- 1. Interpretation of Results: (to be written by agency)
- **2. How the survey was conducted:** The survey was conducted online from September 25, 2023 to October 6, 2023.
- **3. Description of sample:** All 13 full-time permanent employees of the agency were surveyed.
- **4. Survey items and response choices:** See the tables on the following pages.
- 5. Number of employees surveyed, number who responded, and representativeness of respondents: Of the 13 employees surveyed, 11 responded, for an 85% response rate. These respondents are representative of the population.

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Prescribed Questions: Personal Work Experiences							
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
4 The control of the	Frequencies	6	2	2	0	1	11
The people I work with cooperate to get the job done.	Percentages	54.5%	18.2%	18.2%	0.0%	9.1%	100.0%
I am given a real opportunity to improve my skills in my organization.	Frequencies	3	3	4	1	0	11
	Percentages	27.3%	27.3%	36.4%	9.1%	0.0%	100.0%
My work gives me a feeling of personal accomplishment.	Frequencies	3	5	2	1	0	11
	Percentages	27.3%	45.5%	18.2%	9.1%	0.0%	100.0%
	Frequencies	4	5	2	0	0	11
4. I like the kind of work I do.	Percentages	36.4%	45.5%	18.2%	0.0%	0.0%	100.0%
	Frequencies	3	3	1	2	2	11
5. I have trust and confidence in my supervisor.	Percentages	27.3%	27.3%	9.1%	18.2%	18.2%	100.0%
Item Text		Very Good	Good	Fair	Poor	Very Poor	Total
6. Overall, how good a job do you feel is being done by	Frequencies	3	2	2	3	0	10
your immediate supervisor?	Percentages	30.0%	20.0%	20.0%	30.0%	0.0%	100.0%

Prescribed Questions: Recruitment, Development, & Retention								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
7. The workforce has the job-relevant knowledge and skills	Frequencies	2	3	1	4	1	0	11
necessary to accomplish organizational goals.	Percentages	18.2%	27.3%	9.1%	36.4%	9.1%		100.0%
My work unit is able to recruit people with the right skills.	Frequencies	2	3	5	0	0	1	10
o. My work unit is able to recruit people with the right skills.	Percentages	20.0%	30.0%	50.0%	0.0%	0.0%		100.0%
9. I know how my work relates to the agency's goals and priorities.	Frequencies	6	4	1	0	0	0	11
	Percentages	54.5%	36.4%	9.1%	0.0%	0.0%		100.0%
40.71	Frequencies	6	3	2	0	0	0	11
10. The work I do is important.	Percentages	54.5%	27.3%	18.2%	0.0%	0.0%		100.0%
11. Physical conditions (for example, noise level,	Frequencies	7	2	0	0	0	2	9
temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	Percentages	77.8%	22.2%	0.0%	0.0%	0.0%		100.0%
12. Supervisors in my work unit support employee	Frequencies	3	4	3	0	0	1	10
development.	Percentages	30.0%	40.0%	30.0%	0.0%	0.0%		100.0%
40.14	Frequencies	3	4	3	1	0	0	11
13. My talents are used well in the workplace.	Percentages	27.3%	36.4%	27.3%	9.1%	0.0%		100.0%
14. My training people are assessed	Frequencies	3	0	5	1	0	2	9
14. My training needs are assessed.	Percentages	33.3%	0.0%	55.6%	11.1%	0.0%		100.0%

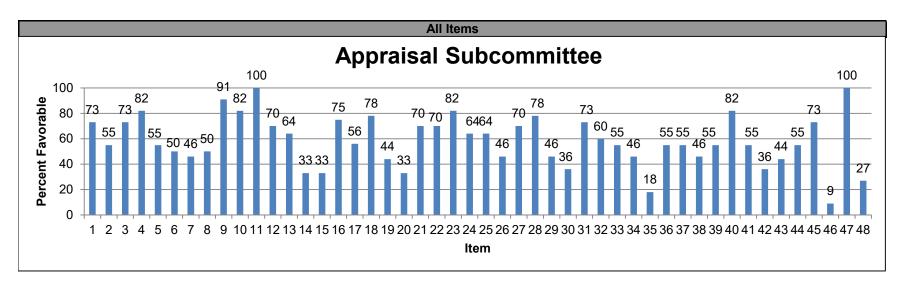
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Prescribed Questions: Performance Culture								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
45 5 11 11 11 11 11	Frequencies	2	1	5	1	0	2	9
15. Promotions in my work unit are based on merit.	Percentages	22.2%	11.1%	55.6%	11.1%	0.0%		100.0%
16. In my work unit, steps are taken to deal with a poor	Frequencies	2	4	2	0	0	3	8
performer who cannot or will not improve.	Percentages	25.0%	50.0%	25.0%	0.0%	0.0%		100.0%
	Frequencies	2	3	3	1	0	2	9
17. Creativity and innovation are rewarded.	Percentages	22.2%	33.3%	33.3%	11.1%	0.0%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	No Basis to Judge	Total
18. In my most recent performance appraisal, I understood	Frequencies	3	4	1	1	0	1	9
what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).	Percentages	33.3%	44.4%	11.1%	11.1%	0.0%		100.0%
		Strongly				Strongly	Do Not	
Item Text		Agree	Agree	Neither	Disagree	Disagree	Know	Total
19. In my work unit, differences in performance are	Frequencies	2	2	3	2	0	2	9
recognized in a meaningful way.	Percentages	22.2%	22.2%	33.3%	22.2%	0.0%		100.0%
20. Pay raises depend on how well employees perform	Frequencies	2	1	4	2	0	2	9
their jobs.	Percentages	22.2%	11.1%	44.4%	22.2%	0.0%		100.0%
21. My performance appraisal is a fair reflection of my	Frequencies	3	4	2	0	1	1	10
performance.	Percentages	30.0%	40.0%	20.0%	0.0%	10.0%		100.0%
22. Discussions with my supervisor about my performance	Frequencies	3	4	1	1	1	1	10
are worthwhile.	Percentages	30.0%	40.0%	10.0%	10.0%	10.0%		100.0%
23. Supervisors work well with employees of different backgrounds.	Frequencies	3	6	0	2	0	0	11
	Percentages	27.3%	54.5%	0.0%	18.2%	0.0%		100.0%
24. My supervisor supports my need to balance work and	Frequencies	5	2	1	1	2	0	11
family issues.	Percentages	45.5%	18.2%	9.1%	9.1%	18.2%		100.0%

Prescribed Questions: Leadership								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
25. I have a high level of respect for my organization's	Frequencies	3	4	3	1	0	0	11
senior leaders.	Percentages	27.3%	36.4%	27.3%	9.1%	0.0%		100.0%
26. In my organization, leaders generate high levels of	Frequencies	2	3	4	2	0	0	11
motivation and commitment in the workforce.	Percentages	18.2%	27.3%	36.4%	18.2%	0.0%		100.0%
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Frequencies	2	5	3	0	0	1	10
	Percentages	20.0%	50.0%	30.0%	0.0%	0.0%		100.0%
28. Employees are protected from health and safety	Frequencies	4	3	2	0	0	2	9
hazards on the job.	Percentages	44.4%	33.3%	22.2%	0.0%	0.0%		100.0%
9. Employees have a feeling of personal empowerment	Frequencies	2	3	3	3	0	0	11
with respect to work processes.	Percentages	18.2%	27.3%	27.3%	27.3%	0.0%		100.0%
30. My workload is reasonable.	Frequencies	3	1	2	1	4	0	11
So. My workload is reasonable.	Percentages	27.3%	9.1%	18.2%	9.1%	36.4%		100.0%
31. Managers communicate the goals and priorities of the	Frequencies	2	6	1	2	0	0	11
organization.	Percentages	18.2%	54.5%	9.1%	18.2%	0.0%		100.0%
32. My organization has prepared employees for potential	Frequencies	2	4	2	1	1	1	10
security threats.	Percentages	20.0%	40.0%	20.0%	10.0%	10.0%		100.0%

Prescribed Questions: Job Satisfaction							
Item Text		Very Satisfied	Satisfied	Neither	Dis- satisfied	Very Dis- satisfied	Total
33. How satisfied are you with the information you receive	Frequencies	2	4	2	3	0	11
from management on what's going on in your organization?	Percentages	18.2%	36.4%	18.2%	27.3%	0.0%	100.0%
34. How satisfied are you with your involvement in	Frequencies	3	2	2	3	1	11
decisions that affect your work?	Percentages	27.3%	18.2%	18.2%	27.3%	9.1%	100.0%
35. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	2	0	7	2	0	11
	Percentages	18.2%	0.0%	63.6%	18.2%	0.0%	100.0%
36. How satisfied are you with the recognition you receive	Frequencies	2	4	4	0	1	11
for doing a good job?	Percentages	18.2%	36.4%	36.4%	0.0%	9.1%	100.0%
37. How satisfied are you with the policies and practices of	Frequencies	2	4	3	0	2	11
your senior leaders?	Percentages	18.2%	36.4%	27.3%	0.0%	18.2%	100.0%
38. How satisfied are you with the training you receive for	Frequencies	3	2	5	1	0	11
your present job?	Percentages	27.3%	18.2%	45.5%	9.1%	0.0%	100.0%
39. Considering everything, how satisfied are you with your	Frequencies	3	3	2	3	0	11
job?	Percentages	27.3%	27.3%	18.2%	27.3%	0.0%	100.0%
40. Considering everything, how satisfied are you with your	Frequencies	3	6	2	0	0	11
pay?	Percentages	27.3%	54.5%	18.2%	0.0%	0.0%	100.0%

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Additional Questions								
Item Text		Very Satisfied	Satisfied	Neither	Dis- satisfied	Very Dis- satisfied		Total
41. Considering everything, how satisfied are you with your	Frequencies	3	3	3	2	0		11
organization?	Percentages	27.3%	27.3%	27.3%	18.2%	0.0%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
42. I recommend my organization as a good place to work.	Frequencies	3	1	5	2	0	0	11
	Percentages	27.3%	9.1%	45.5%	18.2%	0.0%		100.0%
43. I believe the results of this survey will be used to make my agency a better place to work.	Frequencies	2	2	3	2	0	2	9
	Percentages	22.2%	22.2%	33.3%	22.2%	0.0%		100.0%
44. I can disclose a suspected violation of any law, rule or regulation without fear or reprisal.	Frequencies	3	3	3	1	1	0	11
	Percentages	27.3%	27.3%	27.3%	9.1%	9.1%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree		Total
45. The Agency staff landership are effective	Frequencies	4	4	2	1	0		11
45. The Agency staff leadership are effective.	Percentages	36.4%	36.4%	18.2%	9.1%	0.0%		100.0%
46. The Agency Deard provides effective leadership	Frequencies	1	0	1	4	5		11
46. The Agency Board provides effective leadership.	Percentages	9.1%	0.0%	9.1%	36.4%	45.5%		100.0%
47. The Agency staff leadership understands the mission of the Agency.	Frequencies	5	6	0	0	0		11
	Percentages	45.5%	54.5%	0.0%	0.0%	0.0%		100.0%
48. The Agency Board understands the mission of the	Frequencies	1	2	3	1	4		11
Agency.	Percentages	9.1%	18.2%	27.3%	9.1%	36.4%		100.0%

HCAAF Indices	-	·
Index	% Favorable	
Leadership and Knowledge Management	60%	
Results Oriented Performance Culture	62%	
Talent Management	52%	
Job Satisfaction	62%	



2022 Annual Employee Survey Results For **Appraisal Subcommittee Results by HCAAF Index**

