Item Averages with Percent Distribution for All Respondents (N=1354)

	Survey Items	Strongly Agree	Agree	Disagree	Strongly Disagree	Blank	Average
		3	2	1	0		
1	I get the training I need when I need it.	18	63	16	2	1	1.98
2	I have the materials and equipment I need to do my work right.	19	65	13	2	1	2.02
3	It is not difficult to find out about jobs and career opportunities in the Department.	28	62	7	1	1	2.19
4	I am kept well informed about what is happening in my part of ITD.	12	56	25	5	1	1.76
5	I know what I can do to improve my performance; I get timely and helpful feedback and coaching.	16	57	21	4	2	1.87
6	In my work group, we have recently discussed how to serve our customers better.	15	51	26	4	4	1.80
7	I have a lot of influence over the decisions that affect my work.	17	46	26	8	2	1.75
8	The work of our group is well planned and organized; good use is made of our people and resources.	14	52	24	7	3	1.75
9	I know what is expected of me at work.	27	63	9	1	1	2.16
10	My immediate supervisor treats employees with respect and takes an overall interest in our well being.	43	44	8	4	1	2.27
11	Promotions in my part of ITD are based on performance and ability.	12	45	23	13	6	1.61
12	My work group has the resources we need to produce good results; our performance does not suffer from the need for equipment, funds, staff or other resources.	9	45	34	9	2	1.56
13	I feel productive and get a great deal of satisfaction from my work.	22	59	15	2	1	2.03
14	People in our work group feel we are an effective team; we have common goals and put the overall achievement of the team above individual needs.	16	57	20	3	4	1.89
15	There is someone at work who encourages my development.	18	51	23	5	4	1.86
16	Work conditions in my work group consistently meet safety standards.	28	64	6	1	1	2.20
17	In our work group, we have good ways of measuring our goals.	10	50	32	3	5	1.72
18	I have the authority and freedom I need to do my work in the way I think is best.	24	56	13	5	2	2.02
19	The expected level of performance here is high; people are encouraged to excel and are supported in their efforts.	17	52	24	5	3	1.83
20	Action and behavior in ITD reflect good ethical and professional standards.	15	58	20	3	3	1.88
21	In our work group, we spend time finding ways to make lasting improvements, rather than making "quick fixes."	15	51	26	5	3	1.79
22	In the last 7 days, I received recognition or praise for good work.	15	41	31	10	4	1.62
23	My supervisor makes sure the people in our group have the knowledge and skills required to achieve outstanding results.	17	58	19	3	4	1.92
24	The policy on flexible work schedules is fairly administered.	24	54	12	6	3	1.98

Item Averages with Percent Distribution for All Respondents (N=1354)

	Survey Items	Strongly Agree	Agree	Disagree	Strongly Disagree	Blank	Average
25	ITD does a good job of programing future loodors	3	20	20	0	7	
25	ITD does a good job of preparing future leaders.	4	38	39	12	/	1.37
26	Our supervisor has effectively discussed our work group's mission, vision and goals with me.	15	53	23	5	4	1.81
27	People in our work group are able to let supervisors know how they feel about things that affect them.	25	57	12	4	2	2.06
28	In my part of ITD there is a desire to continually improve our personal and group performance.	18	58	18	2	4	1.96
29	At work, my opinions seem to count.	18	55	19	5	2	1.87
30	I am confident ITD's top management (Executive Team level) will make ethical decisions and lead with integrity.	9	49	26	8	7	1.64
31	My immediate supervisor seems to care about me as a person.	37	50	8	4	2	2.22
32	I am satisfied with my hours and schedule of work.	34	56	7	2	1	2.24
33	The people and groups that need to work together to achieve desired results are cooperative; conflicts are quickly resolved.	13	58	21	5	3	1.82
34	This last year, I have had opportunities at work to learn and grow.	22	61	12	3	3	2.06
35	My immediate supervisor gives attention to the physical conditions of our work area (for example, noise, lighting, cleanliness, temperature, space).	18	61	14	3	4	1.98
36	Our group is proactive and quick to perceive and pursue new opportunities.	12	57	23	2	6	1.84
37	My immediate supervisor has shown an interest in my career goals.	20	49	20	5	6	1.89
38	When things go wrong, more attention is given to learning how to prevent recurrences than to placing blame.	18	54	19	6	4	1.87
39	We are not required excessively to check with our supervisor before taking action.	20	60	14	3	2	1.99
40	My co-workers are committed to doing quality work.	24	61	12	1	2	2.09
41	The demands of our daily work do not keep us from doing what we should about the long-term needs of our organization.	9	59	24	3	5	1.77
42	The pay that people receive is in line with their responsibilities and performance.	2	18	40	36	4	0.87
43	I am proud to belong to our work group; we have an excellent reputation for timely, accurate and professional service.	25	59	11	1	3	2.12
44	Training and development opportunities are available to all employees.	19	59	15	4	2	1.96
45	There is adequate two-way communication between employees and top management (Executive Team level).	7	41	34	14	5	1.42
46	In the past year, my immediate supervisor has discussed my pay concerns and answered my questions about pay.	11	47	25	8	10	1.67

Item Averages with Percent Distribution for All Respondents (N=1354)

	Survey Items	Strongly Agree	2 Agree	1 Disagree	Strongly Disagree	Blank	Average
47	Poor performance is not tolerated in our work group.	11	52	25	8	_ _	1.69
48	Our work processes, policies and organizational structure do not make it difficult to do our group's work or to coordinate our work with others.	10	60	21	4	5	1.79
49	The work results expected of me are reasonable.	20	73	6	1	1	2.12
50	People in our work group know the results they are accountable for producing and take personal responsibility for achieving quality results.	18	64	14	2	3	2.01
51	The various award programs in ITD have been effective in recognizing and rewarding outstanding performance.	5	32	36	19	8	1.23
52	Our group looks for ways to partner with others when we think we can learn better solutions to the challenges we face.	12	59	19	3	7	1.87
53	Morale is high in my part of ITD.	7	35	40	14	4	1.38
54	The mission/purpose of ITD makes me feel my job is important.	14	59	18	4	4	1.88
55	I would recommend ITD to a family member or friend seeking employment.	15	55	20	8	3	1.79
56	Our supervisor has regular discussions with us to review our group's progress and performance, discuss obstacles and problems, and plan ways to improve.	13	50	25	7	5	1.73
57	With our current leadership, ITD is moving in a better direction.	9	46	25	9	12	1.62
58	My assignments are in line with my interests and make good use of my talents.	18	64	12	2	4	2.01
59	Adequate recognition and praise are given for good work.	13	49	28	7	3	1.70
60	I can trust my immediate supervisor to represent my interests at higher levels.	26	48	16	7	4	1.96
61	Overtime is fairly applied in ITD.	8	45	24	14	9	1.52
62	I am satisfied with the opportunities for future career advancement in ITD.	8	46	29	11	6	1.55
63	At ITD we are encouraged to speak our minds, even if it means disagreeing with our supervisors.	10	46	29	10	5	1.59
64	Generally speaking, we can believe what managers and supervisors tell us.	10	61	18	7	4	1.77
65	Our supervisor encourages us to question the way we've always done things and to find new ways that will achieve better results.	15	57	19	5	5	1.86
66	When I am on a difficult assignment, I can usually count on getting assistance from my supervisor and co-workers.	26	61	9	2	2	2.13
	ITD top management (Executive Team level) respects employees.	8	50	23	10	9	1.62

3

Item Averages with Percent Distribution for All Respondents (N=1354)

	Survey Items	Strongly Agree		Disagree	Strongly Disagree	Blank	Average
		3	2	1	0	8	- E
68	Our group looks for ways to partner with others when needed to make the best use of our resources.	14	64	14	2	6	1.97
69	My wages are sufficient to keep me from looking for another job.	3	32	40	20	4	1.20
70	We have good ways to listen to our customers and to anticipate their needs.	8	64	18	2	8	1.84
71	Over the past year or two, morale has generally improved in ITD.	4	29	42	17	8	1.21
72	I get the information, assistance, and approvals I need quickly.	10	58	25	4	3	1.76
73	People in our group are able to decide for themselves how best to accomplish their work; they are not reluctant to take initiative, exercise judgment and make decisions.	18	59	16	4	3	1.94
74	Our supervisor respects individual differences and seeks to use the diverse thinking and contributions of all.	19	60	12	4	5	1.99
75	In the last 6 months, someone at work has talked to me about my progress.	12	49	29	6	4	1.70
76	People in our work group are able to offer new ideas and take risks without fear of being criticized or punished.	15	59	17	5	5	1.87
77	Our supervisor actively looks for ways to help team members develop new abilities.	13	54	22	4	6	1.81
78	I believe ITD's Executive Team will use the results of this survey to make changes.	6	33	34	19	8	1.29
79	At work, I have the opportunity to do what I do best every day.	14	60	19	2	4	1.91
80	Our supervisor frequently asks for our ideas about solving the problems that arise and ways we might do our work better.	16	52	21	6	5	1.83
81	In the last year, I have seen improvements in some of the things this survey asks about.	6	44	31	9	11	1.52
82	Overall, I am very satisfied with ITD as a place to work.	14	61	19	3	4	1.88