

VCFA

Engagement, Inclusion, and Diversity Survey

2014 Scorecard

Findings for

FP&M

Report prepared by
Nathan R. Jones, PhD
UW Survey Center

RECEIVED SEP 26 2014

Response Rates
by Sample Demographic Characteristics

	VCFA	FPM
Total	84%	85%
By age		
Less than 35	81%	84%
35-49	85%	85%
50+	85%	85%
Gender		
Female	86%	89%
Male	83%	83%
Race/Ethnicity		
American Indian or Alaska Native	87%	
Asian (including Hawaiian and Pacific Islander)	83%	84%
Black or African American	86%	90%
Hispanic or Latino	80%	80%
Unspecified	79%	
White	85%	85%
Multiracial	88%	
Minority	82%	83%

ENVIRONMENT OF WORK UNIT

How strongly do you disagree or agree with each of the following statements about the environment in your work unit?

		VCFA	FPM
Q1a. A spirit of cooperation and teamwork exists in my work unit.	Favorable	73%	72%
	Neutral	13%	14%
	Unfavorable	14%	14%
	Mean	3.82	3.80
Q1b. The environment in my work unit is welcoming to employees of color.	Favorable	79%	76%
	Neutral	16%	17%
	Unfavorable	5%	6%
	Mean	4.06	3.97
Q1c. My work unit is welcoming to all people regardless of gender.	Favorable	85%	82%
	Neutral	11%	12%
	Unfavorable	4%	6%
	Mean	4.19	4.07
Q1d. My work unit is welcoming to all people regardless of sexual orientation.	Favorable	79%	73%
	Neutral	17%	21%
	Unfavorable	4%	6%
	Mean	4.10	3.90
Q1e. My work unit feels comfortable to me.	Favorable	76%	75%
	Neutral	13%	14%
	Unfavorable	10%	11%
	Mean	3.96	3.91
Q1f. My opinion counts at work.	Favorable	63%	58%
	Neutral	19%	22%
	Unfavorable	18%	20%
	Mean	3.62	3.52
Q1g. In the past six months, I have seen disturbing conflicts in my work unit. [Flipped Scale]	Favorable	53%	54%
	Neutral	17%	20%
	Unfavorable	30%	27%
	Mean	3.34	3.35
Q1h. In the past six months, I have received the “silent treatment” from someone at work. [Flipped Scale]	Favorable	64%	64%
	Neutral	13%	15%
	Unfavorable	23%	21%
	Mean	3.62	3.61
Q1i. I am comfortable providing feedback to my work unit on work issues.	Favorable	71%	71%
	Neutral	14%	14%
	Unfavorable	15%	15%
	Mean	3.76	3.75
Q1j. I am asked for input on work-related matters.	Favorable	67%	62%
	Neutral	17%	19%
	Unfavorable	16%	19%
	Mean	3.67	3.52
Q1k. I have made suggestions that have been implemented in my work unit.	Favorable	64%	55%
	Neutral	22%	28%
	Unfavorable	14%	17%
	Mean	3.65	3.46
Q1l. My work unit feels safe to me.	Favorable	81%	79%
	Neutral	11%	12%
	Unfavorable	8%	9%
	Mean	4.05	3.96

Q1m. If I have a conflict with another employee, I know where to go to effectively resolve the issue.

Favorable	70%	70%
Neutral	15%	15%
Unfavorable	15%	14%
Mean	3.73	3.74
Favorable	73%	72%
Neutral	16%	16%
Unfavorable	12%	12%
Mean	3.83	3.80
Favorable	74%	72%
Neutral	21%	23%
Unfavorable	6%	6%
Mean	3.83	3.75

Q1n. I am treated with respect at work.

ENVIRONMENT OF WORK UNIT - Total

RELATIONSHIP WITH CO-WORKERS

How strongly do you disagree or agree with each of the following statements about your relationship with your co-workers?

Q2a. I receive support and encouragement from others in my work unit.

	VCFA	FPM
Favorable	74%	71%
Neutral	18%	20%
Unfavorable	8%	10%
Mean	3.86	3.77
Favorable	68%	68%
Neutral	19%	19%
Unfavorable	12%	13%
Mean	3.74	3.72
Favorable	73%	68%
Neutral	19%	23%
Unfavorable	8%	9%
Mean	3.88	3.77
Favorable	77%	78%
Neutral	16%	14%
Unfavorable	7%	7%
Mean	3.95	3.94
Favorable	77%	76%
Neutral	18%	19%
Unfavorable	5%	5%
Mean	3.86	3.80

Q2b. In my unit, co-workers value and respect each other.

Q2c. In my work unit, my co-workers are open and welcoming to others who are different from them.

Q2d. I am satisfied with the relationships I have developed with my co-workers.

RELATIONSHIP WITH CO-WORKERS - Total

TOOLS AND OPPORTUNITIES

How strongly do you disagree or agree with each of the following statements?

Q3a. I have the resources to do my job well.

Q3b. I know what is expected of me on the job.

Q3c. My job makes good use of my skills and abilities.

	VCFA	FPM
Favorable	69%	70%
Neutral	15%	15%
Unfavorable	15%	15%
Mean	3.70	3.71
Favorable	84%	88%
Neutral	10%	8%
Unfavorable	6%	4%
Mean	4.03	4.11
Favorable	70%	72%
Neutral	16%	15%
Unfavorable	14%	13%
Mean	3.76	3.82

Q3d. I have sufficient opportunities (such as challenging work assignments or projects) to earn a high performance rating.	Favorable	62%	61%
	Neutral	22%	25%
	Unfavorable	16%	15%
	Mean	3.62	3.60
Q3e. Recognition is based on performance in my work unit.	Favorable	48%	45%
	Neutral	25%	27%
	Unfavorable	27%	28%
	Mean	3.23	3.18
Q3f. I am satisfied with the recognition I receive for my work.	Favorable	52%	50%
	Neutral	23%	23%
	Unfavorable	25%	27%
	Mean	3.31	3.25
Q3g. Important institutional information is circulated to all members of my work unit.	Favorable	61%	59%
	Neutral	21%	22%
	Unfavorable	18%	19%
	Mean	3.53	3.46
Q3h. I am given real opportunity to improve my skills in my work unit.	Favorable	55%	54%
	Neutral	26%	27%
	Unfavorable	19%	19%
	Mean	3.45	3.42
Q3i. It is clear to me what I need to learn to be adequately prepared for promotional opportunities.	Favorable	38%	39%
	Neutral	29%	29%
	Unfavorable	33%	32%
	Mean	3.02	3.04
Q3j. I am satisfied with my pay.	Favorable	25%	15%
	Neutral	18%	16%
	Unfavorable	57%	69%
	Mean	2.40	2.04
TOOLS AND OPPORTUNITIES - Total	Favorable	55%	54%
	Neutral	33%	36%
	Unfavorable	12%	10%
	Mean	3.52	3.51

WORK UNIT	VCFA	FPM
How strongly do you disagree or agree with each of the following statements about your work unit?		
Q4a. My work unit is successful at accomplishing its mission.	Favorable	78%
	Neutral	15%
	Unfavorable	7%
	Mean	3.94
Q4b. My work unit produces high-quality products and services.	Favorable	80%
	Neutral	14%
	Unfavorable	5%
	Mean	4.06
Q4c. The work I do is meaningful to me.	Favorable	82%
	Neutral	13%
	Unfavorable	5%
	Mean	4.12
Q4d. I would recommend my unit as a good place to work.	Favorable	69%
	Neutral	18%
	Unfavorable	13%
	Mean	3.82
WORK UNIT - Total	Favorable	82%
	Neutral	15%
	Unfavorable	3%
	Mean	3.99

SUPERVISORS IN WORK UNIT

How strongly do you disagree or agree with each of the following statements about supervisors in your work unit?

		VCFA	FPN
Q5a. My supervisor responds effectively to conflicts in my work unit.	Favorable	59%	60%
	Neutral	23%	24%
	Unfavorable	18%	16%
	Mean	3.55	3.56
Q5b. My supervisor provides me with useful feedback on my job performance.	Favorable	67%	69%
	Neutral	17%	16%
	Unfavorable	16%	14%
	Mean	3.67	3.72
Q5c. My supervisor is provided with the tools to be successful within the work unit.	Favorable	60%	59%
	Neutral	25%	24%
	Unfavorable	15%	16%
	Mean	3.59	3.57
Q5d. My supervisor has good management skills.	Favorable	62%	64%
	Neutral	19%	18%
	Unfavorable	18%	18%
	Mean	3.60	3.62
Q5e. I receive support and encouragement from my supervisor.	Favorable	69%	67%
	Neutral	17%	18%
	Unfavorable	14%	15%
	Mean	3.76	3.70
Q5f. My supervisor respects me and values my work.	Favorable	76%	74%
	Neutral	14%	15%
	Unfavorable	10%	11%
	Mean	3.93	3.89
Q5g Overall, I am satisfied with my supervisor.	Favorable	72%	72%
	Neutral	14%	15%
	Unfavorable	14%	13%
	Mean	3.83	3.85
Q5h. Overall, I am satisfied with the managers/leaders above my supervisor.	Favorable	51%	42%
	Neutral	24%	27%
	Unfavorable	25%	31%
	Mean	3.32	3.10
Q5i. My supervisor is open and welcoming to others who are different from him/her.	Favorable	78%	74%
	Neutral	16%	18%
	Unfavorable	7%	8%
	Mean	4.00	3.91
Q5j. Policies are applied fairly in my unit.	Favorable	59%	56%
	Neutral	19%	20%
	Unfavorable	21%	23%
	Mean	3.50	3.42
Q5k. Work is distributed equitably in my unit.	Favorable	55%	55%
	Neutral	21%	22%
	Unfavorable	24%	23%
	Mean	3.35	3.36
SUPERVISORS IN WORK UNIT - Total	Favorable	64%	61%
	Neutral	24%	26%
	Unfavorable	12%	13%
	Mean	3.65	3.61

OVERALL SATISFACTION

How strongly do you disagree or agree with each of the following statements about your overall satisfaction with your job and work unit?

		VCFA	FPM
Q6a. Considering everything, I am satisfied with my job	Favorable	70%	67%
	Neutral	16%	18%
	Unfavorable	14%	16%
	Mean	3.72	3.64
Q6b. Considering everything, I am satisfied with my work unit.	Favorable	69%	68%
	Neutral	16%	17%
	Unfavorable	14%	14%
	Mean	3.72	3.68
OVERALL SATISFACTION - Total	Favorable	72%	69%
	Neutral	18%	21%
	Unfavorable	10%	10%
	Mean	3.72	3.66

Other questions

		VCFA	FPM
Q17. Did you complete the first EID survey in 2012?	Yes	44%	37%
	No	32%	38%
	Unsure	24%	25%
Q18. Were the results from the first EID shared with you?	Yes	47%	55%
	No	23%	19%
	Unsure	30%	26%
Q19. How strongly do you disagree or agree: My work unit acted on the results of the first EID.	Favorable	23%	19%
	Neutral	58%	57%
	Unfavorable	19%	24%
	Mean	3.02	2.89
Q20. Are you considering leaving your division within the next year because of workplace conditions?	Yes	27%	32%
	No	73%	68%
	Unsure	0%	0%
Q21. What are your plans?	To retire	8%	10%
	To take another job at UW-Madison	35%	31%
	To take another job outside UW-Madison	39%	43%
	Other plans	17%	16%

Composite Scales

Favorable - Contains respondents who chose Codes 4 "Agree" or 5 "Strongly Agree"

Neutral - Contains respondents who chose Code 3 "Neither Agree nor Disagree"

Unfavorable - Contains respondents who chose Codes 2 "Disagree" or 1 "Strongly Disagree"

Engagement scale:

Engagement uses Q1a Q1f Q1n Q3a Q3b Q3c Q3d Q3e Q3f Q3h Q4a Q4b Q4c Q4d Q5g Q5h

	Engagement Score	
	16 to 80 Scale	1 to 5 Scale
Engaged	64-80	4-5
Somewhat Engaged	48-63	3-4
Not Engaged	16-47	1-3

Diversity and Inclusion Index (D&I):

D&I uses Q1b Q1c Q1d Q1e Q1f Q1n Q2b Q2c Q2d Q4d Q5e Q5f Q5i Q5j Q6b

	D&I Score	
	15 to 75 Scale	1 to 5 Scale
High	60-75	4-5
Medium	45-59	3-4
Low	15-44	1-3

Best Places to Work Index (BP2W):

The score is calculated using the BP2W Calculations and weighting.

Using the favorable percentages FOR Q6a, Q4c, and Q6b

$$((Q6a \times .74) + (Q4c \times .91) + (Q6b \times 1)) / (.74 + .91 + 1)$$

Respect Related Questions:

Q1n. I am treated with respect at work.

Q2b. In my unit, co-workers value and respect each other.

Q5f. My supervisor respects me and values my work.

Composite Scales and Respect Related Questions

	Rating	VCFA	FPM
Engagement	Engaged	41%	36%
	Somewhat Engaged	43%	48%
	Not Engaged	16%	16%
Engagement Mean (16-80 point scale)		59.55	58.87
Engagement Average score		3.72	3.68
D&I	High	52%	47%
	Medium	37%	40%
	Low	11%	12%
D&I Mean (15-75 point scale)		58.59	57.43
D&I Average score		3.91	3.83
BP2W Components			
Q6a		70%	67%
Q4c		82%	81%
Q6b		69%	68%
BP2W Scores		73.86%	72.03%
Respect related questions			
Q1n. I am treated with respect at work.			
	Favorable	73%	72%
	Neutral	16%	16%
	Unfavorable	12%	12%
Q2b. In my unit, co-workers value and respect each other.			
	Favorable	68%	68%
	Neutral	19%	19%
	Unfavorable	12%	13%
Q5f. My supervisor respects me and values my work.			
	Favorable	76%	74%
	Neutral	14%	15%
	Unfavorable	10%	11%

Engagement, Inclusion, and Diversity Survey 2014
VCFA and FP&M, by Demographic Characteristics

ENVIRONMENT OF WORK UNIT
How strongly do you disagree or agree with each of the following statements about the environment in your work unit?

	VCFA	FPM	<35		35-50		50+		Female	Male	Asian	Black	Hispanic	White	Minority
			35	50	50+	70%	73%	73%							
Q1a. A spirit of cooperation and teamwork exists in my work unit.	Favorable	73%	72%	69%	73%	73%	70%	73%	86%	82%	64%	71%	74%	71%	74%
	Neutral	13%	14%	13%	13%	14%	14%	14%	8%	0%	23%	14%	14%	14%	13%
	Unfavorable	14%	14%	19%	14%	12%	16%	13%	6%	18%	14%	14%	14%	14%	13%
	Mean	3.82	3.80	3.71	3.80	3.83	3.80	3.80	4.05	3.80	3.69	3.78	3.78	3.78	3.84
Q1b. The environment in my work unit is welcoming to employees of color.	Favorable	79%	76%	69%	79%	77%	76%	77%	76%	76%	68%	78%	78%	74%	74%
	Neutral	16%	17%	19%	16%	17%	15%	18%	14%	13%	23%	17%	17%	17%	17%
	Unfavorable	5%	6%	11%	5%	6%	9%	6%	10%	11%	9%	5%	5%	5%	10%
	Mean	4.06	3.97	3.90	4.02	3.95	3.98	3.96	3.85	3.83	3.84	4.01	4.01	3.87	3.87
Q1c. My work unit is welcoming to all people regardless of gender.	Favorable	85%	82%	82%	84%	82%	86%	81%	93%	84%	77%	81%	81%	84%	84%
	Neutral	11%	12%	12%	11%	12%	7%	14%	4%	7%	15%	14%	14%	14%	9%
	Unfavorable	4%	6%	6%	5%	6%	7%	5%	4%	9%	8%	5%	5%	5%	7%
	Mean	4.19	4.07	4.15	4.12	4.02	4.14	4.05	4.19	4.09	4.03	4.05	4.05	4.05	4.11
Q1d. My work unit is welcoming to all people regardless of sexual orientation.	Favorable	79%	73%	71%	75%	71%	75%	72%	61%	76%	76%	73%	73%	73%	72%
	Neutral	17%	21%	21%	18%	23%	17%	23%	26%	13%	19%	21%	21%	21%	21%
	Unfavorable	4%	6%	8%	7%	5%	8%	6%	13%	11%	5%	6%	6%	6%	8%
	Mean	4.10	3.90	3.97	3.95	3.85	3.96	3.88	3.58	3.91	4.03	3.91	3.91	3.91	3.89
Q1e. My work unit feels comfortable to me.	Favorable	76%	75%	70%	79%	74%	77%	74%	85%	82%	68%	75%	75%	75%	76%
	Neutral	13%	14%	15%	13%	14%	12%	14%	8%	4%	20%	13%	13%	13%	15%
	Unfavorable	10%	11%	15%	9%	11%	10%	11%	7%	15%	13%	12%	12%	12%	10%
	Mean	3.96	3.91	3.79	4.01	3.87	3.94	3.89	4.08	3.95	3.86	3.88	3.88	3.88	3.97
Q1f. My opinion counts at work.	Favorable	63%	58%	52%	60%	59%	59%	58%	78%	62%	49%	57%	57%	57%	60%
	Neutral	19%	22%	23%	23%	21%	24%	21%	16%	25%	29%	22%	22%	22%	23%
	Unfavorable	18%	20%	25%	17%	20%	17%	21%	7%	13%	22%	21%	21%	21%	17%
	Mean	3.62	3.52	3.30	3.58	3.54	3.58	3.49	4.03	3.67	3.33	3.48	3.48	3.48	3.59
Q1g. In the past six months, I have seen disturbing conflicts in my work unit.	Favorable	53%	54%	55%	54%	53%	54%	53%	62%	57%	40%	53%	53%	54%	54%
	Neutral	17%	20%	13%	22%	20%	16%	21%	14%	17%	30%	18%	18%	18%	23%
	Unfavorable	30%	27%	31%	24%	27%	29%	26%	23%	26%	30%	29%	29%	29%	24%
	Mean	3.34	3.35	3.29	3.38	3.34	3.34	3.35	3.68	3.33	3.09	3.32	3.32	3.32	3.41
Q1h. In the past six months, I have received the “silent treatment” from someone at work. [Flipped Scale]	Favorable	64%	64%	64%	63%	65%	69%	62%	61%	64%	58%	65%	65%	62%	62%
	Neutral	13%	15%	13%	16%	15%	10%	17%	11%	9%	24%	14%	14%	14%	17%
	Unfavorable	23%	21%	23%	21%	20%	22%	20%	29%	26%	18%	20%	20%	20%	22%
	Mean	3.62	3.61	3.59	3.58	3.65	3.72	3.58	3.49	3.42	3.65	3.63	3.63	3.63	3.57

Q1i. I am comfortable providing feedback to my work unit on work issues.	Favorable 71%	71%	66%	71%	72%	69%	71%	87%
	Neutral 14%	14%	17%	13%	15%	14%	9%	6%
	Unfavorable 15%	15%	17%	16%	13%	16%	14%	9%
	Mean 3.76	3.75	3.63	3.76	3.79	3.75	3.95	4.15
Q1j. I am asked for input on work-related matters.	Favorable 67%	62%	61%	65%	60%	62%	62%	71%
	Neutral 17%	19%	20%	20%	19%	18%	20%	17%
	Unfavorable 16%	19%	19%	16%	22%	20%	19%	21%
	Mean 3.67	3.52	3.45	3.62	3.47	3.51	3.51	3.65
Q1k. I have made suggestions that have been implemented in my work unit.	Favorable 64%	55%	55%	57%	55%	56%	64%	41%
	Neutral 22%	28%	30%	29%	25%	26%	28%	19%
	Unfavorable 14%	17%	15%	14%	20%	19%	17%	15%
	Mean 3.65	3.46	3.40	3.54	3.43	3.47	3.52	3.60
Q1l. My work unit feels safe to me.	Favorable 81%	79%	74%	82%	78%	80%	78%	83%
	Neutral 11%	12%	13%	9%	14%	10%	13%	4%
	Unfavorable 8%	9%	13%	8%	8%	10%	9%	6%
	Mean 4.05	3.96	3.83	4.04	3.95	4.02	3.94	4.27
Q1m. If I have a conflict with another employee, I know where to go to effectively resolve the issue.	Favorable 70%	70%	67%	75%	68%	72%	69%	85%
	Neutral 15%	15%	15%	15%	16%	14%	16%	5%
	Unfavorable 15%	14%	19%	10%	16%	14%	10%	4%
	Mean 3.73	3.74	3.65	3.84	3.69	3.79	3.72	3.95
Q1n. I am treated with respect at work.	Favorable 73%	72%	67%	74%	71%	74%	71%	83%
	Neutral 16%	16%	19%	16%	16%	16%	17%	9%
	Unfavorable 12%	12%	14%	10%	13%	10%	13%	13%
	Mean 3.83	3.80	3.68	3.87	3.79	3.89	3.77	4.04
ENVIRONMENT OF WORK UNIT - Total	Favorable 74%	72%	66%	71%	68%	70%	68%	76%
	Neutral 21%	23%	17%	17%	17%	15%	18%	70%
	Unfavorable 6%	6%	17%	12%	14%	15%	14%	11%
	Mean 3.83	3.75	3.68	3.80	3.73	3.78	3.73	3.90

RELATIONSHIP WITH CO-WORKERS								
How strongly do you disagree or agree with each of the following statements about your relationship with your co-workers?								
Q2a. I receive support and encouragement from others in my work unit.	Favorable 74%	71%	69%	73%	70%	72%	70%	84%
	Neutral 18%	20%	20%	17%	21%	17%	20%	7%
	Unfavorable 8%	10%	10%	11%	9%	11%	10%	6%
	Mean 3.86	3.77	3.76	3.78	3.77	3.81	3.76	3.92
Q2b. In my unit, co-workers value and respect each other.	Favorable 68%	68%	67%	69%	68%	68%	85%	72%
	Neutral 19%	19%	16%	20%	19%	17%	20%	10%
	Unfavorable 12%	13%	17%	11%	12%	15%	12%	13%
	Mean 3.74	3.72	3.60	3.77	3.72	3.71	3.72	4.05

	Favorable	73%	68%	66%	70%	68%	73%	66%	90%	72%	62%	65%	74%
	Neutral	19%	23%	21%	22%	25%	17%	25%	9%	13%	25%	27%	16%
	Unfavorable	8%	9%	13%	9%	8%	10%	8%	1%	15%	13%	8%	10%
	Mean	3.88	3.77	3.73	3.78	3.76	3.84	3.73	4.13	3.74	3.70	3.73	3.84
	Favorable	77%	78%	74%	80%	79%	81%	77%	92%	83%	75%	77%	82%
	Neutral	16%	14%	13%	14%	15%	12%	15%	6%	9%	17%	15%	13%
	Unfavorable	7%	7%	13%	6%	6%	7%	7%	1%	7%	8%	8%	6%
	Mean	3.95	3.94	3.82	3.97	3.96	4.04	3.90	4.20	3.94	3.99	3.88	4.05
	Favorable	77%	76%	69%	73%	71%	73%	71%	88%	77%	65%	70%	75%
	Neutral	18%	19%	18%	18%	20%	16%	20%	9%	11%	21%	21%	16%
	Unfavorable	5%	5%	13%	9%	9%	11%	9%	3%	13%	13%	10%	10%
	Mean	3.86	3.80	3.74	3.82	3.80	3.85	3.78	4.09	3.81	3.75	3.76	3.87

TOOLS AND OPPORTUNITIES
How strongly do you disagree or agree with each of
the following statements?

	VCFA	FPM	<35	35-50	50+	Female	Male	Asian	Black	Hispanic	White	Minority
	Favorable	69%	70%	62%	73%	69%	73%	68%	85%	75%	74%	65%
	Neutral	15%	15%	17%	13%	16%	13%	16%	10%	13%	12%	17%
	Unfavorable	15%	15%	21%	13%	15%	14%	16%	5%	13%	14%	17%
	Mean	3.70	3.71	3.50	3.82	3.71	3.84	3.67	4.17	3.95	3.87	3.58
	Favorable	84%	88%	80%	91%	88%	89%	87%	95%	81%	90%	86%
	Neutral	10%	8%	13%	6%	9%	7%	9%	1%	13%	8%	9%
	Unfavorable	6%	4%	8%	3%	3%	4%	4%	4%	6%	2%	5%
	Mean	4.03	4.11	3.97	4.18	4.11	4.19	4.09	4.37	4.15	4.25	4.04
	Favorable	70%	72%	64%	77%	72%	76%	71%	85%	73%	90%	68%
	Neutral	16%	15%	18%	11%	15%	13%	15%	10%	9%	7%	10%
	Unfavorable	14%	13%	17%	11%	13%	11%	14%	5%	18%	3%	15%
	Mean	3.76	3.82	3.68	3.93	3.79	3.93	3.78	4.25	3.80	4.26	3.69
	Favorable	62%	61%	52%	64%	61%	60%	61%	78%	58%	70%	58%
	Neutral	22%	25%	29%	24%	24%	24%	25%	10%	27%	19%	27%
	Unfavorable	16%	15%	19%	12%	15%	16%	14%	12%	15%	11%	15%
	Mean	3.62	3.60	3.41	3.70	3.59	3.61	3.59	3.88	3.60	3.83	3.54
	Favorable	48%	45%	42%	43%	48%	50%	44%	62%	51%	51%	42%
	Neutral	25%	27%	29%	28%	25%	25%	28%	22%	24%	17%	29%
	Unfavorable	27%	28%	29%	28%	27%	26%	29%	16%	25%	32%	29%
	Mean	3.23	3.18	3.08	3.17	3.22	3.28	3.14	3.61	3.35	3.21	3.33
	Favorable	52%	50%	49%	46%	53%	50%	50%	72%	62%	51%	46%
	Neutral	23%	23%	26%	26%	21%	23%	24%	14%	9%	21%	26%
	Unfavorable	25%	27%	25%	28%	26%	27%	27%	14%	28%	28%	25%
	Mean	3.31	3.25	3.19	3.20	3.31	3.29	3.24	3.81	3.36	3.24	3.38

	Favorable	61%	59%	53%	61%	59%	63%	57%	78%	78%	63%	53%	68%
	Neutral	21%	22%	22%	23%	21%	18%	23%	12%	13%	17%	26%	13%
	Unfavorable	18%	19%	25%	17%	20%	20%	19%	10%	21%	20%	20%	18%
	Mean	3.53	3.46	3.24	3.55	3.47	3.54	3.44	3.96	3.56	3.56	3.37	3.64
Q3g. Important institutional information is circulated to all members of my work unit.	Favorable	55%	54%	55%	55%	53%	56%	53%	73%	69%	67%	49%	64%
	Neutral	26%	27%	24%	27%	28%	24%	28%	14%	17%	20%	31%	20%
	Unfavorable	19%	19%	22%	18%	19%	20%	19%	13%	15%	13%	21%	16%
	Mean	3.45	3.42	3.38	3.45	3.41	3.47	3.40	3.78	3.70	3.63	3.33	3.58
Q3h. I am given real opportunity to improve my skills in my work unit.	Favorable	38%	39%	35%	43%	38%	46%	36%	64%	55%	78%	27%	61%
	Neutral	29%	29%	27%	24%	32%	25%	30%	15%	20%	15%	34%	19%
	Unfavorable	33%	32%	38%	33%	30%	29%	33%	21%	25%	7%	39%	20%
	Mean	3.02	3.04	2.87	3.09	3.05	3.18	2.99	3.42	3.33	3.98	2.79	3.50
Q3i. It is clear to me what I need to learn to be adequately prepared for promotional opportunities.	Favorable	25%	15%	16%	13%	16%	21%	13%	16%	19%	15%	15%	16%
	Neutral	18%	16%	15%	18%	14%	19%	15%	18%	13%	20%	15%	17%
	Unfavorable	57%	69%	69%	69%	70%	60%	72%	66%	68%	65%	71%	67%
	Mean	2.40	2.04	2.05	2.03	2.03	2.28	1.95	2.15	2.09	2.11	2.01	2.08
Q3j. I am satisfied with my pay.	Favorable	55%	54%	55%	62%	60%	62%	59%	77%	65%	70%	55%	69%
	Neutral	33%	36%	23%	20%	21%	19%	22%	12%	16%	15%	24%	16%
	Unfavorable	12%	10%	23%	18%	19%	18%	19%	11%	19%	14%	21%	16%
TOOLS AND OPPORTUNITIES - Total	Mean	3.52	3.51	3.36	3.56	3.52	3.58	3.48	3.91	3.62	3.76	3.40	3.71

WORK UNIT

How strongly do you disagree or agree with each of the following statements about your work unit?

	VCF	FPM	<35	35-50	50+	Female	Male	Asian	Black	Hispanic	White	Minority
Q4a. My work unit is successful at accomplishing its mission.	Favorable	78%	75%	72%	75%	73%	76%	80%	76%	76%	74%	76%
	Neutral	15%	16%	21%	15%	16%	16%	16%	9%	9%	17%	15%
	Unfavorable	7%	9%	8%	10%	8%	10%	8%	4%	15%	7%	9%
	Mean	3.94	3.86	3.80	3.86	3.88	3.80	3.89	4.10	3.76	3.94	3.91
Q4b. My work unit produces high-quality products and services.	Favorable	80%	75%	70%	78%	76%	72%	77%	86%	75%	70%	76%
	Neutral	14%	18%	18%	17%	18%	18%	18%	13%	9%	22%	18%
	Unfavorable	5%	7%	12%	5%	6%	10%	5%	1%	15%	8%	8%
	Mean	4.06	3.95	3.78	4.01	3.98	3.84	4.00	4.25	3.87	3.80	3.98
Q4c. The work I do is meaningful to me.	Favorable	82%	81%	74%	85%	80%	81%	86%	81%	90%	79%	84%
	Neutral	13%	13%	18%	12%	13%	13%	13%	13%	15%	5%	11%
	Unfavorable	5%	6%	9%	4%	6%	6%	1%	4%	5%	6%	5%
	Mean	4.12	4.08	3.94	4.18	4.05	4.14	4.05	4.28	4.13	4.28	4.03

69%	65%	73%	67%	72%	67%	85%	74%	80%	64%	77%
18%	19%	15%	20%	18%	18%	14%	15%	12%	19%	16%
13%	15%	11%	14%	9%	15%	1%	11%	8%	17%	7%
3.79	3.88	3.74	3.93	3.73	4.25	3.85	4.09	3.66	4.03	
80%	70%	77%	75%	75%	75%	84%	77%	79%	73%	78%
16%	19%	15%	17%	16%	16%	14%	12%	14%	17%	15%
4%	11%	8%	9%	9%	8%	2%	11%	7%	9%	7%
3.92	3.83	3.98	3.92	3.93	3.92	4.22	3.89	4.05	3.88	4.02

1

How strongly do you disagree or agree with each of the following statements about supervisors in your work unit?

Q5a. My supervisor responds effectively to conflicts in my work unit.

Q5b. My supervisor provides me with useful feedback on my job performance.

Q5c. My supervisor is provided with the tools to be successful within the work unit.

Q5e. I receive support and encouragement from my supervisor.

Q5f. My supervisor respects me and values my work

Overall | am satisfied with my supervisor

Overall I am satisfied with the

VCEA EPN <35 35-50 50+ Female Male Asian Black Hispanic White Minority

managers/leaders above my supervisor.											
Neutral	24%	27%	26%	24%	29%	24%	27%	28%	22%	24%	28%
Unfavorable	25%	31%	38%	28%	31%	28%	32%	8%	29%	34%	34%
Mean	3.32	3.10	2.96	3.22	3.08	3.19	3.07	3.71	3.27	3.04	3.00
											3.29
Favorable	78%	74%	76%	76%	72%	78%	73%	85%	83%	64%	74%
Neutral	16%	18%	15%	18%	19%	14%	19%	11%	9%	22%	19%
Unfavorable	7%	8%	9%	6%	9%	8%	8%	4%	7%	14%	7%
Mean	4.00	3.91	3.92	3.97	3.85	4.02	3.86	4.10	4.07	3.66	3.90
											3.92
Favorable	59%	56%	58%	56%	56%	57%	56%	68%	64%	52%	55%
Neutral	19%	20%	17%	20%	22%	20%	21%	16%	15%	23%	21%
Unfavorable	21%	23%	25%	24%	23%	23%	23%	16%	21%	25%	24%
Mean	3.50	3.42	3.40	3.41	3.43	3.43	3.41	3.66	3.55	3.36	3.39
											3.49
Favorable	55%	55%	52%	55%	55%	56%	54%	70%	63%	53%	52%
Neutral	21%	22%	25%	20%	23%	21%	23%	14%	17%	20%	24%
Unfavorable	24%	23%	23%	25%	21%	23%	23%	16%	19%	27%	24%
Mean	3.35	3.36	3.29	3.33	3.40	3.38	3.35	3.68	3.48	3.29	3.31
											3.47
Favorable	64%	61%	59%	64%	63%	65%	62%	77%	69%	59%	61%
Neutral	24%	26%	20%	19%	20%	18%	20%	14%	14%	20%	21%
Unfavorable	12%	13%	21%	17%	17%	18%	9%	17%	21%	18%	16%
Mean	3.65	3.61	3.48	3.64	3.63	3.67	3.59	3.91	3.80	3.50	3.58
											3.69
SUPERVISORS IN WORK UNIT - Total											

OVERALL SATISFACTION

How strongly do you disagree or agree with each of the following statements about your overall satisfaction with your job and work unit?

	VCF	FPM	<35	35-50	50+	Female	Male	Asian	Black	Hispanic	White	Minority
Favorable	70%	67%	63%	69%	66%	66%	63%	85%	70%	71%	63%	74%
Neutral	16%	18%	22%	16%	18%	12%	20%	9%	20%	17%	19%	15%
Unfavorable	14%	16%	15%	15%	16%	12%	17%	6%	9%	12%	18%	11%
Mean	3.72	3.64	3.55	3.68	3.65	3.83	3.57	4.00	3.85	3.74	3.54	3.82
Favorable	69%	68%	60%	73%	68%	72%	66%	80%	74%	75%	65%	75%
Neutral	16%	17%	18%	15%	19%	15%	18%	16%	15%	12%	18%	16%
Unfavorable	14%	14%	23%	12%	14%	13%	15%	4%	11%	13%	17%	10%
Mean	3.72	3.68	3.45	3.76	3.69	3.79	3.64	4.01	3.83	3.81	3.59	3.87
Favorable	72%	69%	61%	71%	67%	74%	65%	82%	72%	73%	64%	74%
Neutral	18%	21%	20%	16%	18%	13%	19%	12%	18%	15%	19%	15%
Unfavorable	10%	10%	19%	14%	15%	12%	16%	5%	10%	13%	17%	10%
Mean	3.72	3.66	3.50	3.73	3.67	3.81	3.61	4.01	3.84	3.78	3.57	3.84