

Business Services Engagement, Inclusion, and Diversity (EID) Survey Findings

2014 Scorecard

Response Rates
by Sample Demographic Characteristics

| | Business Services |
|---|-------------------|
| Total | 84% |
| By age | |
| Less than 35 | 73% |
| 35-49 | 89% |
| 50+ | 85% |
| Gender | |
| Female | 91% |
| Male | 75% |
| Race/Ethnicity | |
| American Indian or Alaska Native | |
| Asian (including Hawaiian and Pacific Islander) | 83% |
| Black or African American | |
| Hispanic or Latino | |
| Unspecified | |
| White | 83% |
| Multiracial | |
| Minority | 88% |

Business Services Total Engagement, Inclusion, and Diversity (EID) Survey 2014

Division of Business Services 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?

| | | Business Services | <35 | 35-50 | 50+ | Female | Male | Asian | White | Minority |
|---|-------------|-------------------|------|-------|------|--------|------|-------|-------|----------|
| Q1a. A spirit of cooperation and teamwork exists in my work unit. | Favorable | 61% | 69% | 52% | 63% | 60% | 63% | 40% | 62% | 57% |
| | Neutral | 17% | 6% | 12% | 21% | 21% | 11% | 40% | 15% | 29% |
| | Unfavorable | 22% | 25% | 36% | 16% | 19% | 26% | 20% | 23% | 14% |
| | Mean | 3.49 | 3.50 | 3.16 | 3.61 | 3.47 | 3.52 | 3.00 | 3.49 | 3.50 |
| Q1b. The environment in my work unit is welcoming to employees of color. | Favorable | 76% | 81% | 64% | 79% | 82% | 67% | 60% | 80% | 50% |
| | Neutral | 17% | 13% | 20% | 16% | 13% | 22% | 20% | 15% | 29% |
| | Unfavorable | 7% | 6% | 16% | 4% | 5% | 11% | 20% | 5% | 21% |
| | Mean | 4.03 | 4.19 | 3.72 | 4.10 | 4.15 | 3.87 | 3.60 | 4.10 | 3.57 |
| Q1c. My work unit is welcoming to all people regardless of gender. | Favorable | 81% | 81% | 72% | 84% | 82% | 78% | 80% | 82% | 71% |
| | Neutral | 15% | 13% | 20% | 13% | 15% | 15% | 20% | 13% | 29% |
| | Unfavorable | 5% | 6% | 8% | 3% | 3% | 7% | 0% | 5% | 0% |
| | Mean | 4.14 | 4.13 | 3.92 | 4.22 | 4.15 | 4.13 | 4.00 | 4.15 | 4.07 |
| Q1d. My work unit is welcoming to all people regardless of sexual orientation. | Favorable | 74% | 81% | 68% | 75% | 77% | 70% | 80% | 77% | 57% |
| | Neutral | 22% | 6% | 32% | 22% | 19% | 26% | 20% | 19% | 43% |
| | Unfavorable | 4% | 13% | 0% | 3% | 3% | 4% | 0% | 4% | 0% |
| | Mean | 4.00 | 4.06 | 3.88 | 4.03 | 4.00 | 4.00 | 4.00 | 4.03 | 3.79 |
| Q1e. My work unit feels comfortable to me. | Favorable | 70% | 75% | 56% | 75% | 73% | 67% | 80% | 69% | 79% |
| | Neutral | 17% | 6% | 24% | 16% | 15% | 20% | 0% | 18% | 7% |
| | Unfavorable | 13% | 19% | 20% | 9% | 13% | 13% | 20% | 13% | 14% |
| | Mean | 3.81 | 3.75 | 3.56 | 3.93 | 3.82 | 3.80 | 4.00 | 3.80 | 3.93 |
| Q1f. My opinion counts at work. | Favorable | 62% | 63% | 56% | 64% | 61% | 63% | 40% | 61% | 64% |
| | Neutral | 17% | 13% | 8% | 21% | 16% | 17% | 40% | 16% | 21% |
| | Unfavorable | 21% | 25% | 36% | 15% | 23% | 20% | 20% | 23% | 14% |
| | Mean | 3.50 | 3.38 | 3.24 | 3.64 | 3.51 | 3.50 | 3.20 | 3.49 | 3.57 |
| Q1g. In the past six months, I have seen disturbing conflicts in my work unit. [Flipped Scale] | Favorable | 50% | 63% | 48% | 48% | 46% | 56% | 20% | 50% | 50% |
| | Neutral | 13% | 6% | 9% | 16% | 15% | 11% | 60% | 10% | 36% |
| | Unfavorable | 37% | 31% | 43% | 36% | 39% | 33% | 20% | 40% | 14% |
| | Mean | 3.22 | 3.38 | 3.13 | 3.21 | 3.07 | 3.42 | 2.80 | 3.16 | 3.57 |
| Q1h. In the past six months, I have received the "silent treatment" from someone at work. [Flipped Scale] | Favorable | 57% | 69% | 63% | 52% | 49% | 67% | 20% | 57% | 57% |
| | Neutral | 10% | 0% | 8% | 13% | 11% | 9% | 40% | 10% | 14% |
| | Unfavorable | 33% | 31% | 29% | 34% | 39% | 24% | 40% | 33% | 29% |
| | Mean | 3.38 | 3.56 | 3.29 | 3.37 | 3.20 | 3.63 | 2.60 | 3.39 | 3.36 |
| Q1i. I am comfortable providing feedback to my work unit on work issues. | Favorable | 65% | 50% | 52% | 73% | 61% | 70% | 40% | 65% | 64% |
| | Neutral | 19% | 38% | 20% | 15% | 21% | 17% | 40% | 20% | 14% |
| | Unfavorable | 16% | 13% | 28% | 12% | 18% | 13% | 20% | 15% | 21% |
| | Mean | 3.62 | 3.50 | 3.20 | 3.81 | 3.56 | 3.70 | 3.20 | 3.64 | 3.50 |

| How strongly do you disagree or agree with each of the following statements about the environment in your work unit? (con't) | | Business Services | <35 | 35-50 | 50+ | Female | Male | Asian | White | Minority |
|--|-------------|-------------------|------|-------|------|--------|------|-------|-------|----------|
| Q1j. I am asked for input on work-related matters. | Favorable | 69% | 56% | 64% | 73% | 65% | 74% | 60% | 67% | 79% |
| | Neutral | 15% | 19% | 16% | 13% | 19% | 9% | 20% | 16% | 7% |
| | Unfavorable | 17% | 25% | 20% | 13% | 16% | 17% | 20% | 17% | 14% |
| | Mean | 3.69 | 3.50 | 3.48 | 3.81 | 3.65 | 3.74 | 3.40 | 3.66 | 3.86 |
| Q1k. I have made suggestions that have been implemented in my work unit. | Favorable | 66% | 56% | 67% | 69% | 66% | 67% | 60% | 66% | 71% |
| | Neutral | 21% | 19% | 8% | 25% | 25% | 15% | 20% | 22% | 14% |
| | Unfavorable | 13% | 25% | 25% | 6% | 10% | 17% | 20% | 13% | 14% |
| | Mean | 3.72 | 3.50 | 3.46 | 3.87 | 3.77 | 3.65 | 3.60 | 3.71 | 3.79 |
| Q1l. My work unit feels safe to me. | Favorable | 79% | 81% | 75% | 79% | 79% | 78% | 80% | 76% | 93% |
| | Neutral | 10% | 0% | 13% | 12% | 8% | 13% | 0% | 12% | 0% |
| | Unfavorable | 11% | 19% | 13% | 9% | 13% | 9% | 20% | 12% | 7% |
| | Mean | 3.98 | 3.88 | 3.92 | 4.03 | 3.92 | 4.07 | 4.00 | 3.94 | 4.29 |
| Q1m. If I have a conflict with another employee, I know where to go to effectively resolve the issue. | Favorable | 60% | 63% | 63% | 58% | 56% | 65% | 60% | 57% | 79% |
| | Neutral | 21% | 13% | 13% | 27% | 21% | 22% | 20% | 24% | 7% |
| | Unfavorable | 19% | 25% | 25% | 15% | 23% | 13% | 20% | 19% | 14% |
| | Mean | 3.53 | 3.44 | 3.46 | 3.58 | 3.43 | 3.67 | 3.20 | 3.48 | 3.86 |
| Q1n. I am treated with respect at work. | Favorable | 66% | 75% | 60% | 66% | 65% | 67% | 80% | 64% | 79% |
| | Neutral | 17% | 0% | 24% | 18% | 16% | 17% | 0% | 18% | 7% |
| | Unfavorable | 18% | 25% | 16% | 16% | 19% | 15% | 20% | 18% | 14% |
| | Mean | 3.67 | 3.56 | 3.56 | 3.73 | 3.63 | 3.72 | 3.60 | 3.66 | 3.71 |
| ENVIRONMENT OF WORK UNIT - Total | Favorable | 70% | 69% | 61% | 68% | 66% | 68% | 57% | 67% | 68% |
| | Neutral | 18% | 11% | 16% | 18% | 17% | 16% | 24% | 16% | 18% |
| | Unfavorable | 11% | 21% | 22% | 14% | 17% | 16% | 19% | 17% | 14% |
| | Mean | 3.72 | 3.67 | 3.53 | 3.79 | 3.68 | 3.77 | 3.44 | 3.71 | 3.74 |

| RELATIONSHIP WITH CO-WORKERS | | Business Services | <35 | 35-50 | 50+ | Female | Male | Asian | White | Minority |
|---|-------------|-------------------|------|-------|------|--------|------|-------|-------|----------|
| 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 | 73% | 75% | 67% | 75% | 72% | 74% | 60% | 72% | 79% |
| | Neutral | 19% | 6% | 25% | 19% | 20% | 17% | 40% | 18% | 21% |
| | Unfavorable | 8% | 19% | 8% | 6% | 8% | 9% | 0% | 10% | 0% |
| | Mean | 3.85 | 3.88 | 3.71 | 3.90 | 3.80 | 3.91 | 3.60 | 3.83 | 4.00 |
| Q2b. In my unit, co-workers value and respect each other. | Favorable | 62% | 63% | 54% | 64% | 59% | 65% | 60% | 60% | 71% |
| | Neutral | 20% | 25% | 25% | 16% | 20% | 20% | 20% | 19% | 21% |
| | Unfavorable | 19% | 13% | 21% | 19% | 21% | 15% | 20% | 20% | 7% |
| | Mean | 3.59 | 3.63 | 3.42 | 3.64 | 3.51 | 3.70 | 3.60 | 3.55 | 3.86 |
| Q2c. In my work unit, my co-workers are open and welcoming to others who are different from them. | Favorable | 68% | 75% | 63% | 69% | 64% | 74% | 40% | 69% | 64% |
| | Neutral | 24% | 13% | 38% | 22% | 25% | 24% | 60% | 23% | 36% |
| | Unfavorable | 7% | 13% | 0% | 9% | 11% | 2% | 0% | 9% | 0% |
| | Mean | 3.79 | 3.75 | 3.75 | 3.82 | 3.70 | 3.91 | 3.60 | 3.78 | 3.86 |

| How strongly do you disagree or agree with each of the following statements about your relationship with your co-workers? | | Business Services | <35 | 35-50 | 50+ | Female | Male | Asian | White | Minority |
|--|-------------|-------------------|------|-------|------|--------|------|-------|-------|----------|
| Q2d. I am satisfied with the relationships I have developed with my co-workers. | Favorable | 65% | 69% | 58% | 67% | 59% | 74% | 60% | 63% | 79% |
| | Neutral | 23% | 25% | 25% | 22% | 26% | 20% | 20% | 25% | 14% |
| | Unfavorable | 11% | 6% | 17% | 10% | 15% | 7% | 20% | 12% | 7% |
| | Mean | 3.76 | 3.88 | 3.58 | 3.79 | 3.62 | 3.93 | 3.80 | 3.70 | 4.14 |
| RELATIONSHIP WITH CO-WORKERS - Total | Favorable | 72% | 70% | 60% | 69% | 64% | 72% | 55% | 66% | 73% |
| | Neutral | 21% | 17% | 28% | 20% | 23% | 20% | 35% | 21% | 23% |
| | Unfavorable | 7% | 13% | 11% | 11% | 14% | 8% | 10% | 13% | 4% |
| | Mean | 3.75 | 3.78 | 3.61 | 3.79 | 3.66 | 3.86 | 3.65 | 3.72 | 3.96 |
| TOOLS AND OPPORTUNITIES | | | | | | | | | | |
| How strongly do you disagree or agree with each of the following statements? | | Business Services | <35 | 35-50 | 50+ | Female | Male | Asian | White | Minority |
| Q3a. I have the resources to do my job well. | Favorable | 57% | 69% | 39% | 60% | 62% | 50% | 60% | 55% | 64% |
| | Neutral | 23% | 13% | 22% | 25% | 23% | 22% | 20% | 24% | 14% |
| | Unfavorable | 21% | 19% | 39% | 15% | 15% | 28% | 20% | 21% | 21% |
| | Mean | 3.40 | 3.56 | 2.91 | 3.52 | 3.53 | 3.22 | 3.40 | 3.38 | 3.50 |
| Q3b. I know what is expected of me on the job. | Favorable | 79% | 81% | 73% | 81% | 76% | 83% | 60% | 80% | 71% |
| | Neutral | 13% | 13% | 14% | 13% | 17% | 9% | 40% | 12% | 21% |
| | Unfavorable | 8% | 6% | 14% | 6% | 7% | 9% | 0% | 8% | 7% |
| | Mean | 3.85 | 3.94 | 3.73 | 3.87 | 3.81 | 3.89 | 3.80 | 3.85 | 3.86 |
| Q3c. My job makes good use of my skills and abilities. | Favorable | 64% | 56% | 61% | 67% | 67% | 61% | 80% | 64% | 64% |
| | Neutral | 19% | 19% | 17% | 19% | 18% | 20% | 20% | 18% | 21% |
| | Unfavorable | 17% | 25% | 22% | 13% | 15% | 20% | 0% | 17% | 14% |
| | Mean | 3.54 | 3.31 | 3.43 | 3.63 | 3.58 | 3.48 | 4.00 | 3.53 | 3.57 |
| Q3d. I have sufficient opportunities (such as challenging work assignments or projects) to earn a high performance rating. | Favorable | 57% | 56% | 57% | 57% | 55% | 59% | 60% | 55% | 64% |
| | Neutral | 21% | 13% | 17% | 24% | 20% | 22% | 20% | 21% | 21% |
| | Unfavorable | 23% | 31% | 26% | 19% | 25% | 20% | 20% | 24% | 14% |
| | Mean | 3.44 | 3.31 | 3.35 | 3.51 | 3.40 | 3.50 | 3.60 | 3.39 | 3.79 |
| Q3e. Recognition is based on performance in my work unit. | Favorable | 48% | 63% | 39% | 48% | 48% | 48% | 40% | 46% | 64% |
| | Neutral | 21% | 6% | 26% | 22% | 23% | 17% | 40% | 22% | 14% |
| | Unfavorable | 31% | 31% | 35% | 30% | 28% | 35% | 20% | 33% | 21% |
| | Mean | 3.16 | 3.25 | 2.91 | 3.22 | 3.20 | 3.11 | 3.40 | 3.10 | 3.57 |
| Q3f. I am satisfied with the recognition I receive for my work. | Favorable | 51% | 56% | 39% | 54% | 48% | 54% | 40% | 50% | 57% |
| | Neutral | 20% | 13% | 30% | 18% | 18% | 22% | 20% | 18% | 29% |
| | Unfavorable | 29% | 31% | 30% | 28% | 33% | 24% | 40% | 32% | 14% |
| | Mean | 3.22 | 3.25 | 3.00 | 3.28 | 3.13 | 3.33 | 3.00 | 3.15 | 3.64 |

| TOOLS AND OPPORTUNITIES: How strongly do you disagree or agree with each of the following statements? | | Business Services | <35 | 35-50 | 50+ | Female | Male | Asian | White | Minority |
|---|-------------|-------------------|------|-------|------|--------|------|-------|-------|----------|
| Q3g. Important institutional information is circulated to all members of my work unit. | Favorable | 68% | 63% | 50% | 75% | 72% | 62% | 40% | 68% | 64% |
| | Neutral | 19% | 13% | 27% | 18% | 23% | 13% | 60% | 18% | 29% |
| | Unfavorable | 13% | 25% | 23% | 7% | 5% | 24% | 0% | 14% | 7% |
| | Mean | 3.59 | 3.31 | 3.36 | 3.73 | 3.70 | 3.44 | 3.40 | 3.58 | 3.64 |
| Q3h. I am given real opportunity to improve my skills in my work unit. | Favorable | 46% | 44% | 43% | 48% | 43% | 50% | 60% | 43% | 64% |
| | Neutral | 28% | 19% | 22% | 33% | 28% | 28% | 40% | 28% | 29% |
| | Unfavorable | 25% | 38% | 35% | 19% | 28% | 22% | 0% | 28% | 7% |
| | Mean | 3.22 | 3.00 | 3.09 | 3.31 | 3.15 | 3.30 | 3.60 | 3.15 | 3.64 |
| Q3i. It is clear to me what I need to learn to be adequately prepared for promotional opportunities. | Favorable | 25% | 13% | 17% | 30% | 23% | 26% | 20% | 25% | 21% |
| | Neutral | 41% | 44% | 35% | 42% | 37% | 46% | 40% | 39% | 50% |
| | Unfavorable | 35% | 44% | 48% | 28% | 40% | 28% | 40% | 36% | 29% |
| | Mean | 2.76 | 2.44 | 2.43 | 2.96 | 2.68 | 2.87 | 2.60 | 2.76 | 2.79 |
| Q3j. I am satisfied with my pay. | Favorable | 25% | 25% | 30% | 24% | 25% | 26% | 20% | 25% | 29% |
| | Neutral | 22% | 13% | 39% | 18% | 22% | 22% | 40% | 21% | 29% |
| | Unfavorable | 53% | 63% | 30% | 58% | 53% | 52% | 40% | 54% | 43% |
| | Mean | 2.57 | 2.38 | 2.78 | 2.54 | 2.53 | 2.61 | 2.80 | 2.52 | 2.86 |
| TOOLS AND OPPORTUNITIES - Total | Favorable | 50% | 56% | 46% | 58% | 55% | 55% | 51% | 54% | 60% |
| | Neutral | 37% | 17% | 23% | 24% | 23% | 22% | 33% | 22% | 25% |
| | Unfavorable | 13% | 28% | 30% | 19% | 22% | 23% | 16% | 24% | 15% |
| | Mean | 3.36 | 3.26 | 3.16 | 3.45 | 3.37 | 3.35 | 3.42 | 3.33 | 3.56 |
| WORK UNIT | | Business Services | <35 | 35-50 | 50+ | Female | Male | Asian | White | Minority |
| How strongly do you disagree or agree with each of the following statements about your work unit? | | Business Services | <35 | 35-50 | 50+ | Female | Male | Asian | White | Minority |
| Q4a. My work unit is successful at accomplishing its mission. | Favorable | 70% | 75% | 65% | 70% | 68% | 72% | 80% | 70% | 71% |
| | Neutral | 25% | 19% | 22% | 27% | 27% | 22% | 0% | 26% | 14% |
| | Unfavorable | 6% | 6% | 13% | 3% | 5% | 7% | 20% | 4% | 14% |
| | Mean | 3.81 | 3.94 | 3.74 | 3.81 | 3.78 | 3.85 | 3.60 | 3.82 | 3.79 |
| Q4b. My work unit produces high-quality products and services. | Favorable | 76% | 75% | 87% | 73% | 77% | 76% | 100% | 73% | 100% |
| | Neutral | 18% | 6% | 13% | 22% | 17% | 20% | 0% | 21% | 0% |
| | Unfavorable | 6% | 19% | 0% | 4% | 7% | 4% | 0% | 7% | 0% |
| | Mean | 3.95 | 3.75 | 4.17 | 3.93 | 3.97 | 3.93 | 4.20 | 3.89 | 4.36 |
| Q4c. The work I do is meaningful to me. | Favorable | 76% | 63% | 70% | 82% | 78% | 74% | 100% | 76% | 79% |
| | Neutral | 15% | 25% | 17% | 12% | 15% | 15% | 0% | 16% | 7% |
| | Unfavorable | 8% | 13% | 13% | 6% | 7% | 11% | 0% | 8% | 14% |
| | Mean | 3.96 | 3.69 | 3.91 | 4.04 | 3.98 | 3.93 | 4.40 | 3.96 | 4.00 |
| Q4d. I would recommend my unit as a good place to work. | Favorable | 62% | 69% | 52% | 64% | 60% | 65% | 40% | 63% | 57% |
| | Neutral | 16% | 6% | 22% | 16% | 20% | 11% | 40% | 14% | 29% |
| | Unfavorable | 22% | 25% | 26% | 19% | 20% | 24% | 20% | 23% | 14% |
| | Mean | 3.54 | 3.56 | 3.39 | 3.58 | 3.55 | 3.52 | 3.60 | 3.52 | 3.64 |

| | | | | | | | | | | |
|-------------------|-------------|------|------|------|------|------|------|------|------|------|
| WORK UNIT - Total | Favorable | 75% | 70% | 68% | 72% | 71% | 72% | 80% | 70% | 77% |
| | Neutral | 20% | 14% | 18% | 19% | 20% | 17% | 10% | 19% | 13% |
| | Unfavorable | 6% | 16% | 13% | 8% | 10% | 11% | 10% | 10% | 11% |
| | Mean | 3.82 | 3.73 | 3.80 | 3.84 | 3.82 | 3.81 | 3.95 | 3.80 | 3.95 |

| SUPERVISORS IN WORK UNIT | | | | | | | | | | |
|--|-------------|-------------------|------|-------|------|--------|------|-------|-------|----------|
| How strongly do you disagree or agree with each of the following statements about supervisors in your work unit? | | | | | | | | | | |
| | | Business Services | <35 | 35-50 | 50+ | Female | Male | Asian | White | Minority |
| Q5a. My supervisor responds effectively to conflicts in my work unit. | Favorable | 50% | 50% | 43% | 53% | 50% | 51% | 40% | 48% | 64% |
| | Neutral | 28% | 19% | 26% | 30% | 28% | 27% | 40% | 30% | 14% |
| | Unfavorable | 22% | 31% | 30% | 17% | 22% | 22% | 20% | 22% | 21% |
| | Mean | 3.33 | 3.25 | 2.96 | 3.48 | 3.32 | 3.36 | 3.00 | 3.31 | 3.50 |
| Q5b. My supervisor provides me with useful feedback on my job performance. | Favorable | 55% | 50% | 52% | 58% | 52% | 60% | 40% | 54% | 64% |
| | Neutral | 27% | 19% | 13% | 33% | 32% | 20% | 40% | 29% | 14% |
| | Unfavorable | 18% | 31% | 35% | 9% | 17% | 20% | 20% | 18% | 21% |
| | Mean | 3.45 | 3.38 | 3.00 | 3.62 | 3.40 | 3.51 | 3.20 | 3.43 | 3.57 |
| Q5c. My supervisor is provided with the tools to be successful within the work unit. | Favorable | 50% | 63% | 48% | 48% | 58% | 40% | 40% | 49% | 57% |
| | Neutral | 36% | 6% | 30% | 45% | 37% | 36% | 40% | 38% | 21% |
| | Unfavorable | 13% | 31% | 22% | 6% | 5% | 24% | 20% | 12% | 21% |
| | Mean | 3.42 | 3.38 | 3.26 | 3.48 | 3.58 | 3.20 | 3.20 | 3.41 | 3.50 |
| Q5d. My supervisor has good management skills. | Favorable | 50% | 50% | 35% | 56% | 47% | 56% | 20% | 49% | 57% |
| | Neutral | 28% | 25% | 30% | 27% | 33% | 20% | 40% | 30% | 14% |
| | Unfavorable | 22% | 25% | 35% | 17% | 20% | 24% | 40% | 21% | 29% |
| | Mean | 3.35 | 3.38 | 2.87 | 3.52 | 3.37 | 3.33 | 2.80 | 3.35 | 3.36 |
| Q5e. I receive support and encouragement from my supervisor. | Favorable | 59% | 56% | 48% | 64% | 52% | 69% | 20% | 60% | 50% |
| | Neutral | 24% | 25% | 17% | 26% | 33% | 11% | 80% | 22% | 36% |
| | Unfavorable | 17% | 19% | 35% | 11% | 15% | 20% | 0% | 18% | 14% |
| | Mean | 3.55 | 3.56 | 3.04 | 3.73 | 3.55 | 3.56 | 3.20 | 3.56 | 3.50 |
| Q5f. My supervisor respects me and values my work. | Favorable | 69% | 81% | 57% | 70% | 67% | 71% | 80% | 67% | 79% |
| | Neutral | 17% | 0% | 17% | 21% | 20% | 13% | 20% | 19% | 7% |
| | Unfavorable | 14% | 19% | 26% | 9% | 13% | 16% | 0% | 14% | 14% |
| | Mean | 3.74 | 3.81 | 3.35 | 3.86 | 3.75 | 3.73 | 3.80 | 3.75 | 3.71 |
| Q5g Overall, I am satisfied with my supervisor. | Favorable | 62% | 60% | 43% | 68% | 57% | 68% | 60% | 60% | 69% |
| | Neutral | 22% | 13% | 26% | 23% | 30% | 11% | 20% | 24% | 8% |
| | Unfavorable | 16% | 27% | 30% | 9% | 13% | 20% | 20% | 15% | 23% |
| | Mean | 3.63 | 3.47 | 3.09 | 3.86 | 3.67 | 3.59 | 3.40 | 3.66 | 3.46 |
| Q5h. Overall, I am satisfied with the managers/leaders above my supervisor. | Favorable | 50% | 56% | 57% | 45% | 52% | 47% | 100% | 44% | 86% |
| | Neutral | 30% | 13% | 26% | 36% | 28% | 33% | 0% | 33% | 14% |
| | Unfavorable | 20% | 31% | 17% | 18% | 20% | 20% | 0% | 23% | 0% |
| | Mean | 3.30 | 3.31 | 3.43 | 3.26 | 3.33 | 3.27 | 4.00 | 3.19 | 4.07 |

| SUPERVISORS IN WORK UNIT: How strongly do you disagree or agree with each of the following statements about supervisors in your work unit? | | | | | | | | | | |
|--|-------------|-------------------|------|-------|------|--------|------|-------|-------|----------|
| | | Business Services | <35 | 35-50 | 50+ | Female | Male | Asian | White | Minority |
| Q5i. My supervisor is open and welcoming to others who are different from him/her. | Favorable | 77% | 81% | 65% | 80% | 77% | 78% | 60% | 79% | 64% |
| | Neutral | 16% | 0% | 26% | 17% | 18% | 13% | 40% | 14% | 29% |
| | Unfavorable | 7% | 19% | 9% | 3% | 5% | 9% | 0% | 7% | 7% |
| | Mean | 4.00 | 4.00 | 3.70 | 4.11 | 4.03 | 3.96 | 3.80 | 4.03 | 3.79 |
| Q5j. Policies are applied fairly in my unit. | Favorable | 60% | 63% | 61% | 59% | 53% | 69% | 40% | 60% | 57% |
| | Neutral | 21% | 0% | 17% | 27% | 27% | 13% | 40% | 20% | 29% |
| | Unfavorable | 19% | 38% | 22% | 14% | 20% | 18% | 20% | 20% | 14% |
| | Mean | 3.49 | 3.38 | 3.39 | 3.55 | 3.37 | 3.64 | 3.20 | 3.47 | 3.57 |
| Q5k. Work is distributed equitably in my unit. | Favorable | 42% | 53% | 35% | 42% | 43% | 41% | 40% | 41% | 50% |
| | Neutral | 27% | 7% | 30% | 30% | 28% | 25% | 20% | 27% | 29% |
| | Unfavorable | 31% | 40% | 35% | 27% | 28% | 34% | 40% | 32% | 21% |
| | Mean | 3.06 | 3.07 | 2.87 | 3.12 | 3.07 | 3.05 | 2.80 | 3.01 | 3.36 |
| SUPERVISORS IN WORK UNIT - Total | Favorable | 53% | 60% | 49% | 59% | 55% | 59% | 49% | 56% | 63% |
| | Neutral | 32% | 11% | 24% | 29% | 29% | 20% | 35% | 26% | 20% |
| | Unfavorable | 15% | 28% | 27% | 13% | 16% | 21% | 16% | 18% | 17% |
| | Mean | 3.46 | 3.25 | 3.18 | 3.60 | 3.49 | 3.41 | 3.31 | 3.45 | 3.48 |

| 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? | | | | | | | | | | |
|--|-------------|-------------------|------|-------|------|--------|------|-------|-------|----------|
| | | Business Services | <35 | 35-50 | 50+ | Female | Male | Asian | White | Minority |
| Q6a. Considering everything, I am satisfied with my job | Favorable | 62% | 69% | 57% | 63% | 65% | 59% | 80% | 61% | 71% |
| | Neutral | 17% | 6% | 22% | 18% | 13% | 22% | 0% | 17% | 14% |
| | Unfavorable | 21% | 25% | 22% | 19% | 22% | 20% | 20% | 22% | 14% |
| | Mean | 3.51 | 3.44 | 3.48 | 3.54 | 3.53 | 3.48 | 4.00 | 3.48 | 3.71 |
| Q6b. Considering everything, I am satisfied with my work unit. | Favorable | 62% | 69% | 57% | 63% | 63% | 61% | 60% | 61% | 71% |
| | Neutral | 16% | 6% | 13% | 19% | 15% | 17% | 20% | 15% | 21% |
| | Unfavorable | 22% | 25% | 30% | 18% | 22% | 22% | 20% | 24% | 7% |
| | Mean | 3.51 | 3.50 | 3.35 | 3.57 | 3.50 | 3.52 | 3.40 | 3.47 | 3.79 |
| OVERALL SATISFACTION - Total | Favorable | 62% | 69% | 57% | 63% | 64% | 60% | 70% | 61% | 71% |
| | Neutral | 20% | 6% | 17% | 19% | 14% | 20% | 10% | 16% | 18% |
| | Unfavorable | 18% | 25% | 26% | 19% | 22% | 21% | 20% | 23% | 11% |
| | Mean | 3.51 | 3.47 | 3.41 | 3.55 | 3.52 | 3.50 | 3.70 | 3.47 | 3.75 |

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 Q1g Q1h Q1i Q1j Q1k Q1l Q1m Q1n Q2b Q2c Q2d Q4d Q5e Q5f Q5g Q5h 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 | BS |
|---|------------------|--------|
| Engagement | Engaged | 36% |
| | Somewhat Engaged | 40% |
| | Not Engaged | 24% |
| Engagement Mean (16-80 point scale) | | 56.81 |
| Engagement Average score | | 3.55 |
| D&I | High | 48% |
| | Medium | 36% |
| | Low | 16% |
| D&I Mean (15-75 point scale) | | 56.62 |
| D&I Average score | | 3.77 |
| BP2W Components | | |
| | Q6a | 62% |
| | Q4c | 76% |
| | Q6b | 62% |
| BP2W Scores | | 67.12% |
| Respect related questions | | |
| Q1n. I am treated with respect at work. | | |
| | Favorable | 66% |
| | Neutral | 17% |
| | Unfavorable | 18% |
| Q2b. In my unit, co-workers value and respect each other. | | |
| | Favorable | 62% |
| | Neutral | 20% |
| | Unfavorable | 19% |
| Q5f. My supervisor respects me and values my work. | | |
| | Favorable | 69% |
| | Neutral | 17% |
| | Unfavorable | 14% |