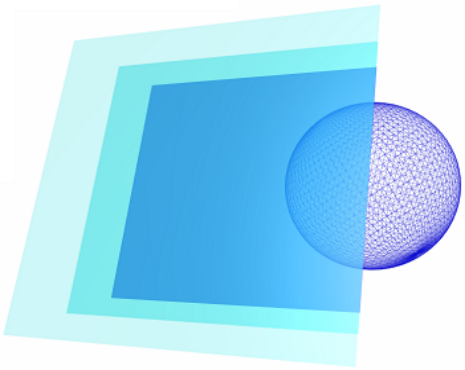


# Confidential Survey Results

# [Company]

# 2022

Results Generated by HR-Survey
December 2022

## Summary of Findings

This survey measured employee agreement on a variety of topics and within several work group classifications. Agreement was measured using a scaling option from Strongly Disagree to Strongly Agree. The survey also included several open-ended items to gather information in the form of suggestions and explanations.

194 respondents completed the questionnaire. Please note however, that not every participant completed every item. Therefore, within these results you may find some items with a higher number of respondents (the 'n'-size) than other items.

Paricipants were from several different job roles and had a variety of years of service.

| Department | Responded | Percent of Total |
|---|---|---|
| Accounting | 68 | 35% |
| Marketing | 30 | 15% |
| Customer Service | 38 | 20% |
| Facilities | 16 | 8% |
| Executive | 10 | 5% |
| Engineering | 23 | 12% |

| Age | Responded | Percent of Total |
|---|---|---|
| 30-39 | 29 | 15% |
| 40-49 | 61 | 31% |
| 50-59 | 84 | 43% |
| 60+ | 11 | 6% |

| Gender | Responded | Percent of Total |
|---|---|---|
| Male | 69 | 36% |
| Female | 117 | 60% |

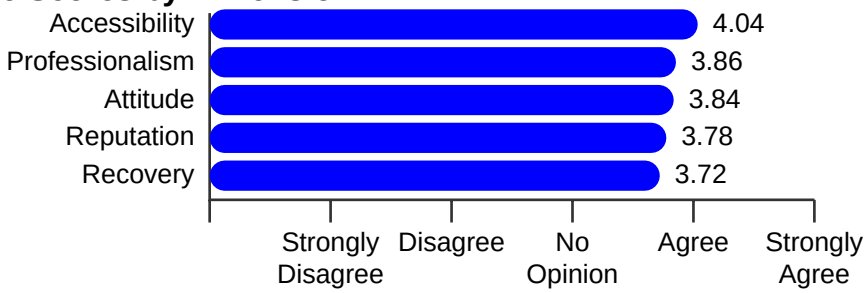
| JobClass | Responded | Percent of Total |
|---|---|---|
| Support Staff | 107 | 55% |
| Professional | 42 | 22% |
| Managerial | 36 | 19% |

| | |
|---|---|
| Total Participants | 194 |

## Analysis

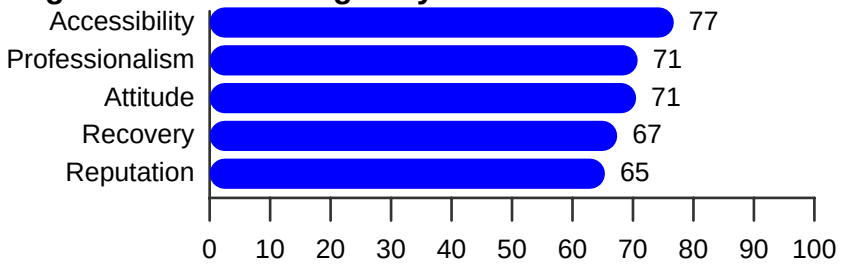
The questionnaire items were grouped into 5 dimensions with averages shown in the chart below. The bars are sorted by average score in descending order. The dimensions shown at the bottom of the chart represent those with the greatest need for employee development. The dimensions shown at the top of the chart represent those with the least need for employee development. Level of Agreement is defined as the percentage of respondents that Agree 4 to Strongly Agree 5 with the items in that dimension.

### Average Scores by Dimension




The average score for all dimensions is: 3.85

### Level of Agreement Percentages by Dimension




The average Level of Agreement for all dimensions is: 70%

# Analysis of Response Rates

The tables below show the number of employees who have selected that response (the Count) and a percentage of that row within the table (Percent). The items in this table are sorted by their order on the questionnaire.

| Item | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 1. Respond quickly to urgent requests for assistance | 194 | 3.79 | 9<br>5% | 25<br>13% | 22<br>11% | 79<br>41% | 59<br>30% |
| 2. Avoid adding to organizational bureaucracy and red tape | 189 | 4.30 | 4<br>2% | 3<br>2% | 16<br>8% | 75<br>40% | 91<br>48% |
| 3. Take the time to talk things over with employees who ask | 165 | 4.02 | 14<br>8% | 0<br>0% | 24<br>15% | 58<br>35% | 69<br>42% |
| 4. Adjust their schedules to accommodate employees | 188 | 4.31 | 3<br>2% | 7<br>4% | 25<br>13% | 46<br>24% | 107<br>57% |
| 5. Return phone calls and email messages in a timely manner | 189 | 3.76 | 7<br>4% | 17<br>9% | 39<br>21% | 78<br>41% | 48<br>25% |
| 6. Demonstrate concern for employees with problems | 183 | 3.39 | 13<br>7% | 36<br>20% | 38<br>21% | 59<br>32% | 37<br>20% |
| 7. Are willing to tackle significant organizational problems | 194 | 4.14 | 6<br>3% | 5<br>3% | 26<br>13% | 75<br>39% | 82<br>42% |
| 8. Have a clear understanding of the nature of our mission | 193 | 3.71 | 5<br>3% | 23<br>12% | 36<br>19% | 88<br>46% | 41<br>21% |
| 9. Address employee fears and anxiety in times of crisis | 191 | 3.84 | 5<br>3% | 15<br>8% | 35<br>18% | 86<br>45% | 50<br>26% |
| 10. Are willing to listen and respond appropriately to employees | 189 | 4.08 | 8<br>4% | 13<br>7% | 16<br>8% | 71<br>38% | 81<br>43% |
| 11. Take swift action to address an HR mistake | 148 | 3.77 | 7<br>5% | 12<br>8% | 30<br>20% | 58<br>39% | 41<br>28% |
| 12. Try new ways to solve persistent problems | 176 | 3.69 | 17<br>10% | 13<br>7% | 23<br>13% | 78<br>44% | 45<br>26% |
| 13. Rewrite unfair or problematic polices and procedures | 179 | 3.82 | 6<br>3% | 13<br>7% | 37<br>21% | 74<br>41% | 49<br>27% |
| 14. Are willing to experiment with new ideas when old ways fail | 191 | 3.25 | 15<br>8% | 43<br>23% | 36<br>19% | 73<br>38% | 24<br>13% |
| 15. Don't give up when the going gets tough | 177 | 4.12 | 5<br>3% | 6<br>3% | 21<br>12% | 75<br>42% | 70<br>40% |
| 16. Continue upgrading their own skills and knowledge | 187 | 3.59 | 11<br>6% | 24<br>13% | 36<br>19% | 75<br>40% | 41<br>22% |
| 17. Know what they are talking about | 188 | 3.78 | 8<br>4% | 9<br>5% | 49<br>26% | 72<br>38% | 50<br>27% |
| 18. Deal with managers and employees in a professional manner | 156 | 3.93 | 5<br>3% | 8<br>5% | 32<br>21% | 59<br>38% | 52<br>33% |
| 19. Provide services employees value, want, and need | 188 | 4.06 | 4<br>2% | 8<br>4% | 28<br>15% | 80<br>43% | 68<br>36% |
| 20. Have the courage to deal with management on unpopular but important issues | 188 | 3.92 | 7<br>4% | 10<br>5% | 26<br>14% | 93<br>49% | 52<br>28% |
| 21. Are known as valued organizational | 191 | 3.55 | 12<br>6% | 27<br>14% | 40<br>21% | 68<br>36% | 44<br>23% |

| Item | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 22. Are known as being fair and able to make the tough calls | 190 | 3.50 | 12<br>6% | 17<br>9% | 55<br>29% | 76<br>40% | 30<br>16% |
| 23. Provide good value in the work they do for the company | 186 | 3.76 | 8<br>4% | 9<br>5% | 48<br>26% | 76<br>41% | 45<br>24% |
| 24. Are known to espouse balance of life | 179 | 4.18 | 1<br>1% | 10<br>6% | 29<br>16% | 54<br>30% | 85<br>47% |
| 25. Can be counted on to do the right thing by employees and managers | 178 | 3.92 | 5<br>3% | 20<br>11% | 27<br>15% | 58<br>33% | 68<br>38% |

# Level of Agreement Table

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| Item | n | Avg | LOA | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|---|
| 2. Avoid adding to organizational bureaucracy and red tape | 189 | 4.30 | 87.8 | | | 8% | 40% | 48% |
| 15. Don't give up when the going gets tough | 177 | 4.12 | 81.9 | | | 12% | 42% | 40% |
| 4. Adjust their schedules to accommodate employees | 188 | 4.31 | 81.4 | | | 13% | 24% | 57% |
| 7. Are willing to tackle significant organizational problems | 194 | 4.14 | 80.9 | | | 13% | 39% | 42% |
| 10. Are willing to listen and respond appropriately to employees | 189 | 4.08 | 80.4 | | 7% | 8% | 38% | 43% |
| 19. Provide services employees value, want, and need | 188 | 4.06 | 78.7 | | | 15% | 43% | 36% |
| 24. Are known to espouse balance of life | 179 | 4.18 | 77.7 | | | 16% | 30% | 47% |
| 20. Have the courage to deal with management on unpopular but important issues | 188 | 3.92 | 77.1 | | | 14% | 49% | 28% |
| 3. Take the time to talk things over with employees who ask | 165 | 4.02 | 77.0 | | 8% | 15% | 35% | 42% |
| 9. Address employee fears and anxiety in times of crisis | 191 | 3.84 | 71.2 | | 8% | 18% | 45% | 26% |
| 18. Deal with managers and employees in a professional manner | 156 | 3.93 | 71.2 | | | 21% | 38% | 33% |
| 1. Respond quickly to urgent requests for assistance | 194 | 3.79 | 71.1 | | 13% | 11% | 41% | 30% |
| 25. Can be counted on to do the right thing by employees and managers | 178 | 3.92 | 70.8 | | 11% | 15% | 33% | 38% |
| 12. Try new ways to solve persistent problems | 176 | 3.69 | 69.9 | 10% | 7% | 13% | 44% | 26% |
| 13. Rewrite unfair or problematic polices and procedures | 179 | 3.82 | 68.7 | | 7% | 21% | 41% | 27% |
| 11. Take swift action to address an HR mistake | 148 | 3.77 | 66.9 | | 8% | 20% | 39% | 28% |

| Item | n | Avg | LOA | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|---|
| 8. Have a clear understanding of the nature of our mission | 193 | 3.71 | 66.8 | 12% | 19% | | 46% | 21% |
| 5. Return phone calls and email messages in a timely manner | 189 | 3.76 | 66.7 | 9% | 21% | | 41% | 25% |
| 23. Provide good value in the work they do for the company | 186 | 3.76 | 65.1 | | 26% | | 41% | 24% |
| 17. Know what they are talking about | 188 | 3.78 | 64.9 | | 26% | | 38% | 27% |
| 16. Continue upgrading their own skills and knowledge | 187 | 3.59 | 62.0 | 13% | 19% | | 40% | 22% |
| 21. Are known as valued organizational contributors | 191 | 3.55 | 58.6 | 6% | 14% | 21% | 36% | 23% |
| 22. Are known as being fair and able to make the tough calls | 190 | 3.50 | 55.8 | 6% | 9% | 29% | 40% | 16% |
| 6. Demonstrate concern for employees with problems | 183 | 3.39 | 52.5 | 7% | 20% | 21% | 32% | 20% |
| 14. Are willing to experiment with new ideas when old ways fail | 191 | 3.25 | 50.8 | 8% | 23% | 19% | 38% | 13% |

# Accessibility

## Data Table

The tables below show the number of employees who have selected that response (the Count) and a percentage of that row within the table (Percent). The items in this table are sorted by their order on the questionnaire.

| Item | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 1. Respond quickly to urgent requests for assistance | 194 | 3.79 | 9<br>5% | 25<br>13% | 22<br>11% | 79<br>41% | 59<br>30% |
| 2. Avoid adding to organizational bureaucracy and red tape | 189 | 4.30 | 4<br>2% | 3<br>2% | 16<br>8% | 75<br>40% | 91<br>48% |
| 3. Take the time to talk things over with employees who ask | 165 | 4.02 | 14<br>8% | 0<br>0% | 24<br>15% | 58<br>35% | 69<br>42% |
| 4. Adjust their schedules to accommodate employees | 188 | 4.31 | 3<br>2% | 7<br>4% | 25<br>13% | 46<br>24% | 107<br>57% |
| 5. Return phone calls and email messages in a timely manner | 189 | 3.76 | 7<br>4% | 17<br>9% | 39<br>21% | 78<br>41% | 48<br>25% |

## Level of Agreement Table

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| Item | n | Avg | LOA | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|---|
| 1. Respond quickly to urgent requests for assistance | 194 | 3.79 | 71.1 | 13% | 11% | | 41% | 30% |
| 2. Avoid adding to organizational bureaucracy and red tape | 189 | 4.30 | 87.8 | | 8% | | 40% | 48% |
| 3. Take the time to talk things over with employees who ask | 165 | 4.02 | 77.0 | 8% | 15% | | 35% | 42% |
| 4. Adjust their schedules to accommodate employees | 188 | 4.31 | 81.4 | | 13% | | 24% | 57% |
| 5. Return phone calls and email messages in a timely manner | 189 | 3.76 | 66.7 | 9% | 21% | | 41% | 25% |

## Strengths and Weaknesses

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| Item | Avg | 0 20 40 60 80 100 | Disagree | Neutral | Agree |
|---|---|---|---|---|---|
| 1. Respond quickly to urgent requests for assistance | 3.79 | | 18% | 11% | 71% |
| 2. Avoid adding to organizational bureaucracy and red tape | 4.30 | | 4% | 8% | 88% |
| 3. Take the time to talk things over with employees who ask | 4.02 | | 8% | 15% | 77% |
| 4. Adjust their schedules to accommodate employees | 4.31 | | 5% | 13% | 81% |
| 5. Return phone calls and email messages in a timely manner | 3.76 | | 13% | 21% | 67% |

## Strengths and Weaknesses

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| Item | Avg | 0 20 40 60 80 100 |
|---|---|---|
| 1. Respond quickly to urgent requests for assistance | 3.79 | |
| 2. Avoid adding to organizational bureaucracy and red tape | 4.30 | |
| 3. Take the time to talk things over with employees who ask | 4.02 | |
| 4. Adjust their schedules to accommodate employees | 4.31 | |
| 5. Return phone calls and email messages in a timely manner | 3.76 | |

## Level of Agreement Table

The table below shows the number and percentage of responses selected for each item in this dimension. Responses to items in this dimension were measured using a 5-point scale from "Never " to "Always ". The responses were given values from 1 to 5 where "Never " was scored as a 1 (also shown in red) and "Always " was scored as a 5 (also shown in green). The average score shown in the tables below represents the average response for that item. This table also shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red to green.

| Item | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1. Respond quickly to urgent requests for assistance | 194 | 3.79 | 9<br>5% | 25<br>13% | 22<br>11% | 79<br>41% | 59<br>30% | | 13% | 11% | 41% | 30% |
| 2. Avoid adding to organizational bureaucracy and red tape | 189 | 4.30 | 4<br>2% | 3<br>2% | 16<br>8% | 75<br>40% | 91<br>48% | | | 8% | 40% | 48% |
| 3. Take the time to talk things over with employees who ask | 165 | 4.02 | 14<br>8% | 0% | 24<br>15% | 58<br>35% | 69<br>42% | | 8% | 15% | 35% | 42% |
| 4. Adjust their schedules to accommodate employees | 188 | 4.31 | 3<br>2% | 7<br>4% | 25<br>13% | 46<br>24% | 107<br>57% | | | 13% | 24% | 57% |
| 5. Return phone calls and email messages in a timely manner | 189 | 3.76 | 7<br>4% | 17<br>9% | 39<br>21% | 78<br>41% | 48<br>25% | | 9% | 21% | 41% | 25% |

## Strengths and Weaknesses by Demographic

The table below shows the distribution of responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree/Strongly Disagree) to green (Agree/Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower distribution of agreement.

| | n | Avg | Disagree | Neutral | Agree |
|---|---|---|---|---|---|
| 1. Respond quickly to urgent requests for assistance | | | | | |
| **Department** | | | | | |
| Accounting | 68 | 3.78 | 18% | 13% | 69% |
| Marketing | 30 | 3.83 | 17% | 10% | 73% |
| Customer Service | 38 | 3.87 | 16% | | 79% |
| Facilities | 16 | 3.50 | 25% | 12% | 62% |
| Executive | 10 | 4.30 | 10% | | 90% |
| Engineering | 23 | 3.65 | 22% | 22% | 57% |
| **Age** | | | | | |
| 30-39 | 29 | 3.69 | 17% | 14% | 69% |
| 40-49 | 61 | 3.80 | 15% | 13% | 72% |
| 50-59 | 84 | 3.79 | 21% | 8% | 70% |
| 60+ | 11 | 4.09 | 9% | 18% | 73% |
| **Gender** | | | | | |
| Male | 69 | 3.84 | 19% | 7% | 74% |
| Female | 117 | 3.77 | 17% | 14% | 69% |
| **JobClass** | | | | | |
| Support Staff | 107 | 3.92 | 14% | 12% | 74% |
| Professional | 42 | 3.83 | 17% | 7% | 76% |
| Managerial | 36 | 3.39 | 31% | 14% | 56% |

| | n | Avg | Disagree | Neutral | Agree |
|---|---|---|---|---|---|
| 2. Avoid adding to organizational bureaucracy and red tape | | | | | |
| **Department** | | | | | |
| Accounting | 64 | 4.33 | 6% | | 91% |
| Marketing | 29 | 4.45 | | 7% | 93% |
| Customer Service | 38 | 4.29 | 11% | | 87% |
| Facilities | 16 | 4.12 | 6% | 12% | 81% |
| Executive | 10 | 4.40 | 10% | | 90% |
| Engineering | 23 | 4.09 | 9% | 13% | 78% |
| **Age** | | | | | |
| 30-39 | 29 | 4.14 | 10% | | 86% |
| 40-49 | 60 | 4.23 | 7% | 7% | 87% |
| 50-59 | 80 | 4.38 | 9% | | 89% |
| 60+ | 11 | 4.55 | | 9% | 91% |
| **Gender** | | | | | |
| Male | 66 | 4.27 | 8% | | 88% |
| Female | 115 | 4.30 | 9% | | 88% |
| **JobClass** | | | | | |
| Support Staff | 106 | 4.25 | 9% | | 87% |
| Professional | 41 | 4.46 | | | 93% |
| Managerial | 33 | 4.21 | 6% | 9% | 85% |
| 3. Take the time to talk things over with employees who ask | | | | | |
| **Department** | | | | | |
| Accounting | 55 | 4.04 | 9% | 13% | 78% |
| Marketing | 27 | 4.11 | | 19% | 78% |
| Customer Service | 32 | 4.06 | 6% | 12% | 81% |
| Facilities | 14 | 3.36 | 29% | 21% | 50% |
| Executive | 10 | 4.50 | | | 100% |
| Engineering | 22 | 3.91 | 9% | 18% | 73% |
| **Age** | | | | | |
| 30-39 | 25 | 4.08 | | 20% | 76% |
| 40-49 | 55 | 3.85 | 11% | 18% | 71% |
| 50-59 | 69 | 4.13 | 10% | | 84% |
| 60+ | 11 | 4.00 | | 27% | 73% |
| **Gender** | | | | | |
| Male | 56 | 3.77 | 14% | 16% | 70% |
| Female | 104 | 4.13 | | 13% | 81% |
| **JobClass** | | | | | |
| Support Staff | 88 | 3.89 | 10% | 17% | 73% |
| Professional | 41 | 4.22 | | 12% | 83% |
| Managerial | 31 | 4.06 | 10% | 10% | 81% |

| | n | Avg | Disagree | Neutral | Agree |
|---|---|---|---|---|---|
| 4. Adjust their schedules to accommodate employees | | | | | |
| **Department** | | | | | |
| Accounting | 65 | 4.43 | 9% | | 88% |
| Marketing | 29 | 4.41 | | 14% | 86% |
| Customer Service | 38 | 4.05 | 8% | 24% | 68% |
| Facilities | 16 | 4.00 | 12% | 19% | 69% |
| Executive | 9 | 4.67 | | 11% | 89% |
| Engineering | 23 | 4.26 | 9% | 9% | 83% |
| **Age** | | | | | |
| 30-39 | 29 | 4.28 | 7% | 14% | 79% |
| 40-49 | 60 | 4.18 | | 17% | 78% |
| 50-59 | 80 | 4.36 | | 12% | 82% |
| 60+ | 11 | 4.64 | | 9% | 91% |
| **Gender** | | | | | |
| Male | 67 | 4.39 | | 12% | 82% |
| Female | 114 | 4.25 | | 15% | 81% |
| **JobClass** | | | | | |
| Support Staff | 106 | 4.25 | | 14% | 80% |
| Professional | 40 | 4.53 | | 12% | 88% |
| Managerial | 34 | 4.18 | 9% | 15% | 76% |
| 5. Return phone calls and email messages in a timely manner | | | | | |
| **Department** | | | | | |
| Accounting | 66 | 3.76 | 12% | 20% | 68% |
| Marketing | 29 | 4.03 | | 17% | 79% |
| Customer Service | 37 | 3.59 | 14% | 30% | 57% |
| Facilities | 16 | 3.50 | 31% | 6% | 62% |
| Executive | 10 | 4.40 | | 10% | 90% |
| Engineering | 23 | 3.61 | 9% | 35% | 57% |
| **Age** | | | | | |
| 30-39 | 29 | 3.69 | 14% | 24% | 62% |
| 40-49 | 60 | 3.67 | 13% | 20% | 67% |
| 50-59 | 81 | 3.83 | 11% | 21% | 68% |
| 60+ | 11 | 4.18 | | 18% | 82% |
| **Gender** | | | | | |
| Male | 68 | 3.75 | 13% | 22% | 65% |
| Female | 114 | 3.80 | 11% | 20% | 69% |
| **JobClass** | | | | | |
| Support Staff | 106 | 3.67 | 16% | 20% | 64% |
| Professional | 41 | 4.00 | | 27% | 68% |
| Managerial | 34 | 3.76 | | 21% | 74% |

## Distribution of Scores By Demographic

The table below shows the distribution of responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower distribution of agreement.

| | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 1. Respond quickly to urgent requests for assistance | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 68 | 3.78 | 9% | 9% | 13% | 34% | 35% |
| Marketing | 30 | 3.83 | 3% | 13% | 10% | 43% | 30% |
| Customer Service | 38 | 3.87 | | 16% | 5% | 55% | 24% |
| Facilities | 16 | 3.50 | 6% | 19% | 12% | 44% | 19% |
| Executive | 10 | 4.30 | 10% | | 30% | | 60% |
| Engineering | 23 | 3.65 | | 22% | 22% | 26% | 30% |
| **Age** | | | | | | | |
| 30-39 | 29 | 3.69 | 10% | 7% | 14% | 41% | 28% |
| 40-49 | 61 | 3.80 | 3% | 10% | 13% | 44% | 28% |
| 50-59 | 84 | 3.79 | 3% | 18% | 8% | 37% | 33% |
| 60+ | 11 | 4.09 | 9% | | 18% | 27% | 45% |
| **Gender** | | | | | | | |
| Male | 69 | 3.84 | 3% | 14% | 7% | 41% | 33% |
| Female | 117 | 3.77 | 3% | 12% | 14% | 39% | 30% |
| **JobClass** | | | | | | | |
| Support Staff | 107 | 3.92 | 3% | 9% | 12% | 37% | 36% |
| Professional | 42 | 3.83 | 2% | 14% | 7% | 50% | 26% |
| Managerial | 36 | 3.39 | 8% | 22% | 14% | 33% | 22% |

| | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 2. Avoid adding to organizational bureaucracy and red tape | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 64 | 4.33 | | 6% | | 42% | 48% |
| Marketing | 29 | 4.45 | | | 7% | 41% | 52% |
| Customer Service | 38 | 4.29 | | 11% | | 39% | 47% |
| Facilities | 16 | 4.12 | | 6% | 12% | 44% | 38% |
| Executive | 10 | 4.40 | | | 10% | 30% | 60% |
| Engineering | 23 | 4.09 | | | 13% | 35% | 43% |
| **Age** | | | | | | | |
| 30-39 | 29 | 4.14 | | 10% | | 52% | 34% |
| 40-49 | 60 | 4.23 | | 7% | | 40% | 47% |
| 50-59 | 80 | 4.38 | | | 9% | 36% | 52% |
| 60+ | 11 | 4.55 | | | 9% | 27% | 64% |
| **Gender** | | | | | | | |
| Male | 66 | 4.27 | | | 8% | 42% | 45% |
| Female | 115 | 4.30 | | 9% | | 39% | 49% |
| **JobClass** | | | | | | | |
| Support Staff | 106 | 4.25 | | 9% | | 42% | 44% |
| Professional | 41 | 4.46 | | | 34% | | 59% |
| Managerial | 33 | 4.21 | | | 9% | 39% | 45% |
| 3. Take the time to talk things over with employees who ask | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 55 | 4.04 | 9% | | 13% | 35% | 44% |
| Marketing | 27 | 4.11 | | | 19% | 37% | 41% |
| Customer Service | 32 | 4.06 | | 6% | 12% | 44% | 38% |
| Facilities | 14 | 3.36 | 29% | | 21% | 7% | 43% |
| Executive | 10 | 4.50 | | | | 50% | 50% |
| Engineering | 22 | 3.91 | 9% | | 18% | 36% | 36% |
| **Age** | | | | | | | |
| 30-39 | 25 | 4.08 | | | 20% | 36% | 40% |
| 40-49 | 55 | 3.85 | | 11% | 18% | 35% | 36% |
| 50-59 | 69 | 4.13 | | 10% | | 35% | 49% |
| 60+ | 11 | 4.00 | | | 27% | 45% | 27% |
| **Gender** | | | | | | | |
| Male | 56 | 3.77 | | 14% | 16% | 34% | 36% |
| Female | 104 | 4.13 | | | 13% | 37% | 44% |
| **JobClass** | | | | | | | |
| Support Staff | 88 | 3.89 | | 10% | 17% | 36% | 36% |
| Professional | 41 | 4.22 | | | 12% | 34% | 49% |
| Managerial | 31 | 4.06 | | 10% | 10% | 35% | 45% |

| | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 4. Adjust their schedules to accommodate employees | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 65 | 4.43 | | | 9% | 26% | 62% |
| Marketing | 29 | 4.41 | | | 14% | 31% | 55% |
| Customer Service | 38 | 4.05 | | 8% | 24% | 24% | 45% |
| Facilities | 16 | 4.00 | | 12% | 19% | 25% | 44% |
| Executive | 9 | 4.67 | | | 11% | 11% | 78% |
| Engineering | 23 | 4.26 | | | 9% | 26% | 57% |
| **Age** | | | | | | | |
| 30-39 | 29 | 4.28 | | | 14% | 21% | 59% |
| 40-49 | 60 | 4.18 | | | 17% | 30% | 48% |
| 50-59 | 80 | 4.36 | | | 12% | 24% | 59% |
| 60+ | 11 | 4.64 | | | 9% | 18% | 73% |
| **Gender** | | | | | | | |
| Male | 67 | 4.39 | | | 12% | 18% | 64% |
| Female | 114 | 4.25 | | | 15% | 30% | 51% |
| **JobClass** | | | | | | | |
| Support Staff | 106 | 4.25 | | | 14% | 27% | 53% |
| Professional | 40 | 4.53 | | | 12% | 22% | 65% |
| Managerial | 34 | 4.18 | | | 15% | 24% | 53% |
| 5. Return phone calls and email messages in a timely manner | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 66 | 3.76 | | 6% | 6% | 20% | 42% | 26% |
| Marketing | 29 | 4.03 | | | 17% | 52% | 28% |
| Customer Service | 37 | 3.59 | | 8% | 30% | 35% | 22% |
| Facilities | 16 | 3.50 | | 31% | 6% | 44% | 19% |
| Executive | 10 | 4.40 | | | 10% | 40% | 50% |
| Engineering | 23 | 3.61 | | | 35% | 39% | 17% |
| **Age** | | | | | | | |
| 30-39 | 29 | 3.69 | | 10% | 24% | 38% | 24% |
| 40-49 | 60 | 3.67 | | 7% | 7% | 20% | 47% | 20% |
| 50-59 | 81 | 3.83 | | 9% | 21% | 40% | 28% |
| 60+ | 11 | 4.18 | | | 18% | 45% | 36% |
| **Gender** | | | | | | | |
| Male | 68 | 3.75 | | 10% | 22% | 38% | 26% |
| Female | 114 | 3.80 | | 6% | 20% | 44% | 25% |
| **JobClass** | | | | | | | |
| Support Staff | 106 | 3.67 | | 11% | 20% | 41% | 24% |
| Professional | 41 | 4.00 | | | 27% | 32% | 37% |
| Managerial | 34 | 3.76 | | | 21% | 59% | 15% |

## Agreement By Demographic

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| | n | Avg | Percentage Level of Agreement |
|---|---|---|---|
| 1. Respond quickly to urgent requests for assistance | | | |
| **Department** | | | |
| Accounting | 68 | 3.78 | 69% |
| Marketing | 30 | 3.83 | 73% |
| Customer Service | 38 | 3.87 | 79% |
| Facilities | 16 | 3.50 | 62% |
| Executive | 10 | 4.30 | 90% |
| Engineering | 23 | 3.65 | 57% |
| **Age** | | | |
| 30-39 | 29 | 3.69 | 69% |
| 40-49 | 61 | 3.80 | 72% |
| 50-59 | 84 | 3.79 | 70% |
| 60+ | 11 | 4.09 | 73% |
| **Gender** | | | |
| Male | 69 | 3.84 | 74% |
| Female | 117 | 3.77 | 69% |
| **JobClass** | | | |
| Support Staff | 107 | 3.92 | 74% |
| Professional | 42 | 3.83 | 76% |
| Managerial | 36 | 3.39 | 56% |

| | n | Avg | Percentage Level of Agreement |
|---|---|---|---|
| 2. Avoid adding to organizational bureaucracy and red tape | | | |
| **Department** | | | |
| Accounting | 64 | 4.33 | 91% |
| Marketing | 29 | 4.45 | 93% |
| Customer Service | 38 | 4.29 | 87% |
| Facilities | 16 | 4.12 | 81% |
| Executive | 10 | 4.40 | 90% |
| Engineering | 23 | 4.09 | 78% |
| **Age** | | | |
| 30-39 | 29 | 4.14 | 86% |
| 40-49 | 60 | 4.23 | 87% |
| 50-59 | 80 | 4.38 | 89% |
| 60+ | 11 | 4.55 | 91% |
| **Gender** | | | |
| Male | 66 | 4.27 | 88% |
| Female | 115 | 4.30 | 88% |
| **JobClass** | | | |
| Support Staff | 106 | 4.25 | 87% |
| Professional | 41 | 4.46 | 93% |
| Managerial | 33 | 4.21 | 85% |
| 3. Take the time to talk things over with employees who ask | | | |
| **Department** | | | |
| Accounting | 55 | 4.04 | 78% |
| Marketing | 27 | 4.11 | 78% |
| Customer Service | 32 | 4.06 | 81% |
| Facilities | 14 | 3.36 | 50% |
| Executive | 10 | 4.50 | 100% |
| Engineering | 22 | 3.91 | 73% |
| **Age** | | | |
| 30-39 | 25 | 4.08 | 76% |
| 40-49 | 55 | 3.85 | 71% |
| 50-59 | 69 | 4.13 | 84% |
| 60+ | 11 | 4.00 | 73% |
| **Gender** | | | |
| Male | 56 | 3.77 | 70% |
| Female | 104 | 4.13 | 81% |
| **JobClass** | | | |
| Support Staff | 88 | 3.89 | 73% |
| Professional | 41 | 4.22 | 83% |
| Managerial | 31 | 4.06 | 81% |

| | n | Avg | Percentage Level of Agreement |
|---|---|---|---|
| 4. Adjust their schedules to accommodate employees | | | |
| **Department** | | | |
| Accounting | 65 | 4.43 | 88% |
| Marketing | 29 | 4.41 | 86% |
| Customer Service | 38 | 4.05 | 68% |
| Facilities | 16 | 4.00 | 69% |
| Executive | 9 | 4.67 | 89% |
| Engineering | 23 | 4.26 | 83% |
| **Age** | | | |
| 30-39 | 29 | 4.28 | 79% |
| 40-49 | 60 | 4.18 | 78% |
| 50-59 | 80 | 4.36 | 82% |
| 60+ | 11 | 4.64 | 91% |
| **Gender** | | | |
| Male | 67 | 4.39 | 82% |
| Female | 114 | 4.25 | 81% |
| **JobClass** | | | |
| Support Staff | 106 | 4.25 | 80% |
| Professional | 40 | 4.53 | 88% |
| Managerial | 34 | 4.18 | 76% |
| 5. Return phone calls and email messages in a timely manner | | | |
| **Department** | | | |
| Accounting | 66 | 3.76 | 68% |
| Marketing | 29 | 4.03 | 79% |
| Customer Service | 37 | 3.59 | 57% |
| Facilities | 16 | 3.50 | 62% |
| Executive | 10 | 4.40 | 90% |
| Engineering | 23 | 3.61 | 57% |
| **Age** | | | |
| 30-39 | 29 | 3.69 | 62% |
| 40-49 | 60 | 3.67 | 67% |
| 50-59 | 81 | 3.83 | 68% |
| 60+ | 11 | 4.18 | 82% |
| **Gender** | | | |
| Male | 68 | 3.75 | 65% |
| Female | 114 | 3.80 | 69% |
| **JobClass** | | | |
| Support Staff | 106 | 3.67 | 64% |
| Professional | 41 | 4.00 | 68% |
| Managerial | 34 | 3.76 | 74% |

# Attitude

## Data Table

The tables below show the number of employees who have selected that response (the Count) and a percentage of that row within the table (Percent). The items in this table are sorted by their order on the questionnaire.

| Item | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 6. Demonstrate concern for employees with problems | 183 | 3.39 | 13<br>7% | 36<br>20% | 38<br>21% | 59<br>32% | 37<br>20% |
| 7. Are willing to tackle significant organizational problems | 194 | 4.14 | 6<br>3% | 5<br>3% | 26<br>13% | 75<br>39% | 82<br>42% |
| 8. Have a clear understanding of the nature of our mission | 193 | 3.71 | 5<br>3% | 23<br>12% | 36<br>19% | 88<br>46% | 41<br>21% |
| 9. Address employee fears and anxiety in times of crisis | 191 | 3.84 | 5<br>3% | 15<br>8% | 35<br>18% | 86<br>45% | 50<br>26% |
| 10. Are willing to listen and respond appropriately to employees | 189 | 4.08 | 8<br>4% | 13<br>7% | 16<br>8% | 71<br>38% | 81<br>43% |

## Level of Agreement Table

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| Item | n | Avg | LOA | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|---|
| 6. Demonstrate concern for employees with problems | 183 | 3.39 | 52.5 | 7% | 20% | 21% | 32% | 20% |
| 7. Are willing to tackle significant organizational problems | 194 | 4.14 | 80.9 | | | 13% | 39% | 42% |
| 8. Have a clear understanding of the nature of our mission | 193 | 3.71 | 66.8 | | 12% | 19% | 46% | 21% |
| 9. Address employee fears and anxiety in times of crisis | 191 | 3.84 | 71.2 | | 8% | 18% | 45% | 26% |
| 10. Are willing to listen and respond appropriately to employees | 189 | 4.08 | 80.4 | | 7% | 8% | 38% | 43% |

## Strengths and Weaknesses

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| Item | Avg | 0 20 40 60 80 100 | Disagree | Neutral | Agree |
|---|---|---|---|---|---|
| 6. Demonstrate concern for employees with problems | 3.39 | | 27% | 21% | 52% |
| 7. Are willing to tackle significant organizational problems | 4.14 | | 6% | 13% | 81% |
| 8. Have a clear understanding of the nature of our mission | 3.71 | | 15% | 19% | 67% |
| 9. Address employee fears and anxiety in times of crisis | 3.84 | | 10% | 18% | 71% |
| 10. Are willing to listen and respond appropriately to employees | 4.08 | | 11% | 8% | 80% |

## Strengths and Weaknesses

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| Item | Avg | 0 20 40 60 80 100 |
|---|---|---|
| 6. Demonstrate concern for employees with problems | 3.39 | |
| 7. Are willing to tackle significant organizational problems | 4.14 | |
| 8. Have a clear understanding of the nature of our mission | 3.71 | |
| 9. Address employee fears and anxiety in times of crisis | 3.84 | |
| 10. Are willing to listen and respond appropriately to employees | 4.08 | |

## Level of Agreement Table

The table below shows the number and percentage of responses selected for each item in this dimension. Responses to items in this dimension were measured using a 5-point scale from "Never " to "Always ". The responses were given values from 1 to 5 where "Never " was scored as a 1 (also shown in red) and "Always " was scored as a 5 (also shown in green). The average score shown in the tables below represents the average response for that item. This table also shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red to green.

| Item | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 6. Demonstrate concern for employees with problems | 183 | 3.39 | 13<br>7% | 36<br>20% | 38<br>21% | 59<br>32% | 37<br>20% | 7% | 20% | 21% | 32% | 20% |
| 7. Are willing to tackle significant organizational problems | 194 | 4.14 | 6<br>3% | 5<br>3% | 26<br>13% | 75<br>39% | 82<br>42% | | 13% | | 39% | 42% |
| 8. Have a clear understanding of the nature of our mission | 193 | 3.71 | 5<br>3% | 23<br>12% | 36<br>19% | 88<br>46% | 41<br>21% | | 12% | 19% | 46% | 21% |
| 9. Address employee fears and anxiety in times of crisis | 191 | 3.84 | 5<br>3% | 15<br>8% | 35<br>18% | 86<br>45% | 50<br>26% | | 8% | 18% | 45% | 26% |
| 10. Are willing to listen and respond appropriately to employees | 189 | 4.08 | 8<br>4% | 13<br>7% | 16<br>8% | 71<br>38% | 81<br>43% | | 7% | 8% | 38% | 43% |

## Strengths and Weaknesses by Demographic

The table below shows the distribution of responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree/Strongly Disagree) to green (Agree/Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower distribution of agreement.

| | n | Avg | Disagree | Neutral | Agree |
|---|---|---|---|---|---|
| 6. Demonstrate concern for employees with problems | | | | | |
| **Department** | | | | | |
| Accounting | 65 | 3.38 | 34% | 12% | 54% |
| Marketing | 29 | 3.55 | 21% | 17% | 62% |
| Customer Service | 34 | 3.44 | 21% | 29% | 50% |
| Facilities | 15 | 3.13 | 33% | 20% | 47% |
| Executive | 10 | 3.80 | 10% | 30% | 60% |
| Engineering | 22 | 3.09 | 32% | 27% | 41% |
| **Age** | | | | | |
| 30-39 | 28 | 3.29 | 25% | 29% | 46% |
| 40-49 | 56 | 3.32 | 30% | 18% | 52% |
| 50-59 | 81 | 3.40 | 30% | 17% | 53% |
| 60+ | 10 | 4.10 | 20% | | 80% |
| **Gender** | | | | | |
| Male | 68 | 3.34 | 32% | 15% | 53% |
| Female | 108 | 3.43 | 24% | 23% | 53% |
| **JobClass** | | | | | |
| Support Staff | 101 | 3.36 | 31% | 15% | 54% |
| Professional | 40 | 3.55 | 18% | 30% | 52% |
| Managerial | 34 | 3.29 | 29% | 24% | 47% |

| | n | Avg | Disagree | Neutral | Agree |
|---|---|---|---|---|---|
| **7. Are willing to tackle significant organizational problems** | | | | | |
| **Department** | | | | | |
| Accounting | 68 | 4.24 | 10% | | 85% |
| Marketing | 30 | 4.43 | 7% | | 93% |
| Customer Service | 38 | 3.87 | 11% | 18% | 71% |
| Facilities | 16 | 3.88 | 6% | 31% | 62% |
| Executive | 10 | 4.70 | | | 100% |
| Engineering | 23 | 3.96 | 9% | 17% | 74% |
| **Age** | | | | | |
| 30-39 | 29 | 3.93 | | 28% | 69% |
| 40-49 | 61 | 4.05 | 11% | 10% | 79% |
| 50-59 | 84 | 4.24 | | 13% | 85% |
| 60+ | 11 | 4.64 | | | 100% |
| **Gender** | | | | | |
| Male | 69 | 4.22 | | 13% | 83% |
| Female | 117 | 4.13 | | 13% | 81% |
| **JobClass** | | | | | |
| Support Staff | 107 | 4.14 | | 14% | 82% |
| Professional | 42 | 4.26 | 7% | 7% | 86% |
| Managerial | 36 | 4.06 | 8% | 19% | 72% |
| **8. Have a clear understanding of the nature of our mission** | | | | | |
| **Department** | | | | | |
| Accounting | 68 | 3.72 | 12% | 19% | 69% |
| Marketing | 30 | 3.93 | 17% | 7% | 77% |
| Customer Service | 37 | 3.59 | 11% | 35% | 54% |
| Facilities | 16 | 3.31 | 25% | 19% | 56% |
| Executive | 10 | 4.40 | | | 100% |
| Engineering | 23 | 3.70 | 17% | 22% | 61% |
| **Age** | | | | | |
| 30-39 | 29 | 3.69 | 14% | 21% | 66% |
| 40-49 | 60 | 3.55 | 20% | 20% | 60% |
| 50-59 | 84 | 3.79 | 11% | 21% | 68% |
| 60+ | 11 | 4.36 | | | 100% |
| **Gender** | | | | | |
| Male | 69 | 3.64 | 13% | 23% | 64% |
| Female | 116 | 3.79 | 14% | 16% | 70% |
| **JobClass** | | | | | |
| Support Staff | 106 | 3.78 | 14% | 16% | 70% |
| Professional | 42 | 3.67 | 12% | 29% | 60% |
| Managerial | 36 | 3.64 | 14% | 19% | 67% |

| | n | Avg | Disagree | Neutral | Agree |
|---|---|---|---|---|---|
| 9. Address employee fears and anxiety in times of crisis | | | | | |
| **Department** | | | | | |
| Accounting | 66 | 3.77 | 12% | 21% | 67% |
| Marketing | 30 | 4.20 | 20% | | 80% |
| Customer Service | 37 | 3.76 | 11% | 22% | 68% |
| Facilities | 16 | 3.69 | 12% | 25% | 62% |
| Executive | 10 | 4.20 | | | 100% |
| Engineering | 23 | 3.70 | 17% | 13% | 70% |
| **Age** | | | | | |
| 30-39 | 29 | 3.90 | 10% | 17% | 72% |
| 40-49 | 61 | 3.80 | 10% | 23% | 67% |
| 50-59 | 81 | 3.84 | 10% | 20% | 70% |
| 60+ | 11 | 4.09 | 9% | | 91% |
| **Gender** | | | | | |
| Male | 68 | 3.81 | 9% | 21% | 71% |
| Female | 115 | 3.88 | 10% | 18% | 71% |
| **JobClass** | | | | | |
| Support Staff | 107 | 3.81 | 9% | 21% | 69% |
| Professional | 42 | 3.86 | 14% | 14% | 71% |
| Managerial | 33 | 3.94 | 6% | 18% | 76% |
| 10. Are willing to listen and respond appropriately to employees | | | | | |
| **Department** | | | | | |
| Accounting | 67 | 4.24 | | | 88% |
| Marketing | 30 | 4.17 | 7% | 10% | 83% |
| Customer Service | 37 | 3.95 | 19% | | 76% |
| Facilities | 15 | 3.27 | 33% | 13% | 53% |
| Executive | 10 | 4.30 | 10% | | 90% |
| Engineering | 23 | 4.17 | | 17% | 78% |
| **Age** | | | | | |
| 30-39 | 27 | 4.00 | 7% | 11% | 81% |
| 40-49 | 60 | 3.98 | 15% | 7% | 78% |
| 50-59 | 84 | 4.19 | 10% | | 85% |
| 60+ | 11 | 4.18 | | 27% | 73% |
| **Gender** | | | | | |
| Male | 67 | 3.84 | 18% | 13% | 69% |
| Female | 116 | 4.23 | 6% | 6% | 88% |
| **JobClass** | | | | | |
| Support Staff | 105 | 4.10 | 10% | 10% | 81% |
| Professional | 41 | 4.20 | 10% | | 88% |
| Managerial | 36 | 3.89 | 14% | 14% | 72% |

## Distribution of Scores By Demographic

The table below shows the distribution of responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower distribution of agreement.

| | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 6. Demonstrate concern for employees with problems | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 65 | 3.38 | 9% | 25% | 12% | 26% | 28% |
| Marketing | 29 | 3.55 | 7% | 14% | 17% | 41% | 21% |
| Customer Service | 34 | 3.44 | | 15% | 29% | 29% | 21% |
| Facilities | 15 | 3.13 | 13% | 20% | 20% | 33% | 13% |
| Executive | 10 | 3.80 | 10% | 30% | | 30% | 30% |
| Engineering | 22 | 3.09 | | 27% | 27% | 36% | |
| **Age** | | | | | | | |
| 30-39 | 28 | 3.29 | 7% | 18% | 29% | 32% | 14% |
| 40-49 | 56 | 3.32 | 11% | 20% | 18% | 30% | 21% |
| 50-59 | 81 | 3.40 | 6% | 23% | 17% | 31% | 22% |
| 60+ | 10 | 4.10 | | | 20% | 50% | 30% |
| **Gender** | | | | | | | |
| Male | 68 | 3.34 | 10% | 22% | 15% | 29% | 24% |
| Female | 108 | 3.43 | | 19% | 23% | 33% | 19% |
| **JobClass** | | | | | | | |
| Support Staff | 101 | 3.36 | 9% | 22% | 15% | 34% | 21% |
| Professional | 40 | 3.55 | | 12% | 30% | 28% | 25% |
| Managerial | 34 | 3.29 | | 24% | 24% | 29% | 18% |

| | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 7. Are willing to tackle significant organizational problems | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 68 | 4.24 | | | 10% | 40% | 46% |
| Marketing | 30 | 4.43 | | | 7% | 43% | 50% |
| Customer Service | 38 | 3.87 | | 8% | 18% | 37% | 34% |
| Facilities | 16 | 3.88 | | 6% | 31% | 31% | 31% |
| Executive | 10 | 4.70 | | | | 30% | 70% |
| Engineering | 23 | 3.96 | | | 17% | 39% | 35% |
| **Age** | | | | | | | |
| 30-39 | 29 | 3.93 | | | 28% | 38% | 31% |
| 40-49 | 61 | 4.05 | | 7% | 10% | 34% | 44% |
| 50-59 | 84 | 4.24 | | | 13% | 42% | 43% |
| 60+ | 11 | 4.64 | | | | 36% | 64% |
| **Gender** | | | | | | | |
| Male | 69 | 4.22 | | | 13% | 36% | 46% |
| Female | 117 | 4.13 | | | 13% | 40% | 41% |
| **JobClass** | | | | | | | |
| Support Staff | 107 | 4.14 | | | 14% | 44% | 38% |
| Professional | 42 | 4.26 | | 7% | | 33% | 52% |
| Managerial | 36 | 4.06 | | | 19% | 28% | 44% |
| 8. Have a clear understanding of the nature of our mission | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 68 | 3.72 | | 9% | 19% | 51% | 18% |
| Marketing | 30 | 3.93 | | 13% | 7% | 40% | 37% |
| Customer Service | 37 | 3.59 | | 8% | 35% | 35% | 19% |
| Facilities | 16 | 3.31 | | 25% | 19% | 56% | |
| Executive | 10 | 4.40 | | | | 60% | 40% |
| Engineering | 23 | 3.70 | | 17% | 22% | 35% | 26% |
| **Age** | | | | | | | |
| 30-39 | 29 | 3.69 | | 14% | 21% | 48% | 17% |
| 40-49 | 60 | 3.55 | | 15% | 20% | 40% | 20% |
| 50-59 | 84 | 3.79 | | 10% | 21% | 45% | 23% |
| 60+ | 11 | 4.36 | | | | 64% | 36% |
| **Gender** | | | | | | | |
| Male | 69 | 3.64 | | 10% | 23% | 48% | 16% |
| Female | 116 | 3.79 | | 12% | 16% | 45% | 25% |
| **JobClass** | | | | | | | |
| Support Staff | 106 | 3.78 | | 12% | 16% | 45% | 25% |
| Professional | 42 | 3.67 | | 12% | 29% | 40% | 19% |
| Managerial | 36 | 3.64 | | 8% | 19% | 50% | 17% |

| | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 9. Address employee fears and anxiety in times of crisis | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 66 | 3.77 | | 8% | 21% | 39% | 27% |
| Marketing | 30 | 4.20 | | | 20% | 40% | 40% |
| Customer Service | 37 | 3.76 | | | 22% | 43% | 24% |
| Facilities | 16 | 3.69 | | 12% | 25% | 44% | 19% |
| Executive | 10 | 4.20 | | | | 80% | 20% |
| Engineering | 23 | 3.70 | | 17% | 13% | 52% | 17% |
| **Age** | | | | | | | |
| 30-39 | 29 | 3.90 | | 10% | 17% | 45% | 28% |
| 40-49 | 61 | 3.80 | | | 23% | 39% | 28% |
| 50-59 | 81 | 3.84 | | 7% | 20% | 44% | 26% |
| 60+ | 11 | 4.09 | | 9% | | 64% | 27% |
| **Gender** | | | | | | | |
| Male | 68 | 3.81 | | 7% | 21% | 50% | 21% |
| Female | 115 | 3.88 | | 7% | 18% | 41% | 30% |
| **JobClass** | | | | | | | |
| Support Staff | 107 | 3.81 | | 7% | 21% | 45% | 24% |
| Professional | 42 | 3.86 | | 12% | 14% | 40% | 31% |
| Managerial | 33 | 3.94 | | | 18% | 48% | 27% |
| 10. Are willing to listen and respond appropriately to employees | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 67 | 4.24 | | | | 42% | 46% |
| Marketing | 30 | 4.17 | | 7% | 10% | 37% | 47% |
| Customer Service | 37 | 3.95 | | | 16% | 35% | 41% |
| Facilities | 15 | 3.27 | 13% | 20% | 13% | 33% | 20% |
| Executive | 10 | 4.30 | | | 10% | 50% | 40% |
| Engineering | 23 | 4.17 | | | 17% | 35% | 43% |
| **Age** | | | | | | | |
| 30-39 | 27 | 4.00 | | 7% | 11% | 56% | 26% |
| 40-49 | 60 | 3.98 | | 10% | 7% | 38% | 40% |
| 50-59 | 84 | 4.19 | | | | 35% | 50% |
| 60+ | 11 | 4.18 | | | 27% | 27% | 45% |
| **Gender** | | | | | | | |
| Male | 67 | 3.84 | | 12% | 13% | 30% | 39% |
| Female | 116 | 4.23 | | 6% | | 43% | 45% |
| **JobClass** | | | | | | | |
| Support Staff | 105 | 4.10 | | | 10% | 37% | 44% |
| Professional | 41 | 4.20 | | | | 41% | 46% |
| Managerial | 36 | 3.89 | | 11% | 14% | 39% | 33% |

## Agreement By Demographic

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| | n | Avg | Percentage Level of Agreement |
|---|---|---|---|
| 6. Demonstrate concern for employees with problems | | | |
| **Department** | | | |
| Accounting | 65 | 3.38 | 54% |
| Marketing | 29 | 3.55 | 62% |
| Customer Service | 34 | 3.44 | 50% |
| Facilities | 15 | 3.13 | 47% |
| Executive | 10 | 3.80 | 60% |
| Engineering | 22 | 3.09 | 41% |
| **Age** | | | |
| 30-39 | 28 | 3.29 | 46% |
| 40-49 | 56 | 3.32 | 52% |
| 50-59 | 81 | 3.40 | 53% |
| 60+ | 10 | 4.10 | 80% |
| **Gender** | | | |
| Male | 68 | 3.34 | 53% |
| Female | 108 | 3.43 | 53% |
| **JobClass** | | | |
| Support Staff | 101 | 3.36 | 54% |
| Professional | 40 | 3.55 | 52% |
| Managerial | 34 | 3.29 | 47% |

| | n | Avg | Percentage Level of Agreement |
|---|---|---|---|
| 7. Are willing to tackle significant organizational problems | | | |
| **Department** | | | |
| Accounting | 68 | 4.24 | 85% |
| Marketing | 30 | 4.43 | 93% |
| Customer Service | 38 | 3.87 | 71% |
| Facilities | 16 | 3.88 | 62% |
| Executive | 10 | 4.70 | 100% |
| Engineering | 23 | 3.96 | 74% |
| **Age** | | | |
| 30-39 | 29 | 3.93 | 69% |
| 40-49 | 61 | 4.05 | 79% |
| 50-59 | 84 | 4.24 | 85% |
| 60+ | 11 | 4.64 | 100% |
| **Gender** | | | |
| Male | 69 | 4.22 | 83% |
| Female | 117 | 4.13 | 81% |
| **JobClass** | | | |
| Support Staff | 107 | 4.14 | 82% |
| Professional | 42 | 4.26 | 86% |
| Managerial | 36 | 4.06 | 72% |
| 8. Have a clear understanding of the nature of our mission | | | |
| **Department** | | | |
| Accounting | 68 | 3.72 | 69% |
| Marketing | 30 | 3.93 | 77% |
| Customer Service | 37 | 3.59 | 54% |
| Facilities | 16 | 3.31 | 56% |
| Executive | 10 | 4.40 | 100% |
| Engineering | 23 | 3.70 | 61% |
| **Age** | | | |
| 30-39 | 29 | 3.69 | 66% |
| 40-49 | 60 | 3.55 | 60% |
| 50-59 | 84 | 3.79 | 68% |
| 60+ | 11 | 4.36 | 100% |
| **Gender** | | | |
| Male | 69 | 3.64 | 64% |
| Female | 116 | 3.79 | 70% |
| **JobClass** | | | |
| Support Staff | 106 | 3.78 | 70% |
| Professional | 42 | 3.67 | 60% |
| Managerial | 36 | 3.64 | 67% |

| | n | Avg | Percentage Level of Agreement |
|---|---|---|---|
| 9. Address employee fears and anxiety in times of crisis | | | |
| **Department** | | | |
| Accounting | 66 | 3.77 | 67% |
| Marketing | 30 | 4.20 | 80% |
| Customer Service | 37 | 3.76 | 68% |
| Facilities | 16 | 3.69 | 62% |
| Executive | 10 | 4.20 | 100% |
| Engineering | 23 | 3.70 | 70% |
| **Age** | | | |
| 30-39 | 29 | 3.90 | 72% |
| 40-49 | 61 | 3.80 | 67% |
| 50-59 | 81 | 3.84 | 70% |
| 60+ | 11 | 4.09 | 91% |
| **Gender** | | | |
| Male | 68 | 3.81 | 71% |
| Female | 115 | 3.88 | 71% |
| **JobClass** | | | |
| Support Staff | 107 | 3.81 | 69% |
| Professional | 42 | 3.86 | 71% |
| Managerial | 33 | 3.94 | 76% |
| 10. Are willing to listen and respond appropriately to employees | | | |
| **Department** | | | |
| Accounting | 67 | 4.24 | 88% |
| Marketing | 30 | 4.17 | 83% |
| Customer Service | 37 | 3.95 | 76% |
| Facilities | 15 | 3.27 | 53% |
| Executive | 10 | 4.30 | 90% |
| Engineering | 23 | 4.17 | 78% |
| **Age** | | | |
| 30-39 | 27 | 4.00 | 81% |
| 40-49 | 60 | 3.98 | 78% |
| 50-59 | 84 | 4.19 | 85% |
| 60+ | 11 | 4.18 | 73% |
| **Gender** | | | |
| Male | 67 | 3.84 | 69% |
| Female | 116 | 4.23 | 88% |
| **JobClass** | | | |
| Support Staff | 105 | 4.10 | 81% |
| Professional | 41 | 4.20 | 88% |
| Managerial | 36 | 3.89 | 72% |

# Recovery

## Data Table

The tables below show the number of employees who have selected that response (the Count) and a percentage of that row within the table (Percent). The items in this table are sorted by their order on the questionnaire.

| Item | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 11. Take swift action to address an HR mistake | 148 | 3.77 | 7<br>5% | 12<br>8% | 30<br>20% | 58<br>39% | 41<br>28% |
| 12. Try new ways to solve persistent problems | 176 | 3.69 | 17<br>10% | 13<br>7% | 23<br>13% | 78<br>44% | 45<br>26% |
| 13. Rewrite unfair or problematic polices and procedures | 179 | 3.82 | 6<br>3% | 13<br>7% | 37<br>21% | 74<br>41% | 49<br>27% |
| 14. Are willing to experiment with new ideas when old ways fail | 191 | 3.25 | 15<br>8% | 43<br>23% | 36<br>19% | 73<br>38% | 24<br>13% |
| 15. Don't give up when the going gets tough | 177 | 4.12 | 5<br>3% | 6<br>3% | 21<br>12% | 75<br>42% | 70<br>40% |

## Level of Agreement Table

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| Item | n | Avg | LOA | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|---|
| 11. Take swift action to address an HR mistake | 148 | 3.77 | 66.9 | 8% | 20% | 39% | 28% | |
| 12. Try new ways to solve persistent problems | 176 | 3.69 | 69.9 | 10% | 7% | 13% | 44% | 26% |
| 13. Rewrite unfair or problematic polices and procedures | 179 | 3.82 | 68.7 | 7% | 21% | 41% | 27% | |
| 14. Are willing to experiment with new ideas when old ways fail | 191 | 3.25 | 50.8 | 8% | 23% | 19% | 38% | 13% |
| 15. Don't give up when the going gets tough | 177 | 4.12 | 81.9 | 12% | 42% | 40% | | |

## Strengths and Weaknesses

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| Item | Avg | 0 20 40 60 80 100 | Disagree | Neutral | Agree |
|---|---|---|---|---|---|
| 11. Take swift action to address an HR mistake | 3.77 | | 13% | 20% | 67% |
| 12. Try new ways to solve persistent problems | 3.69 | | 17% | 13% | 70% |
| 13. Rewrite unfair or problematic polices and procedures | 3.82 | | 11% | 21% | 69% |
| 14. Are willing to experiment with new ideas when old ways fail | 3.25 | | 30% | 19% | 51% |
| 15. Don%27t give up when the going gets tough | 4.12 | | 6% | 12% | 82% |

## Strengths and Weaknesses

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| Item | Avg | 0 20 40 60 80 100 |
|---|---|---|
| 11. Take swift action to address an HR mistake | 3.77 | |
| 12. Try new ways to solve persistent problems | 3.69 |   |
| 13. Rewrite unfair or problematic polices and procedures | 3.82 |   |
| 14. Are willing to experiment with new ideas when old ways fail | 3.25 | |
| 15. Don%27t give up when the going gets tough | 4.12 | |

## Level of Agreement Table

The table below shows the number and percentage of responses selected for each item in this dimension. Responses to items in this dimension were measured using a 5-point scale from "Never " to "Always ". The responses were given values from 1 to 5 where "Never " was scored as a 1 (also shown in red) and "Always " was scored as a 5 (also shown in green). The average score shown in the tables below represents the average response for that item. This table also shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red to green.

| Item | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 11. Take swift action to address an HR mistake | 148 | 3.77 | 7<br>5% | 12<br>8% | 30<br>20% | 58<br>39% | 41<br>28% | | 8% | 20% | 39% | 28% |
| 12. Try new ways to solve persistent problems | 176 | 3.69 | 17<br>10% | 13<br>7% | 23<br>13% | 78<br>44% | 45<br>26% | 10% | 7% | 13% | 44% | 26% |
| 13. Rewrite unfair or problematic polices and procedures | 179 | 3.82 | 6<br>3% | 13<br>7% | 37<br>21% | 74<br>41% | 49<br>27% | | 7% | 21% | 41% | 27% |
| 14. Are willing to experiment with new ideas when old ways fail | 191 | 3.25 | 15<br>8% | 43<br>23% | 36<br>19% | 73<br>38% | 24<br>13% | 8% | 23% | 19% | 38% | 13% |
| 15. Don%27t give up when the going gets tough | 177 | 4.12 | 5<br>3% | 6<br>3% | 21<br>12% | 75<br>42% | 70<br>40% | | 12% | | 42% | 40% |

## Strengths and Weaknesses by Demographic

The table below shows the distribution of responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree/Strongly Disagree) to green (Agree/Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower distribution of agreement.

| | n | Avg | Disagree | Neutral | Agree |
|---|---|---|---|---|---|
| 11. Take swift action to address an HR mistake | | | | | |
| **Department** | | | | | |
| Accounting | 48 | 3.73 | 12% | 21% | 67% |
| Marketing | 21 | 3.62 | 19% | 19% | 62% |
| Customer Service | 28 | 4.07 | | 14% | 82% |
| Facilities | 15 | 3.40 | 27% | 27% | 47% |
| Executive | 10 | 4.10 | | 20% | 80% |
| Engineering | 20 | 3.65 | 15% | 25% | 60% |
| **Age** | | | | | |
| 30-39 | 24 | 3.67 | 17% | 17% | 67% |
| 40-49 | 49 | 3.80 | 12% | 20% | 67% |
| 50-59 | 60 | 3.70 | 13% | 25% | 62% |
| 60+ | 9 | 4.22 | | | 100% |
| **Gender** | | | | | |
| Male | 52 | 3.77 | 13% | 19% | 67% |
| Female | 90 | 3.78 | 11% | 21% | 68% |
| **JobClass** | | | | | |
| Support Staff | 83 | 3.72 | 12% | 23% | 65% |
| Professional | 31 | 4.13 | 13% | | 84% |
| Managerial | 28 | 3.46 | 14% | 32% | 54% |

| | n | Avg | Disagree | Neutral | Agree |
|---|---|---|---|---|---|
| 12. Try new ways to solve persistent problems | | | | | |
| **Department** | | | | | |
| Accounting | 60 | 3.72 | 17% | 12% | 72% |
| Marketing | 27 | 3.89 | 11% | 15% | 74% |
| Customer Service | 33 | 3.70 | 18% | 6% | 76% |
| Facilities | 16 | 3.31 | 31% | 19% | 50% |
| Executive | 10 | 4.10 | 20% | | 80% |
| Engineering | 23 | 3.65 | 13% | 17% | 70% |
| **Age** | | | | | |
| 30-39 | 27 | 3.74 | 15% | 15% | 70% |
| 40-49 | 57 | 3.58 | 23% | | 72% |
| 50-59 | 74 | 3.78 | 14% | 16% | 70% |
| 60+ | 11 | 3.82 | | 36% | 64% |
| **Gender** | | | | | |
| Male | 61 | 3.11 | 34% | 18% | 48% |
| Female | 109 | 4.02 | 6% | 11% | 83% |
| **JobClass** | | | | | |
| Support Staff | 97 | 3.61 | 19% | 13% | 68% |
| Professional | 39 | 3.95 | 8% | 15% | 77% |
| Managerial | 33 | 3.76 | 18% | 9% | 73% |
| 13. Rewrite unfair or problematic polices and procedures | | | | | |
| **Department** | | | | | |
| Accounting | 62 | 3.95 | 6% | 19% | 74% |
| Marketing | 24 | 3.88 | | 25% | 71% |
| Customer Service | 36 | 3.64 | 17% | 25% | 58% |
| Facilities | 16 | 3.56 | 25% | 12% | 62% |
| Executive | 10 | 4.30 | 10% | | 90% |
| Engineering | 22 | 3.73 | 9% | 23% | 68% |
| **Age** | | | | | |
| 30-39 | 28 | 3.71 | 14% | 21% | 64% |
| 40-49 | 58 | 3.69 | 14% | 19% | 67% |
| 50-59 | 74 | 3.91 | 8% | 23% | 69% |
| 60+ | 10 | 4.40 | | | 100% |
| **Gender** | | | | | |
| Male | 63 | 3.71 | 13% | 22% | 65% |
| Female | 108 | 3.89 | 9% | 19% | 71% |
| **JobClass** | | | | | |
| Support Staff | 100 | 3.76 | 13% | 18% | 69% |
| Professional | 39 | 4.08 | 8% | 18% | 74% |
| Managerial | 31 | 3.74 | 6% | 29% | 65% |

| | n | Avg | Disagree | Neutral | Agree |
|---|---|---|---|---|---|
| 14. Are willing to experiment with new ideas when old ways fail | | | | | |
| **Department** | | | | | |
| Accounting | 68 | 3.26 | 29% | 18% | 53% |
| Marketing | 30 | 3.43 | 27% | 10% | 63% |
| Customer Service | 37 | 3.08 | 38% | 16% | 46% |
| Facilities | 16 | 3.00 | 38% | 25% | 38% |
| Executive | 10 | 3.50 | 10% | 30% | 60% |
| Engineering | 22 | 3.05 | 36% | 32% | 32% |
| **Age** | | | | | |
| 30-39 | 29 | 2.97 | 41% | 17% | 41% |
| 40-49 | 59 | 3.29 | 29% | 19% | 53% |
| 50-59 | 84 | 3.23 | 32% | 17% | 51% |
| 60+ | 11 | 3.55 | 9% | 36% | 55% |
| **Gender** | | | | | |
| Male | 68 | 3.04 | 38% | 15% | 47% |
| Female | 116 | 3.34 | 27% | 22% | 52% |
| **JobClass** | | | | | |
| Support Staff | 106 | 3.31 | 28% | 16% | 56% |
| Professional | 42 | 3.33 | 29% | 19% | 52% |
| Managerial | 35 | 2.80 | 43% | 29% | 29% |
| 15. Don%27t give up when the going gets tough | | | | | |
| **Department** | | | | | |
| Accounting | 62 | 4.19 | 10% | | 85% |
| Marketing | 25 | 4.08 | 8% | 12% | 80% |
| Customer Service | 36 | 4.22 | | 17% | 83% |
| Facilities | 16 | 3.31 | 31% | 12% | 56% |
| Executive | 9 | 4.78 | | | 100% |
| Engineering | 23 | 4.26 | | 13% | 87% |
| **Age** | | | | | |
| 30-39 | 27 | 4.07 | | 19% | 78% |
| 40-49 | 56 | 4.14 | 7% | | 88% |
| 50-59 | 77 | 4.14 | 6% | 13% | 81% |
| 60+ | 11 | 4.27 | | 18% | 82% |
| **Gender** | | | | | |
| Male | 63 | 3.84 | 11% | 17% | 71% |
| Female | 108 | 4.31 | | 8% | 89% |
| **JobClass** | | | | | |
| Support Staff | 100 | 4.16 | | 9% | 85% |
| Professional | 39 | 4.28 | | 10% | 85% |
| Managerial | 32 | 3.91 | 6% | 22% | 72% |

## Distribution of Scores By Demographic

The table below shows the distribution of responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower distribution of agreement.

| | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 11. Take swift action to address an HR mistake | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 48 | 3.73 | 8% | | 21% | 40% | 27% |
| Marketing | 21 | 3.62 | 10% | 10% | 19% | 33% | 29% |
| Customer Service | 28 | 4.07 | | 14% | | 50% | 32% |
| Facilities | 15 | 3.40 | | 27% | 27% | 27% | 20% |
| Executive | 10 | 4.10 | | | 20% | 50% | 30% |
| Engineering | 20 | 3.65 | | 15% | 25% | 40% | 20% |
| **Age** | | | | | | | |
| 30-39 | 24 | 3.67 | | 17% | 17% | 50% | 17% |
| 40-49 | 49 | 3.80 | 8% | | 20% | 35% | 33% |
| 50-59 | 60 | 3.70 | | 8% | 25% | 35% | 27% |
| 60+ | 9 | 4.22 | | | | 78% | 22% |
| **Gender** | | | | | | | |
| Male | 52 | 3.77 | | 8% | 19% | 38% | 29% |
| Female | 90 | 3.78 | | 7% | 21% | 42% | 26% |
| **JobClass** | | | | | | | |
| Support Staff | 83 | 3.72 | | 7% | 23% | 41% | 24% |
| Professional | 31 | 4.13 | | 10% | | 39% | 45% |
| Managerial | 28 | 3.46 | 7% | 7% | 32% | 39% | 14% |

| | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 12. Try new ways to solve persistent problems | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 60 | 3.72 | 10% | 7% | 12% | 45% | 27% |
| Marketing | 27 | 3.89 | 7% | 15% | | 44% | 30% |
| Customer Service | 33 | 3.70 | 9% | 9% | 6% | 55% | 21% |
| Facilities | 16 | 3.31 | 19% | 12% | 19% | 19% | 31% |
| Executive | 10 | 4.10 | | 20% | | 50% | 30% |
| Engineering | 23 | 3.65 | 13% | | 17% | 48% | 22% |
| **Age** | | | | | | | |
| 30-39 | 27 | 3.74 | 11% | | 15% | 41% | 30% |
| 40-49 | 57 | 3.58 | 12% | 11% | | 51% | 21% |
| 50-59 | 74 | 3.78 | 8% | | 16% | 41% | 30% |
| 60+ | 11 | 3.82 | | | 36% | 45% | 18% |
| **Gender** | | | | | | | |
| Male | 61 | 3.11 | 20% | 15% | 18% | 30% | 18% |
| Female | 109 | 4.02 | | 11% | | 52% | 30% |
| **JobClass** | | | | | | | |
| Support Staff | 97 | 3.61 | 10% | 8% | 13% | 46% | 22% |
| Professional | 39 | 3.95 | | 15% | | 46% | 31% |
| Managerial | 33 | 3.76 | 12% | 6% | 9% | 39% | 33% |
| 13. Rewrite unfair or problematic polices and procedures | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 62 | 3.95 | | | 19% | 44% | 31% |
| Marketing | 24 | 3.88 | | | 25% | 46% | 25% |
| Customer Service | 36 | 3.64 | | 11% | 25% | 31% | 28% |
| Facilities | 16 | 3.56 | | 25% | 12% | 44% | 19% |
| Executive | 10 | 4.30 | | 10% | 40% | | 50% |
| Engineering | 22 | 3.73 | | | 23% | 50% | 18% |
| **Age** | | | | | | | |
| 30-39 | 28 | 3.71 | | 11% | 21% | 39% | 25% |
| 40-49 | 58 | 3.69 | 7% | 7% | 19% | 45% | 22% |
| 50-59 | 74 | 3.91 | | 7% | 23% | 38% | 31% |
| 60+ | 10 | 4.40 | | | | 60% | 40% |
| **Gender** | | | | | | | |
| Male | 63 | 3.71 | | 10% | 22% | 43% | 22% |
| Female | 108 | 3.89 | | | 19% | 41% | 31% |
| **JobClass** | | | | | | | |
| Support Staff | 100 | 3.76 | | 9% | 18% | 45% | 24% |
| Professional | 39 | 4.08 | | | 18% | 31% | 44% |
| Managerial | 31 | 3.74 | | | 29% | 45% | 19% |

| | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 14. Are willing to experiment with new ideas when old ways fail | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 68 | 3.26 | 9% | 21% | 18% | 41% | 12% |
| Marketing | 30 | 3.43 | 10% | 17% | 10% | 47% | 17% |
| Customer Service | 37 | 3.08 | 11% | 27% | 16% | 35% | 11% |
| Facilities | 16 | 3.00 | 6% | 31% | 25% | 31% | 6% |
| Executive | 10 | 3.50 | 10% | 30% | | 60% | |
| Engineering | 22 | 3.05 | | 32% | 32% | 18% | 14% |
| **Age** | | | | | | | |
| 30-39 | 29 | 2.97 | 7% | 34% | 17% | 38% | |
| 40-49 | 59 | 3.29 | 8% | 20% | 19% | 39% | 14% |
| 50-59 | 84 | 3.23 | 10% | 23% | 17% | 38% | 13% |
| 60+ | 11 | 3.55 | 9% | 36% | | 45% | 9% |
| **Gender** | | | | | | | |
| Male | 68 | 3.04 | 12% | 26% | 15% | 40% | 7% |
| Female | 116 | 3.34 | 6% | 21% | 22% | 37% | 15% |
| **JobClass** | | | | | | | |
| Support Staff | 106 | 3.31 | 9% | 19% | 16% | 42% | 13% |
| Professional | 42 | 3.33 | | 24% | 19% | 38% | 14% |
| Managerial | 35 | 2.80 | 9% | 34% | 29% | 26% | |
| 15. Don%27t give up when the going gets tough | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 62 | 4.19 | | | 10% | 45% | 40% |
| Marketing | 25 | 4.08 | | | 12% | 40% | 40% |
| Customer Service | 36 | 4.22 | | | 17% | 44% | 39% |
| Facilities | 16 | 3.31 | 19% | 12% | 12% | 31% | 25% |
| Executive | 9 | 4.78 | | | 22% | 78% | |
| Engineering | 23 | 4.26 | | | 13% | 48% | 39% |
| **Age** | | | | | | | |
| 30-39 | 27 | 4.07 | | | 19% | 44% | 33% |
| 40-49 | 56 | 4.14 | | | | 50% | 38% |
| 50-59 | 77 | 4.14 | | | 13% | 36% | 44% |
| 60+ | 11 | 4.27 | | | 18% | 36% | 45% |
| **Gender** | | | | | | | |
| Male | 63 | 3.84 | | 6% | 17% | 43% | 29% |
| Female | 108 | 4.31 | | 8% | | 43% | 46% |
| **JobClass** | | | | | | | |
| Support Staff | 100 | 4.16 | | | 9% | 45% | 40% |
| Professional | 39 | 4.28 | | | 10% | 36% | 49% |
| Managerial | 32 | 3.91 | 6% | | 22% | 41% | 31% |

## Agreement By Demographic

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| | n | Avg | Percentage Level of Agreement |
|---|---|---|---|
| 11. Take swift action to address an HR mistake | | | |
| **Department** | | | |
| Accounting | 48 | 3.73 | 67% |
| Marketing | 21 | 3.62 | 62% |
| Customer Service | 28 | 4.07 | 82% |
| Facilities | 15 | 3.40 | 47% |
| Executive | 10 | 4.10 | 80% |
| Engineering | 20 | 3.65 | 60% |
| **Age** | | | |
| 30-39 | 24 | 3.67 | 67% |
| 40-49 | 49 | 3.80 | 67% |
| 50-59 | 60 | 3.70 | 62% |
| 60+ | 9 | 4.22 | 100% |
| **Gender** | | | |
| Male | 52 | 3.77 | 67% |
| Female | 90 | 3.78 | 68% |
| **JobClass** | | | |
| Support Staff | 83 | 3.72 | 65% |
| Professional | 31 | 4.13 | 84% |
| Managerial | 28 | 3.46 | 54% |

| | n | Avg | Percentage Level of Agreement |
|---|---|---|---|
| 12. Try new ways to solve persistent problems | | | |
| **Department** | | | |
| Accounting | 60 | 3.72 | 72% |
| Marketing | 27 | 3.89 | 74% |
| Customer Service | 33 | 3.70 | 76% |
| Facilities | 16 | 3.31 | 50% |
| Executive | 10 | 4.10 | 80% |
| Engineering | 23 | 3.65 | 70% |
| **Age** | | | |
| 30-39 | 27 | 3.74 | 70% |
| 40-49 | 57 | 3.58 | 72% |
| 50-59 | 74 | 3.78 | 70% |
| 60+ | 11 | 3.82 | 64% |
| **Gender** | | | |
| Male | 61 | 3.11 | 48% |
| Female | 109 | 4.02 | 83% |
| **JobClass** | | | |
| Support Staff | 97 | 3.61 | 68% |
| Professional | 39 | 3.95 | 77% |
| Managerial | 33 | 3.76 | 73% |
| 13. Rewrite unfair or problematic polices and procedures | | | |
| **Department** | | | |
| Accounting | 62 | 3.95 | 74% |
| Marketing | 24 | 3.88 | 71% |
| Customer Service | 36 | 3.64 | 58% |
| Facilities | 16 | 3.56 | 62% |
| Executive | 10 | 4.30 | 90% |
| Engineering | 22 | 3.73 | 68% |
| **Age** | | | |
| 30-39 | 28 | 3.71 | 64% |
| 40-49 | 58 | 3.69 | 67% |
| 50-59 | 74 | 3.91 | 69% |
| 60+ | 10 | 4.40 | 100% |
| **Gender** | | | |
| Male | 63 | 3.71 | 65% |
| Female | 108 | 3.89 | 71% |
| **JobClass** | | | |
| Support Staff | 100 | 3.76 | 69% |
| Professional | 39 | 4.08 | 74% |
| Managerial | 31 | 3.74 | 65% |

| | n | Avg | Percentage Level of Agreement |
|---|---|---|---|
| 14. Are willing to experiment with new ideas when old ways fail | | | |
| **Department** | | | |
| Accounting | 68 | 3.26 | 53% |
| Marketing | 30 | 3.43 | 63% |
| Customer Service | 37 | 3.08 | 46% |
| Facilities | 16 | 3.00 | 38% |
| Executive | 10 | 3.50 | 60% |
| Engineering | 22 | 3.05 | 32% |
| **Age** | | | |
| 30-39 | 29 | 2.97 | 41% |
| 40-49 | 59 | 3.29 | 53% |
| 50-59 | 84 | 3.23 | 51% |
| 60+ | 11 | 3.55 | 55% |
| **Gender** | | | |
| Male | 68 | 3.04 | 47% |
| Female | 116 | 3.34 | 52% |
| **JobClass** | | | |
| Support Staff | 106 | 3.31 | 56% |
| Professional | 42 | 3.33 | 52% |
| Managerial | 35 | 2.80 | 29% |
| 15. Don%27t give up when the going gets tough | | | |
| **Department** | | | |
| Accounting | 62 | 4.19 | 85% |
| Marketing | 25 | 4.08 | 80% |
| Customer Service | 36 | 4.22 | 83% |
| Facilities | 16 | 3.31 | 56% |
| Executive | 9 | 4.78 | 100% |
| Engineering | 23 | 4.26 | 87% |
| **Age** | | | |
| 30-39 | 27 | 4.07 | 78% |
| 40-49 | 56 | 4.14 | 88% |
| 50-59 | 77 | 4.14 | 81% |
| 60+ | 11 | 4.27 | 82% |
| **Gender** | | | |
| Male | 63 | 3.84 | 71% |
| Female | 108 | 4.31 | 89% |
| **JobClass** | | | |
| Support Staff | 100 | 4.16 | 85% |
| Professional | 39 | 4.28 | 85% |
| Managerial | 32 | 3.91 | 72% |

# Professionalism

## Data Table

The tables below show the number of employees who have selected that response (the Count) and a percentage of that row within the table (Percent). The items in this table are sorted by their order on the questionnaire.

| Item | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 16. Continue upgrading their own skills and knowledge | 187 | 3.59 | 11<br>6% | 24<br>13% | 36<br>19% | 75<br>40% | 41<br>22% |
| 17. Know what they are talking about | 188 | 3.78 | 8<br>4% | 9<br>5% | 49<br>26% | 72<br>38% | 50<br>27% |
| 18. Deal with managers and employees in a professional manner | 156 | 3.93 | 5<br>3% | 8<br>5% | 32<br>21% | 59<br>38% | 52<br>33% |
| 19. Provide services employees value, want, and need | 188 | 4.06 | 4<br>2% | 8<br>4% | 28<br>15% | 80<br>43% | 68<br>36% |
| 20. Have the courage to deal with management on unpopular but important issues | 188 | 3.92 | 7<br>4% | 10<br>5% | 26<br>14% | 93<br>49% | 52<br>28% |

## Level of Agreement Table

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| Item | n | Avg | LOA | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|---|
| 16. Continue upgrading their own skills and knowledge | 187 | 3.59 | 62.0 | 13% | 19% | 40% | 22% | |
| 17. Know what they are talking about | 188 | 3.78 | 64.9 | | 26% | 38% | 27% | |
| 18. Deal with managers and employees in a professional manner | 156 | 3.93 | 71.2 | | 21% | 38% | 33% | |
| 19. Provide services employees value, want, and need | 188 | 4.06 | 78.7 | | 15% | 43% | 36% | |
| 20. Have the courage to deal with management on unpopular but important issues | 188 | 3.92 | 77.1 | | 14% | 49% | 28% | |

## Strengths and Weaknesses

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| Item | Avg | 0 20 40 60 80 100 | Disagree | Neutral | Agree |
|---|---|---|---|---|---|
| 16. Continue upgrading their own skills and knowledge | 3.59 | | 19% | 19% | 62% |
| 17. Know what they are talking about | 3.78 | | 9% | 26% | 65% |
| 18. Deal with managers and employees in a professional manner | 3.93 | | 8% | 21% | 71% |
| 19. Provide services employees value, want, and need | 4.06 | | 6% | 15% | 79% |
| 20. Have the courage to deal with management on unpopular but important issues | 3.92 | | 9% | 14% | 77% |

## Strengths and Weaknesses

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| Item | Avg | 0 20 40 60 80 100 |
|---|---|---|
| 16. Continue upgrading their own skills and knowledge | 3.59 | |
| 17. Know what they are talking about | 3.78 | |
| 18. Deal with managers and employees in a professional manner | 3.93 | |
| 19. Provide services employees value, want, and need | 4.06 | |
| 20. Have the courage to deal with management on unpopular but important issues | 3.92 | |

## Level of Agreement Table

The table below shows the number and percentage of responses selected for each item in this dimension. Responses to items in this dimension were measured using a 5-point scale from "Never " to "Always ". The responses were given values from 1 to 5 where "Never " was scored as a 1 (also shown in red) and "Always " was scored as a 5 (also shown in green). The average score shown in the tables below represents the average response for that item. This table also shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red to green.

| Item | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 16. Continue upgrading their own skills and knowledge | 187 | 3.59 | 11<br>6% | 24<br>13% | 36<br>19% | 75<br>40% | 41<br>22% | | 13% | 19% | 40% | 22% |
| 17. Know what they are talking about | 188 | 3.78 | 8<br>4% | 9<br>5% | 49<br>26% | 72<br>38% | 50<br>27% | | | 26% | 38% | 27% |
| 18. Deal with managers and employees in a professional manner | 156 | 3.93 | 5<br>3% | 8<br>5% | 32<br>21% | 59<br>38% | 52<br>33% | | | 21% | 38% | 33% |
| 19. Provide services employees value, want, and need | 188 | 4.06 | 4<br>2% | 8<br>4% | 28<br>15% | 80<br>43% | 68<br>36% | | | 15% | 43% | 36% |
| 20. Have the courage to deal with management on unpopular but important issues | 188 | 3.92 | 7<br>4% | 10<br>5% | 26<br>14% | 93<br>49% | 52<br>28% | | | 14% | 49% | 28% |

## Strengths and Weaknesses by Demographic

The table below shows the distribution of responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree/Strongly Disagree) to green (Agree/Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower distribution of agreement.

| | n | Avg | Disagree | Neutral | Agree |
|---|---|---|---|---|---|
| 16. Continue upgrading their own skills and knowledge | | | | | |
| **Department** | | | | | |
| Accounting | 65 | 3.66 | 17% | 18% | 65% |
| Marketing | 30 | 3.67 | 17% | 23% | 60% |
| Customer Service | 37 | 3.38 | 24% | 22% | 54% |
| Facilities | 16 | 3.25 | 31% | 12% | 56% |
| Executive | 10 | 4.70 | | | 100% |
| Engineering | 21 | 3.43 | 14% | 33% | 52% |
| **Age** | | | | | |
| 30-39 | 28 | 3.39 | 21% | 18% | 61% |
| 40-49 | 60 | 3.58 | 20% | 22% | 58% |
| 50-59 | 81 | 3.67 | 19% | 16% | 65% |
| 60+ | 10 | 3.80 | | 40% | 60% |
| **Gender** | | | | | |
| Male | 65 | 3.46 | 23% | 17% | 60% |
| Female | 115 | 3.69 | 16% | 21% | 63% |
| **JobClass** | | | | | |
| Support Staff | 102 | 3.61 | 20% | 17% | 64% |
| Professional | 42 | 3.64 | 19% | 19% | 62% |
| Managerial | 35 | 3.51 | 14% | 31% | 54% |

| | n | Avg | Disagree | Neutral | Agree |
|---|---|---|---|---|---|
| **17. Know what they are talking about** | | | | | |
| **Department** | | | | | |
| Accounting | 66 | 3.82 | 12% | 17% | 71% |
| Marketing | 30 | 3.80 | 10% | 27% | 63% |
| Customer Service | 36 | 3.64 | 8% | 33% | 58% |
| Facilities | 16 | 3.62 | | 50% | 50% |
| Executive | 10 | 4.40 | | | 100% |
| Engineering | 22 | 3.82 | 9% | 27% | 64% |
| **Age** | | | | | |
| 30-39 | 29 | 3.76 | | 31% | 66% |
| 40-49 | 58 | 3.78 | 14% | 17% | 69% |
| 50-59 | 83 | 3.82 | 8% | 25% | 66% |
| 60+ | 10 | 4.00 | | 40% | 60% |
| **Gender** | | | | | |
| Male | 68 | 3.78 | 7% | 31% | 62% |
| Female | 113 | 3.80 | 10% | 22% | 68% |
| **JobClass** | | | | | |
| Support Staff | 104 | 3.68 | 12% | 25% | 62% |
| Professional | 42 | 4.00 | | 24% | 74% |
| Managerial | 34 | 3.88 | | 26% | 68% |
| **18. Deal with managers and employees in a professional manner** | | | | | |
| **Department** | | | | | |
| Accounting | 53 | 4.04 | 8% | 13% | 79% |
| Marketing | 24 | 4.00 | | 21% | 75% |
| Customer Service | 30 | 3.93 | | 33% | 63% |
| Facilities | 15 | 3.20 | 27% | 27% | 47% |
| Executive | 10 | 4.50 | | | 100% |
| Engineering | 18 | 3.78 | 11% | 28% | 61% |
| **Age** | | | | | |
| 30-39 | 24 | 4.04 | | 29% | 71% |
| 40-49 | 47 | 3.81 | 9% | 23% | 68% |
| 50-59 | 69 | 3.93 | 12% | 17% | 71% |
| 60+ | 9 | 4.22 | | 11% | 89% |
| **Gender** | | | | | |
| Male | 54 | 3.93 | 9% | 24% | 67% |
| Female | 96 | 3.93 | 7% | 19% | 74% |
| **JobClass** | | | | | |
| Support Staff | 86 | 3.88 | 9% | 20% | 71% |
| Professional | 32 | 4.22 | | 16% | 81% |
| Managerial | 32 | 3.75 | 9% | 28% | 62% |

| | n | Avg | Disagree | Neutral | Agree |
|---|---|---|---|---|---|
| 19. Provide services employees value, want, and need | | | | | |
| **Department** | | | | | |
| Accounting | 64 | 4.09 | 6% | 16% | 78% |
| Marketing | 30 | 4.13 | | 17% | 80% |
| Customer Service | 37 | 3.95 | 11% | 14% | 76% |
| Facilities | 16 | 3.81 | 6% | 25% | 69% |
| Executive | 10 | 4.50 | | | 100% |
| Engineering | 22 | 4.09 | 14% | | 82% |
| **Age** | | | | | |
| 30-39 | 28 | 3.96 | | 21% | 75% |
| 40-49 | 60 | 4.07 | 8% | 10% | 82% |
| 50-59 | 81 | 4.04 | 6% | 19% | 75% |
| 60+ | 10 | 4.50 | | | 100% |
| **Gender** | | | | | |
| Male | 66 | 4.09 | | 18% | 77% |
| Female | 114 | 4.06 | 7% | 13% | 80% |
| **JobClass** | | | | | |
| Support Staff | 103 | 4.00 | | 15% | 80% |
| Professional | 41 | 4.22 | | 17% | 78% |
| Managerial | 35 | 4.09 | 9% | 14% | 77% |
| 20. Have the courage to deal with management on unpopular but important issues | | | | | |
| **Department** | | | | | |
| Accounting | 64 | 3.98 | 9% | 9% | 81% |
| Marketing | 29 | 4.17 | | 10% | 86% |
| Customer Service | 38 | 3.68 | 11% | 18% | 71% |
| Facilities | 16 | 3.75 | 12% | 19% | 69% |
| Executive | 10 | 4.60 | | | 100% |
| Engineering | 22 | 3.68 | 14% | 18% | 68% |
| **Age** | | | | | |
| 30-39 | 29 | 3.86 | 7% | 17% | 76% |
| 40-49 | 60 | 3.75 | 13% | 13% | 73% |
| 50-59 | 80 | 4.04 | 8% | 12% | 80% |
| 60+ | 10 | 4.40 | | | 100% |
| **Gender** | | | | | |
| Male | 67 | 3.93 | 9% | 10% | 81% |
| Female | 113 | 3.93 | 9% | 15% | 76% |
| **JobClass** | | | | | |
| Support Staff | 103 | 3.88 | 10% | 13% | 78% |
| Professional | 41 | 4.02 | 7% | 15% | 78% |
| Managerial | 35 | 3.94 | 9% | 11% | 80% |

## Distribution of Scores By Demographic

The table below shows the distribution of responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower distribution of agreement.

| | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 16. Continue upgrading their own skills and knowledge | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 65 | 3.66 | 6% | 11% | 18% | 40% | 25% |
| Marketing | 30 | 3.67 | 7% | 10% | 23% | 30% | 30% |
| Customer Service | 37 | 3.38 | 8% | 16% | 22% | 38% | 16% |
| Facilities | 16 | 3.25 | 6% | 25% | 12% | 50% | 6% |
| Executive | 10 | 4.70 | | | 30% | | 70% |
| Engineering | 21 | 3.43 | | 10% | 33% | 43% | 10% |
| **Age** | | | | | | | |
| 30-39 | 28 | 3.39 | 11% | 11% | 18% | 50% | 11% |
| 40-49 | 60 | 3.58 | 7% | 13% | 22% | 32% | 27% |
| 50-59 | 81 | 3.67 | | 14% | 16% | 41% | 25% |
| 60+ | 10 | 3.80 | | | 40% | 40% | 20% |
| **Gender** | | | | | | | |
| Male | 65 | 3.46 | 9% | 14% | 17% | 42% | 18% |
| Female | 115 | 3.69 | | 11% | 21% | 38% | 25% |
| **JobClass** | | | | | | | |
| Support Staff | 102 | 3.61 | 7% | 13% | 17% | 40% | 24% |
| Professional | 42 | 3.64 | | 14% | 19% | 36% | 26% |
| Managerial | 35 | 3.51 | | 9% | 31% | 37% | 17% |

| | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 17. Know what they are talking about | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 66 | 3.82 | | 8% | 17% | 44% | 27% |
| Marketing | 30 | 3.80 | | 7% | 27% | 33% | 30% |
| Customer Service | 36 | 3.64 | | | 33% | 39% | 19% |
| Facilities | 16 | 3.62 | | | 50% | 38% | 12% |
| Executive | 10 | 4.40 | | | | 60% | 40% |
| Engineering | 22 | 3.82 | | | 27% | 32% | 32% |
| **Age** | | | | | | | |
| 30-39 | 29 | 3.76 | | | 31% | 48% | 17% |
| 40-49 | 58 | 3.78 | | 7% | 17% | 40% | 29% |
| 50-59 | 83 | 3.82 | | 6% | 25% | 40% | 27% |
| 60+ | 10 | 4.00 | | | 40% | 20% | 40% |
| **Gender** | | | | | | | |
| Male | 68 | 3.78 | | | 31% | 35% | 26% |
| Female | 113 | 3.80 | | | 22% | 42% | 26% |
| **JobClass** | | | | | | | |
| Support Staff | 104 | 3.68 | | 8% | 25% | 39% | 23% |
| Professional | 42 | 4.00 | | | 24% | 43% | 31% |
| Managerial | 34 | 3.88 | | | 26% | 38% | 29% |
| 18. Deal with managers and employees in a professional manner | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 53 | 4.04 | | | 13% | 43% | 36% |
| Marketing | 24 | 4.00 | | | 21% | 46% | 29% |
| Customer Service | 30 | 3.93 | | | 33% | 27% | 37% |
| Facilities | 15 | 3.20 | | 13% | 27% | 33% | 13% |
| Executive | 10 | 4.50 | | | | 50% | 50% |
| Engineering | 18 | 3.78 | | 11% | 28% | 33% | 28% |
| **Age** | | | | | | | |
| 30-39 | 24 | 4.04 | | | 29% | 38% | 33% |
| 40-49 | 47 | 3.81 | | | 23% | 43% | 26% |
| 50-59 | 69 | 3.93 | | 7% | 17% | 33% | 38% |
| 60+ | 9 | 4.22 | | | 11% | 56% | 33% |
| **Gender** | | | | | | | |
| Male | 54 | 3.93 | | 7% | 24% | 30% | 37% |
| Female | 96 | 3.93 | | | 19% | 44% | 30% |
| **JobClass** | | | | | | | |
| Support Staff | 86 | 3.88 | | | 20% | 41% | 30% |
| Professional | 32 | 4.22 | | | 16% | 34% | 47% |
| Managerial | 32 | 3.75 | | 6% | 28% | 38% | 25% |

| | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 19. Provide services employees value, want, and need | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 64 | 4.09 | | | 16% | 39% | 39% |
| Marketing | 30 | 4.13 | | | 17% | 43% | 37% |
| Customer Service | 37 | 3.95 | | 14% | | 41% | 35% |
| Facilities | 16 | 3.81 | 6% | | 25% | 50% | 19% |
| Executive | 10 | 4.50 | | | | 50% | 50% |
| Engineering | 22 | 4.09 | | | 14% | 45% | 36% |
| **Age** | | | | | | | |
| 30-39 | 28 | 3.96 | | | 21% | 46% | 29% |
| 40-49 | 60 | 4.07 | | 10% | | 45% | 37% |
| 50-59 | 81 | 4.04 | | | 19% | 40% | 36% |
| 60+ | 10 | 4.50 | | | | 50% | 50% |
| **Gender** | | | | | | | |
| Male | 66 | 4.09 | | | 18% | 41% | 36% |
| Female | 114 | 4.06 | | 13% | | 43% | 37% |
| **JobClass** | | | | | | | |
| Support Staff | 103 | 4.00 | | | 15% | 50% | 29% |
| Professional | 41 | 4.22 | | | 17% | 27% | 51% |
| Managerial | 35 | 4.09 | 9% | | 14% | 37% | 40% |
| 20. Have the courage to deal with management on unpopular but important issues | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 64 | 3.98 | | | 9% | 50% | 31% |
| Marketing | 29 | 4.17 | | | 10% | 52% | 34% |
| Customer Service | 38 | 3.68 | 8% | | 18% | 55% | 16% |
| Facilities | 16 | 3.75 | 12% | | 19% | 50% | 19% |
| Executive | 10 | 4.60 | | | | 40% | 60% |
| Engineering | 22 | 3.68 | | 9% | 18% | 50% | 18% |
| **Age** | | | | | | | |
| 30-39 | 29 | 3.86 | | | 17% | 55% | 21% |
| 40-49 | 60 | 3.75 | 8% | | 13% | 50% | 23% |
| 50-59 | 80 | 4.04 | | 6% | 12% | 48% | 32% |
| 60+ | 10 | 4.40 | | | | 60% | 40% |
| **Gender** | | | | | | | |
| Male | 67 | 3.93 | | 7% | 10% | 58% | 22% |
| Female | 113 | 3.93 | | | 15% | 45% | 31% |
| **JobClass** | | | | | | | |
| Support Staff | 103 | 3.88 | | 7% | 13% | 54% | 23% |
| Professional | 41 | 4.02 | | | 15% | 41% | 37% |
| Managerial | 35 | 3.94 | | | 11% | 51% | 29% |

## Agreement By Demographic

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| | n | Avg | Percentage Level of Agreement |
|---|---|---|---|
| 16. Continue upgrading their own skills and knowledge | | | |
| **Department** | | | |
| Accounting | 65 | 3.66 | 65% |
| Marketing | 30 | 3.67 | 60% |
| Customer Service | 37 | 3.38 | 54% |
| Facilities | 16 | 3.25 | 56% |
| Executive | 10 | 4.70 | 100% |
| Engineering | 21 | 3.43 | 52% |
| **Age** | | | |
| 30-39 | 28 | 3.39 | 61% |
| 40-49 | 60 | 3.58 | 58% |
| 50-59 | 81 | 3.67 | 65% |
| 60+ | 10 | 3.80 | 60% |
| **Gender** | | | |
| Male | 65 | 3.46 | 60% |
| Female | 115 | 3.69 | 63% |
| **JobClass** | | | |
| Support Staff | 102 | 3.61 | 64% |
| Professional | 42 | 3.64 | 62% |
| Managerial | 35 | 3.51 | 54% |

| | n | Avg | Percentage Level of Agreement |
|---|---|---|---|
| 17. Know what they are talking about | | | |
| **Department** | | | |
| Accounting | 66 | 3.82 | 71% |
| Marketing | 30 | 3.80 | 63% |
| Customer Service | 36 | 3.64 | 58% |
| Facilities | 16 | 3.62 | 50% |
| Executive | 10 | 4.40 | 100% |
| Engineering | 22 | 3.82 | 64% |
| **Age** | | | |
| 30-39 | 29 | 3.76 | 66% |
| 40-49 | 58 | 3.78 | 69% |
| 50-59 | 83 | 3.82 | 66% |
| 60+ | 10 | 4.00 | 60% |
| **Gender** | | | |
| Male | 68 | 3.78 | 62% |
| Female | 113 | 3.80 | 68% |
| **JobClass** | | | |
| Support Staff | 104 | 3.68 | 62% |
| Professional | 42 | 4.00 | 74% |
| Managerial | 34 | 3.88 | 68% |
| 18. Deal with managers and employees in a professional manner | | | |
| **Department** | | | |
| Accounting | 53 | 4.04 | 79% |
| Marketing | 24 | 4.00 | 75% |
| Customer Service | 30 | 3.93 | 63% |
| Facilities | 15 | 3.20 | 47% |
| Executive | 10 | 4.50 | 100% |
| Engineering | 18 | 3.78 | 61% |
| **Age** | | | |
| 30-39 | 24 | 4.04 | 71% |
| 40-49 | 47 | 3.81 | 68% |
| 50-59 | 69 | 3.93 | 71% |
| 60+ | 9 | 4.22 | 89% |
| **Gender** | | | |
| Male | 54 | 3.93 | 67% |
| Female | 96 | 3.93 | 74% |
| **JobClass** | | | |
| Support Staff | 86 | 3.88 | 71% |
| Professional | 32 | 4.22 | 81% |
| Managerial | 32 | 3.75 | 62% |

| | n | Avg | Percentage Level of Agreement |
|---|---|---|---|
| 19. Provide services employees value, want, and need | | | |
| **Department** | | | |
| Accounting | 64 | 4.09 | 78% |
| Marketing | 30 | 4.13 | 80% |
| Customer Service | 37 | 3.95 | 76% |
| Facilities | 16 | 3.81 | 69% |
| Executive | 10 | 4.50 | 100% |
| Engineering | 22 | 4.09 | 82% |
| **Age** | | | |
| 30-39 | 28 | 3.96 | 75% |
| 40-49 | 60 | 4.07 | 82% |
| 50-59 | 81 | 4.04 | 75% |
| 60+ | 10 | 4.50 | 100% |
| **Gender** | | | |
| Male | 66 | 4.09 | 77% |
| Female | 114 | 4.06 | 80% |
| **JobClass** | | | |
| Support Staff | 103 | 4.00 | 80% |
| Professional | 41 | 4.22 | 78% |
| Managerial | 35 | 4.09 | 77% |
| 20. Have the courage to deal with management on unpopular but important issues | | | |
| **Department** | | | |
| Accounting | 64 | 3.98 | 81% |
| Marketing | 29 | 4.17 | 86% |
| Customer Service | 38 | 3.68 | 71% |
| Facilities | 16 | 3.75 | 69% |
| Executive | 10 | 4.60 | 100% |
| Engineering | 22 | 3.68 | 68% |
| **Age** | | | |
| 30-39 | 29 | 3.86 | 76% |
| 40-49 | 60 | 3.75 | 73% |
| 50-59 | 80 | 4.04 | 80% |
| 60+ | 10 | 4.40 | 100% |
| **Gender** | | | |
| Male | 67 | 3.93 | 81% |
| Female | 113 | 3.93 | 76% |
| **JobClass** | | | |
| Support Staff | 103 | 3.88 | 78% |
| Professional | 41 | 4.02 | 78% |
| Managerial | 35 | 3.94 | 80% |

# Reputation

## Data Table

The tables below show the number of employees who have selected that response (the Count) and a percentage of that row within the table (Percent). The items in this table are sorted by their order on the questionnaire.

| Item | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 21. Are known as valued organizational contributors | 191 | 3.55 | 12<br>6% | 27<br>14% | 40<br>21% | 68<br>36% | 44<br>23% |
| 22. Are known as being fair and able to make the tough calls | 190 | 3.50 | 12<br>6% | 17<br>9% | 55<br>29% | 76<br>40% | 30<br>16% |
| 23. Provide good value in the work they do for the company | 186 | 3.76 | 8<br>4% | 9<br>5% | 48<br>26% | 76<br>41% | 45<br>24% |
| 24. Are known to espouse balance of life | 179 | 4.18 | 1<br>1% | 10<br>6% | 29<br>16% | 54<br>30% | 85<br>47% |
| 25. Can be counted on to do the right thing by employees and managers | 178 | 3.92 | 5<br>3% | 20<br>11% | 27<br>15% | 58<br>33% | 68<br>38% |

## Level of Agreement Table

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| Item | n | Avg | LOA | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|---|
| 21. Are known as valued organizational contributors | 191 | 3.55 | 58.6 | 6% | 14% | 21% | 36% | 23% |
| 22. Are known as being fair and able to make the tough calls | 190 | 3.50 | 55.8 | 6% | 9% | 29% | 40% | 16% |
| 23. Provide good value in the work they do for the company | 186 | 3.76 | 65.1 | | | 26% | 41% | 24% |
| 24. Are known to espouse balance of life | 179 | 4.18 | 77.7 | | | 16% | 30% | 47% |
| 25. Can be counted on to do the right thing by employees and managers | 178 | 3.92 | 70.8 | | 11% | 15% | 33% | 38% |

## Strengths and Weaknesses

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| Item | Avg | 0 20 40 60 80 100 | Disagree | Neutral | Agree |
|---|---|---|---|---|---|
| 21. Are known as valued organizational contributors | 3.55 | | 20% | 21% | 59% |
| 22. Are known as being fair and able to make the tough calls | 3.50 | | 15% | 29% | 56% |
| 23. Provide good value in the work they do for the company | 3.76 | | 9% | 26% | 65% |
| 24. Are known to espouse balance of life | 4.18 | | 6% | 16% | 78% |
| 25. Can be counted on to do the right thing by employees and managers | 3.92 | | 14% | 15% | 71% |

## Strengths and Weaknesses

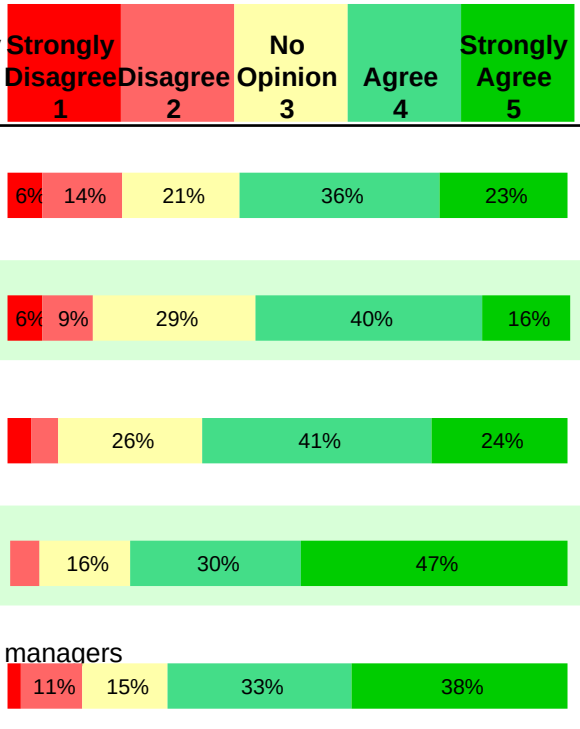
The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| Item | Avg | 0 20 40 60 80 100 |
|---|---|---|
| 21. Are known as valued organizational contributors | 3.55 | |
| 22. Are known as being fair and able to make the tough calls | 3.50 | |
| 23. Provide good value in the work they do for the company | 3.76 | |
| 24. Are known to espouse balance of life | 4.18 | |
| 25. Can be counted on to do the right thing by employees and managers | 3.92 | |

## Level of Agreement Table

The table below shows the number and percentage of responses selected for each item in this dimension. Responses to items in this dimension were measured using a 5-point scale from "Never " to "Always ". The responses were given values from 1 to 5 where "Never " was scored as a 1 (also shown in red) and "Always " was scored as a 5 (also shown in green). The average score shown in the tables below represents the average response for that item. This table also shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red to green.

| Item | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 21. Are known as valued organizational contributors | 191 | 3.55 | 12<br>6% | 27<br>14% | 40<br>21% | 68<br>36% | 44<br>23% |
| 22. Are known as being fair and able to make the tough calls | 190 | 3.50 | 12<br>6% | 17<br>9% | 55<br>29% | 76<br>40% | 30<br>16% |
| 23. Provide good value in the work they do for the company | 186 | 3.76 | 8<br>4% | 9<br>5% | 48<br>26% | 76<br>41% | 45<br>24% |
| 24. Are known to espouse balance of life | 179 | 4.18 | 1<br>1% | 10<br>6% | 29<br>16% | 54<br>30% | 85<br>47% |
| 25. Can be counted on to do the right thing by employees and managers | 178 | 3.92 | 5<br>3% | 20<br>11% | 27<br>15% | 58<br>33% | 68<br>38% |



## Strengths and Weaknesses by Demographic

The table below shows the distribution of responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree/Strongly Disagree) to green (Agree/Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower distribution of agreement.

| | n | Avg | Disagree | Neutral | Agree |
|---|---|---|---|---|---|
| 21. Are known as valued organizational contributors | | | | | |
| **Department** | | | | | |
| Accounting | 67 | 3.58 | 19% | 21% | 60% |
| Marketing | 30 | 3.60 | 23% | 17% | 60% |
| Customer Service | 38 | 3.53 | 18% | 21% | 61% |
| Facilities | 16 | 2.94 | 38% | 25% | 38% |
| Executive | 10 | 3.80 | 10% | 30% | 60% |
| Engineering | 23 | 3.57 | 22% | 17% | 61% |
| **Age** | | | | | |
| 30-39 | 29 | 3.52 | 21% | 21% | 59% |
| 40-49 | 61 | 3.59 | 21% | 16% | 62% |
| 50-59 | 83 | 3.51 | 23% | 20% | 57% |
| 60+ | 11 | 3.45 | 9% | 45% | 45% |
| **Gender** | | | | | |
| Male | 68 | 3.51 | 21% | 24% | 56% |
| Female | 116 | 3.54 | 22% | 19% | 59% |
| **JobClass** | | | | | |
| Support Staff | 107 | 3.62 | 17% | 21% | 62% |
| Professional | 42 | 3.52 | 26% | 14% | 60% |
| Managerial | 35 | 3.26 | 29% | 26% | 46% |

| | n | Avg | Disagree | Neutral | Agree |
|---|---|---|---|---|---|
| 22. Are known as being fair and able to make the tough calls | | | | | |
| **Department** | | | | | |
| Accounting | 68 | 3.60 | 13% | 28% | 59% |
| Marketing | 29 | 3.55 | 10% | 31% | 59% |
| Customer Service | 37 | 3.22 | 22% | 38% | 41% |
| Facilities | 16 | 3.06 | 31% | 19% | 50% |
| Executive | 10 | 4.20 | 10% | | 90% |
| Engineering | 23 | 3.39 | 17% | 30% | 52% |
| **Age** | | | | | |
| 30-39 | 29 | 3.31 | 21% | 31% | 48% |
| 40-49 | 60 | 3.53 | 13% | 32% | 55% |
| 50-59 | 83 | 3.46 | 17% | 28% | 55% |
| 60+ | 11 | 3.82 | 9% | 18% | 73% |
| **Gender** | | | | | |
| Male | 68 | 3.44 | 19% | 29% | 51% |
| Female | 115 | 3.50 | 14% | 29% | 57% |
| **JobClass** | | | | | |
| Support Staff | 105 | 3.52 | 16% | 24% | 60% |
| Professional | 42 | 3.64 | 10% | 31% | 60% |
| Managerial | 36 | 3.14 | 22% | 42% | 36% |
| 23. Provide good value in the work they do for the company | | | | | |
| **Department** | | | | | |
| Accounting | 66 | 3.82 | 9% | 21% | 70% |
| Marketing | 29 | 3.76 | 7% | 28% | 66% |
| Customer Service | 36 | 3.58 | 14% | 28% | 58% |
| Facilities | 16 | 3.56 | 12% | 38% | 50% |
| Executive | 10 | 4.30 | 10% | | 90% |
| Engineering | 21 | 3.86 | | 29% | 67% |
| **Age** | | | | | |
| 30-39 | 29 | 3.62 | 10% | 31% | 59% |
| 40-49 | 58 | 3.72 | 9% | 28% | 64% |
| 50-59 | 82 | 3.80 | 10% | 23% | 67% |
| 60+ | 9 | 4.22 | 11% | | 89% |
| **Gender** | | | | | |
| Male | 69 | 3.72 | 7% | 32% | 61% |
| Female | 110 | 3.78 | 10% | 22% | 68% |
| **JobClass** | | | | | |
| Support Staff | 102 | 3.69 | 11% | 26% | 63% |
| Professional | 42 | 3.93 | 7% | 21% | 71% |
| Managerial | 34 | 3.82 | | 26% | 68% |

| | n | Avg | Disagree | Neutral | Agree |
|---|---|---|---|---|---|
| 24. Are known to espouse balance of life | | | | | |
| **Department** | | | | | |
| Accounting | 61 | 4.20 | 7% | 16% | 77% |
| Marketing | 27 | 4.37 | 11% | | 89% |
| Customer Service | 36 | 3.94 | 11% | 25% | 64% |
| Facilities | 15 | 4.00 | 13% | 13% | 73% |
| Executive | 10 | 4.80 | | | 100% |
| Engineering | 22 | 4.00 | | 18% | 77% |
| **Age** | | | | | |
| 30-39 | 28 | 4.04 | 14% | 14% | 71% |
| 40-49 | 57 | 4.12 | | 18% | 77% |
| 50-59 | 75 | 4.21 | | 17% | 77% |
| 60+ | 11 | 4.45 | | 9% | 91% |
| **Gender** | | | | | |
| Male | 60 | 4.25 | 10% | 12% | 78% |
| Female | 112 | 4.11 | | 20% | 76% |
| **JobClass** | | | | | |
| Support Staff | 101 | 4.10 | 8% | 16% | 76% |
| Professional | 39 | 4.38 | | 13% | 85% |
| Managerial | 31 | 4.10 | 6% | 23% | 71% |
| 25. Can be counted on to do the right thing by employees and managers | | | | | |
| **Department** | | | | | |
| Accounting | 61 | 3.95 | 11% | 20% | 69% |
| Marketing | 27 | 4.00 | 11% | 11% | 78% |
| Customer Service | 35 | 3.89 | 14% | 11% | 74% |
| Facilities | 16 | 3.44 | 38% | 12% | 50% |
| Executive | 10 | 4.60 | | | 100% |
| Engineering | 23 | 3.96 | 13% | 17% | 70% |
| **Age** | | | | | |
| 30-39 | 27 | 3.96 | 11% | 19% | 70% |
| 40-49 | 55 | 3.91 | 13% | 16% | 71% |
| 50-59 | 79 | 3.91 | 18% | 10% | 72% |
| 60+ | 11 | 4.27 | | 18% | 82% |
| **Gender** | | | | | |
| Male | 64 | 3.62 | 23% | 17% | 59% |
| Female | 108 | 4.11 | 8% | 13% | 79% |
| **JobClass** | | | | | |
| Support Staff | 96 | 3.94 | 15% | 15% | 71% |
| Professional | 42 | 4.12 | 10% | 12% | 79% |
| Managerial | 34 | 3.71 | 18% | 18% | 65% |

## Distribution of Scores By Demographic

The table below shows the distribution of responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower distribution of agreement.

| | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 21. Are known as valued organizational contributors | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 67 | 3.58 | 7% | 12% | 21% | 34% | 25% |
| Marketing | 30 | 3.60 | 7% | 17% | 17% | 30% | 30% |
| Customer Service | 38 | 3.53 | | 16% | 21% | 47% | 13% |
| Facilities | 16 | 2.94 | 19% | 19% | 25% | 25% | 12% |
| Executive | 10 | 3.80 | 10% | 30% | | 20% | 40% |
| Engineering | 23 | 3.57 | | 22% | 17% | 43% | 17% |
| **Age** | | | | | | | |
| 30-39 | 29 | 3.52 | | 17% | 21% | 41% | 17% |
| 40-49 | 61 | 3.59 | 8% | 13% | 16% | 36% | 26% |
| 50-59 | 83 | 3.51 | 7% | 16% | 20% | 33% | 24% |
| 60+ | 11 | 3.45 | 9% | | 45% | 36% | 9% |
| **Gender** | | | | | | | |
| Male | 68 | 3.51 | | 15% | 24% | 34% | 22% |
| Female | 116 | 3.54 | 7% | 15% | 19% | 36% | 23% |
| **JobClass** | | | | | | | |
| Support Staff | 107 | 3.62 | | 11% | 21% | 39% | 22% |
| Professional | 42 | 3.52 | | 21% | 14% | 36% | 24% |
| Managerial | 35 | 3.26 | 11% | 17% | 26% | 26% | 20% |

| | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 22. Are known as being fair and able to make the tough calls | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 68 | 3.60 | 9% | 28% | | 40% | 19% |
| Marketing | 29 | 3.55 | 10% | 31% | | 52% | 7% |
| Customer Service | 37 | 3.22 | 11% | 11% | 38% | 27% | 14% |
| Facilities | 16 | 3.06 | 25% | 6% | 19% | 38% | 12% |
| Executive | 10 | 4.20 | 10% | | 60% | | 30% |
| Engineering | 23 | 3.39 | 13% | 30% | | 43% | 9% |
| **Age** | | | | | | | |
| 30-39 | 29 | 3.31 | 7% | 14% | 31% | 38% | 10% |
| 40-49 | 60 | 3.53 | 8% | 32% | | 38% | 17% |
| 50-59 | 83 | 3.46 | 8% | 8% | 28% | 40% | 16% |
| 60+ | 11 | 3.82 | 9% | 18% | | 55% | 18% |
| **Gender** | | | | | | | |
| Male | 68 | 3.44 | 13% | 29% | | 34% | 18% |
| Female | 115 | 3.50 | 7% | 7% | 29% | 43% | 14% |
| **JobClass** | | | | | | | |
| Support Staff | 105 | 3.52 | 8% | 9% | 24% | 44% | 16% |
| Professional | 42 | 3.64 | | | 31% | 40% | 19% |
| Managerial | 36 | 3.14 | 17% | | 42% | 31% | |
| 23. Provide good value in the work they do for the company | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 66 | 3.82 | 6% | | 21% | 45% | 24% |
| Marketing | 29 | 3.76 | 7% | | 28% | 41% | 24% |
| Customer Service | 36 | 3.58 | | 8% | 28% | 39% | 19% |
| Facilities | 16 | 3.56 | 12% | | 38% | 31% | 19% |
| Executive | 10 | 4.30 | | | 10% | 50% | 40% |
| Engineering | 21 | 3.86 | | | 29% | 38% | 29% |
| **Age** | | | | | | | |
| 30-39 | 29 | 3.62 | | 7% | 31% | 41% | 17% |
| 40-49 | 58 | 3.72 | 7% | | 28% | 40% | 24% |
| 50-59 | 82 | 3.80 | | 7% | 23% | 41% | 26% |
| 60+ | 9 | 4.22 | | | 11% | 56% | 33% |
| **Gender** | | | | | | | |
| Male | 69 | 3.72 | | | 32% | 39% | 22% |
| Female | 110 | 3.78 | | | 22% | 44% | 25% |
| **JobClass** | | | | | | | |
| Support Staff | 102 | 3.69 | | | 26% | 41% | 22% |
| Professional | 42 | 3.93 | | | 21% | 40% | 31% |
| Managerial | 34 | 3.82 | | | 26% | 44% | 24% |

| | n | Avg | Strongly Disagree 1 | Disagree 2 | No Opinion 3 | Agree 4 | Strongly Agree 5 |
|---|---|---|---|---|---|---|---|
| 24. Are known to espouse balance of life | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 61 | 4.20 | 7% | 16% | | 28% | 49% |
| Marketing | 27 | 4.37 | | 11% | | 41% | 48% |
| Customer Service | 36 | 3.94 | 11% | 25% | | 22% | 42% |
| Facilities | 15 | 4.00 | 13% | 13% | | 33% | 40% |
| Executive | 10 | 4.80 | | 20% | | | 80% |
| Engineering | 22 | 4.00 | | 18% | | 45% | 32% |
| **Age** | | | | | | | |
| 30-39 | 28 | 4.04 | 11% | 14% | | 21% | 50% |
| 40-49 | 57 | 4.12 | | 18% | | 37% | 40% |
| 50-59 | 75 | 4.21 | | 17% | | 28% | 49% |
| 60+ | 11 | 4.45 | | 9% | | 36% | 55% |
| **Gender** | | | | | | | |
| Male | 60 | 4.25 | 10% | 12% | | 22% | 57% |
| Female | 112 | 4.11 | | 20% | | 36% | 40% |
| **JobClass** | | | | | | | |
| Support Staff | 101 | 4.10 | 7% | 16% | | 34% | 43% |
| Professional | 39 | 4.38 | | 13% | | 28% | 56% |
| Managerial | 31 | 4.10 | 6% | 23% | | 26% | 45% |
| 25. Can be counted on to do the right thing by employees and managers | | | | | | | |
| **Department** | | | | | | | |
| Accounting | 61 | 3.95 | 7% | 20% | | 26% | 43% |
| Marketing | 27 | 4.00 | 7% | 11% | | 41% | 37% |
| Customer Service | 35 | 3.89 | 11% | 11% | | 43% | 31% |
| Facilities | 16 | 3.44 | | 38% | 12% | 19% | 31% |
| Executive | 10 | 4.60 | | | 40% | | 60% |
| Engineering | 23 | 3.96 | 13% | 17% | | 30% | 39% |
| **Age** | | | | | | | |
| 30-39 | 27 | 3.96 | 11% | 19% | | 33% | 37% |
| 40-49 | 55 | 3.91 | 7% | 16% | | 33% | 38% |
| 50-59 | 79 | 3.91 | 15% | 10% | | 33% | 39% |
| 60+ | 11 | 4.27 | | 18% | | 36% | 45% |
| **Gender** | | | | | | | |
| Male | 64 | 3.62 | 6% | 17% | 17% | 27% | 33% |
| Female | 108 | 4.11 | 7% | 13% | | 37% | 42% |
| **JobClass** | | | | | | | |
| Support Staff | 96 | 3.94 | 11% | 15% | | 30% | 41% |
| Professional | 42 | 4.12 | 7% | 12% | | 33% | 45% |
| Managerial | 34 | 3.71 | 15% | 18% | | 38% | 26% |

## Agreement By Demographic

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with a higher or lower level of agreement.
This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Agree" (4) to "Strongly Agree" (5). The level of agreement as a percentage of all responses is shown below.

| | n | Avg | Percentage Level of Agreement |
|---|---|---|---|
| 21. Are known as valued organizational contributors | | | |
| **Department** | | | |
| Accounting | 67 | 3.58 | 60% |
| Marketing | 30 | 3.60 | 60% |
| Customer Service | 38 | 3.53 | 61% |
| Facilities | 16 | 2.94 | 38% |
| Executive | 10 | 3.80 | 60% |
| Engineering | 23 | 3.57 | 61% |
| **Age** | | | |
| 30-39 | 29 | 3.52 | 59% |
| 40-49 | 61 | 3.59 | 62% |
| 50-59 | 83 | 3.51 | 57% |
| 60+ | 11 | 3.45 | 45% |
| **Gender** | | | |
| Male | 68 | 3.51 | 56% |
| Female | 116 | 3.54 | 59% |
| **JobClass** | | | |
| Support Staff | 107 | 3.62 | 62% |
| Professional | 42 | 3.52 | 60% |
| Managerial | 35 | 3.26 | 46% |

| | n | Avg | Percentage Level of Agreement |
|---|---|---|---|
| 22. Are known as being fair and able to make the tough calls | | | |
| **Department** | | | |
| Accounting | 68 | 3.60 | 59% |
| Marketing | 29 | 3.55 | 59% |
| Customer Service | 37 | 3.22 | 41% |
| Facilities | 16 | 3.06 | 50% |
| Executive | 10 | 4.20 | 90% |
| Engineering | 23 | 3.39 | 52% |
| **Age** | | | |
| 30-39 | 29 | 3.31 | 48% |
| 40-49 | 60 | 3.53 | 55% |
| 50-59 | 83 | 3.46 | 55% |
| 60+ | 11 | 3.82 | 73% |
| **Gender** | | | |
| Male | 68 | 3.44 | 51% |
| Female | 115 | 3.50 | 57% |
| **JobClass** | | | |
| Support Staff | 105 | 3.52 | 60% |
| Professional | 42 | 3.64 | 60% |
| Managerial | 36 | 3.14 | 36% |
| 23. Provide good value in the work they do for the company | | | |
| **Department** | | | |
| Accounting | 66 | 3.82 | 70% |
| Marketing | 29 | 3.76 | 66% |
| Customer Service | 36 | 3.58 | 58% |
| Facilities | 16 | 3.56 | 50% |
| Executive | 10 | 4.30 | 90% |
| Engineering | 21 | 3.86 | 67% |
| **Age** | | | |
| 30-39 | 29 | 3.62 | 59% |
| 40-49 | 58 | 3.72 | 64% |
| 50-59 | 82 | 3.80 | 67% |
| 60+ | 9 | 4.22 | 89% |
| **Gender** | | | |
| Male | 69 | 3.72 | 61% |
| Female | 110 | 3.78 | 68% |
| **JobClass** | | | |
| Support Staff | 102 | 3.69 | 63% |
| Professional | 42 | 3.93 | 71% |
| Managerial | 34 | 3.82 | 68% |

| | n | Avg | Percentage Level of Agreement |
|---|---|---|---|
| 24. Are known to espouse balance of life | | | |
| **Department** | | | |
| Accounting | 61 | 4.20 | 77% |
| Marketing | 27 | 4.37 | 89% |
| Customer Service | 36 | 3.94 | 64% |
| Facilities | 15 | 4.00 | 73% |
| Executive | 10 | 4.80 | 100% |
| Engineering | 22 | 4.00 | 77% |
| **Age** | | | |
| 30-39 | 28 | 4.04 | 71% |
| 40-49 | 57 | 4.12 | 77% |
| 50-59 | 75 | 4.21 | 77% |
| 60+ | 11 | 4.45 | 91% |
| **Gender** | | | |
| Male | 60 | 4.25 | 78% |
| Female | 112 | 4.11 | 76% |
| **JobClass** | | | |
| Support Staff | 101 | 4.10 | 76% |
| Professional | 39 | 4.38 | 85% |
| Managerial | 31 | 4.10 | 71% |
| 25. Can be counted on to do the right thing by employees and managers | | | |
| **Department** | | | |
| Accounting | 61 | 3.95 | 69% |
| Marketing | 27 | 4.00 | 78% |
| Customer Service | 35 | 3.89 | 74% |
| Facilities | 16 | 3.44 | 50% |
| Executive | 10 | 4.60 | 100% |
| Engineering | 23 | 3.96 | 70% |
| **Age** | | | |
| 30-39 | 27 | 3.96 | 70% |
| 40-49 | 55 | 3.91 | 71% |
| 50-59 | 79 | 3.91 | 72% |
| 60+ | 11 | 4.27 | 82% |
| **Gender** | | | |
| Male | 64 | 3.62 | 59% |
| Female | 108 | 4.11 | 79% |
| **JobClass** | | | |
| Support Staff | 96 | 3.94 | 71% |
| Professional | 42 | 4.12 | 79% |
| Managerial | 34 | 3.71 | 65% |