	1.18%	0.00%	<p><b>SCORE: 3.98</b>                  Std. Dev.: 0.96                  Total Respondents: 85</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	27	39	10	8	1	0																
Percentage:	31.76%	45.88%	11.76%	9.41%	1.18%	0.00%																
<p>20. I feel comfortable discussing training and/or professional development needs openly with my supervisor/director/director.</p>	<p><b>81% Agreement</b></p>																					
<div style="text-align: center;"> <p><b>81% Agreement</b></p> </div> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>32</td> <td>37</td> <td>8</td> <td>4</td> <td>4</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>37.65%</td> <td>43.53%</td> <td>9.41%</td> <td>4.71%</td> <td>4.71%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	32	37	8	4	4	0	Percentage:	37.65%	43.53%	9.41%	4.71%	4.71%	0.00%	<p><b>SCORE: 4.05</b>                  Std. Dev.: 1.05                  Total Respondents: 85</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
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## Additional Items



## Engagement Items

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

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

### Response Data

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

### Benchmark Data

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





### Interpreting Data

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

## Engagement Items

	2. In my work group I can share my opinions and ideas.	<b>84% Agreement</b>																												
		<b>SCORE: 4.22</b> Std. Dev.: 1.12 Total Respondents: 85 <b>BENCHMARKS</b> Past Score: 4.24 Similar Mission: 4.26 Similar Size: 4.23 All Orgs: 4.20																												
<table border="1"> <thead> <tr> <th></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>Response:</td> <td>Agree</td> <td>Agree</td> <td>Neutral</td> <td>Disagree</td> <td>Strongly Disagree</td> <td>Don't Know/NA</td> </tr> <tr> <td>Respondents:</td> <td>46</td> <td>25</td> <td>6</td> <td>3</td> <td>5</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>54.12%</td> <td>29.41%</td> <td>7.06%</td> <td>3.53%</td> <td>5.88%</td> <td>0.00%</td> </tr> </tbody> </table>			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:	Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	46	25	6	3	5	0	Percentage:	54.12%	29.41%	7.06%	3.53%	5.88%	0.00%	
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																								
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Respondents:	46	25	6	3	5	0																								
Percentage:	54.12%	29.41%	7.06%	3.53%	5.88%	0.00%																								
	5. Our organization is known for the quality of work we provide.	<b>79% Agreement</b>																												
		<b>SCORE: 4.05</b> Std. Dev.: 0.88 Total Respondents: 84 <b>BENCHMARKS</b> Past Score: 3.86 Similar Mission: 4.26 Similar Size: 4.21 All Orgs: 4.10																												
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Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																								
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Percentage:	32.14%	46.43%	14.29%	4.76%	1.19%	1.19%																								
	6. I know how my work impacts others in the organization.	<b>89% Agreement</b>																												
		<b>SCORE: 4.39</b> Std. Dev.: 0.85 Total Respondents: 85 <b>BENCHMARKS</b> Past Score: 4.48 Similar Mission: 4.46 Similar Size: 4.39 All Orgs: 4.36																												
<table border="1"> <thead> <tr> <th></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>Response:</td> <td>Strongly Agree</td> <td>Agree</td> <td>Neutral</td> <td>Disagree</td> <td>Strongly Disagree</td> <td>Don't Know/NA</td> </tr> <tr> <td>Respondents:</td> <td>47</td> <td>29</td> <td>5</td> <td>3</td> <td>1</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>55.29%</td> <td>34.12%</td> <td>5.88%</td> <td>3.53%</td> <td>1.18%</td> <td>0.00%</td> </tr> </tbody> </table>			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	47	29	5	3	1	0	Percentage:	55.29%	34.12%	5.88%	3.53%	1.18%	0.00%	
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	10. My supervisor provides me with a clear understanding of my work responsibilities.	<b>81% Agreement</b>																												
		<b>SCORE: 4.24</b> Std. Dev.: 1.10 Total Respondents: 85 <b>BENCHMARKS</b> Past Score: 4.25 Similar Mission: 4.27 Similar Size: 4.32 All Orgs: 4.27																												
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## Engagement Items

 <p>11. My supervisor recognizes outstanding work.</p> <p style="text-align: center;"><b>80% Agreement</b></p> <table border="1"> <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>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>37</td> <td>31</td> <td>9</td> <td>4</td> <td>4</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>43.53%</td> <td>36.47%</td> <td>10.59%</td> <td>4.71%</td> <td>4.71%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	37	31	9	4	4	0	Percentage:	43.53%	36.47%	10.59%	4.71%	4.71%	0.00%	<p style="text-align: center;"><b>80% Agreement</b></p> <p><b>SCORE:</b> 4.09                  Std. Dev.: 1.08                  Total Respondents: 85</p> <p><b>BENCHMARKS</b>                  Past Score: 4.30                  Similar Mission: 4.25                  Similar Size: 4.24                  All Orgs: 4.17</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
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Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
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Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	31	31	13	2	5	2																
Percentage:	36.90%	36.90%	15.48%	2.38%	5.95%	2.38%																
 <p>18. I have adequate resources and equipment to do my job.</p> <p style="text-align: center;"><b>82% Agreement</b></p> <table border="1"> <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>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>31</td> <td>39</td> <td>8</td> <td>4</td> <td>3</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>36.47%</td> <td>45.88%</td> <td>9.41%</td> <td>4.71%</td> <td>3.53%</td> <td>0.00%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	31	39	8	4	3	0	Percentage:	36.47%	45.88%	9.41%	4.71%	3.53%	0.00%	<p style="text-align: center;"><b>82% Agreement</b></p> <p><b>SCORE:</b> 4.07                  Std. Dev.: 0.99                  Total Respondents: 85</p> <p><b>BENCHMARKS</b>                  Past Score: 4.21                  Similar Mission: 4.18                  Similar Size: 4.14                  All Orgs: 4.08</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	31	39	8	4	3	0																
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## Engagement Items

	21. The people I work with care about my personal well-being.	<b>82% Agreement</b>																					
		<b>SCORE: 4.11</b> Std. Dev.: 0.94 Total Respondents: 84 <b>BENCHMARKS</b> Past Score: 4.21 Similar Mission: 4.16 Similar Size: 4.18 All Orgs: 4.09																					
<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>37</td> <td>9</td> <td>4</td> <td>2</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>38.10%</td> <td>44.05%</td> <td>10.71%</td> <td>4.76%</td> <td>2.38%</td> <td>0.00%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	32	37	9	4	2	0	Percentage:	38.10%	44.05%	10.71%	4.76%	2.38%	0.00%	
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Respondents:	32	37	9	4	2	0																	
Percentage:	38.10%	44.05%	10.71%	4.76%	2.38%	0.00%																	
	22. I trust the people in my workplace.	<b>64% Agreement</b>																					
		<b>SCORE: 3.75</b> Std. Dev.: 1.06 Total Respondents: 85 <b>BENCHMARKS</b> Past Score: 3.67 Similar Mission: 4.04 Similar Size: 4.05 All Orgs: 3.96																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>23</td> <td>31</td> <td>21</td> <td>7</td> <td>3</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>27.06%</td> <td>36.47%</td> <td>24.71%</td> <td>8.24%</td> <td>3.53%</td> <td>0.00%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	23	31	21	7	3	0	Percentage:	27.06%	36.47%	24.71%	8.24%	3.53%	0.00%	
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Respondents:	23	31	21	7	3	0																	
Percentage:	27.06%	36.47%	24.71%	8.24%	3.53%	0.00%																	
	37. Training is made available to me so that I can do my job better.	<b>76% Agreement</b>																					
		<b>SCORE: 3.82</b> Std. Dev.: 1.14 Total Respondents: 84 <b>BENCHMARKS</b> Past Score: 3.71 Similar Mission: 3.96 Similar Size: 3.88 All Orgs: 3.90																					
<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>40</td> <td>6</td> <td>9</td> <td>5</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>28.57%</td> <td>47.62%</td> <td>7.14%</td> <td>10.71%</td> <td>5.95%</td> <td>0.00%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	24	40	6	9	5	0	Percentage:	28.57%	47.62%	7.14%	10.71%	5.95%	0.00%	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	24	40	6	9	5	0																	
Percentage:	28.57%	47.62%	7.14%	10.71%	5.95%	0.00%																	
	38. Training is made available to me for personal growth and development.	<b>75% Agreement</b>																					
		<b>SCORE: 3.81</b> Std. Dev.: 1.15 Total Respondents: 83 <b>BENCHMARKS</b> Past Score: 3.71 Similar Mission: 3.92 Similar Size: 3.77 All Orgs: 3.81																					
<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>38</td> <td>7</td> <td>9</td> <td>5</td> <td>0</td> </tr> <tr> <td>Percentage:</td> <td>28.92%</td> <td>45.78%</td> <td>8.43%</td> <td>10.84%</td> <td>6.02%</td> <td>0.00%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	24	38	7	9	5	0	Percentage:	28.92%	45.78%	8.43%	10.84%	6.02%	0.00%	
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## Constructs and Related Items

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

### Your Data

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

### Benchmark Data

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

### What is a good score?

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





## Constructs and Related Items

### Workgroup Construct Score: 421

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.	4.39	0.87
2. In my work group I can share my opinions and ideas.	4.22	1.12
3. In my workgroup, we encourage each other to learn from our mistakes.	4.21	1.01
4. In my work group, there is a real feeling of teamwork.	4.00	1.10

### Strategic Construct Score: 415

The strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. This construct measures the degree to which employees understand their role in the organization and consider the organization's reputation to be positive.	Score	Std. Dev.
5. Our organization is known for the quality of work we provide.	4.05	0.88
6. I know how my work impacts others in the organization.	4.39	0.85
7. My organization develops services to match the needs of our customers/clients.	4.06	0.90
8. Our organization communicates effectively with the public.	3.85	0.94
9. I have a good understanding of our mission, vision, and strategic plan.	4.38	0.72

### Supervision Construct Score: 411

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.	4.24	1.10
11. My supervisor recognizes outstanding work.	4.09	1.08
12. I am given the opportunity to do my best work.	4.25	1.00
13. My supervisor is consistent when administering policies concerning employees.	3.99	1.16
14. My supervisor evaluates my performance fairly.	3.99	1.09

### Workplace Construct Score: 411

The workplace construct captures employees' perceptions of the total work atmosphere, workplace safety, and the overall feel. This construct measures the degree to which employees see the setting as satisfactory, safe and that adequate tools and resources are available.	Score	Std. Dev.
15. Given the type of work I do, my physical workplace meets my needs.	4.12	0.99
16. My workplace is well maintained.	4.02	0.98
17. There are sufficient procedures to ensure the safety of employees in the workplace.	4.24	0.80
18. I have adequate resources and equipment to do my job.	4.07	0.99

## Constructs and Related Items

### Community Construct Score: 407

The community construct captures employees' perceptions of the relationships between employees in the workplace, including trust, respect, care, and diversity among colleagues. This construct measures the degree to which employees feel respected, cared for, and have established trust with their colleagues.	Score	Std. Dev.
19. The people I work with treat each other with respect.	3.99	1.13
20. The people I work with come from diverse backgrounds.	4.41	0.66
21. The people I work with care about my personal well-being.	4.11	0.94
22. I trust the people in my workplace.	3.75	1.06

### Information Systems Construct Score: 438

The information systems construct captures employees' perceptions of whether computer and communication systems provide accessible, accurate, and clear information. This construct measures the degree to which employees view the availability and utility of information positively.	Score	Std. Dev.
23. My work group uses the latest technologies to communicate and interact.	4.13	0.72
24. We receive regular and useful updates on how to keep our computer and sensitive information secure from cyber-attack.	4.56	0.52
25. Support is available for the technologies we use.	4.55	0.55
26. Our computer systems enable me to quickly find the information I need.	4.27	0.76

### Internal Communication Construct Score: 395

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.	4.04	1.08
28. My work atmosphere encourages open and honest communication.	3.85	1.22
29. The communications I receive at work are timely and informative.	3.95	0.90

### Pay Construct Score: 259

The pay construct captures employees' perceptions of how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. This construct measures the degree to which employees view pay as well valued relative to the type of work, work demands and comparable positions.	Score	Std. Dev.
30. My pay keeps pace with the cost of living.	2.37	1.16
31. Salaries are competitive with similar jobs in the community.	2.57	1.18
32. I feel I am paid fairly for the work I do.	2.82	1.28

## Constructs and Related Items



### Benefits

Construct Score: 377

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.	3.59	1.17
34. Health insurance benefits are competitive with similar jobs in the community.	3.92	0.91
35. Benefits can be selected to meet individual needs.	3.80	0.93



### Employee Development

Construct Score: 385

The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. This construct measures the degree to which employees feel the organization provides opportunities for growth in organizational responsibilities and personal needs in their careers.	Score	Std. Dev.
36. I believe I have a career with this organization.	3.93	1.11
37. Training is made available to me so that I can do my job better.	3.82	1.14
38. Training is made available to me for personal growth and development.	3.81	1.15



### Job Satisfaction

Construct Score: 392


The job satisfaction construct captures employees' perceptions about the overall work situation and ability to maintain work-life balance. This construct measures the degree to which employees are pleased with working conditions and their workload.	Score	Std. Dev.
39. My work environment supports a balance between work and personal life.	3.92	1.10
40. I feel free to be myself at work.	3.75	1.21
41. The pace of work enables employees to effectively perform their job.	3.87	0.93
42. I am proud to tell people that I work for this organization.	4.12	0.85



### 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.	4.24	0.93
44. Employees are generally ethical in my workplace.	4.05	0.96
45. I believe we will use the information from this survey to improve our workplace.	3.56	1.28
46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.	3.67	1.19
47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.	3.86	1.09
48. I am treated fairly in my workplace.	3.99	1.06

## Constructs and Related Items

 Employee Engagement		Construct Score: 407	
<p><b>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.</b></p>		<b>Score</b>	<b>Std. Dev.</b>
2. In my work group I can share my opinions and ideas.		4.22	1.12
5. Our organization is known for the quality of work we provide.		4.05	0.88
6. I know how my work impacts others in the organization.		4.39	0.85
10. My supervisor provides me with a clear understanding of my work responsibilities.		4.24	1.10
11. My supervisor recognizes outstanding work.		4.09	1.08
12. I am given the opportunity to do my best work.		4.25	1.00
14. My supervisor evaluates my performance fairly.		3.99	1.09
18. I have adequate resources and equipment to do my job.		4.07	0.99
21. The people I work with care about my personal well-being.		4.11	0.94
22. I trust the people in my workplace.		3.75	1.06
37. Training is made available to me so that I can do my job better.		3.82	1.14
38. Training is made available to me for personal growth and development.		3.81	1.15

## Survey Customization Sheet

### Organizational Category Codes: Category 1

101 - Executive Administration	102 - Legal Services
103 - Strategic Operations	104 - Internal Operations

### Organizational Category Codes: Category 2

201 - Legal Management	202 - Compliance Management
203 - Cost Containment	204 - Agency Relations
205 - Enterprise Risk	206 - Claims Operations
207 - Intake Management	208 - Financial Management
209 - Information Technology	210 - Talent Management
211 - Project Management	212 - Chief
213 - Deputy Executive Director	214 - Executive Director

### Additional Items

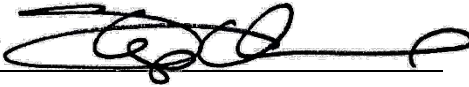
1. My defined benefit retirement/pension is a major reason I work for my employer.
2. My health coverage is a major reason I plan to remain with my employer.
3. I find the employee's club beneficial.
4. I find the wellness committee beneficial.
5. I find the monthly agency meeting beneficial.
6. I find the open door policy beneficial.
7. I am provided opportunities for training and development to do my job.
8. Leadership supports institutional values of diversity and inclusion for differences.
9. I feel comfortable notifying leadership (including direct supervisors) if I have witnessed or experienced perceived bias.
10. The culture and cultural awareness of the agency is progressive.
11. Leadership is effective in leadership practice.
12. Leadership solicits feedback to those directly impacted by policy.
13. Leadership listens to those directly impacted by policy.
14. Leadership engages my work group for feedback and improvement.
15. I am 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.
16. I feel like that what I have to offer the office is appreciated
17. I feel welcomed and valued in the agency.
18. I understand why my job exists and how it supports the SORM's missions
19. I feel comfortable requesting any additional tools I might need to perform my job duties.
20. I feel comfortable discussing training and/or professional development needs openly with my supervisor/director/director.
21. I believe office resources, programs, and 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).

**SCHEDULE G**  
**CERTIFICATION OF COMPLIANCE WITH CYBERSECURITY TRAINING**

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**STATE OFFICE OF RISK MANAGEMENT**

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192.

Signature: 

Signature: 

**Printed Name:** Stephen S. Vollbrecht  
**Title:** Executive Director  
**Date:** June 1, 2024

**Printed Name:** Keith DeSpain  
**Title:** Director of Information Technology  
**Date:** June 1, 2024

**SCHEDULE H**  
**CONTRACT MANAGEMENT TRAINING**

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In accordance with Texas Government Code, Section 656.052(c), the Office requires that any personnel involved in the management of contracts complete training provided by the Comptroller of Public Account's Statewide Procurement Division in order to obtain their CTCM/CTCD.

It is expected of the staff member to maintain this certification by completing the required number of continuing education hours for certification renewal.