2017
Employee Engagement Survey Results

DHHS IS LISTENING, YOUR OPINION COUNTS

NC DEPARTMENT OF
HEALTH AND
HUMAN SERVICES

NC DEPARTMENT OF
HEALTH AND HUMAN SERVICES

OUR MISSION: In collaboration with our partners, DHHS provides essential services to improve the health, safety and well-being of all North Carolinians.

OUR VISION: Advancing innovative solutions that foster independence, improve health and promote well-being for all North Carolinians.

OUR VALUES

People-Focused

Focus on the people we serve, deliver value and make a positive impact on their lives and communities.

Teamwork

We are all one department, one team, working toward one goal: to improve the health, safety and well-being of all North Carolinians.

Proactive Communication

Maintain an open and trusting environment for collaboration and continuous improvement with our team, stakeholders and the people we serve.

Transparency

Share expertise, information and honest feedback within the Department and with stakeholders and the community. Ask for help when needed.

Stewardship

Be good stewards of resources and time to create a positive impact for those we serve.

Joy

Have joy and balance at work so we all bring our A-game when serving the people of North Carolina.

NC DEPARTMENT OF
**HEALTH AND
HUMAN SERVICES**

ROY COOPER • Governor
MANDY COHEN, MD, MPH • Secretary

March 27, 2018

Dear DHHS Team,

The work that our Department does touches the lives of millions across North Carolina. As your Secretary, I value seeing the important services each Division is providing and the impact we are making across the state as a team. I know that to provide these vital services, you need an environment that recognizes and enables your potential and empowers you to do the best and be the best you can. We need a work environment that allows us all to live up to and embrace our shared values: focusing on those we serve – the individuals, families and communities; working as a team to solve hard problems; proactively communicating; being transparent with each other and our partners; stewarding our resources well; and having joy at work.

Knowing that we cannot improve without first knowing where we are, in September of last year the Department sent out its first Department-wide employee survey in five years. The Employee Engagement Survey was sent to all employees with the goal of a 60 percent completion rate. I am pleased to report that 12,229 employees completed the survey for a participation rate of over 76 percent. That is incredible, thank you!

The survey highlighted one of our Department's greatest strengths – a clear mission to serve the people of North Carolina. I am proud of the fact that the highest-scoring statement in the survey was "The work I do matters," with employees giving this an average score of 4.52 on a 5-point scale. DHHS employees also indicated that their work contributes to the Division or Facility's success, which speaks to the importance of our teams and the valuable work we do together every day. The survey also confirms what I see every day as I meet with DHHS team members across the state – DHHS employees feel challenged by their job and are willing to go the extra mile to get to a successful outcome.

The survey also surfaced several opportunities for improvement in the areas of communication across the Department and within individual teams, providing direct, meaningful feedback from managers to team members, and aligning promotions with performance.

I thank you for this honest feedback. The DHHS leadership team and I take these results very seriously and are committed to honoring our strengths and making needed improvements. Next steps include holding focus groups within each Division and Facility to solicit further feedback and to ensure we are matching up the areas for improvement with appropriately tailored solutions.

NC DEPARTMENT OF HEALTH AND HUMAN SERVICES

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AN EQUAL OPPORTUNITY / AFFIRMATIVE ACTION EMPLOYER

While the additional feedback continues, we are making some immediate improvements in providing direct and meaningful feedback from managers to team members. Going forward, I will ask all VIP reviews to include meaningful written feedback – not just numeric feedback. We are also developing a new program, "Performance Calibration," which will provide a forum for managers to discuss the individual performance of team members with the goal of making sure that managers across the Department are applying similar standards and evaluating on the same metrics. Additionally, we are developing a new employee recognition program and offering new management training to support this effort. Lastly, as each Division develops their own action plan in response to the survey results, I have asked them to include specific metrics around providing concrete, meaningful feedback throughout the year.

I hope you take the time to review this full Employee Engagement Report. Know that we will continue to take steps to address your feedback. We hope to make DHHS the best place to work so that, in turn, we can all do our best at work for the millions of people across the state counting on us.

Thank you for the important work that you do every day.

Mandy Cohen
DHHS Secretary

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- *My Division/Facility respects diversity of backgrounds and ideas.*

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- *I would recommend DHHS as a great place to work.*
- *My supervisor or someone at work seems to care about me as a person.*

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INTRODUCTION

The purpose of the 2017 Employee Engagement Survey was to understand the extent to which NC Department of Health and Human Services employees are engaged in the workplace. Employee engagement reflects the relationship between employees and their jobs. Higher engagement averages reflect greater employee satisfaction and better work environments.

The survey assessed engagement across seven categories:

- Your Job and the Work You Do;
- Your Work Unit and Processes;
- Your Division/Facility's Work Area;
- Your Job Growth Opportunities;
- Supervision;
- Leadership and DHHS Culture; and
- Your Personal Viewpoint.

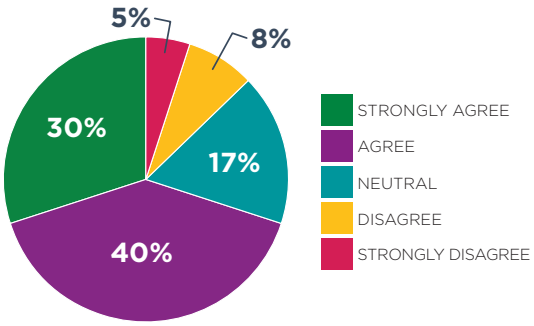
Participants also had the opportunity to provide written comments about what their division or facility did well and what could be improved. Optional demographic questions were included to ensure the survey reached a representative sample of employees.

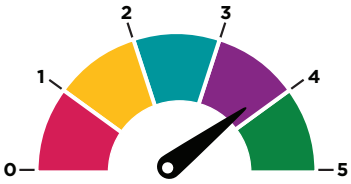
The survey was administered online during September 2017 to the employees of all 40 divisions and facilities within DHHS. Division of State Operated Healthcare Facilities employees also had the opportunity to complete a paper copy of the survey. The goal was to have 60 percent of DHHS employees complete the survey. The survey was widely advertised to encourage participation, and some divisions and facilities offered incentives to survey participants to obtain a higher completion rate. Thirty-eight of the divisions and facilities exceeded a 60 percent participation rate. Overall, 12,229 employees completed the survey for a final DHHS participation rate of 76 percent.

The survey results will be used to understand what DHHS is doing well and what can be improved. The results are also compared to the results of a 2012 employee survey to assess how DHHS organizational culture has changed in the past five years.

OVERALL RESULTS

Participants rated their engagement on a scale from 1-5, with a 1 indicating they strongly disagreed and a 5 indicating they strongly agreed with the statements. Higher scores indicate that participants were more engaged in the workplace. The DHHS overall average employee engagement rate was 3.78. Overall, 12,229 employees completed the survey for a final DHHS participation rate of 76 percent.





3.78
OVERALL AVERAGE

76% PARTICIPATION RATE
DHHS EMPLOYEES

12,229 PARTICIPATION NUMBER
DHHS EMPLOYEES

Averages by Category

Seven categories were assessed in the survey, with agreement to the statements indicating higher employee engagement. The statements in the category "Your Job and the Work You Do" had the highest employee engagement score with an average of 4.28. This indicates employees felt their work was important, valuable and engaging. The statements in the "Leadership and DHHS Culture" category received the lowest engagement score at 3.39.

		Responses by Category				
Category	**Average**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
Your Job and the Work You Do	4.28	2%	3%	9%	34%	51%
Your Work Unit and Processes	3.98	4%	7%	13%	42%	35%
Your Division/Facility's Work Area	3.78	4%	9%	18%	44%	26%
Your Job Growth Opportunities	3.58	9%	10%	20%	39%	23%
Supervision	3.69	6%	9%	16%	40%	24%
Leadership and DHHS Culture	3.39	9%	14%	25%	38%	15%
Your Personal Viewpoint	3.95	4%	6%	18%	40%	34%

KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

Where We Excel – The 10 Highest Averages by Question

The item "The work I do matters" had the highest employee engagement average at 4.52, which means on average, all DHHS employees agree or strongly agree their work is important. The 10 highest engagement averages are listed below. These results indicate areas of strength within DHHS.

Question	Average
The work I do matters.	4.52
The work I do contributes to my Division/Facility's success.	4.49
I understand my job and how it helps my Division/Facility.	4.40
I often voluntarily go beyond what is required to contribute to my work unit's success.	4.28
The work I do is challenging.	4.16
My supervisor lets me know what is expected of me at work.	3.99
My work unit works together to accomplish goals.	3.98
I feel physically safe at work.	3.97
I am proud to tell other people where I work.	3.97
I have the opportunity to do what I do best every day.	3.96

Areas for Improvement – The 11 Lowest Averages by Question

The five lowest engagement averages all come from the category "Leadership and DHHS Culture," which received an overall employee engagement average of 3.39. The survey item "Promotions are based on actual performance" had the lowest rating, by far with an average of 2.74.

Question	Average
Promotions are based on actual performance	2.74
Employees are recognized for producing results, not just for hard work.	3.13
Policies and procedures are applied consistently within the organization.	3.27
Management communicates key information to me in a timely manner.	3.36
I am confident in the goals set by my Division/Facility's leadership to accomplish our purpose or mission.	3.51
My Division/Facility respects diversity of backgrounds and ideas.	3.57
My supervisor promptly addresses instances of poor performance in the work unit.	3.58
I would recommend DHHS as a great place to work.	3.59
My NCVIP reflects the work I do.	3.59
I receive recognition or praise from management for the good work I do.	3.62
I have the tools and resources I need to get the job done right.	3.62

OPEN-ENDED QUESTIONS

Each survey participant had the opportunity to provide comments. Employees were asked to identify two or three things their division, facility or administrative office did well, and two or three areas where their division or facility could improve.

Strengths

A noticeable strength of DHHS is its focus on the patient or consumer. At DSOHF, employees believe they provide excellent care to patients by providing a safe and healthy environment, individualizing patient care and providing outings and activities for patients. Employees in consumer service-based divisions believe they provide excellent customer care to help North Carolinians receive the services and assistance they need.

Many DHHS employees believe their organizations have excellent leaders. Several people responded that their managers and supervisors provided regular team building activities and training exercises to foster work relationships and employee morale. Because of this, many people feel they are prepared to do their jobs well. Managers are flexible when employees are sick or have family emergencies, and they provide helpful feedback to people who work for them.

Several employees said their organization was like a family. Employees support each other and work together to ensure the job is done right. While some said their organizations were short-staffed, they said their team worked so well together that they were able to provide better care than a private organization with more employees.

Areas for Improvement

Consistent with the survey results, DHHS employees believe they do not have a lot of opportunities for job growth or pay raises. Employees said their supervisors hire from the outside, which makes advancement difficult or impossible. Some believe internal promotions are often based on favoritism and not on merit and hard work. Employees also believe their salary is not reflective of their job status or investment within the organization. Several people said less qualified individuals and new hires were paid significantly more than more experienced employees who have been working at DHHS for many years. This perceived inequity leads more experienced employees to leave their positions, which then leads to staffing shortages and an increased burden on remaining employees.

Several employees said their supervisors or managers do not hold all employees to the same standard. Some said poor-performing coworkers often do not receive sanctions for low quality work if they are friends with the supervisor. A few people believed management was more likely to offer sanctions to certain groups while not holding members of other groups accountable for inappropriate behavior. Some employees stated that supervisors and their friends also gossip and talk badly about employees at some divisions and facilities.

Some employees believe their supervisors should improve the frequency and quality of their communications with employees. A few people mentioned they are not made aware of statewide or organizational changes in a timely manner, which affected their ability to do their job well.

DEMOGRAPHICS

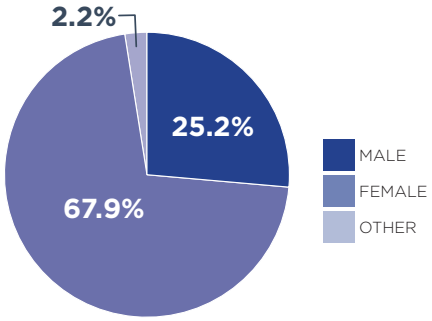
The demographic questions at the end of the survey were optional, with the exception of "How long have you worked at DHHS?" and "Where do you work?" These questions were included in order to determine if the sample was representative of DHHS and to analyze any demographic differences in engagement averages. Statistical tests were conducted for length of employment and level of education. These tests were used to show if there were any meaningful differences between groups. However, tests were not conducted for the other demographic variables because the number of people in each group was uneven, which means there is a high likelihood that test results would not be accurate.

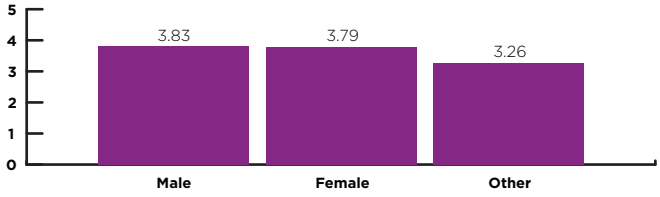
Gender

"What is your gender?" was an optional question, and not all participants chose to answer this question. Statistical analyses were not conducted for gender groups.

FINDINGS

- An overwhelming majority of participants identified as female. A quarter of survey respondents identified as male, and just over 2 percent identified as neither male nor female.
- Employees who identified as neither male nor female had substantially lower overall engagement averages than men and women across all questions.





OVERALL ENGAGEMENT AVERAGES

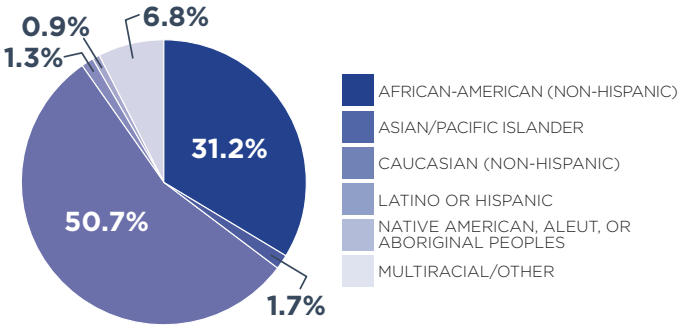
KEY: STRONGLY AGREE AGREE NEUTRAL DISAGREE STRONGLY DISAGREE

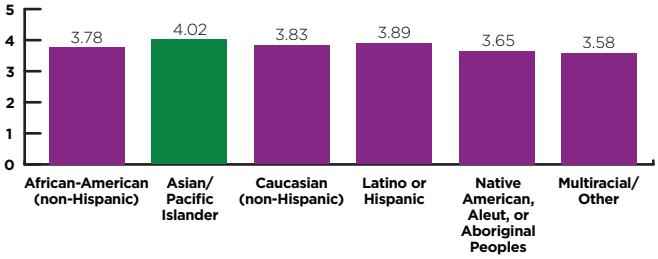
Race/Ethnicity

"To which racial or ethnic group do you most identify?" was an optional question, and many participants chose not to answer. Statistical analyses were not conducted for this section.

FINDINGS

- Over half of the sample identified as Caucasian/ Non-Hispanic). Roughly a third of participants were African-American/Non-Hispanic), and almost 7 percent identified as multiracial or another race not specified. The remaining 4 percent consisted of Latino/Hispanic; Native American, Aleut or Aboriginal Peoples; and Asian/Pacific Islander.
- Employees who identified as Asian/Pacific Islander had a much higher overall engagement average than other racial groups. Employees who identified as Native American or Multiracial/Other had much lower overall engagement averages than all other races and ethnicities.





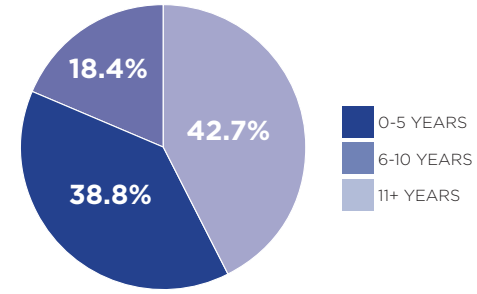
OVERALL ENGAGEMENT AVERAGES

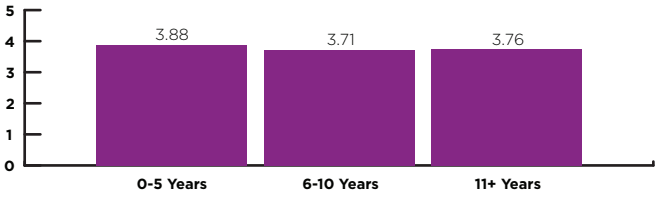
Length of Employment

All participants were required to report how long they worked at DHHS. Analyses of variance were conducted for length of employment because the distribution of employees in each group was somewhat even. Overall, people who have worked at DHHS for five years or less had the highest employee engagement average.

FINDINGS

- Of those who completed the survey, the greatest percentage of respondents (42.7 percent) had worked at DHHS for 11 or more years. People who had worked at DHHS for six to 10 years made up the smallest percentage of survey participants (18.4 percent).
- People who had worked at DHHS for five years or less tended to have the highest overall employee engagement average across all questions, and people who had worked at DHHS for six to 10 years had the lowest employee engagement averages.





OVERALL ENGAGEMENT AVERAGES

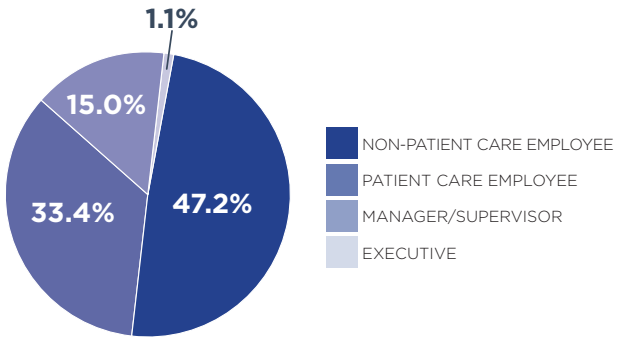
KEY: STRONGLY AGREE AGREE NEUTRAL DISAGREE STRONGLY DISAGREE

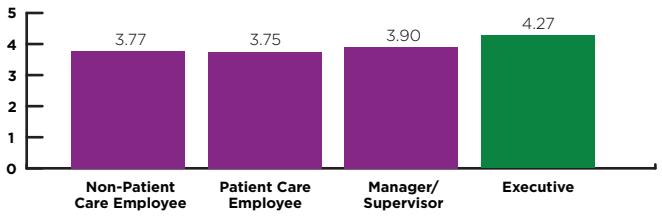
Employee Roles

Statistical analyses were not conducted for these demographics.

FINDINGS

- Almost half of survey participants were non-direct patient care employees, while a third were direct patient care employees. Fifteen percent were managers or supervisors, and 1.1 percent of survey respondents were executives.
- Executives had much higher overall average engagement scores across all questions than employees and managers/supervisors.





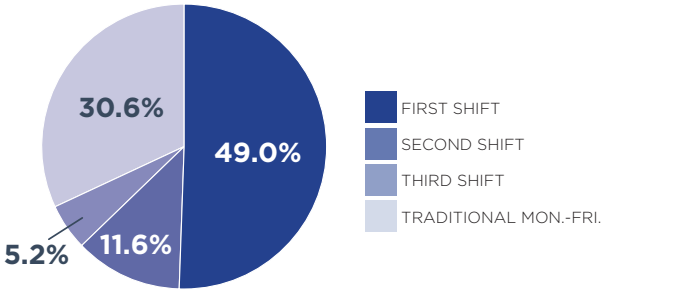
OVERALL ENGAGEMENT AVERAGES

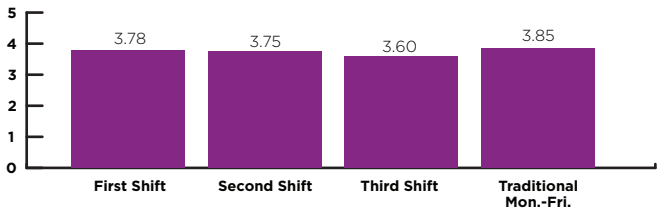
Shift

Statistical analyses were not conducted for these demographics.

FINDINGS

- Around half of survey participants worked the first shift, and almost a third worked a traditional Monday-Friday schedule. The least number of respondents (5.2 percent) worked the third shift.
- Employees who work a traditional Monday through Friday work schedule had the highest overall employee engagement average across all questions, and employees who worked the third shift had the lowest engagement average across all questions.





OVERALL ENGAGEMENT AVERAGES

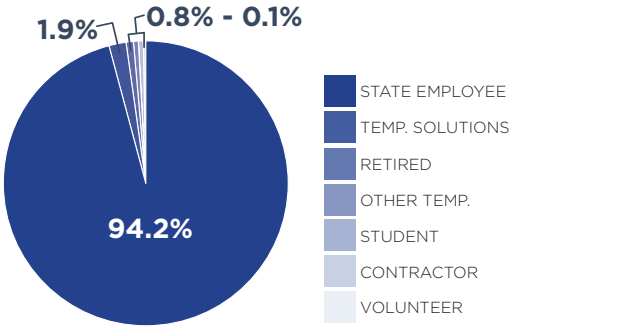
KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

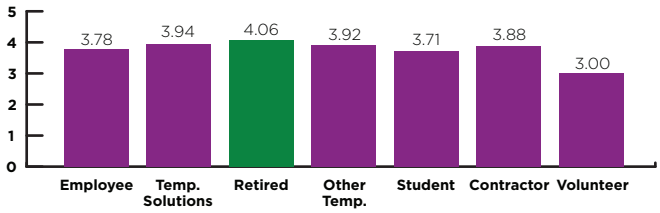
Employee Status

Statistical analyses were not conducted for these demographics.

FINDINGS

- Most survey participants were state employees. Nearly two percent were Temporary Solutions employees and less than one percent each were retired state employees currently working (0.8 percent), other temporary employees (0.4 percent), students (0.1 percent), contractors (0.6 percent) and volunteers (0.1 percent).
- Temporary employees and retired state employees had the highest averages across all questions. Volunteers had much lower averages than employees and students.





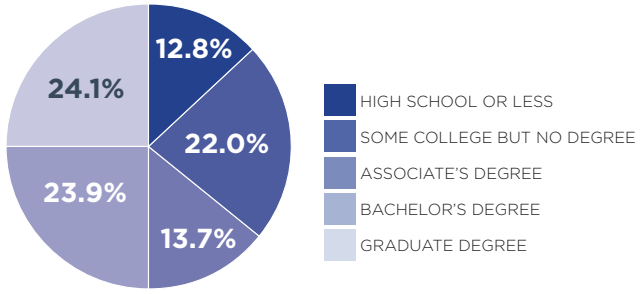
OVERALL ENGAGEMENT AVERAGES

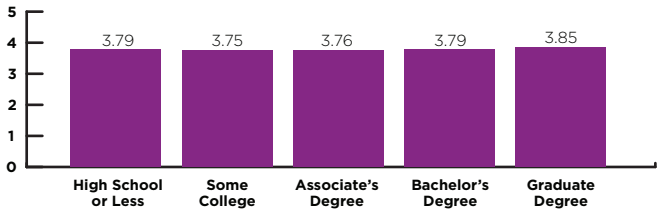
Education Level

"What is the highest level of education you have completed?" was an optional question, and some survey participations chose not to respond.

FINDINGS

- The sample represented a wide range of educational backgrounds. Nearly half of the responding employees had at least a bachelor's degree, while almost 35 percent of employees had a high school diploma or less.
- There was not much difference in responses across different levels of education. However, for the survey item "The work I do matters," averages increased significantly as education levels increased.





OVERALL ENGAGEMENT AVERAGES

KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

EMPLOYEE ENGAGEMENT AVERAGES BY DIVISION, FACILITY AND OFFICE

Participants rated their engagement on a scale from 1-5, with higher scores indicating that participants were more engaged in the workplace. The DHHS overall average employee engagement rate was 3.78.

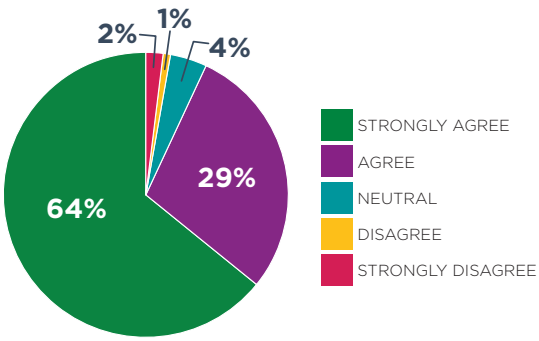
Division/Facility	Engagement Average
Aging and Adult Services	3.98
Black Mountain NMTC	3.76
Broughton Hospital	3.74
Budget and Analysis	3.79
Caswell Developmental Center	3.72
Central Regional Hospital/ Whitaker School	3.79
Central Regional Maintenance	3.87
Cherry Hospital	3.81
Child Development and Early Education	3.89
Council on Developmental Disabilities	4.10
Disability Determination Services	3.49
DSOHF Central Office	4.03
Health Service Regulation	3.82
Human Resources	3.91
Information Technology/ Office of Privacy and Security	3.64
Internal Audit	3.91
J. Iverson Riddle Developmental Center	3.90
Julian F. Keith ADATC	3.88
Longleaf NMTC	3.57

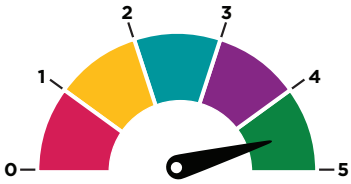
Division/Facility	Engagement Average
Medical Assistance and Health Benefits	3.74
Mental Health/Developmental Disabilities/Substance Abuse	3.64
Murdoch Developmental Center	3.82
NC Fast	3.52
O'Berry NMTC	3.76
Office of Communications	3.80
Office of Procurement and Contract Services	3.83
Office of Rural Health	3.97
Office of the Controller	3.76
Office of the Secretary/Office of Government Affairs	4.04
Property and Construction	4.11
Public Health	3.80
Robert J. Blackley ADATC	3.63
Services for the Blind	4.00
Services for the Deaf and Hard of Hearing	3.86
Social Services	3.77
Vocational Rehabilitation Services	3.90
Walter B. Jones ADATC	3.36
Wright School	4.02

Individual Survey Responses by Question

The Work I Do Matters.

DHHS Overall Results



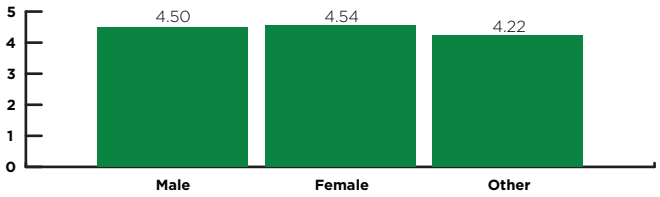


4.52
MEAN
(AVERAGE OF RESULTS)

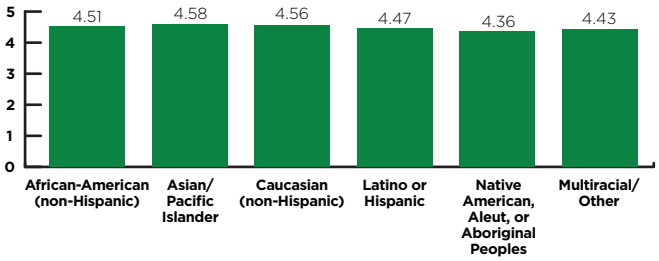
5 MEDIAN
(MIDDLE OF RESULTS)

5 MODE
(MOST OFTEN RESULT)

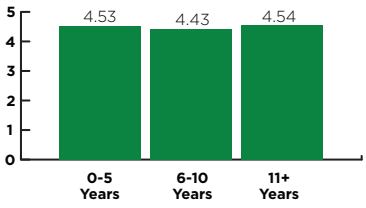
By Gender



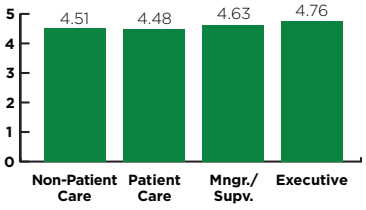
By Race/Ethnicity



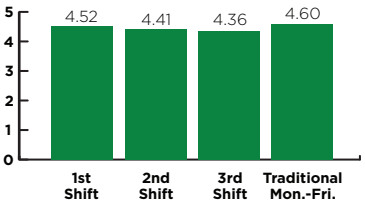
By Length of Employment



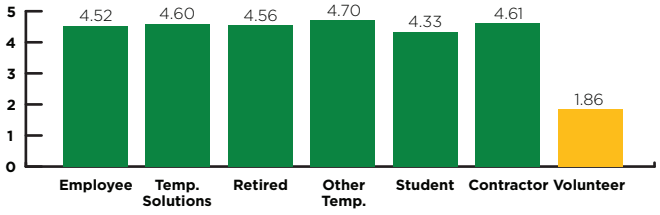
By Employee Role



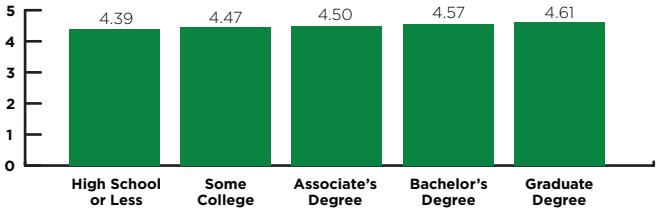
By Shift



By Employee Status



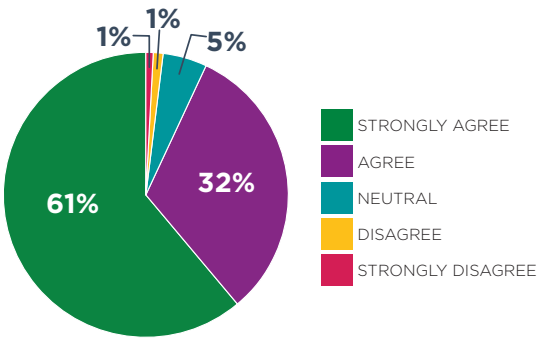
By Education Level

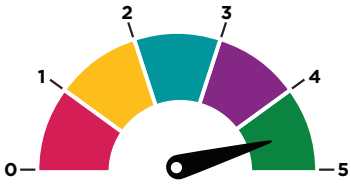


KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

The work I do contributes to my Division/Facility's success.

DHHS Overall Results



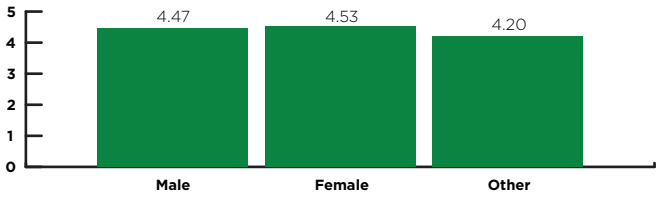


4.49
MEAN
(AVERAGE OF RESULTS)

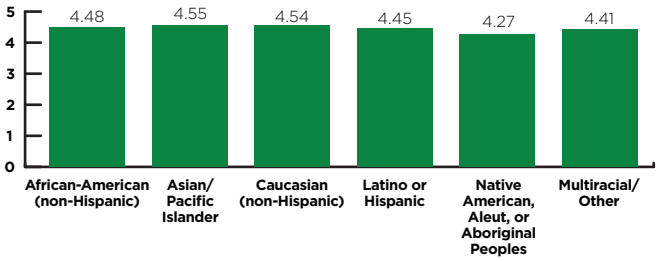
5 MEDIAN
(MIDDLE OF RESULTS)

5 MODE
(MOST OFTEN RESULT)

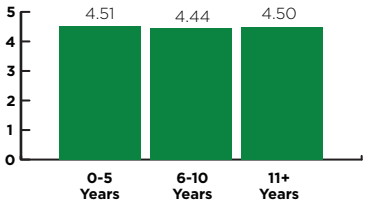
By Gender



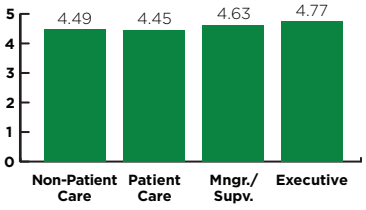
By Race/Ethnicity



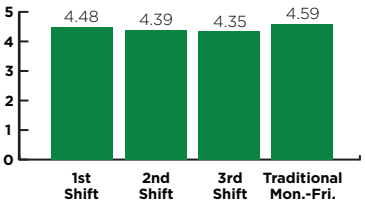
By Length of Employment



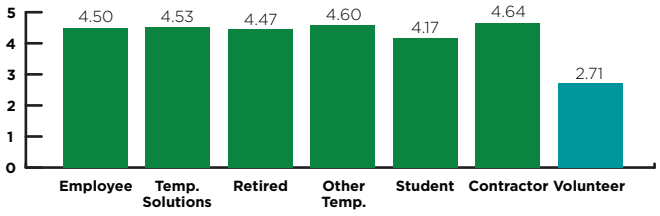
By Employee Role



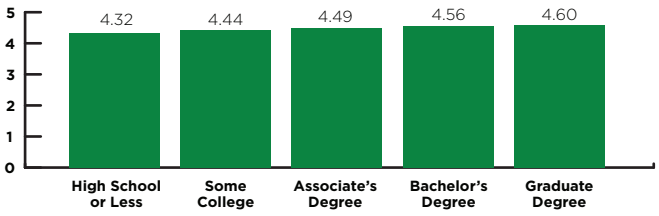
By Shift



By Employee Status



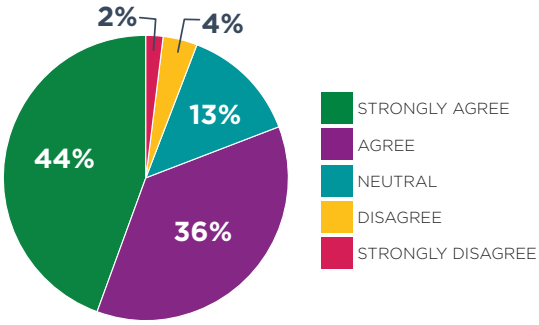
By Education Level

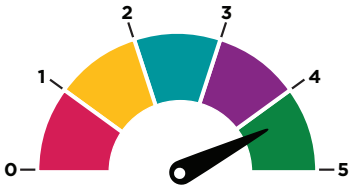


KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

The work I do is challenging.

DHHS Overall Results



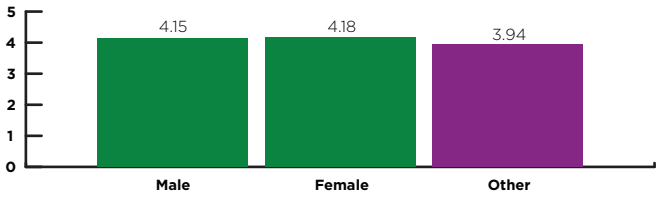


4.16
MEAN
(AVERAGE OF RESULTS)

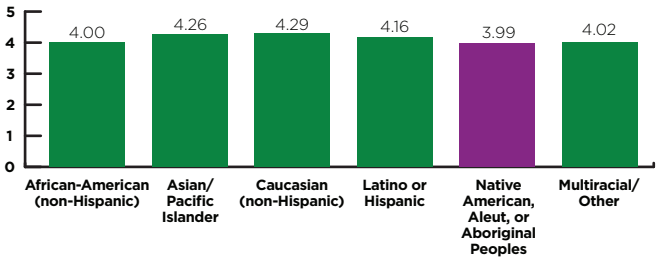
4 MEDIAN
(MIDDLE OF RESULTS)

5 MODE
(MOST OFTEN RESULT)

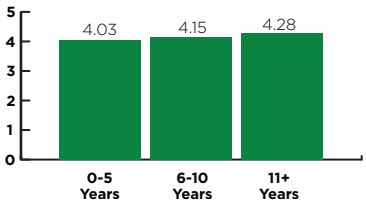
By Gender



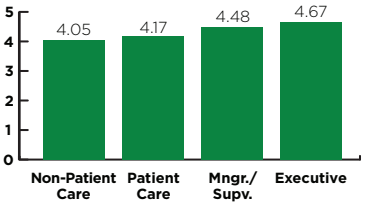
By Race/Ethnicity



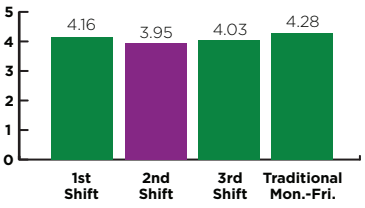
By Length of Employment



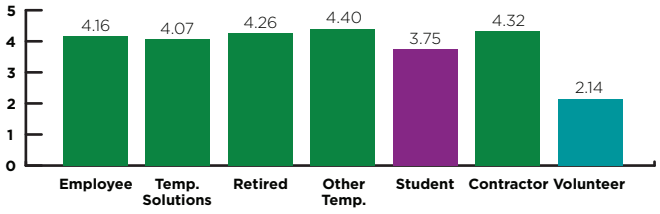
By Employee Role



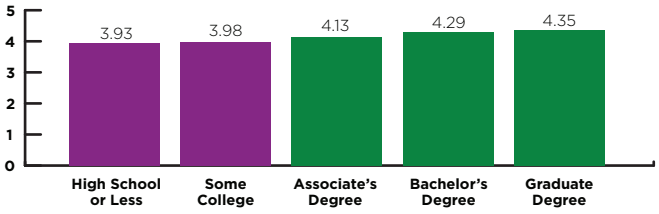
By Shift



By Employee Status



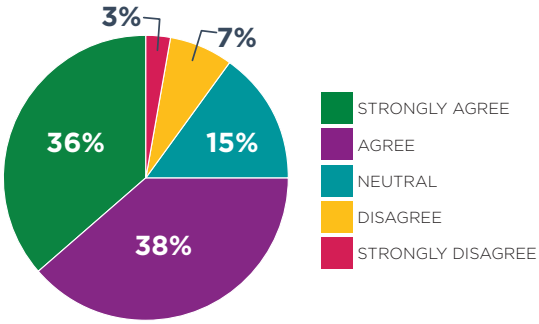
By Education Level



KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

I have the opportunity to do what I do best every day.

DHHS Overall Results

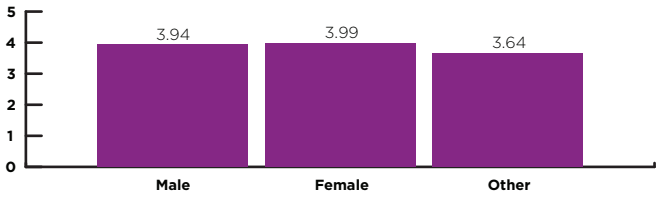


3.96
MEAN
(AVERAGE OF RESULTS)

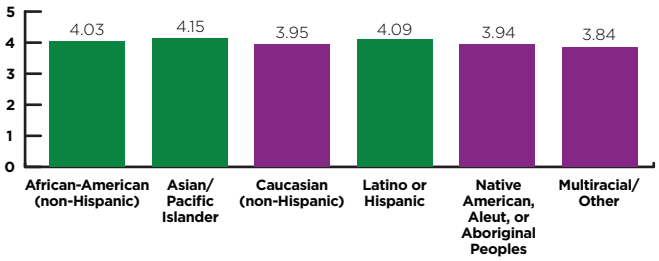
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

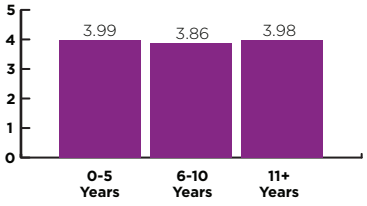
By Gender



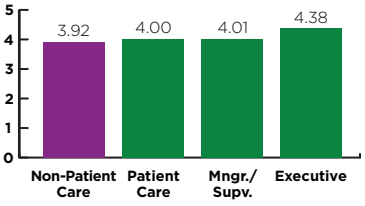
By Race/Ethnicity



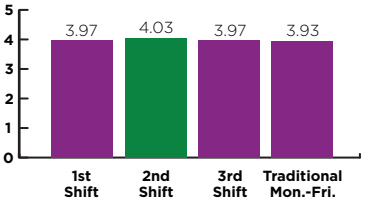
By Length of Employment



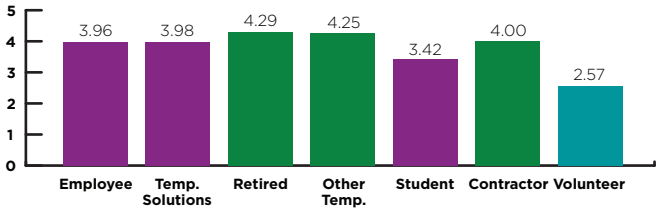
By Employee Role



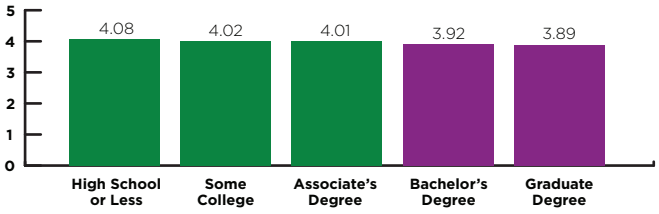
By Shift



By Employee Status



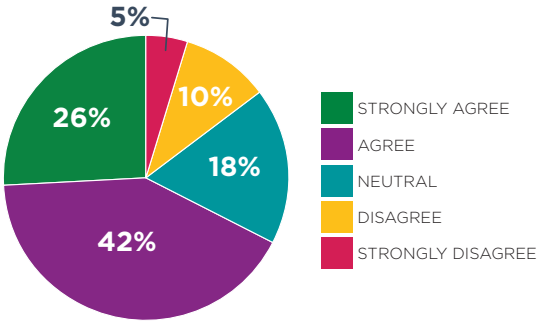
By Education Level

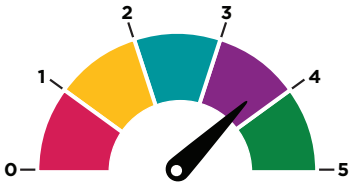


KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

My work unit is continuously looking to make improvements in how the work is done.

DHHS Overall Results



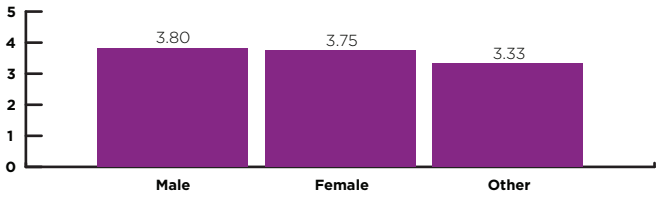


3.74
MEAN
(AVERAGE OF RESULTS)

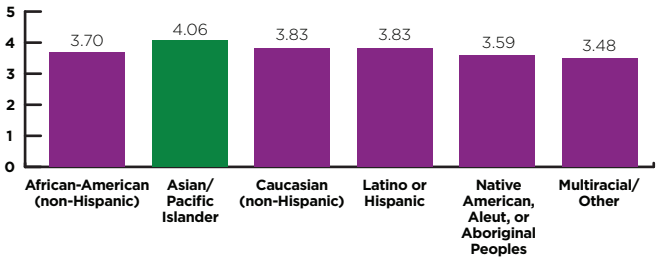
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

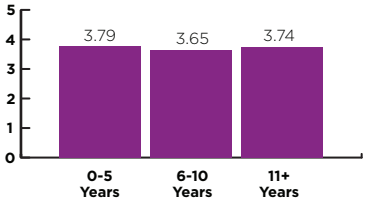
By Gender



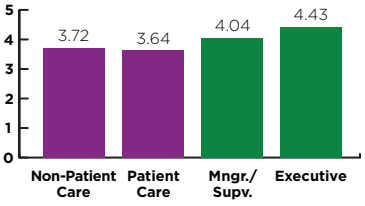
By Race/Ethnicity



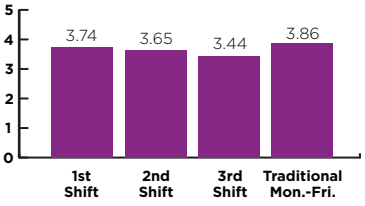
By Length of Employment



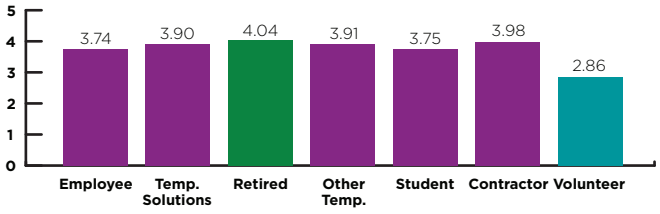
By Employee Role



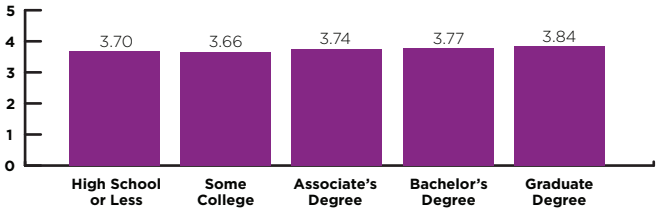
By Shift



By Employee Status



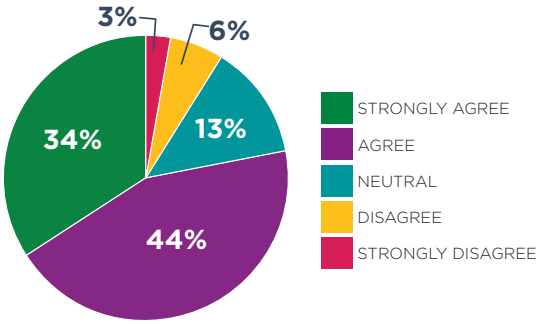
By Education Level

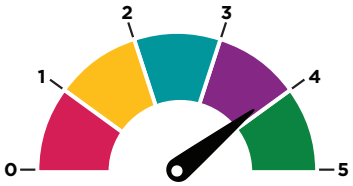


KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

My work unit works together to accomplish goals.

DHHS Overall Results



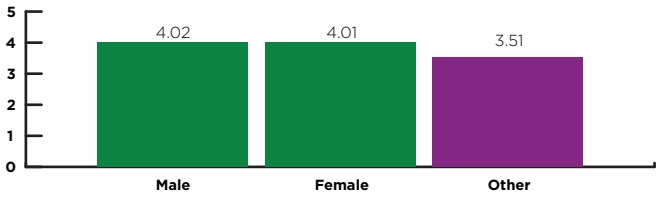


3.98
MEAN
(AVERAGE OF RESULTS)

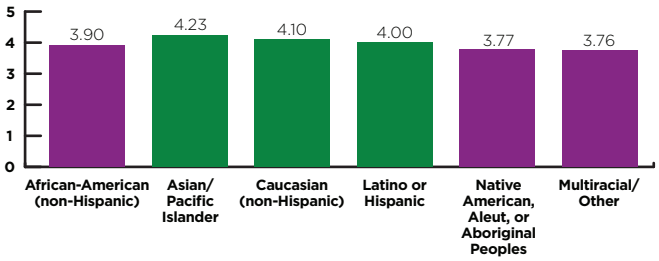
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

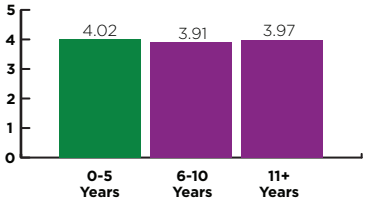
By Gender



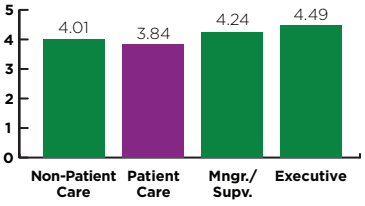
By Race/Ethnicity



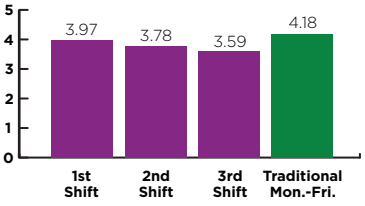
By Length of Employment



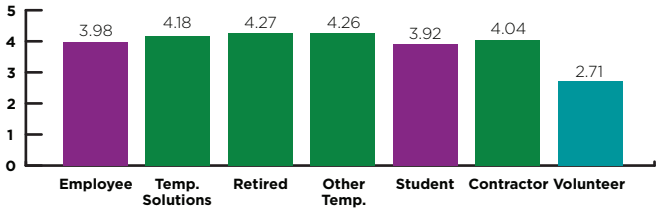
By Employee Role



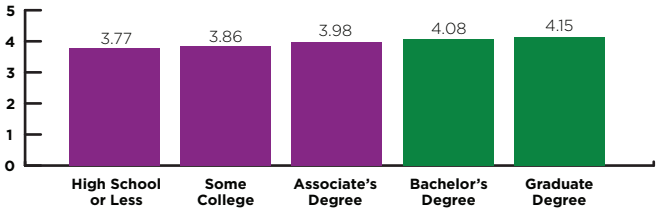
By Shift



By Employee Status



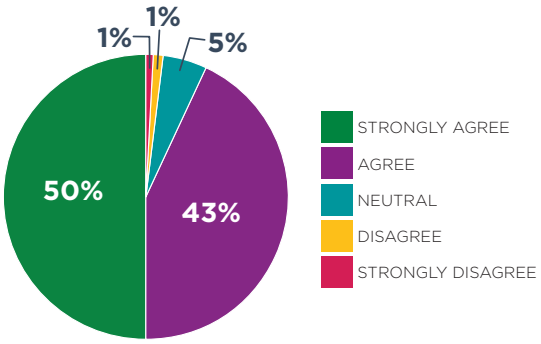
By Education Level

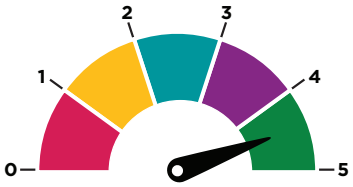


KEY: STRONGLY AGREE | AGREE | | DISAGREE | STRONGLY DISAGREE

I understand my job and how it helps my Division/Facility.

DHHS Overall Results



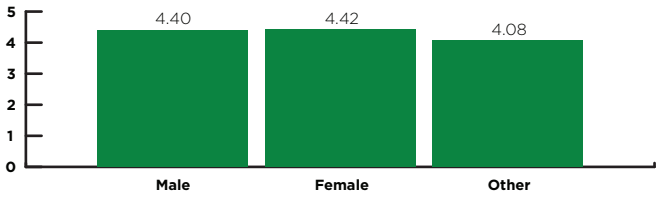


4.40
MEAN
(AVERAGE OF RESULTS)

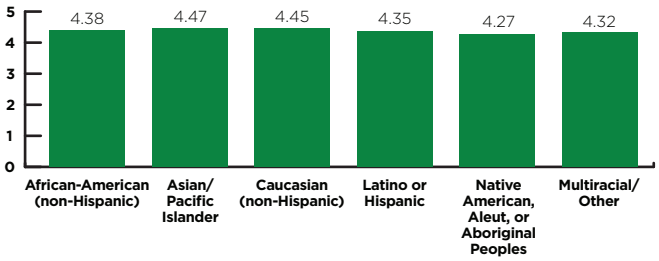
4 MEDIAN
(MIDDLE OF RESULTS)

5 MODE
(MOST OFTEN RESULT)

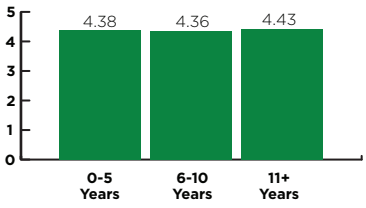
By Gender



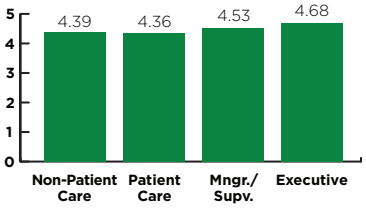
By Race/Ethnicity



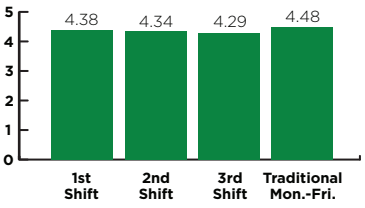
By Length of Employment



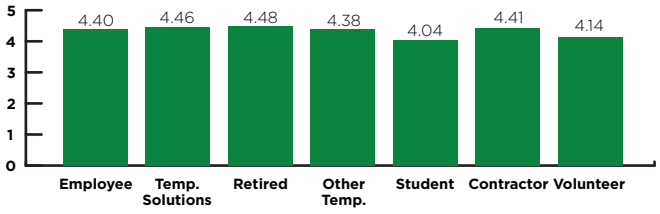
By Employee Role



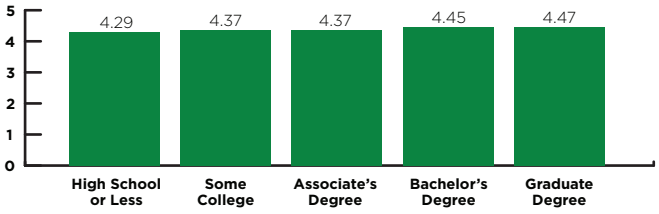
By Shift



By Employee Status



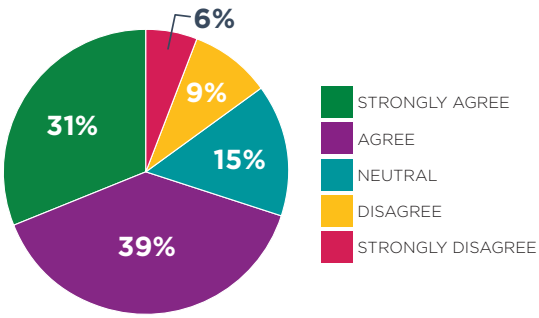
By Education Level

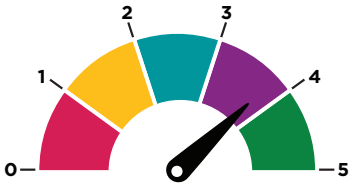


KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

I have the opportunity to provide input to the work I do.

DHHS Overall Results



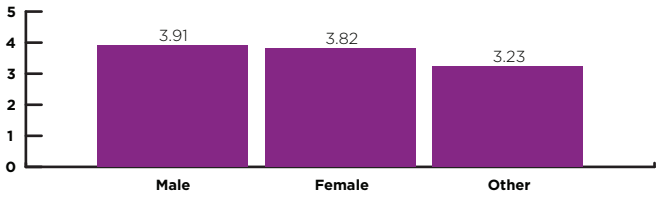


3.81
MEAN
(AVERAGE OF RESULTS)

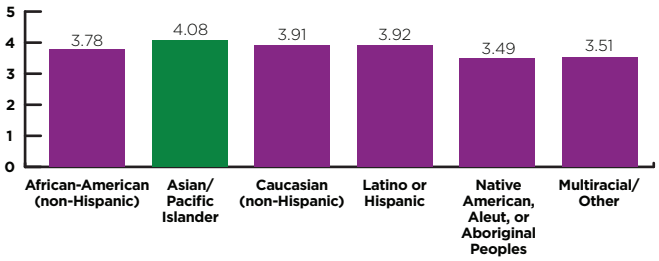
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

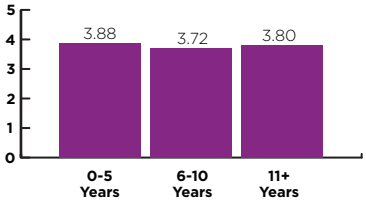
By Gender



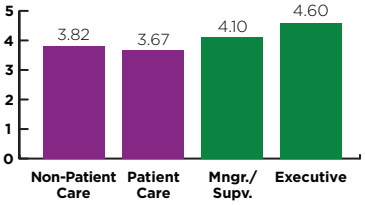
By Race/Ethnicity



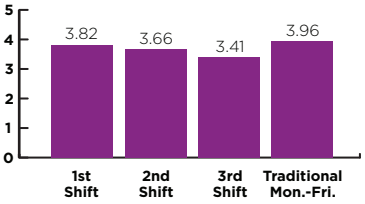
By Length of Employment



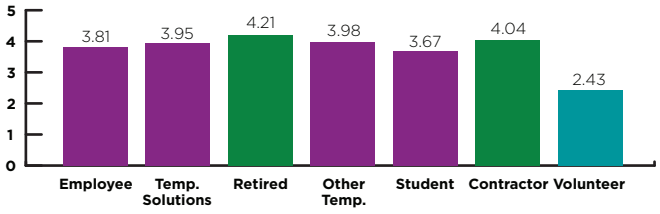
By Employee Role



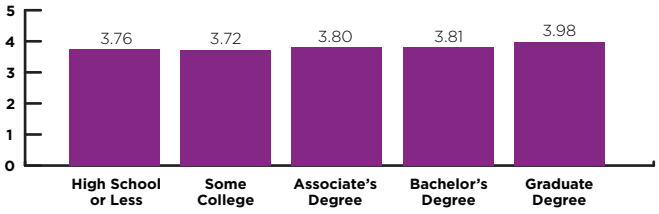
By Shift



By Employee Status



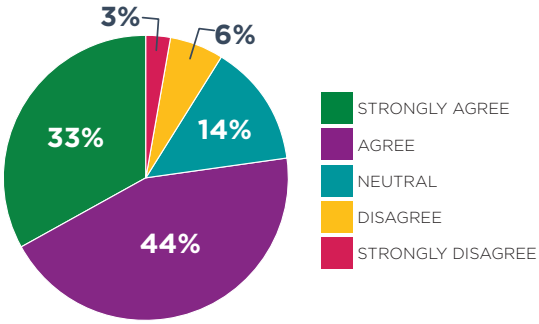
By Education Level

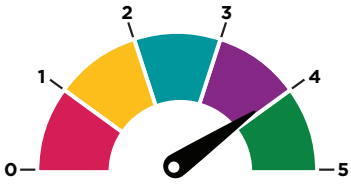


KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

I feel physically safe at work.

DHHS Overall Results



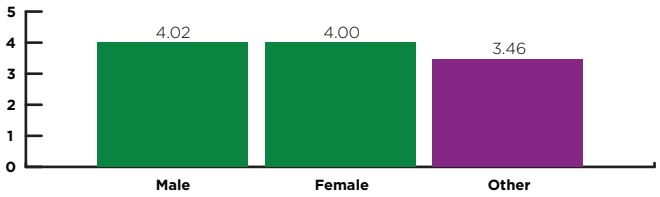


3.97
MEAN
(AVERAGE OF RESULTS)

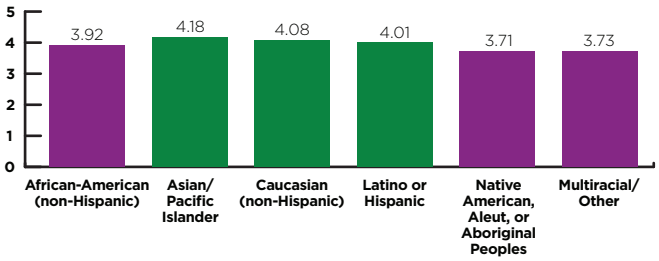
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

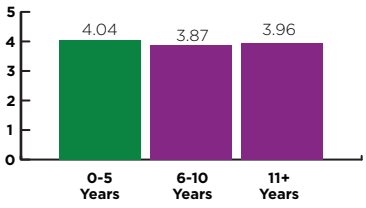
By Gender



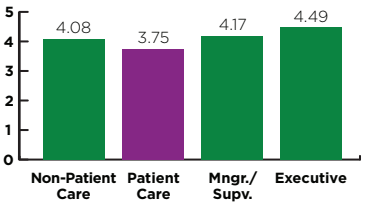
By Race/Ethnicity



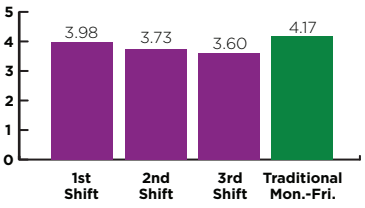
By Length of Employment



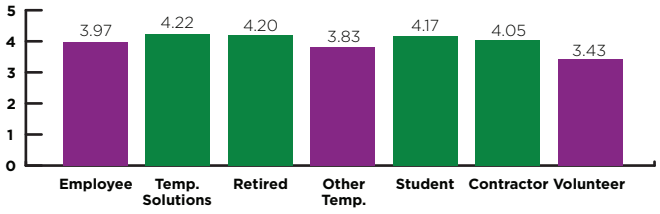
By Employee Role



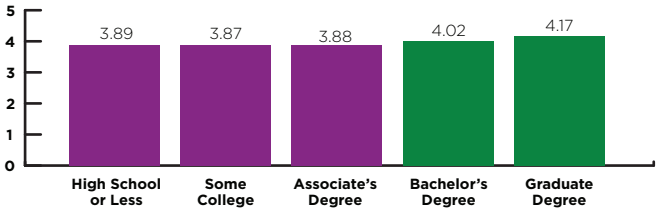
By Shift



By Employee Status



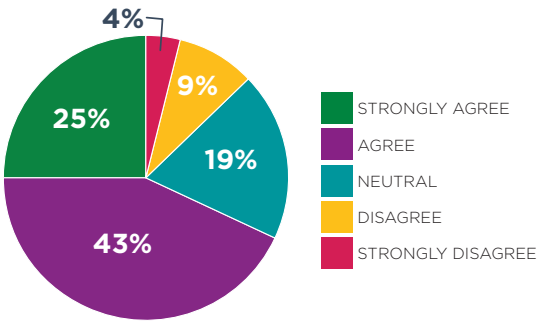
By Education Level

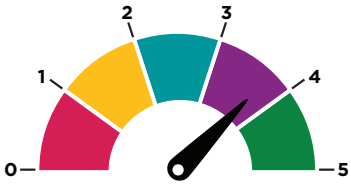


KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

My work space encourages productivity.

DHHS Overall Results



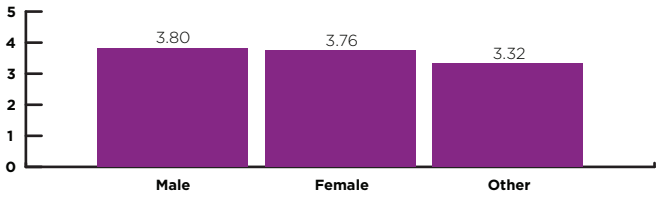


3.75
MEAN
(AVERAGE OF RESULTS)

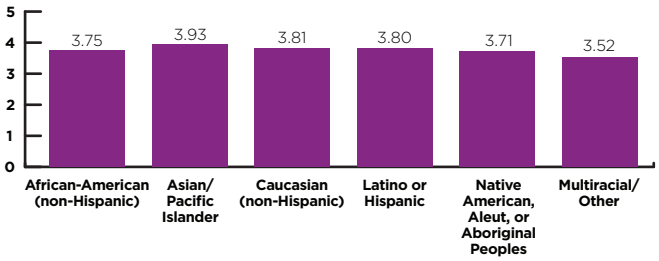
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

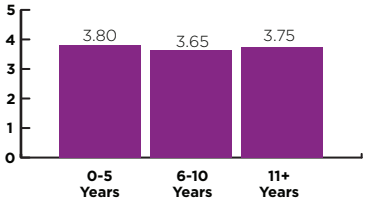
By Gender



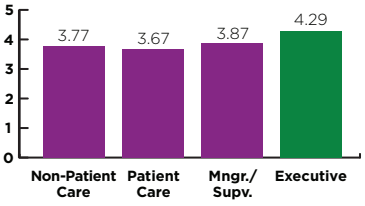
By Race/Ethnicity



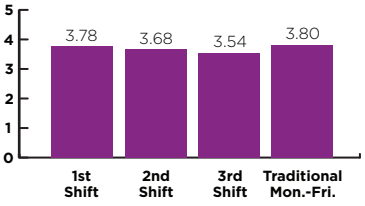
By Length of Employment



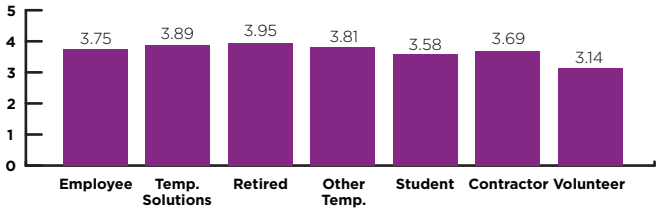
By Employee Role



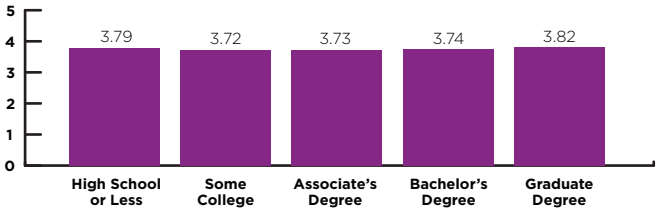
By Shift



By Employee Status



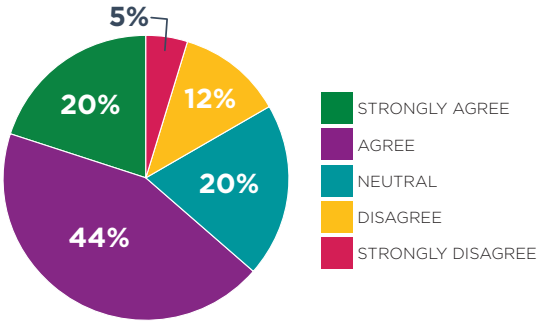
By Education Level



KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

I have the tools and resources I need to get the job done right.

DHHS Overall Results

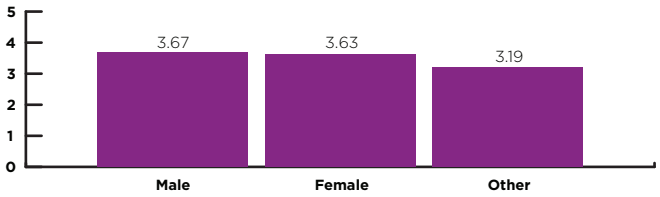


3.62
MEAN
(AVERAGE OF RESULTS)

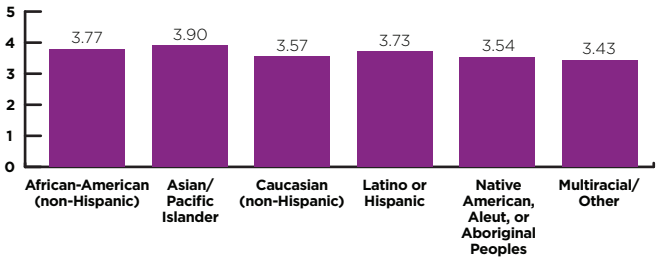
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

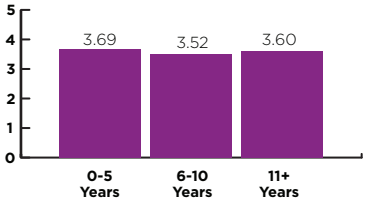
By Gender



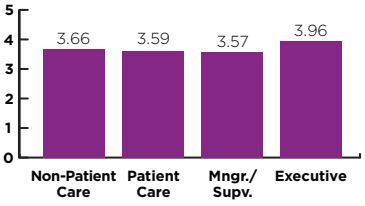
By Race/Ethnicity



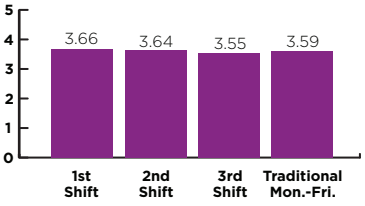
By Length of Employment



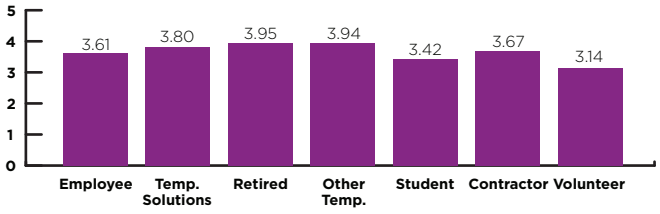
By Employee Role



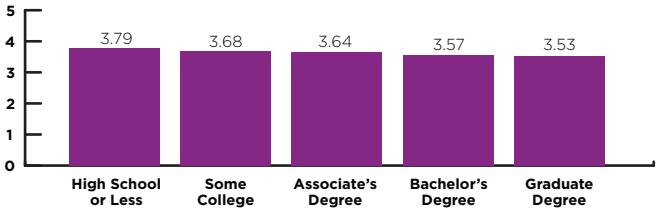
By Shift



By Employee Status



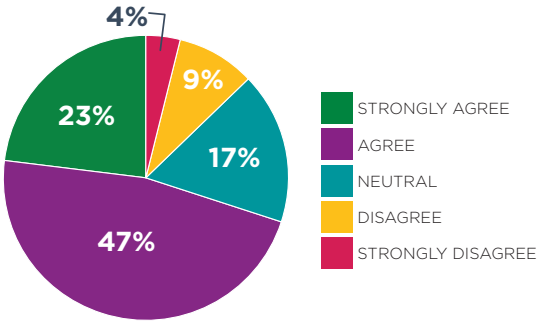
By Education Level

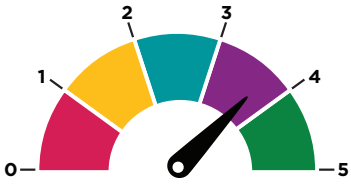


KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

I get the training I need to do my job well.

DHHS Overall Results



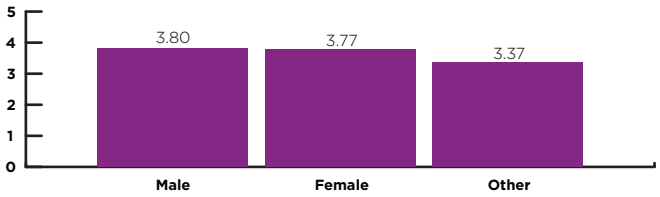


3.76
MEAN
(AVERAGE OF RESULTS)

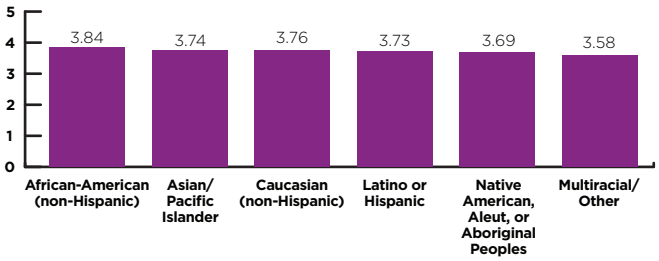
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

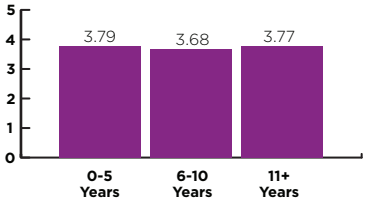
By Gender



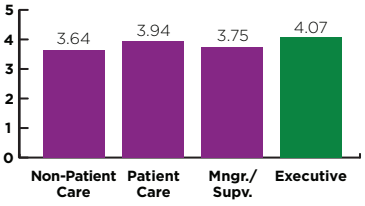
By Race/Ethnicity



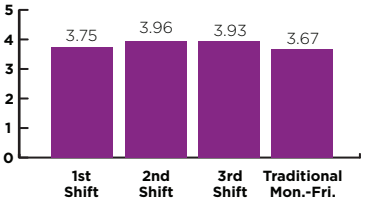
By Length of Employment



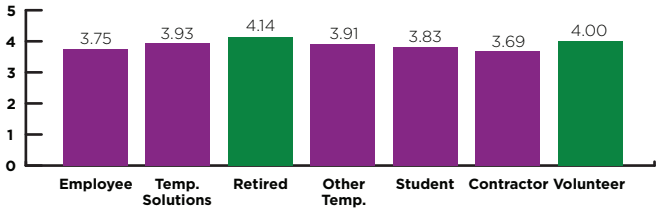
By Employee Role



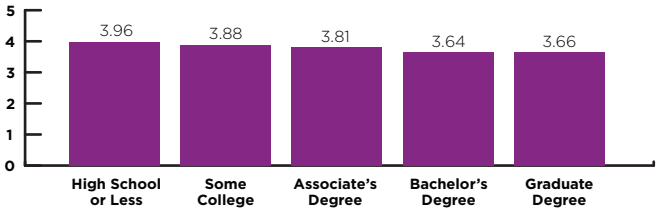
By Shift



By Employee Status



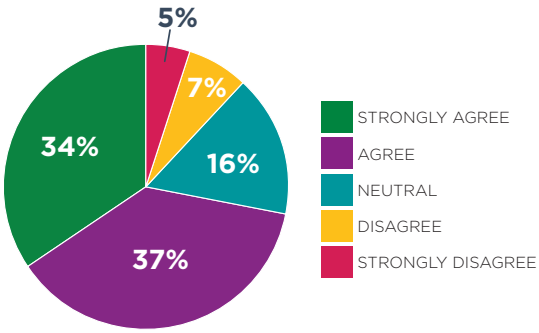
By Education Level

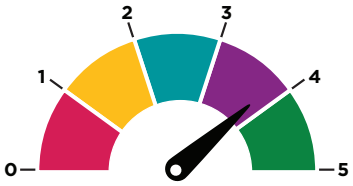


KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

My supervisor encourages my development.

DHHS Overall Results



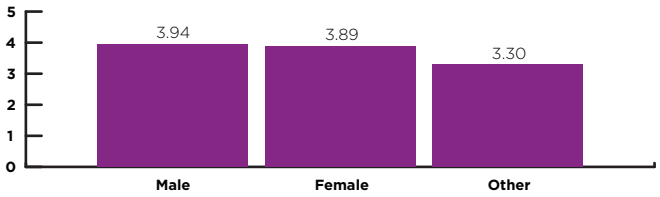


3.88
MEAN
(AVERAGE OF RESULTS)

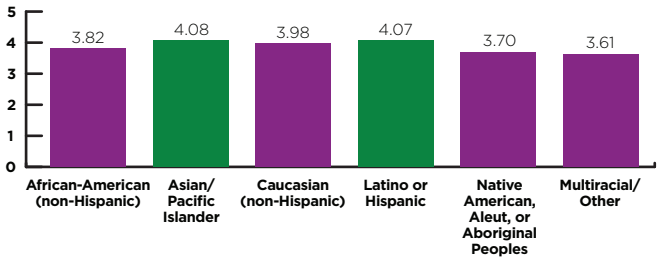
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

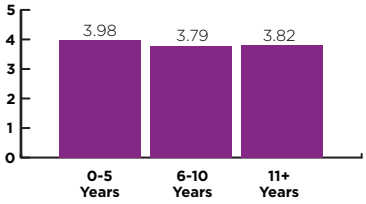
By Gender



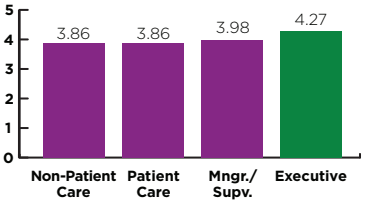
By Race/Ethnicity



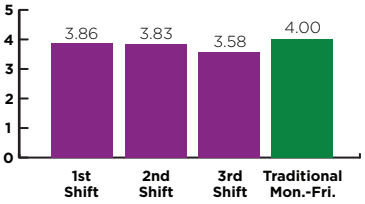
By Length of Employment



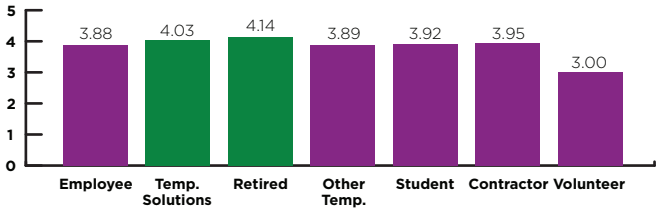
By Employee Role



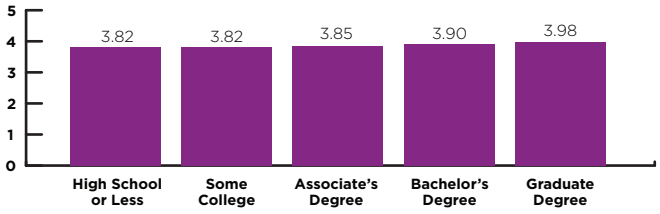
By Shift



By Employee Status



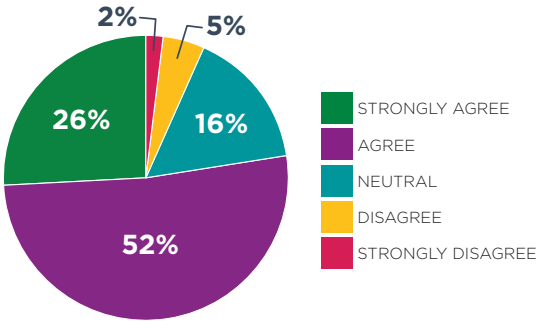
By Education Level



KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

I know how to access the training I need.

DHHS Overall Results

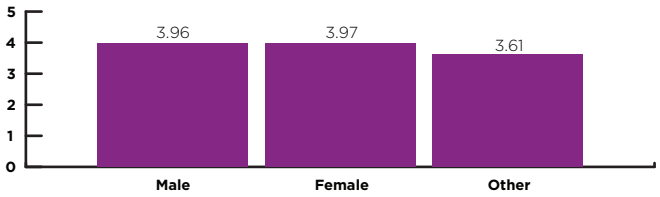


3.95
MEAN
(AVERAGE OF RESULTS)

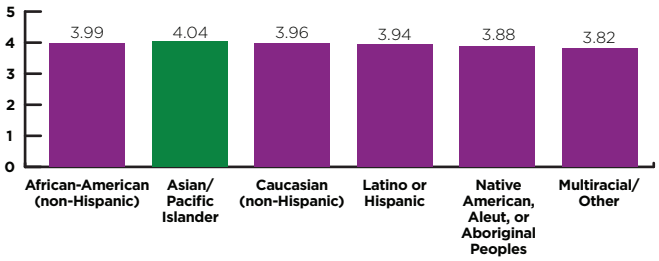
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

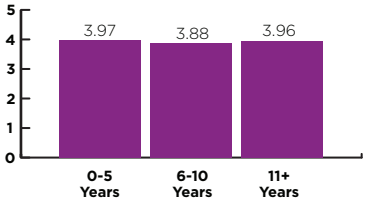
By Gender



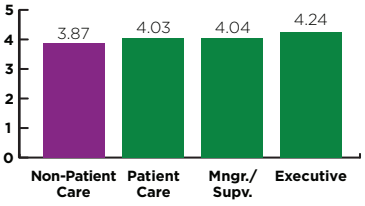
By Race/Ethnicity



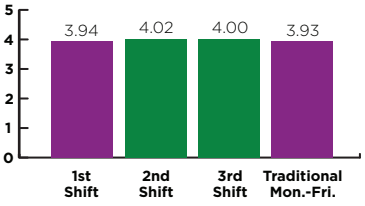
By Length of Employment



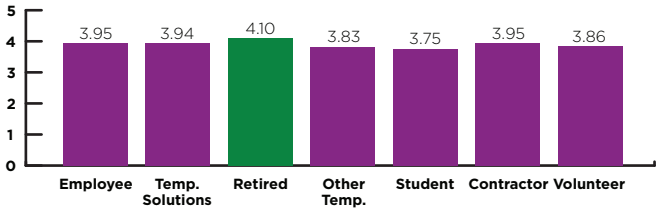
By Employee Role



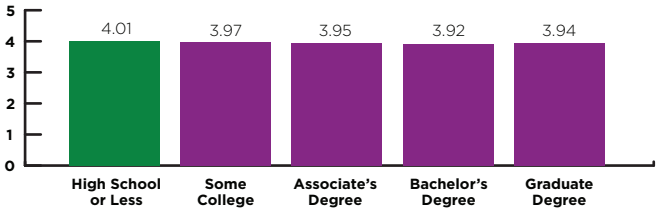
By Shift



By Employee Status



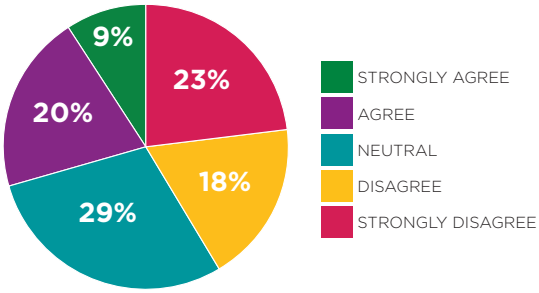
By Education Level

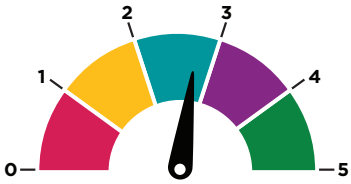


KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

Promotions are based on actual performance.

DHHS Overall Results



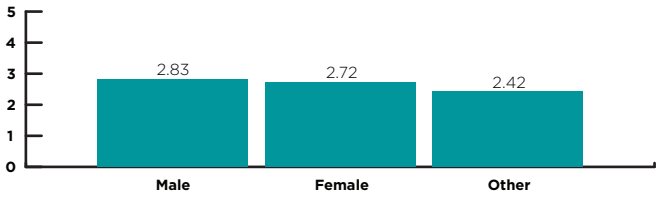


2.74
MEAN
(AVERAGE OF RESULTS)

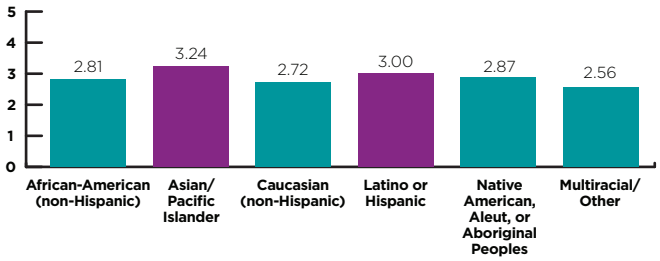
3 MEDIAN
(MIDDLE OF RESULTS)

3 MODE
(MOST OFTEN RESULT)

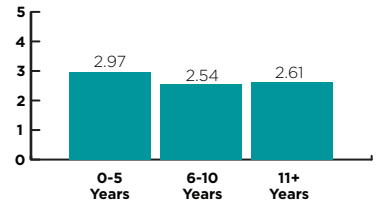
By Gender



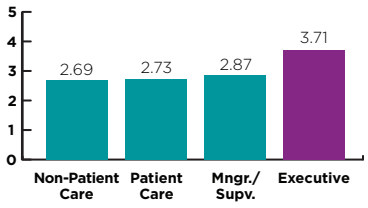
By Race/Ethnicity



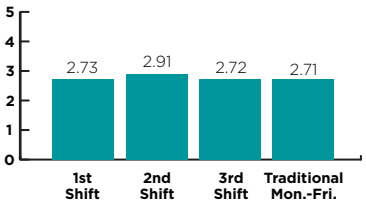
By Length of Employment



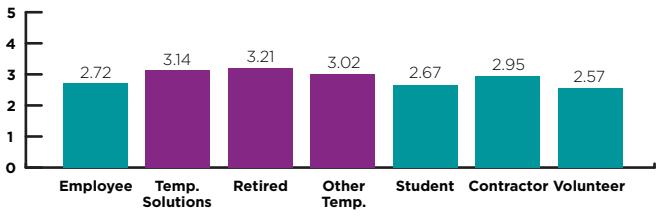
By Employee Role



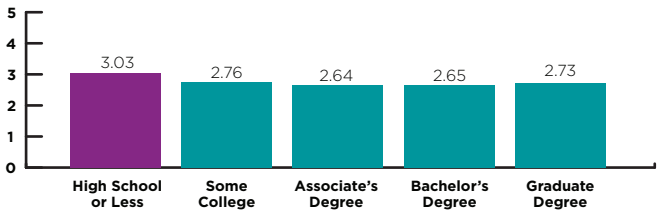
By Shift



By Employee Status



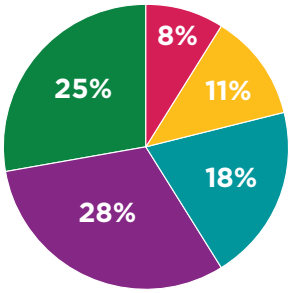
By Education Level



KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

I receive recognition or praise from management/my supervisor for the good work I do.

DHHS Overall Results



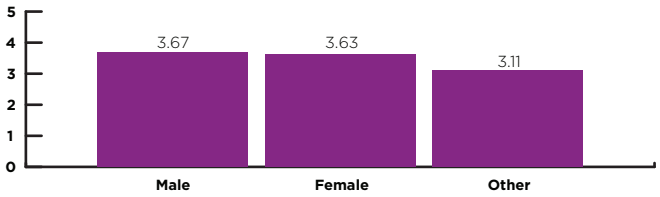
STRONGLY AGREE
AGREE
NEUTRAL
DISAGREE
STRONGLY DISAGREE

3.62
MEAN
(AVERAGE OF RESULTS)

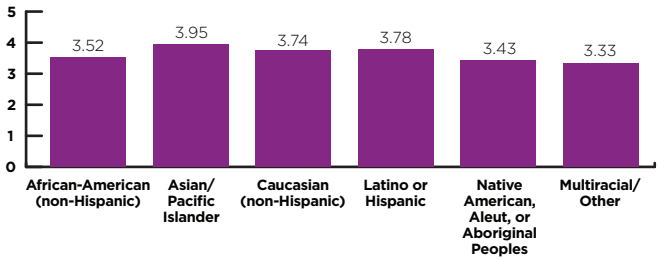
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

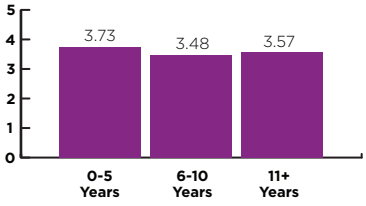
By Gender



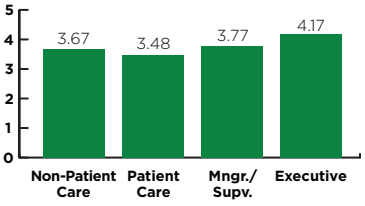
By Race/Ethnicity



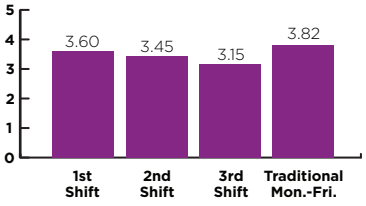
By Length of Employment



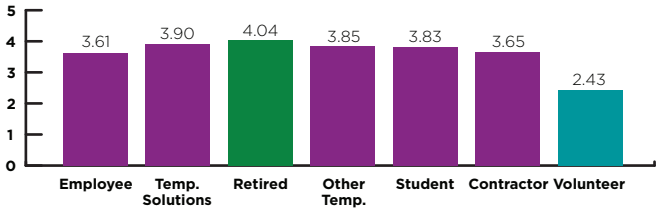
By Employee Role



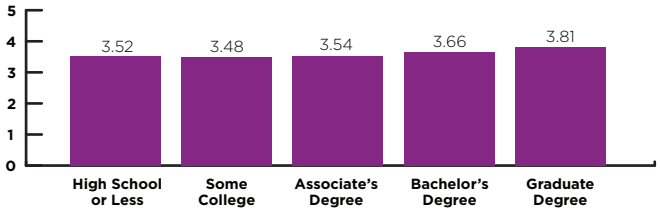
By Shift



By Employee Status



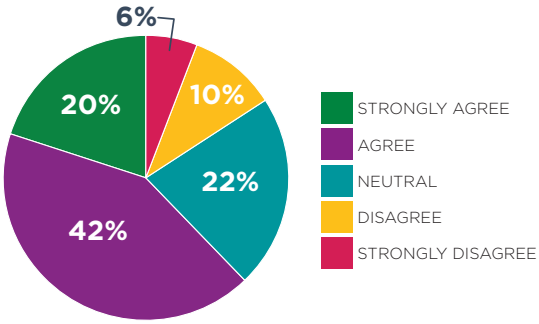
By Education Level



KEY: STRONGLY AGREE AGREE NEUTRAL DISAGREE STRONGLY DISAGREE

My performance plan (NCVIP) reflects the work I do.

DHHS Overall Results

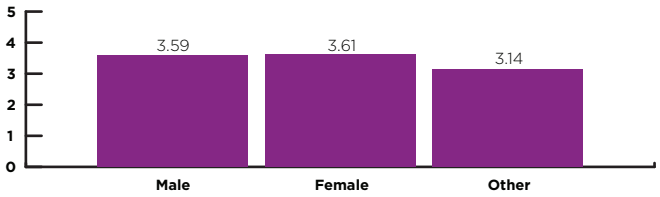


3.59
MEAN
(AVERAGE OF RESULTS)

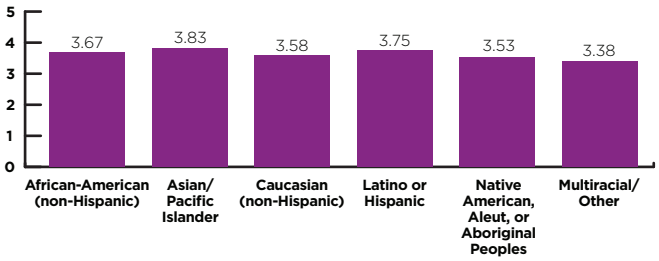
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

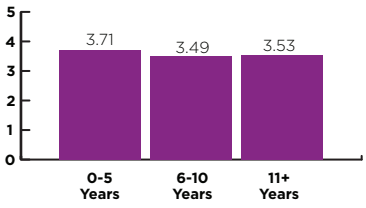
By Gender



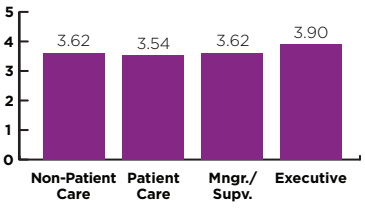
By Race/Ethnicity



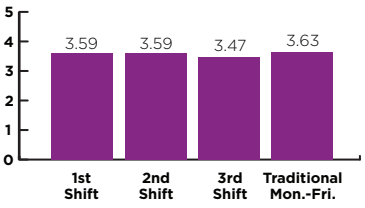
By Length of Employment



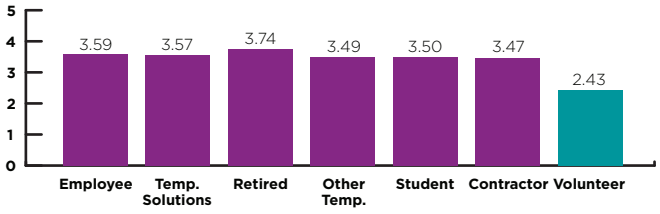
By Employee Role



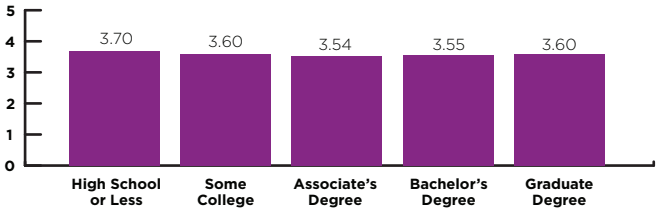
By Shift



By Employee Status



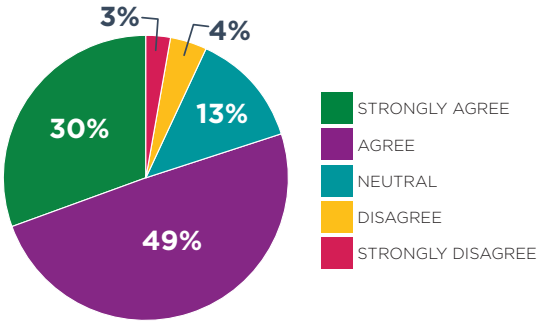
By Education Level

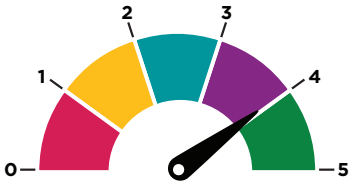


KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

My supervisor lets me know what is expected of me at work.

DHHS Overall Results



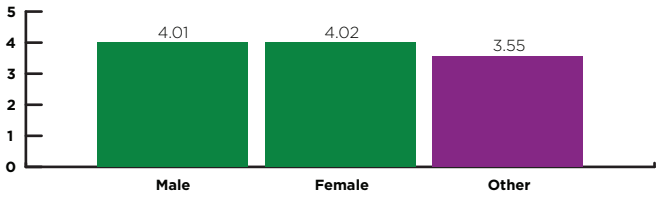


3.99
MEAN
(AVERAGE OF RESULTS)

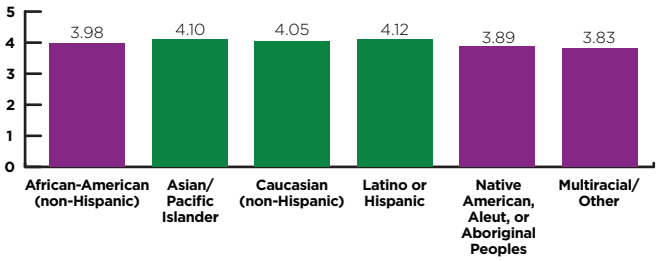
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

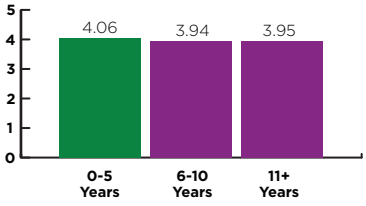
By Gender



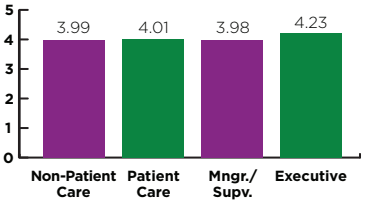
By Race/Ethnicity



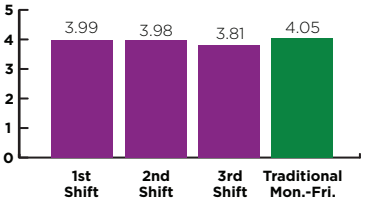
By Length of Employment



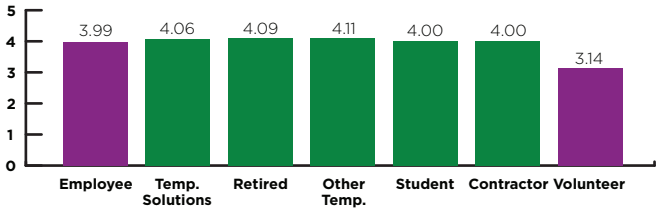
By Employee Role



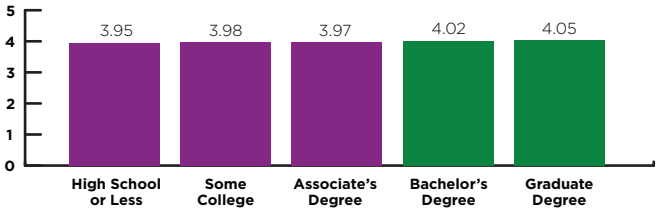
By Shift



By Employee Status



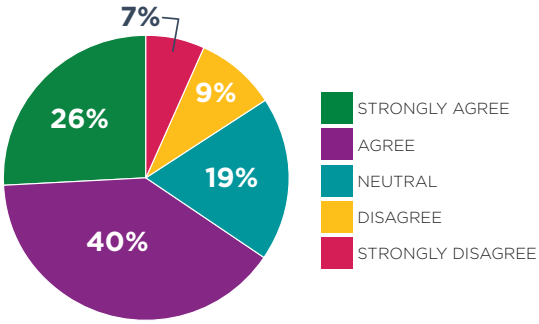
By Education Level

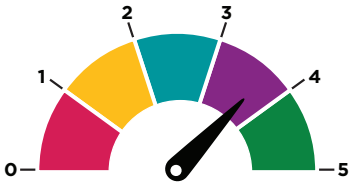


KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

Feedback I provide is taken into consideration by my supervisor.

DHHS Overall Results



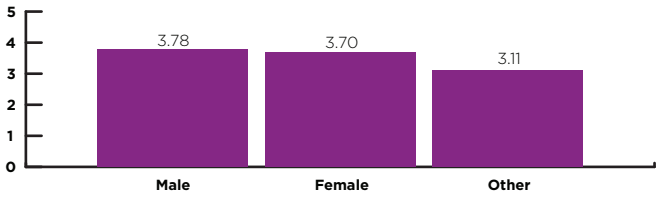


3.69
MEAN
(AVERAGE OF RESULTS)

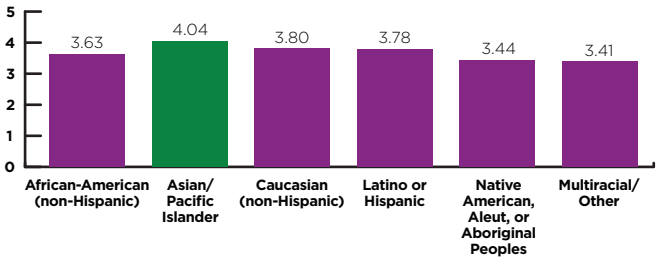
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

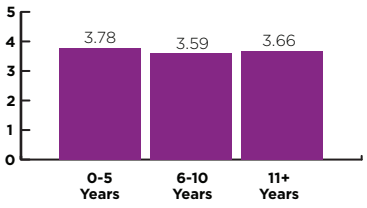
By Gender



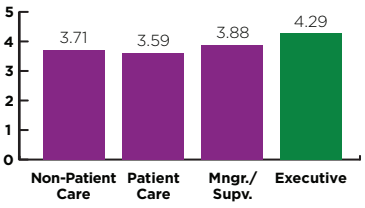
By Race/Ethnicity



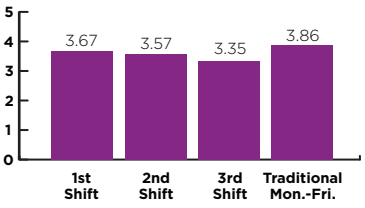
By Length of Employment



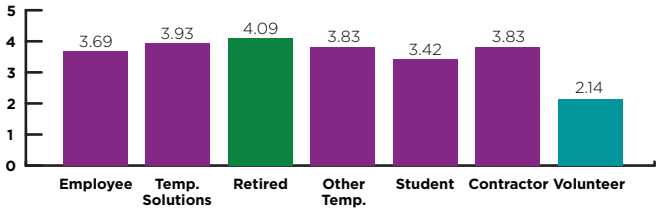
By Employee Role



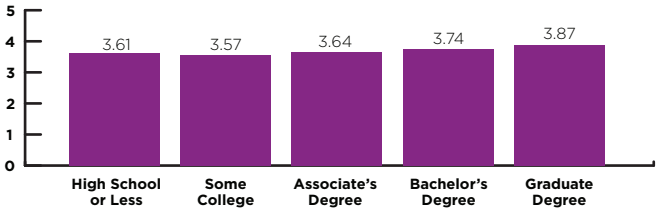
By Shift



By Employee Status



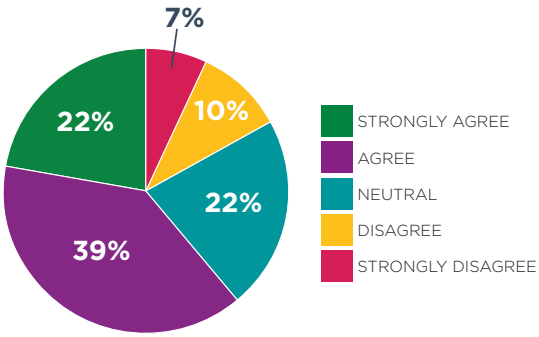
By Education Level



KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

My supervisor promptly addresses instances of poor performance in the work unit.

DHHS Overall Results

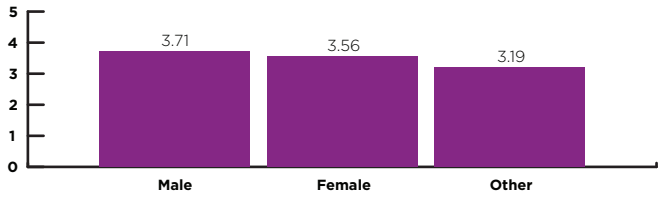


3.58
MEAN
(AVERAGE OF RESULTS)

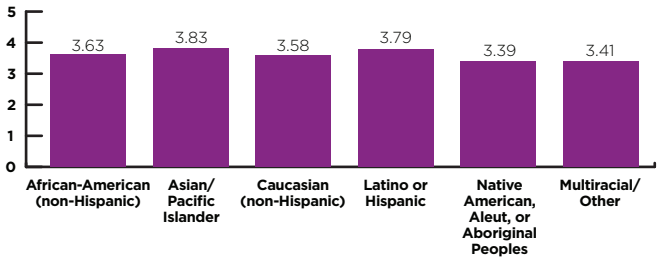
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

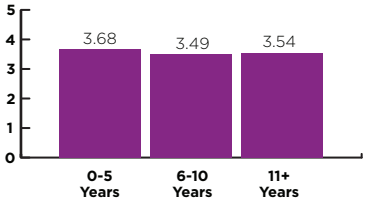
By Gender



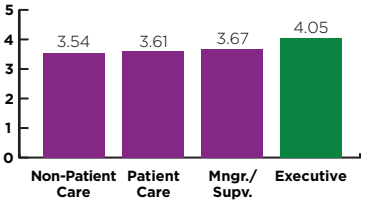
By Race/Ethnicity



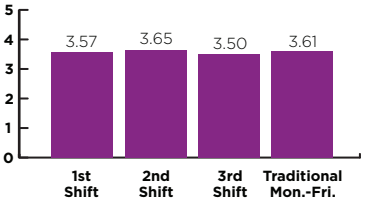
By Length of Employment



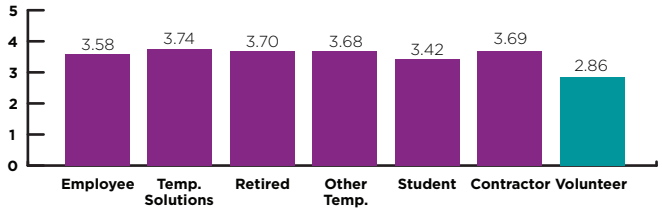
By Employee Role



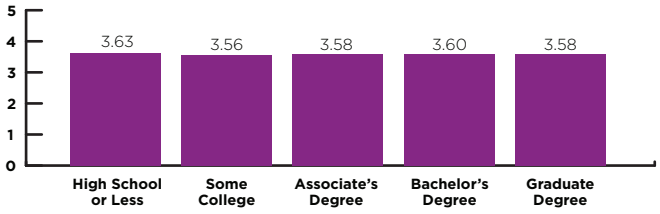
By Shift



By Employee Status



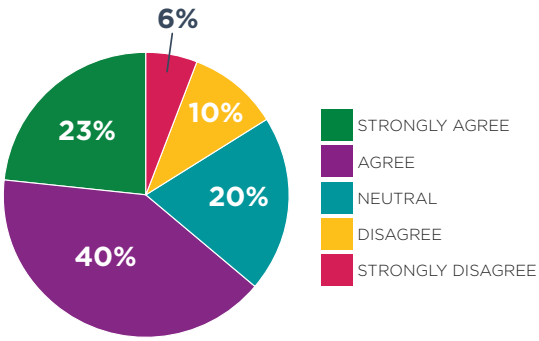
By Education Level



KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

My supervisor provides me with regular feedback on the work I do.

DHHS Overall Results

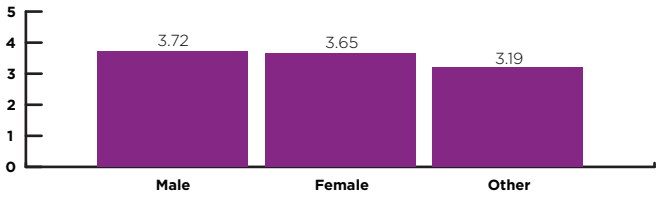


3.64
MEAN
(AVERAGE OF RESULTS)

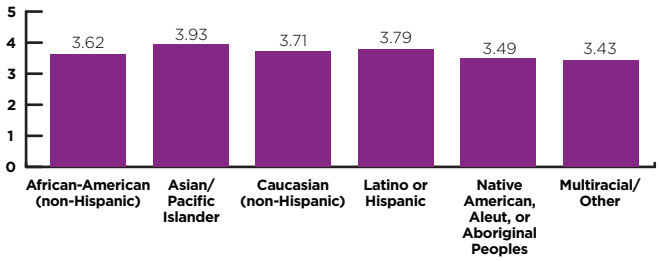
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

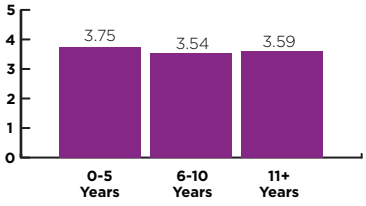
By Gender



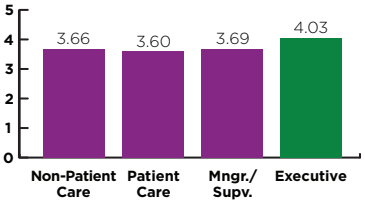
By Race/Ethnicity



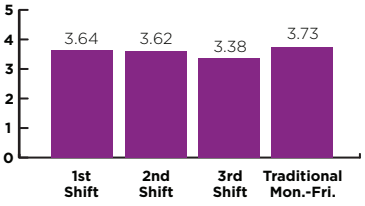
By Length of Employment



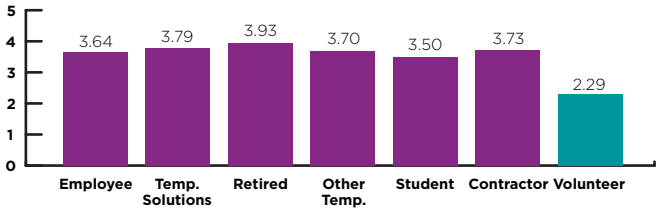
By Employee Role



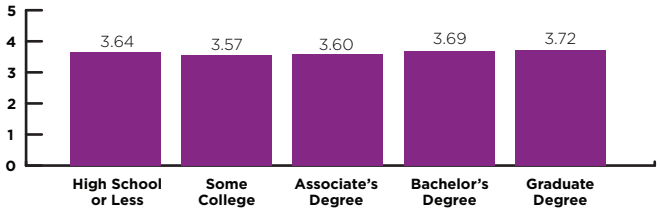
By Shift



By Employee Status



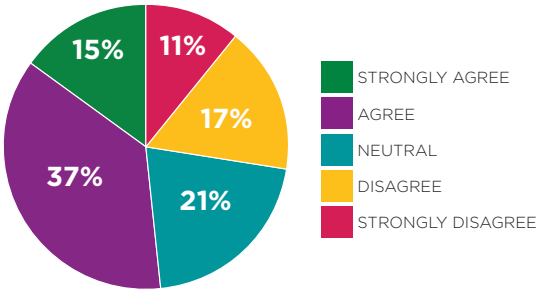
By Education Level



KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

Policies and procedures are applied consistently within the organization.

DHHS Overall Results

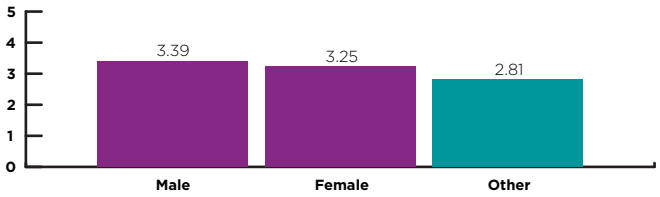


3.27
MEAN
(AVERAGE OF RESULTS)

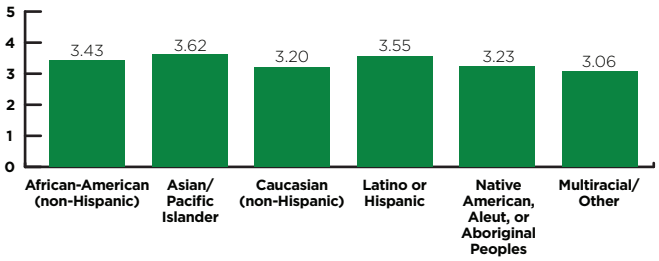
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

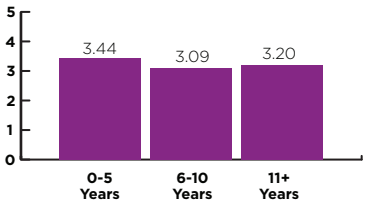
By Gender



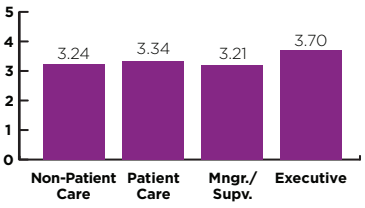
By Race/Ethnicity



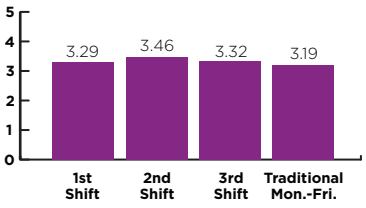
By Length of Employment



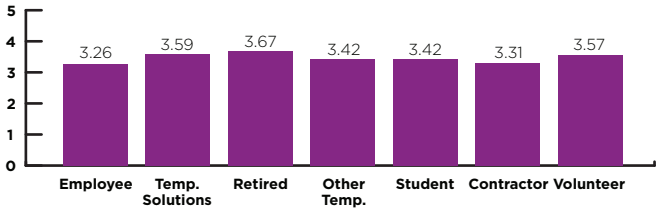
By Employee Role



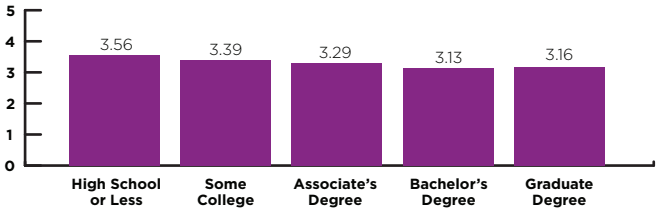
By Shift



By Employee Status



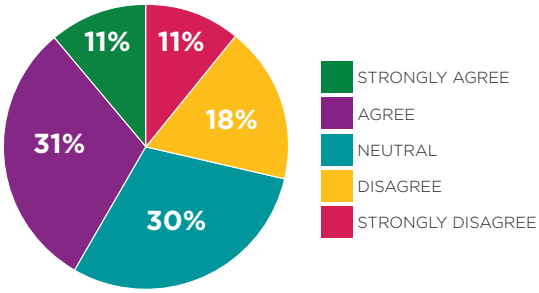
By Education Level

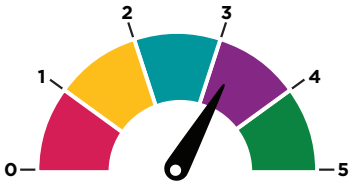


KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

Employees are recognized for producing results, not just for hard work.

DHHS Overall Results



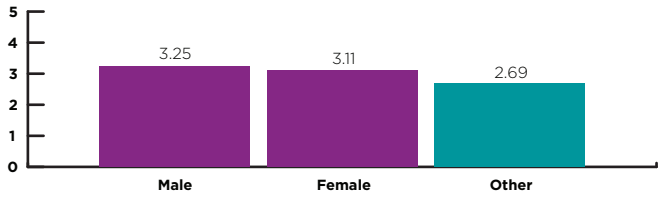


3.13
MEAN
(AVERAGE OF RESULTS)

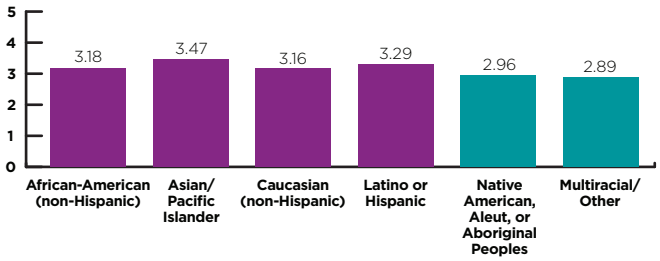
3 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

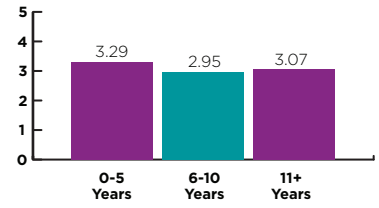
By Gender



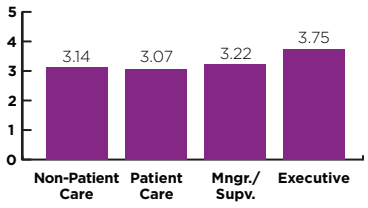
By Race/Ethnicity



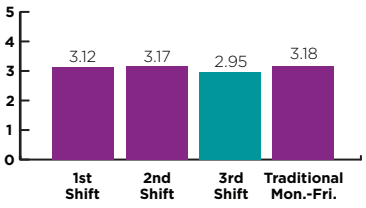
By Length of Employment



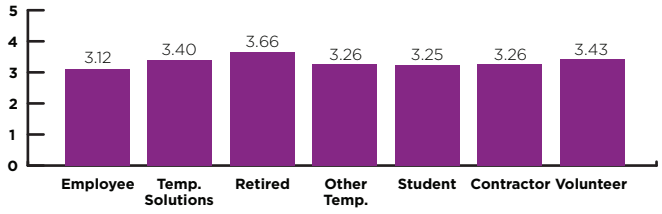
By Employee Role



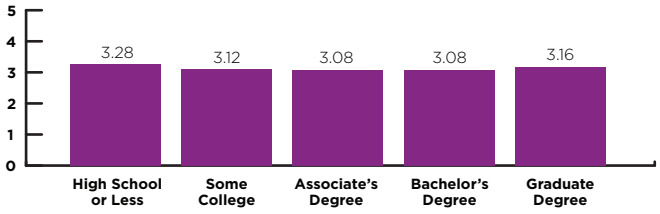
By Shift



By Employee Status



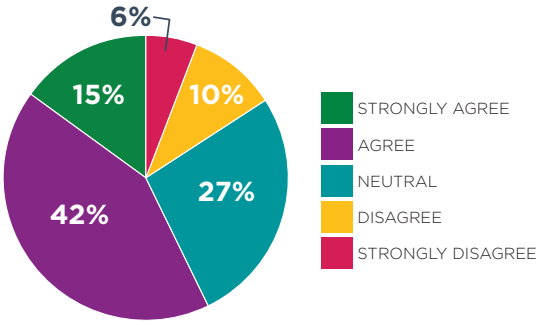
By Education Level



KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

I am confident in the goals set by my division/facility leadership to accomplish our purpose or mission.

DHHS Overall Results

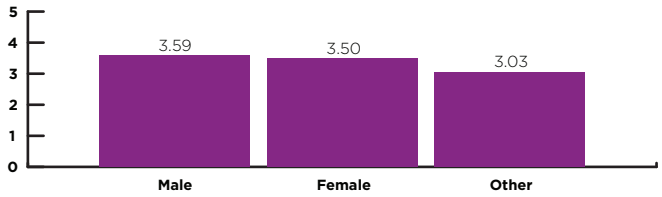


3.51
MEAN
(AVERAGE OF RESULTS)

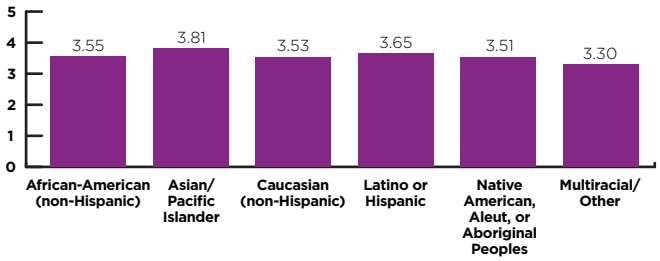
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

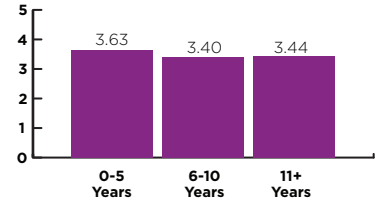
By Gender



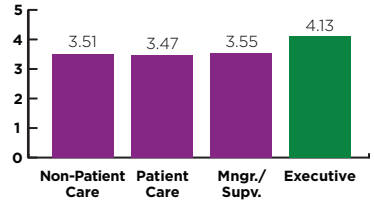
By Race/Ethnicity



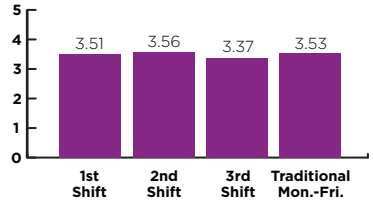
By Length of Employment



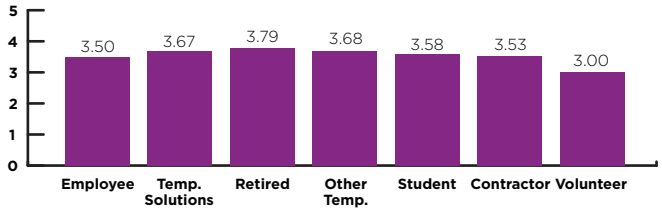
By Employee Role



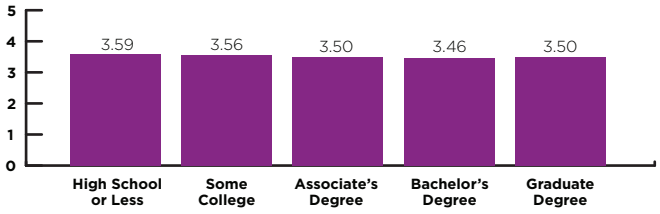
By Shift



By Employee Status



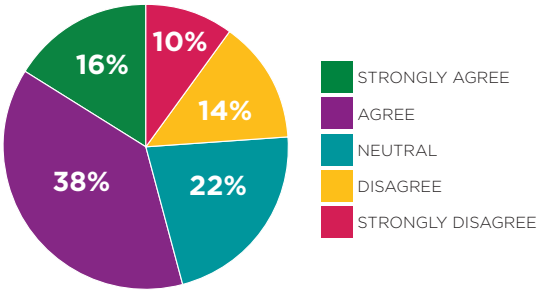
By Education Level

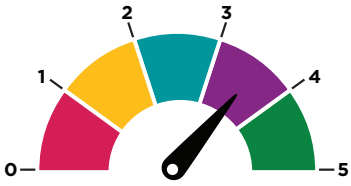


KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

Management communicates key information to me in a timely manner.

DHHS Overall Results



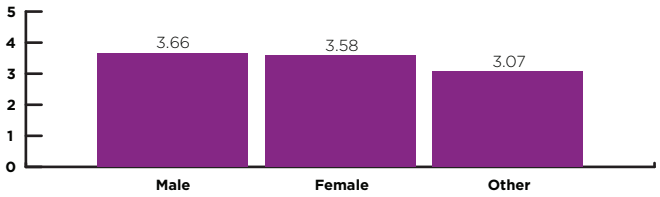


3.57
MEAN
(AVERAGE OF RESULTS)

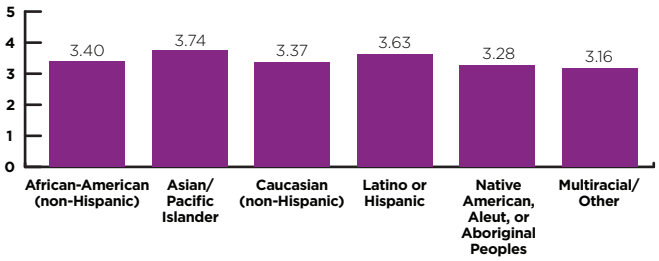
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

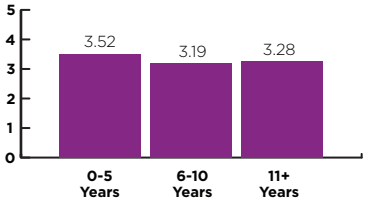
By Gender



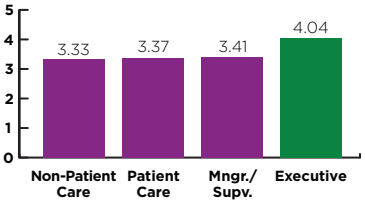
By Race/Ethnicity



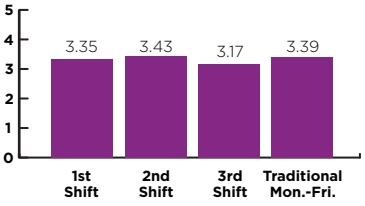
By Length of Employment



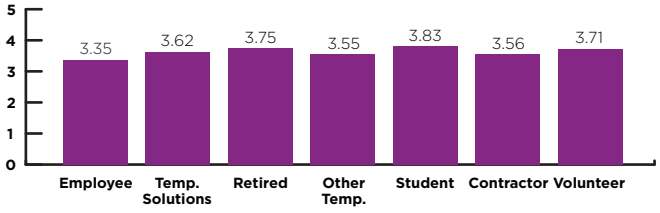
By Employee Role



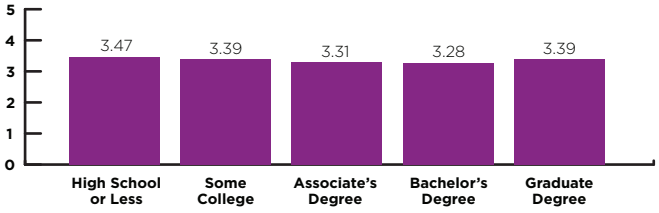
By Shift



By Employee Status



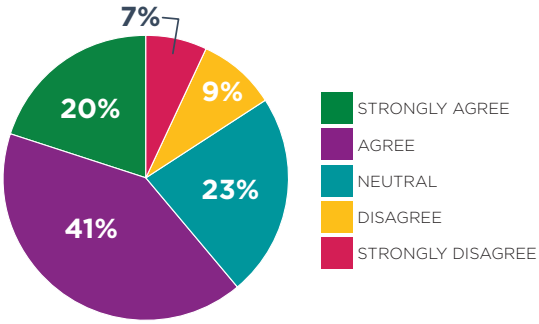
By Education Level



KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

My division/facility respects diversity of backgrounds and ideas.

DHHS Overall Results

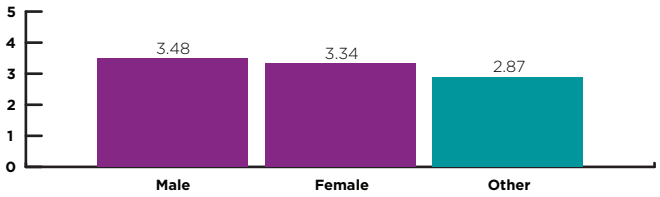


3.36
MEAN
(AVERAGE OF RESULTS)

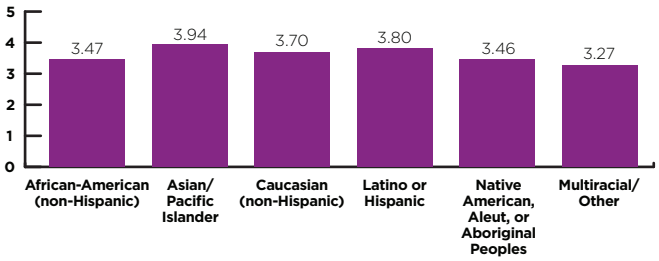
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

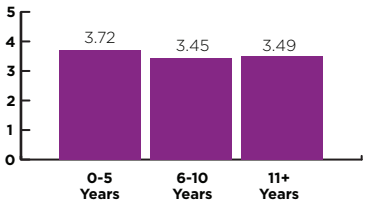
By Gender



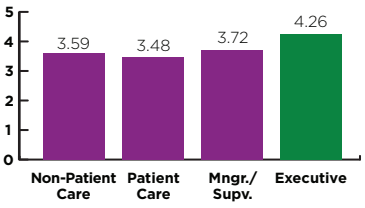
By Race/Ethnicity



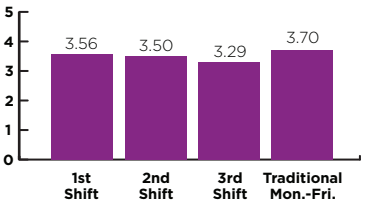
By Length of Employment



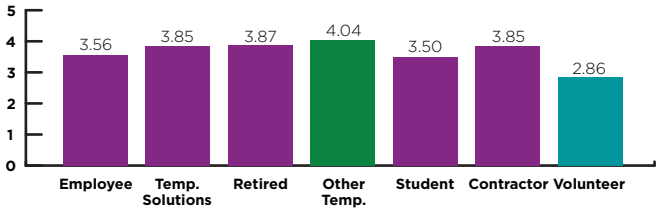
By Employee Role



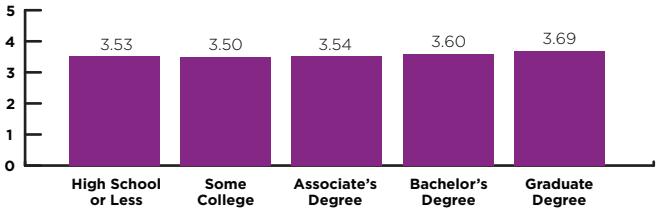
By Shift



By Employee Status



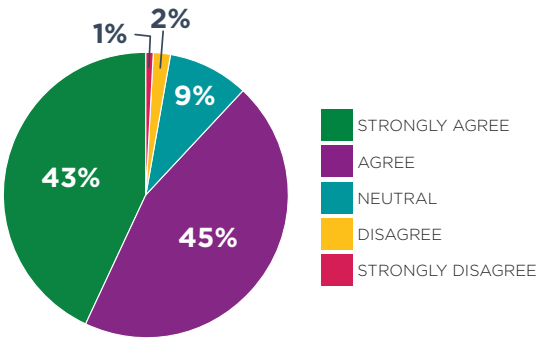
By Education Level

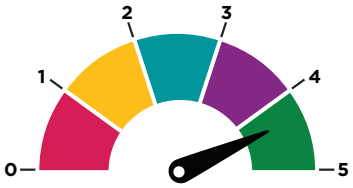


KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

I often voluntarily go beyond what is required to contribute to my work unit's success.

DHHS Overall Results



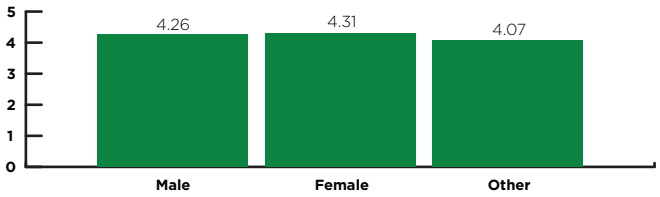


4.28
MEAN
(AVERAGE OF RESULTS)

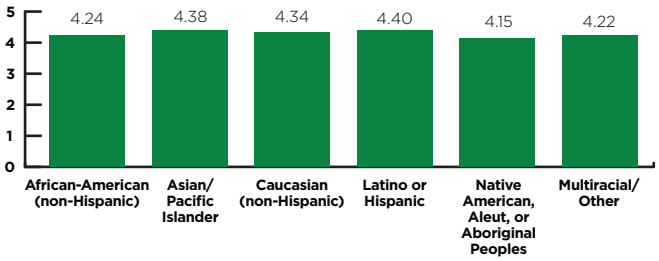
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

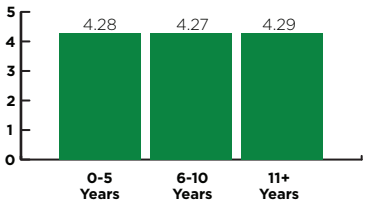
By Gender



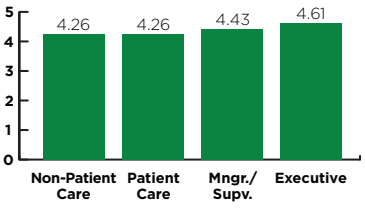
By Race/Ethnicity



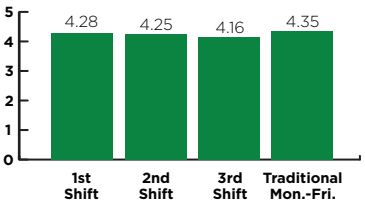
By Length of Employment



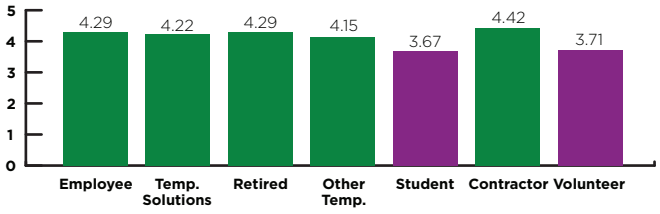
By Employee Role



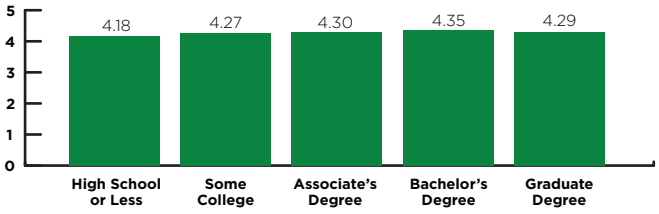
By Shift



By Employee Status



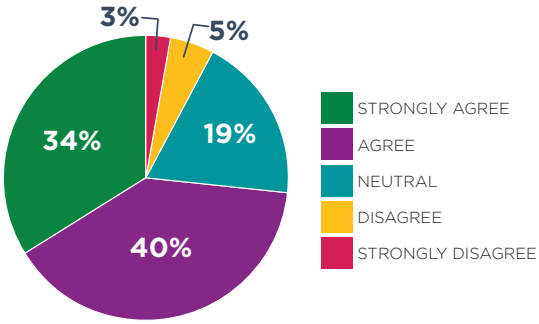
By Education Level

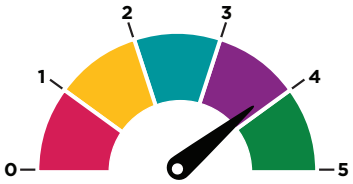


KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

I am proud to tell other people where I work.

DHHS Overall Results



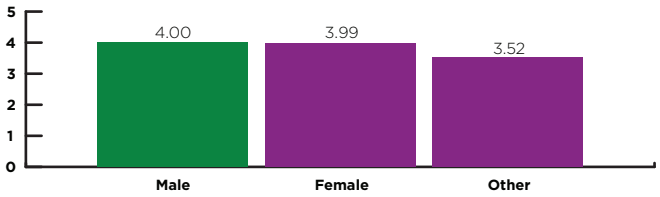


3.97
MEAN
(AVERAGE OF RESULTS)

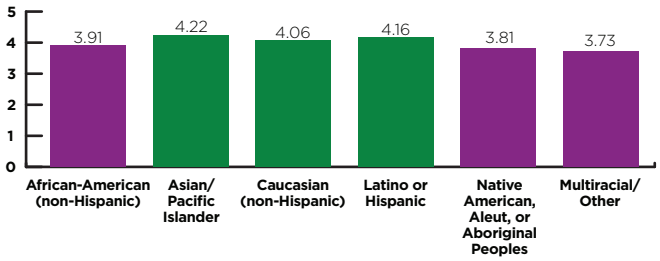
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

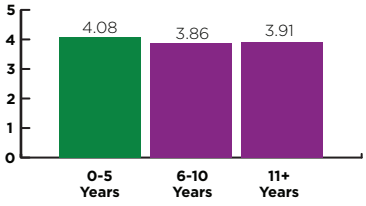
By Gender



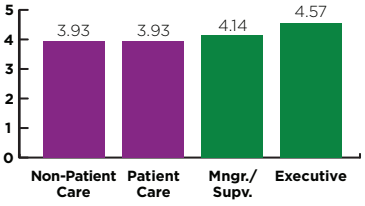
By Race/Ethnicity



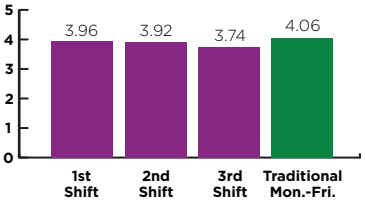
By Length of Employment



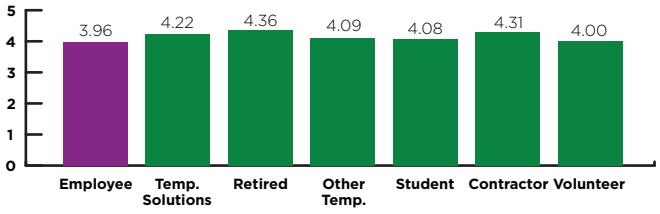
By Employee Role



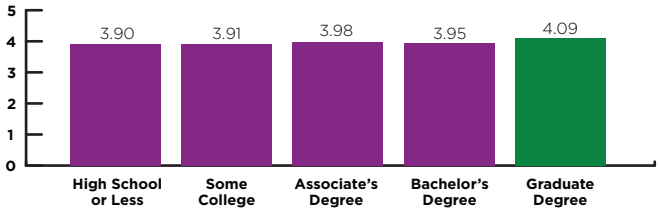
By Shift



By Employee Status



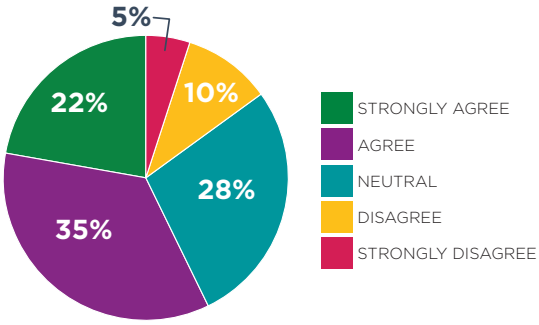
By Education Level



KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

I would recommend DHHS as a great place to work.

DHHS Overall Results

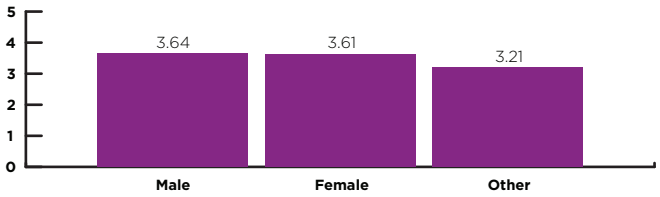


3.59
MEAN
(AVERAGE OF RESULTS)

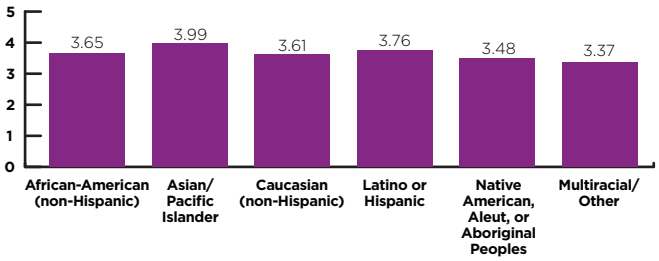
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

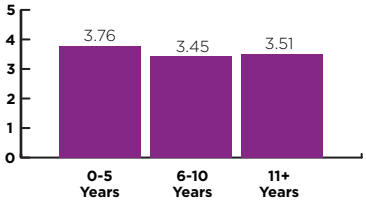
By Gender



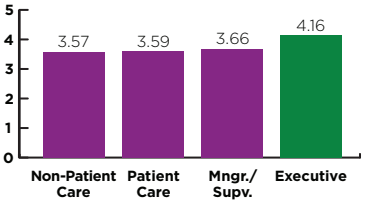
By Race/Ethnicity



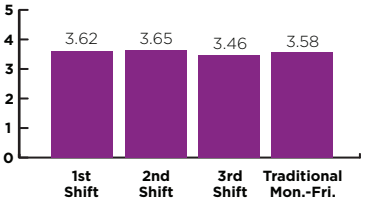
By Length of Employment



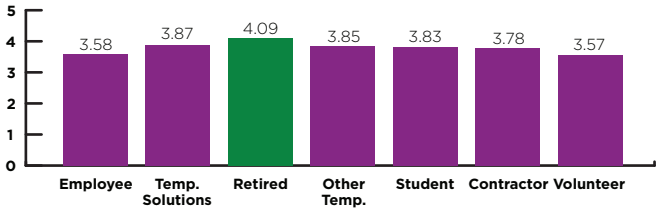
By Employee Role



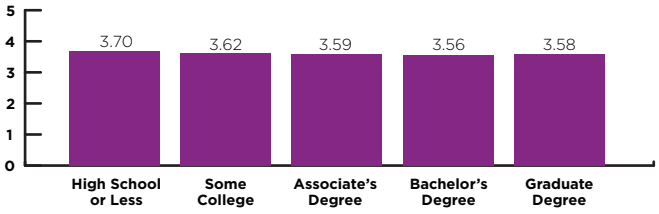
By Shift



By Employee Status



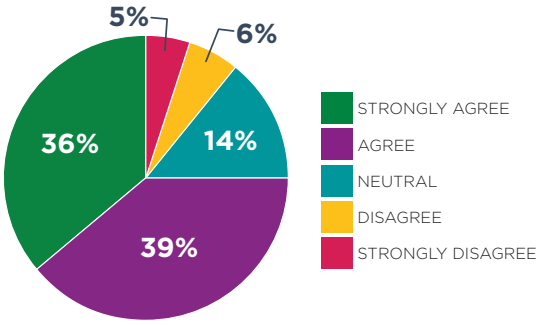
By Education Level

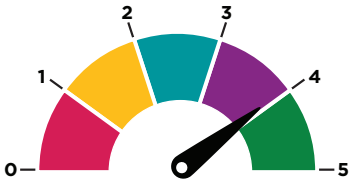


KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

My supervisor or someone at work seems to care about me as a person.

DHHS Overall Results



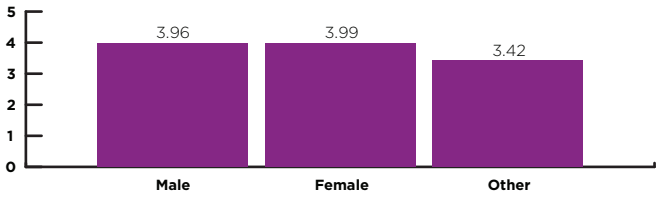


3.95
MEAN
(AVERAGE OF RESULTS)

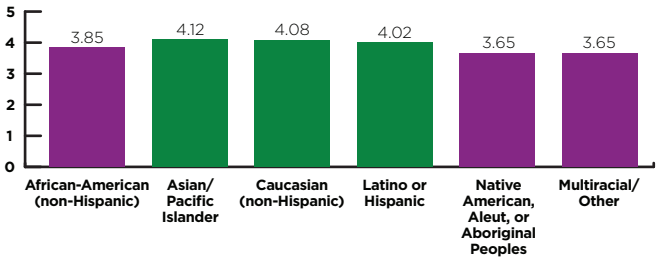
4 MEDIAN
(MIDDLE OF RESULTS)

4 MODE
(MOST OFTEN RESULT)

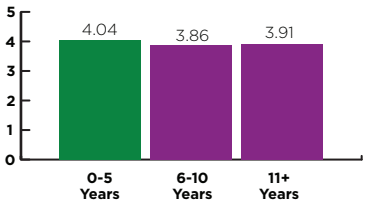
By Gender



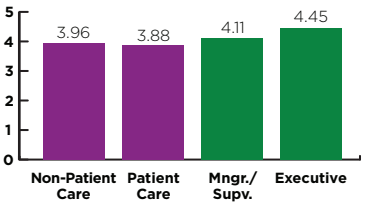
By Race/Ethnicity



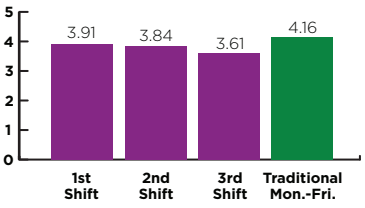
By Length of Employment



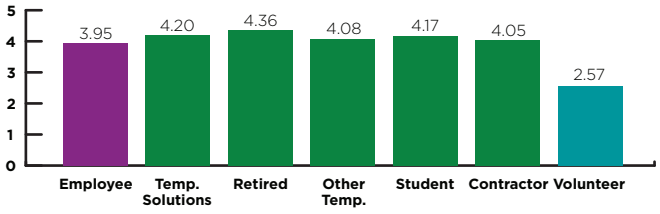
By Employee Role



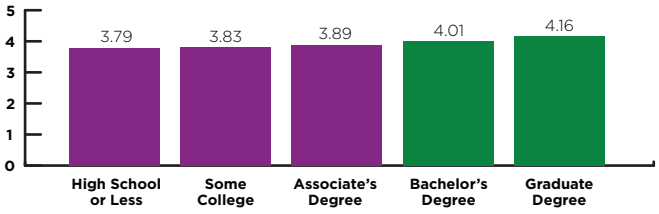
By Shift



By Employee Status



By Education Level



KEY: STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE

Comparisons Between 2012 and 2017 DHHS Surveys

COMPARISONS BETWEEN 2012 AND 2017

While survey items were not identical in the two surveys, similar questions are compared. The following items were analyzed as being comparable:

- "There is good teamwork in my unit" (2012) and "My work unit works together to accomplish goals" (2017)
- "My Division/Facility can be described as flexible and continually adapting" (2012) and "My work unit is continuously looking to make improvements in how the work is done" (2017)
- "I would recommend my Division/Facility as a good place to work" (2012) and "I would recommend DHHS as a great place to work" (2017).
- "I am given the opportunity to provide input in how things get done in my work unit" (2012) and "I have the opportunity to provide input to the work I do" (2017)
- "Employees are held accountable for the quality of their work in my work unit" (2012) and "My supervisor promptly addresses instances of poor performance in the work unit" (2017)
- "I am held accountable for achieving results" (2012) and "Employees are recognized for producing results, not just hard work" (2017)
- "I know what is expected of me on the job" (2012) and "My supervisor lets me know what is expected of me at work" (2017)
- "I understand how my work contributes to the goals of my work unit" (2012) and "I understand my job and how it helps my Division/Facility" (2017)
- "I am given the opportunity to develop my skills in my work unit" (2012) and "I get the training I need to do my job well" (2017)
- "My performance appraisal is a fair reflection of my performance" (2012) and "My performance plan (NCVIP) reflects the work I do" (2017)
- "The work of my division/facility is valuable" (2012) and "The work I do matters" (2017)
- "I feel positive about the future of my division/facility" (2012) and "I am confident in the goals set by my division/facility's leadership to accomplish our purpose or mission" (2017)
- "My supervisor coaches me to develop my skills on the job" (2012) and "My supervisor encourages my development" (2017)
- "My supervisor provides feedback and encouragement on a regular basis" (2012) and "My supervisor provides me with regular feedback on the work I do" (2017)
- "My supervisor takes the time to recognize me for the work I do" (2012) and "I receive recognition or praise from management/my supervisor for the good work I do" (2017)
- "My supervisor listens to what I have to say" (2012) and "Feedback I provide is taken into consideration by my supervisor" (2017).
- "Management keeps me informed of important issues and events" (2012) and "Management communicates key information to me in a timely manner" (2017)

Overall Averages by Similar Question

The averages from 2012 were rounded to one decimal place, while the 2017 averages were rounded to two. Even though the questions were not the same, and therefore not entirely comparable, the numbers below suggest that employees are more engaged or equally engaged as they were in 2012.

COMPARISON OF OVERALL DHHS AVERAGES FROM 2012 AND 2017

Question	2012	2017
Teamwork and collaboration within the work unit	3.7	3.98
Division/Facility and work unit are always making improvements	3.6	3.74
DHHS and Division/Facility are a great place to work	3.6	3.59
Employees can provide input about the work and processes	3.6	3.81
Employees are held accountable for their work	3.6	3.58
Employees are recognized for producing good results	4.4	3.13
Expectations are made clear in the work unit	4.1	3.99
Understanding of how the work contributes to the unit's success	4.3	4.40
Employees have the opportunity to develop skills at work	3.5	3.76
The performance plan is a fair, accurate assessment of the work	3.2	3.59
The work done in the work unit is important	4.3	4.52
Confidence that the Division/Facility can achieve ambitious goals	3.4	3.51
Supervisors encourage employee development	3.5	3.88
Supervisors provide employees with regular feedback	3.5	3.58
Supervisors praise employees for good work	3.6	3.62
Supervisors listen to feedback provided by employees	3.9	3.69
Management keeps employees informed	3.4	3.57

Averages by Demographic Group

The averages from 2012 were rounded to one decimal place, while the 2017 averages were rounded to two. Even though the questions were not the same, and therefore not entirely comparable, the numbers below suggest that employees are more engaged or equally engaged as they were in 2012.

NOTES:

- The 2012 survey did not distinguish between patient care and non-patient care employees. Therefore, the averages for these two categories are combined into one "employee" category in order to compare the averages from 2012 and 2017.
- The 2017 gave participants the option to select "other" as their gender if they identified as neither male nor female. This option was not given in the 2012 survey and therefore, relevant comparisons cannot be made for this group.

- The 2017 survey gave participants to indicate if they identify as multiracial or another race not included in the options. Since this option was not given in 2012, it will not be included in the comparisons below.

GOOD TEAMWORK AND COLLABORATION WITHIN THE WORK UNIT

	2012	2017
Gender		
Male	3.8	4.02
Female	3.9	4.01
Race/Ethnicity		
African-American	3.6	3.90
Asian/Pacific Islander	4.1	4.23
Caucasian	3.8	4.10
Latino/Hispanic	3.7	4.00
Native American	3.5	3.77
Length of Employment		
0-5 Years	3.8	4.02
6-10 Years	3.7	3.91
11+ Years	3.8	3.97
Employment Role		
Employee	3.7	3.93
Manager/Supervisor	3.9	4.24
Executive	4.3	4.49
Shift		
First Shift	3.7	3.74
Second Shift	3.7	3.65
Third Shift	3.5	3.44
Traditional M-F	3.8	3.86
Education Level		
High School or Less	3.6	3.77
Some College	3.6	3.86
Associate's Degree	3.8	3.98
Bachelor's Degree	3.8	4.08
Graduate Degree	3.8	4.15

DIVISION/FACILITY/WORK UNIT IS CONSTANTLY TRYING TO IMPROVE

	2012	2017
Gender		
Male	3.6	3.80
Female	3.6	3.75
Race/Ethnicity		
African-American	3.4	3.70
Asian/Pacific Islander	3.7	4.06
Caucasian	3.6	3.83
Latino/Hispanic	3.5	3.83
Native American	3.5	3.59
Length of Employment		
0-5 Years	3.6	3.79
6-10 Years	3.5	3.65
11+ Years	3.6	3.74
Employment Role		
Employee	3.6	3.68
Manager/Supervisor	3.6	4.04
Executive	4.0	4.43
Shift		
First Shift	3.5	3.74
Second Shift	3.5	3.65
Third Shift	3.4	3.44
Traditional M-F	3.6	3.86
Education Level		
High School or Less	3.6	3.70
Some College	3.6	3.66
Associate's Degree	3.7	3.74
Bachelor's Degree	3.6	3.77
Graduate Degree	3.5	3.84

DHHS AND DIVISION/FACILITY ARE GREAT PLACES TO WORK

	2012	2017
Gender		
Male	3.7	3.64
Female	3.7	3.99
Race/Ethnicity		
African-American	3.5	3.65
Asian/Pacific Islander	3.9	3.99
Caucasian	3.7	3.61
Latino/Hispanic	3.7	3.76
Native American	3.7	3.48
Length of Employment		
0-5 Years	3.7	3.76
6-10 Years	3.6	3.45
11+ Years	3.7	3.51
Employment Role		
Employee	3.6	3.92
Manager/Supervisor	3.8	3.66
Executive	4.4	4.16
Shift		
First Shift	3.6	3.62
Second Shift	3.7	3.65
Third Shift	3.5	3.46
Traditional M-F	3.7	3.58
Education Level		
High School or Less	3.7	3.70
Some College	3.7	3.62
Associate's Degree	3.7	3.59
Bachelor's Degree	3.6	3.56
Graduate Degree	3.6	3.58

EMPLOYEES CAN PROVIDE INPUT ABOUT THE WORK AND PROCESSES

	2012	2017
Gender		
Male	3.6	3.91
Female	3.7	3.82
Race/Ethnicity		
African-American	3.4	3.78
Asian/Pacific Islander	3.9	4.08
Caucasian	3.7	3.91
Latino/Hispanic	3.4	3.92
Native American	3.2	3.49
Length of Employment		
0-5 Years	3.65	3.88
6-10 Years	3.5	3.72
11+ Years	3.65	3.54
Employment Role		
Employee	3.5	3.75
Manager/Supervisor	3.9	4.10
Executive	4.5	4.60
Shift		
First Shift	3.9	3.82
Second Shift	3.8	3.66
Third Shift	3.7	3.41
Traditional M-F	4.0	3.96
Education Level		
High School or Less	3.4	3.76
Some College	3.5	3.72
Associate's Degree	3.6	3.80
Bachelor's Degree	3.6	3.81
Graduate Degree	3.7	3.98

EMPLOYEES ARE HELD ACCOUNTABLE FOR THEIR WORK

	2012	2017
Gender		
Male	3.7	3.71
Female	3.6	3.56
Race/Ethnicity		
African-American	3.6	3.63
Asian/Pacific Islander	3.5	3.83
Caucasian	3.6	3.58
Latino/Hispanic	3.7	3.79
Native American	3.6	3.39
Length of Employment		
0-5 Years	3.65	3.68
6-10 Years	3.6	3.49
11+ Years	3.7	3.54
Employment Role		
Employee	3.6	3.58
Manager/Supervisor	3.7	3.67
Executive	4.0	4.05
Shift		
First Shift	3.6	3.57
Second Shift	3.7	3.65
Third Shift	3.5	3.50
Traditional M-F	3.7	3.61
Education Level		
High School or Less	3.6	3.63
Some College	3.5	3.56
Associate's Degree	3.6	3.58
Bachelor's Degree	3.7	3.60
Graduate Degree	3.6	3.58

EMPLOYEES ARE RECOGNIZED FOR PRODUCING GOOD RESULTS

	2012	2017
Gender		
Male	3.7	3.25
Female	3.6	3.11
Race/Ethnicity		
African-American	3.5	3.18
Asian/Pacific Islander	4.0	3.47
Caucasian	3.7	3.16
Latino/Hispanic	3.5	3.29
Native American	3.6	2.96
Length of Employment		
0-5 Years	4.2	3.29
6-10 Years	4.2	2.95
11+ Years	4.15	3.07
Employment Role		
Employee	3.6	3.11
Manager/Supervisor	3.7	3.22
Executive	3.8	3.75
Shift		
First Shift	3.6	3.12
Second Shift	3.5	3.17
Third Shift	3.3	2.95
Traditional M-F	3.7	3.18
Education Level		
High School or Less	3.7	3.52
Some College	3.5	3.48
Associate's Degree	3.7	3.54
Bachelor's Degree	3.7	3.66
Graduate Degree	3.6	3.81

EXPECTATIONS ARE MADE CLEAR IN THE WORK UNIT

	2012	2017
Gender		
Male	4.3	4.01
Female	4.2	4.02
Race/Ethnicity		
African-American	4.3	3.98
Asian/Pacific Islander	4.4	4.10
Caucasian	4.2	4.05
Latino/Hispanic	4.5	4.12
Native American	4.1	3.89
Length of Employment		
0-5 Years	4.25	4.06
6-10 Years	4.2	3.94
11+ Years	4.25	3.95
Employment Role		
Employee	4.3	4.0
Manager/Supervisor	4.2	3.98
Executive	4.3	4.23
Shift		
First Shift	4.2	3.99
Second Shift	4.3	3.98
Third Shift	4.5	3.81
Traditional M-F	4.3	4.05
Education Level		
High School or Less	4.4	3.95
Some College	4.3	3.98
Associate's Degree	4.2	3.97
Bachelor's Degree	4.2	4.02
Graduate Degree	4.2	4.05

UNDERSTANDING OF HOW THE WORK CONTRIBUTES TO THE WORK UNIT'S SUCCESS

	2012	2017
Gender		
Male	4.3	4.40
Female	4.3	4.42
Race/Ethnicity		
African-American	4.3	4.38
Asian/Pacific Islander	4.6	4.47
Caucasian	4.3	4.45
Latino/Hispanic	4.5	4.35
Native American	4.5	4.27
Length of Employment		
0-5 Years	4.3	4.38
6-10 Years	4.3	4.36
11+ Years	4.35	4.43
Employment Role		
Employee	4.3	4.75
Manager/Supervisor	4.3	4.53
Executive	4.6	4.68
Shift		
First Shift	4.3	4.38
Second Shift	4.4	4.34
Third Shift	4.5	4.29
Traditional M-F	4.3	4.48
Education Level		
High School or Less	4.4	4.29
Some College	4.3	4.37
Associate's Degree	4.3	4.37
Bachelor's Degree	4.3	4.45
Graduate Degree	4.3	4.47

EMPLOYEES HAVE THE OPPORTUNITY TO DEVELOP SKILLS AT WORK

	2012	2017
Gender		
Male	3.7	3.96
Female	3.7	3.97
Race/Ethnicity		
African-American	3.6	3.84
Asian/Pacific Islander	4.1	3.74
Caucasian	3.8	3.76
Latino/Hispanic	3.7	3.73
Native American	3.5	3.69
Length of Employment		
0-5 Years	3.75	3.79
6-10 Years	3.6	3.68
11+ Years	3.75	3.77
Employment Role		
Employee	3.7	3.79
Manager/Supervisor	3.8	3.75
Executive	4.3	4.07
Shift		
First Shift	3.7	3.75
Second Shift	3.5	3.96
Third Shift	3.6	3.93
Traditional M-F	3.8	3.67
Education Level		
High School or Less	3.8	3.96
Some College	3.7	3.88
Associate's Degree	3.7	3.81
Bachelor's Degree	3.7	3.64
Graduate Degree	3.8	3.66

THE PERFORMANCE PLAN IS A FAIR AND ACCURATE ASSESSMENT OF THE WORK

	2012	2017
Gender		
Male	3.6	3.59
Female	3.5	3.61
Race/Ethnicity		
African-American	3.6	3.67
Asian/Pacific Islander	3.7	3.83
Caucasian	3.5	3.58
Latino/Hispanic	3.5	3.75
Native American	3.2	3.53
Length of Employment		
0-5 Years	3.7	3.71
6-10 Years	3.4	3.49
11+ Years	3.5	3.53
Employment Role		
Employee	3.6	3.58
Manager/Supervisor	3.5	3.62
Executive	3.4	3.90
Shift		
First Shift	3.5	3.59
Second Shift	3.7	3.59
Third Shift	3.8	3.47
Traditional M-F	3.5	3.63
Education Level		
High School or Less	3.7	3.70
Some College	3.7	3.60
Associate's Degree	3.6	3.54
Bachelor's Degree	3.5	3.55
Graduate Degree	3.5	3.60

THE WORK DONE IN THE WORK UNIT IS IMPORTANT

	2012	2017
Gender		
Male	4.4	4.50
Female	4.4	4.54
Race/Ethnicity		
African-American	4.2	4.51
Asian/Pacific Islander	4.5	4.58
Caucasian	4.4	4.56
Latino/Hispanic	4.4	4.47
Native American	4.3	4.36
Length of Employment		
0-5 Years	4.35	4.53
6-10 Years	4.4	4.43
11+ Years	4.45	4.54
Employment Role		
Employee	4.4	4.50
Manager/Supervisor	4.5	4.63
Executive	4.8	4.76
Shift		
First Shift	4.3	4.52
Second Shift	4.3	4.41
Third Shift	4.3	4.36
Traditional M-F	4.4	4.60
Education Level		
High School or Less	4.3	4.39
Some College	4.3	4.47
Associate's Degree	4.4	4.50
Bachelor's Degree	4.4	4.57
Graduate Degree	4.5	4.61

CONFIDENCE THAT THE DIVISION/FACILITY CAN ACHIEVE AMBITIOUS GOALS

	2012	2017
Gender		
Male	3.6	3.59
Female	3.7	3.50
Race/Ethnicity		
African-American	3.4	3.55
Asian/Pacific Islander	4.1	3.81
Caucasian	3.6	3.53
Latino/Hispanic	3.6	3.65
Native American	3.4	3.51
Length of Employment		
0-5 Years	3.65	3.63
6-10 Years	3.5	3.40
11+ Years	3.65	3.44
Employment Role		
Employee	3.5	3.49
Manager/Supervisor	3.7	3.55
Executive	4.1	4.13
Shift		
First Shift	3.6	3.51
Second Shift	3.7	3.56
Third Shift	3.6	3.37
Traditional M-F	3.6	3.53
Education Level		
High School or Less	3.7	3.59
Some College	3.6	3.56
Associate's Degree	3.7	3.50
Bachelor's Degree	3.5	3.46
Graduate Degree	3.5	3.50

SUPERVISORS ENCOURAGE EMPLOYEE DEVELOPMENT

	2012	2017
Gender		
Male	3.6	3.94
Female	3.5	3.89
Race/Ethnicity		
African-American	3.7	3.82
Asian/Pacific Islander	3.5	4.08
Caucasian	3.6	3.98
Latino/Hispanic	3.6	4.07
Native American	3.5	3.70
Length of Employment		
0-5 Years	3.65	3.98
6-10 Years	3.4	3.79
11+ Years	3.55	3.82
Employment Role		
Employee	3.5	3.86
Manager/Supervisor	3.6	3.98
Executive	3.8	4.27
Shift		
First Shift	3.5	3.86
Second Shift	3.5	3.83
Third Shift	3.4	3.58
Traditional M-F	3.6	4.00
Education Level		
High School or Less	3.7	3.82
Some College	3.5	3.82
Associate's Degree	3.6	3.85
Bachelor's Degree	3.6	3.90
Graduate Degree	3.5	3.98

SUPERVISORS PROVIDE EMPLOYEES WITH REGULAR FEEDBACK

	2012	2017
Gender		
Male	3.6	3.72
Female	3.5	3.65
Race/Ethnicity		
African-American	3.5	3.62
Asian/Pacific Islander	3.5	3.93
Caucasian	3.5	3.71
Latino/Hispanic	3.6	3.79
Native American	3.5	3.49
Length of Employment		
0-5 Years	3.6	3.75
6-10 Years	3.5	3.54
11+ Years	3.55	3.59
Employment Role		
Employee	3.5	3.63
Manager/Supervisor	3.6	3.69
Executive	3.8	4.03
Shift		
First Shift	3.5	3.64
Second Shift	3.4	3.62
Third Shift	3.3	3.38
Traditional M-F	3.6	3.73
Education Level		
High School or Less	3.5	3.64
Some College	3.5	3.57
Associate's Degree	3.5	3.60
Bachelor's Degree	3.6	3.69
Graduate Degree	3.5	3.72

SUPERVISORS PRAISE EMPLOYEES FOR GOOD WORK

	2012	2017
Gender		
Male	3.7	3.67
Female	3.6	3.63
Race/Ethnicity		
African-American	3.5	3.52
Asian/Pacific Islander	4.0	3.95
Caucasian	3.7	3.74
Latino/Hispanic	3.5	3.78
Native American	3.6	3.43
Length of Employment		
0-5 Years	3.75	3.73
6-10 Years	3.6	3.48
11+ Years	3.65	3.57
Employment Role		
Employee	3.6	3.58
Manager/Supervisor	3.7	3.77
Executive	3.8	4.17
Shift		
First Shift	3.6	3.12
Second Shift	3.5	3.17
Third Shift	3.3	2.95
Traditional M-F	3.7	3.18
Education Level		
High School or Less	3.6	3.52
Some College	3.5	3.48
Associate's Degree	3.6	3.54
Bachelor's Degree	3.6	3.66
Graduate Degree	3.6	3.81

SUPERVISORS LISTEN TO FEEDBACK PROVIDED BY EMPLOYEES

	2012	2017
Gender		
Male	3.9	3.78
Female	4.0	3.70
Race/Ethnicity		
African-American	3.9	3.63
Asian/Pacific Islander	3.8	4.04
Caucasian	3.9	3.80
Latino/Hispanic	3.9	3.78
Native American	4.0	3.44
Length of Employment		
0-5 Years	4.0	3.78
6-10 Years	3.8	3.59
11+ Years	3.9	3.66
Employment Role		
Employee	3.9	3.65
Manager/Supervisor	4.0	3.88
Executive	4.1	4.29
Shift		
First Shift	3.9	3.67
Second Shift	3.8	3.57
Third Shift	3.7	3.35
Traditional M-F	4.0	3.86
Education Level		
High School or Less	3.9	3.61
Some College	3.8	3.57
Associate's Degree	3.9	3.64
Bachelor's Degree	3.9	3.74
Graduate Degree	4.0	3.87

MANAGEMENT COMMUNICATES IMPORTANT INFORMATION IN A TIMELY MANNER

	2012	2017
Gender		
Male	3.4	3.66
Female	3.5	3.58
Race/Ethnicity		
African-American	3.3	3.40
Asian/Pacific Islander	3.3	3.74
Caucasian	3.4	3.37
Latino/Hispanic	3.3	3.63
Native American	3.4	3.28
Length of Employment		
0-5 Years	3.5	3.52
6-10 Years	3.4	3.19
11+ Years	3.45	3.28
Employment Role		
Employee	3.3	3.35
Manager/Supervisor	3.6	3.41
Executive	4.0	4.04
Shift		
First Shift	3.4	3.35
Second Shift	3.4	3.43
Third Shift	3.2	3.17
Traditional M-F	3.4	3.39
Education Level		
High School or Less	3.4	3.47
Some College	3.3	3.39
Associate's Degree	3.4	3.31
Bachelor's Degree	3.4	3.28
Graduate Degree	3.5	3.39

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