

Workforce Planning Agency Data Resources Toolkit

WORK ENVIRONMENT DATA

Once separation issues have been identified, the agency should determine the reasons other employees stay. An effective way of collecting this data is through an **employee satisfaction survey**. Employee satisfaction surveys should be performed on a periodic basis to respond to undesirable turnover situations, to obtain an environmental scan of agency climate, and to identify areas that may need to be addressed.

While an employee satisfaction survey will most likely point out areas of needed improvement, it will also serve to point out the things that employees believe are good about the workplace. The positive factors that affect employee satisfaction can be turned into recruitment selling points. All information generated by the survey should be put to its maximum use.

There are many satisfaction survey instruments in existence, and it is not our intent to endorse one over another. Large agencies may want to pursue a survey instrument that lends itself to automated methods of data collection (computer scan-ready). The State Office of Human Resources has organizational development professionals who are skilled in the survey process and available to consult on this function with requesting agencies.

The included sample is meant to provide a template for an organization to ask those questions that will result in measurable data from which analyses can be performed. The survey that follows is designed to be distributed to either the entire workforce or to a statistically representative sample. We have suggested a set of demographic data that should also be gathered on each employee. Recognizing that some employees may feel uncomfortable providing this data, it is important to make sure that the survey is administered in a confidential, non-threatening way and in a setting of trust. Much of this information is the same as that asked of exiting employees; and, similar to the exit interview data, this information will assist in targeting recruiting areas and will help to identify any potential areas of perceived preferential treatment.

Sample Employee Satisfaction Survey

My Supervisor

	<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
1. My supervisor recognizes contributions that I make to the organization.	1	2	3	4
2. My supervisor sets an example for others to follow.	1	2	3	4
3. My supervisor treats me with dignity and respect.	1	2	3	4
4. My supervisor gives me <u>useful</u> feedback on my performance.	1	2	3	4
5. My supervisor gives me <u>timely</u> feedback on my performance.	1	2	3	4

Leadership

	<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
6. The leadership of this organization cares about people.	1	2	3	4
7. The leadership of this organization sets a high standard of performance.	1	2	3	4
8. The leadership of this organization has created an effective organizational structure.	1	2	3	4
9. I feel that my work efforts contribute to the mission and goals of the agency.	1	2	3	4

Organizational Commitment

	<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
10. I value the relationships that I have developed with others in the organization.	1	2	3	4
11. Being in this organization is like being part of a family.	1	2	3	4
12. People in this organization look out for one another.	1	2	3	4

<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
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Compensation/Benefits

- | | | | | |
|---|---|---|---|---|
| 13. The compensation I receive is commensurate with my level of education and experience. | 1 | 2 | 3 | 4 |
| 14. My pay is in line with the current market rates for people with my skills and experience. | 1 | 2 | 3 | 4 |
| 15. The benefits I receive are an incentive to remain employed by state government. | 1 | 2 | 3 | 4 |

<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
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Advancement/Growth

- | | | | | |
|--|---|---|---|---|
| 16. My job provides me with an opportunity to learn and grow professionally. | 1 | 2 | 3 | 4 |
| 17. This organization provides opportunities for promotion and/or advancement. | 1 | 2 | 3 | 4 |
| 18. I am given adequate training to do my job. | 1 | 2 | 3 | 4 |

<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
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Challenging Work

- | | | | | |
|---|--|---|---|---|
| 19. My job provides me with challenging work to do. | 1 | 2 | 3 | 4 |
| 20. I enjoy the type of work that I do here. | 1 | 2 | 3 | 4 |
| 21. My workload here is (check one): | <input type="checkbox"/> Too much for one person
<input type="checkbox"/> Occasionally heavy, but about right on days
<input type="checkbox"/> Just right- not over or under worked
<input type="checkbox"/> Not enough-did not fully use my time | | | |

<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
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Support

- | | | | | |
|--|---|---|---|---|
| 22. The equipment that I have to work with allows me to perform at a high level. | 1 | 2 | 3 | 4 |
| 25. The organization sees to it that I have the resources I need to do my job. | 1 | 2 | 3 | 4 |

