

ORGANIZATIONAL EFFECTIVENESS RESEARCH GROUP

Work Climate Survey Addendum

A Report to the Great Place to Work Taskforce

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Executive Summary

This report was created in response to questions from the Great Place to Work Task Force after the presentation of the Work Climate Survey results in January 2010. The task force asked for results to be presented in order to elucidate differences between faculty and staff persons as well as divisional differences.

This report presents differences between four bargaining units and all other units. Answers to questions of faculty and staff differences can be found in this section of this report. Bargaining units differed significantly on five subscale categories. These differences are presented and charted in this report.

This report presents differences in opinion between various divisions at MSU. Divisions that had more than 20 employees respond were included in the comparisons. Those who indicated that they had worked for multiple departments were not included in the comparisons. These five divisions compared significantly differed across five subscale categories.

This report presents differences between academic affairs units and colleges at MSU. Colleges and units that had more than 20 employees respond were included in the comparisons. Eight groups eligible for comparison significantly differed across all nine subscale categories.

The appendices in this report contain significant differences and charts of group differences across individual items. Further analyses may be provided upon request.

Demographic Differences

Bargaining Unit Differences

The dataset was split into five groups to compare bargaining units. The largest bargaining units were IFO (n = 359), followed by AFSCME (n = 165), MSUAASF (n = 103), and MAPE (n = 55). Those who identified other bargaining units (n = 51) were placed into another group for comparison.

These five groups significantly differed across five subscale categories and seventeen individual items. Differences between specific bargaining units are provided in the table below. Appendix A and B provides a list and charts of items that significantly differed across bargaining units.

Table 1.A. Bargaining Unit Differences

Scale	Bargaining Unit	Mean	Standard Deviation
Learning, Growth, and Achievement F(4, 695) = 2.712, p < .05 No individual significant differences	AFSCME	12.987	2.336
	IFO	13.389	2.439
	MAPE	12.712	2.508
	MSUAASF	13.710	2.212
	Other	13.702	1.977
	Total	13.314	2.373
Feedback and Recognition F(4, 642) = 5.792, p < .001 Significant differences between AFSCME and IFO Significant differences between IFO and Other	AFSCME	15.260	2.565
	IFO	14.207	2.849
	MAPE	14.875	2.614
	MSUAASF	14.337	3.005
	Other	15.640	2.164
	Total	14.624	2.789
Interpersonal Relationships F(4, 587) = 3.242, p < .05 Significant differences between AFSCME and IFO Significant differences between AFSCME and MSUAASF	AFSCME	13.537	2.345
	IFO	14.431	2.686
	MAPE	14.111	2.328
	MSUAASF	14.604	2.679
	Other	14.500	2.368
	Total	14.255	2.593
Client Relationship F(4, 684) = 7.056, p < .001 Significant differences between AFSCME and IFO Significant differences between AFSCME and MSUAASF	AFSCME	9.553	1.457
	IFO	10.141	1.448
	MAPE	10.078	1.454
	MSUAASF	10.453	1.412
	Other	9.961	1.183
	Total	10.030	1.453
Overload F(4, 650) = 15.895, p < .001 Significant differences between AFSCME and IFO Significant differences between AFSCME and MSUAASF Significant differences between IFO and MAPE Significant differences between MAPE and MSUAASF Significant differences between IFO and Other	AFSCME	11.770	2.817
	IFO	13.902	3.017
	MAPE	11.846	2.600
	MSUAASF	13.232	3.219
	Other	12.816	2.386
	Total	13.075	3.062

Chart 1.A. Bargaining Unit Frequencies

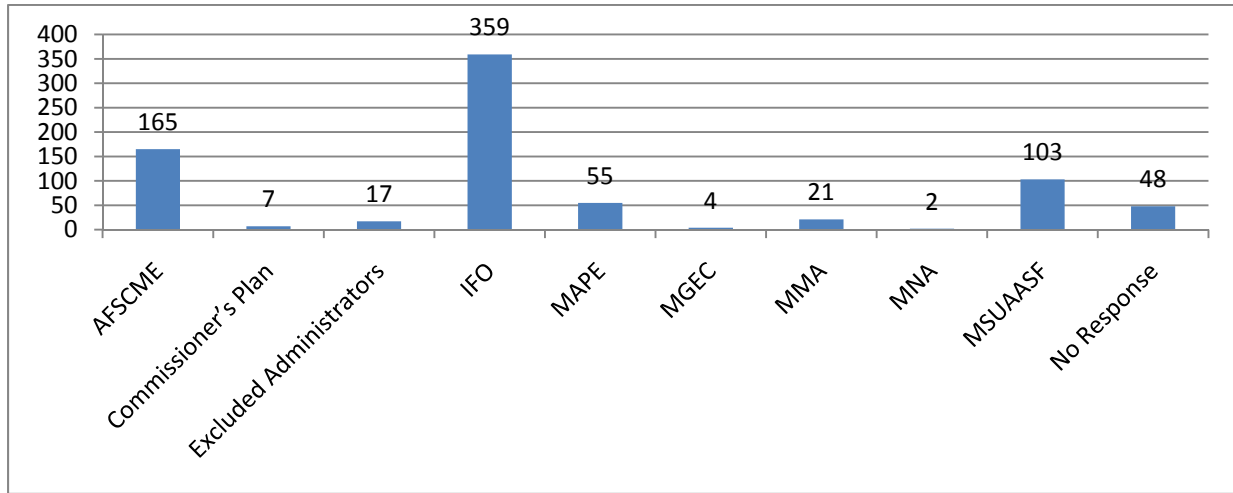


Chart 2.A. Learning Growth and Achievement

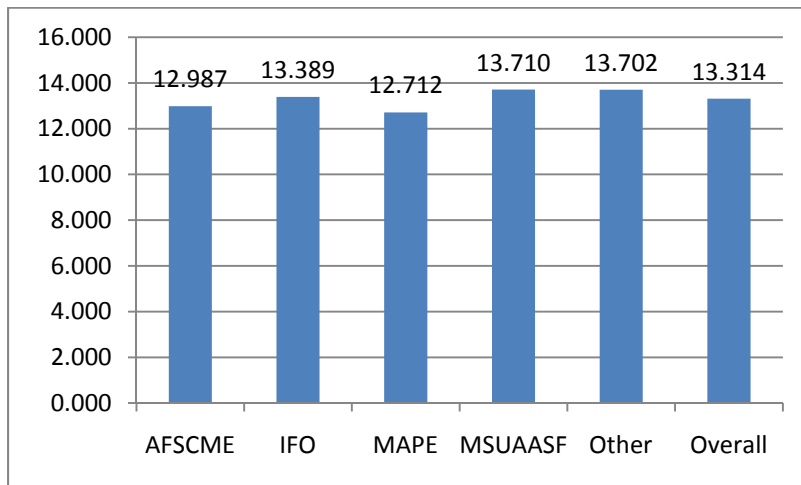


Chart 3.A. Feedback and Recognition

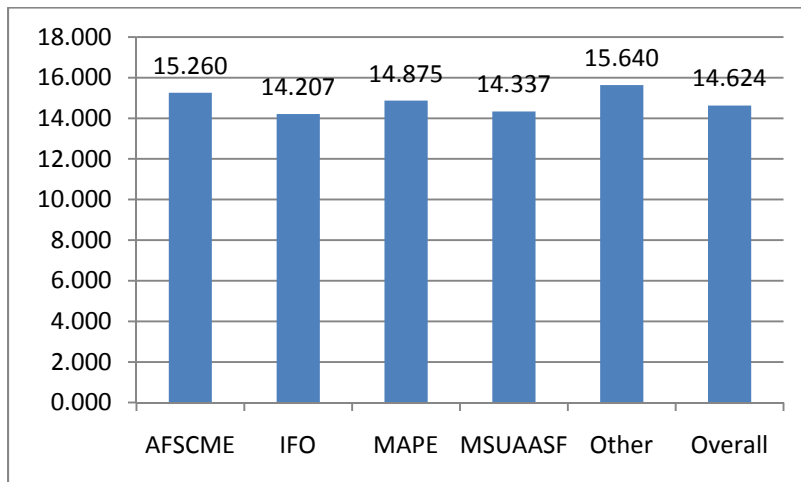


Chart 4.A. Interpersonal Relationships

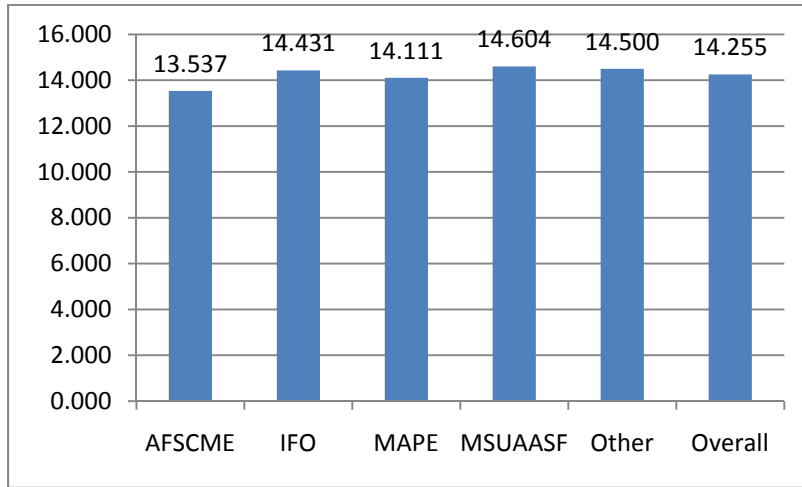


Chart 5.A. Client Relationship

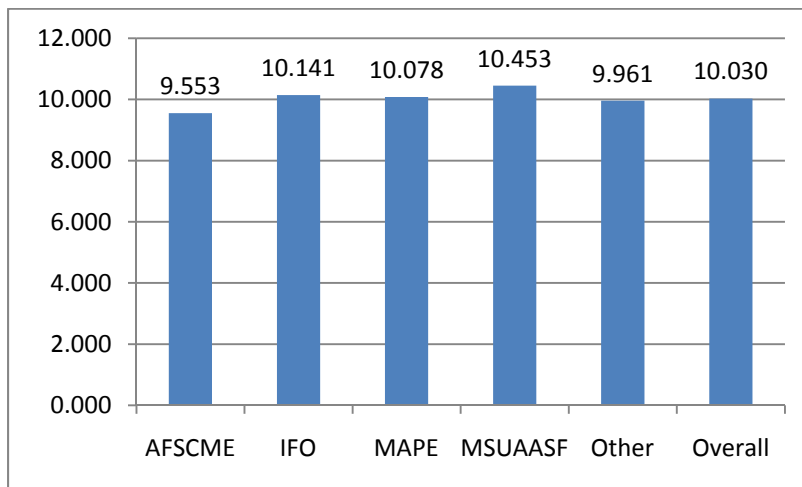
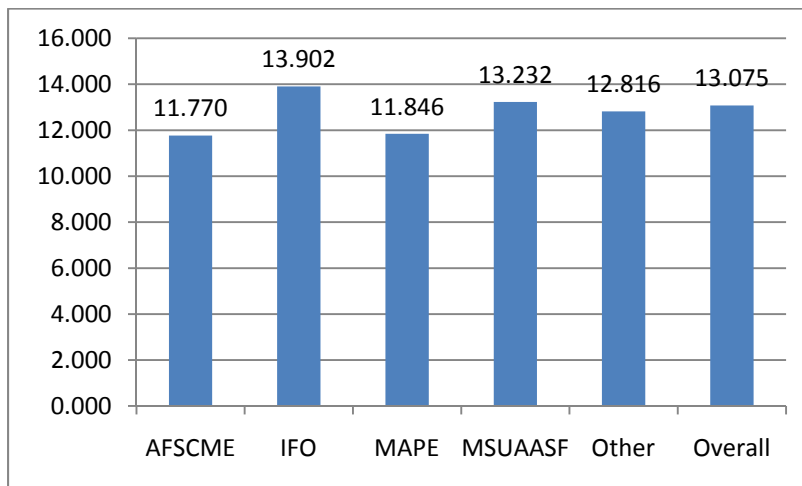


Chart 6.A. Role Overload



Divisional Differences

The dataset was filtered to compare divisions with more than twenty respondents. Five divisions were compared. The largest division was academic affairs (n = 443), followed by Student Affairs (n = 79), followed by Finance and Administration (n = 59), followed by Information and Technology Services (n = 36), and University Advancement (n = 25). Persons who indicated they worked for multiple departments were removed from comparisons.

These five groups significantly differed across five subscale categories and fourteen individual items. Differences between specific divisions are provided in the table below. Appendix C and D provides a list and charts of items that significantly differed across divisions.

Table 1.A. One-Way ANOVA Comparison of Divisions

Scale	Division	Mean	Standard Deviation
Learning, Growth, and Achievement F(4, 609) = 2.064, p < .05 No individual significant differences 4 = Strongly Disagree, 8 = Disagree, 12 = Agree, 16 = Strongly Agree	Academic Affairs	13.506	2.355
	Finance and Administration	13.143	2.153
	Information Technology	12.500	2.526
	Student Affairs	13.000	2.582
	University Advancement	13.375	2.499
	Overall	13.347	2.391
Interpersonal Relationships F(4, 514) = 2.806, p < .05 No individual significant differences 5 = Strongly Disagree, 10 = Disagree 15 = Agree, 20 = Strongly Agree	Academic Affairs	14.453	2.558
	Finance and Administration	13.787	2.528
	Information Technology	13.375	2.352
	Student Affairs	14.657	2.815
	University Advancement	13.409	2.239
	Overall	14.308	2.584
Accountability/Responsibility F(4, 596) = 2.153, p < .1 Significant differences between Academic Affairs and Information Technology 3 = Strongly Disagree, 6 = Disagree, 9 = Agree, 12 = Strongly agree	Academic Affairs	9.651	1.694
	Finance and Administration	9.509	1.764
	Information Technology	8.794	1.684
	Student Affairs	9.392	2.022
	University Advancement	9.333	2.078
	Overall	9.542	1.769
Trust F(4, 553) = 2.360, p < .1 No individual significant differences 5 = Strongly Disagree, 10 = Disagree, 15 = Agree, 20 = Strongly Agree	Academic Affairs	14.323	2.945
	Finance and Administration	13.774	2.833
	Information Technology	12.867	3.026
	Student Affairs	14.096	2.921
	University Advancement	13.375	3.360
	Overall	14.122	2.968
Overload F(4, 564) = 5.602, p < .001 Significant differences between Academic Affairs and Finance and Administration Significant differences between Academic Affairs and Information Technology Significant differences between Academic Affairs and Student Affairs	Academic Affairs	13.579	3.104
	Finance and Administration	12.145	2.978
	Information Technology	12.059	2.436
	Student Affairs	12.636	2.951
	University Advancement	12.200	3.403
	Overall	13.162	3.099
	15 = Agree, 20 = Strongly Agree		

Chart 1.A. Divisions Compared

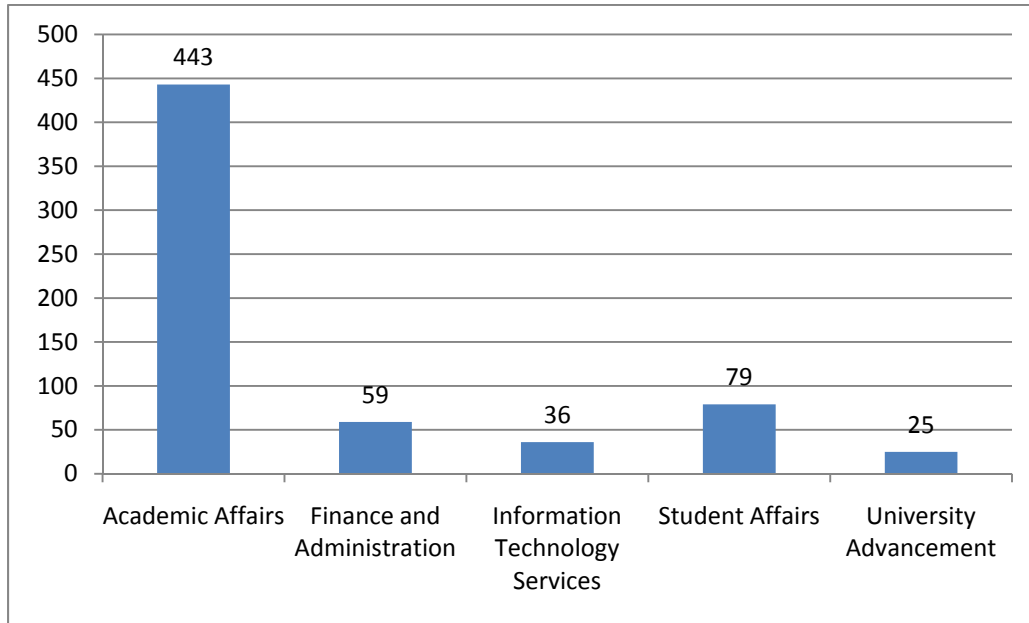


Chart 2.A. Learning, Growth, and Achievement

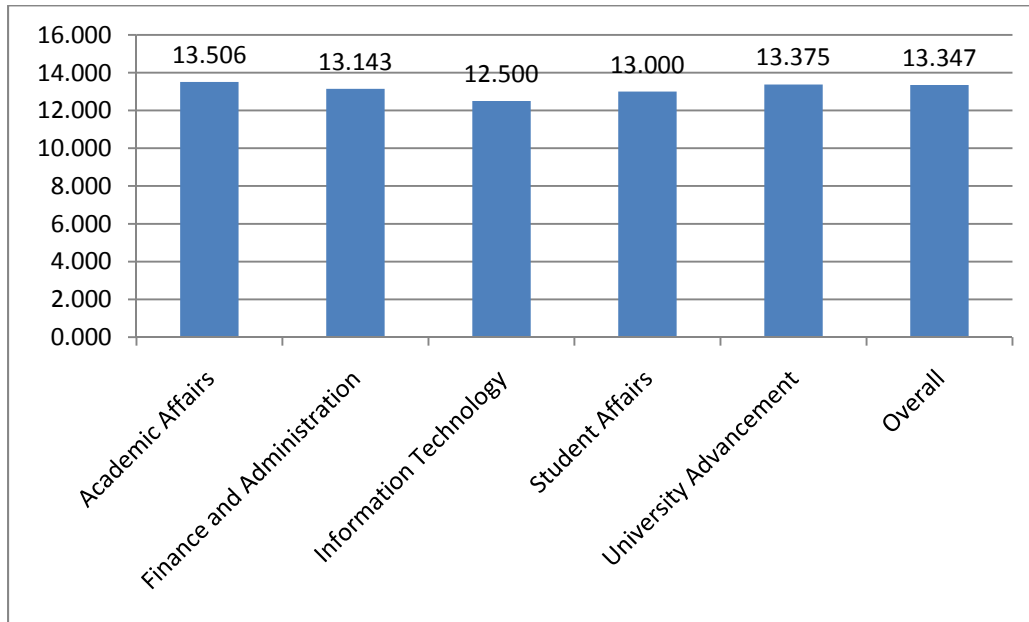


Chart 3.A. Interpersonal Relationships

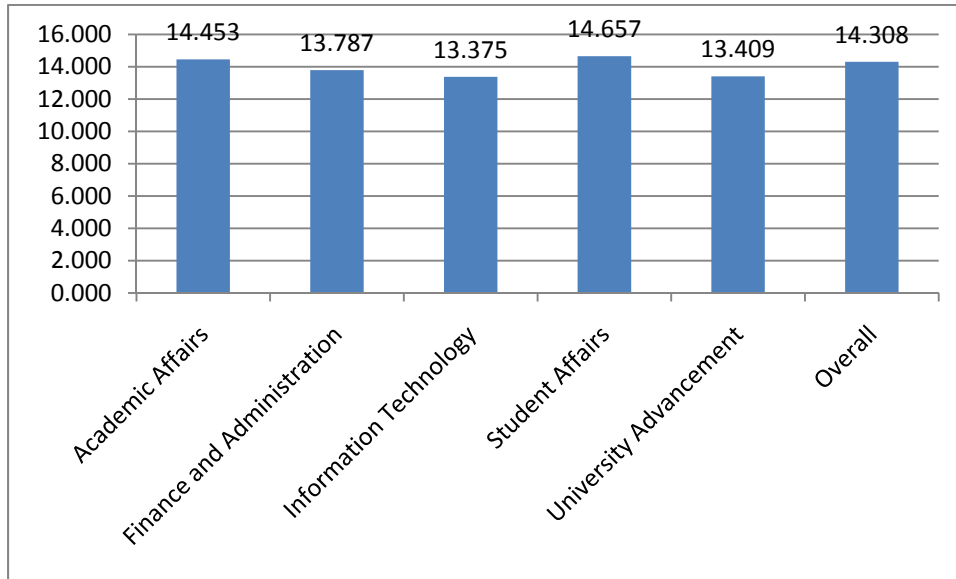


Chart 4.A. Accountability/Responsibility

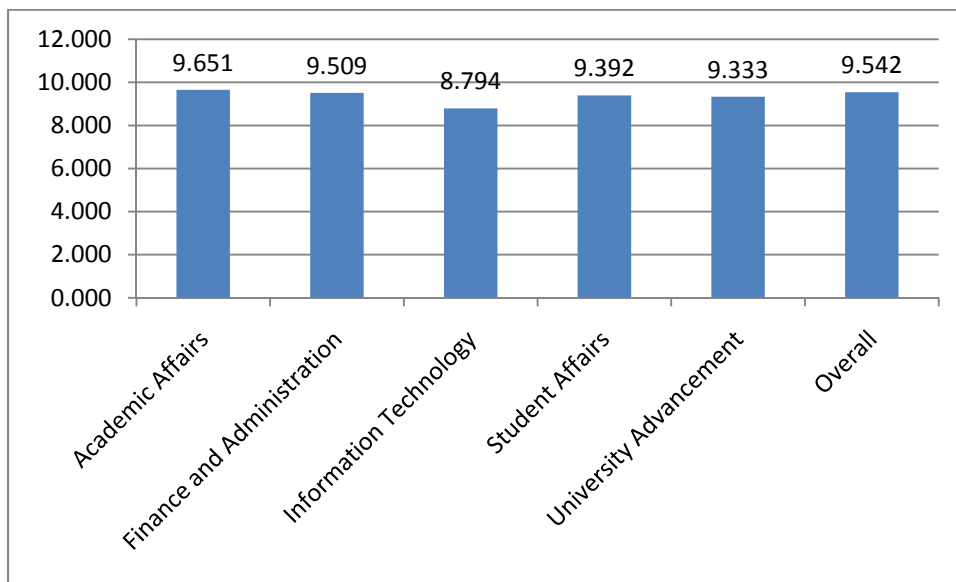


Chart 5.A. Trust

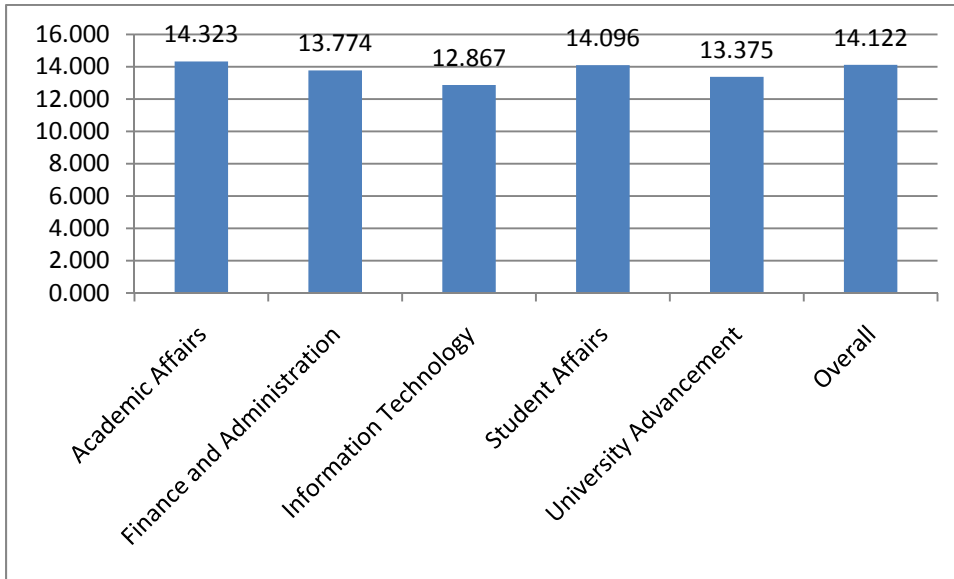
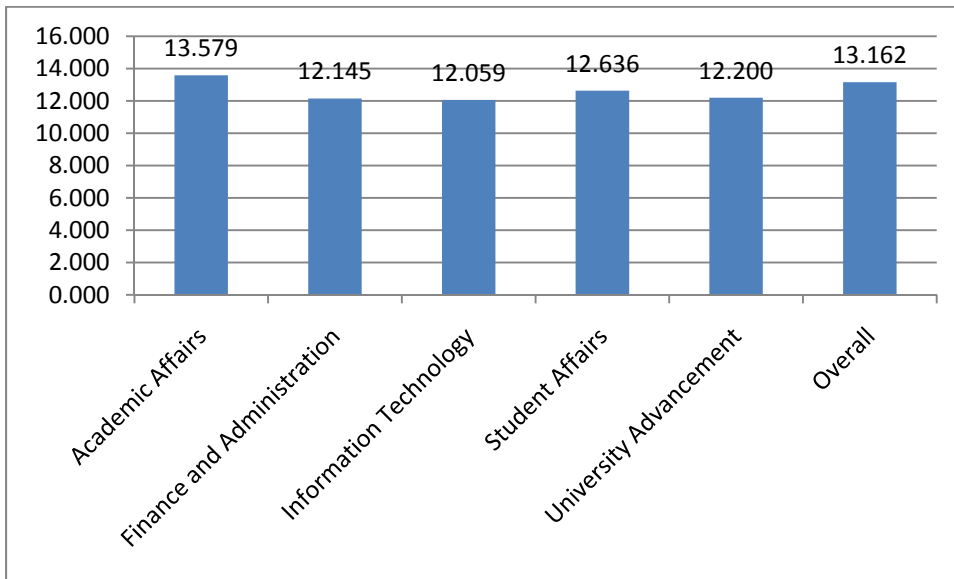


Chart 6.A. Overload



Academic Affairs Differences

The dataset was filtered to compare academic affairs units and colleges with more than twenty respondents. Eight colleges were compared. The largest college was academic Science, Engineering, and Technology (n = 83), followed by Social and Behavioral Sciences (n = 78), followed by Arts and Humanities (n = 73), followed by Allied Health and Nursing (n = 72), followed by Education (n = 54), followed by Library Services (n = 35), followed by Office of Academic Affairs (n = 29), and Business (n = 26).

These eight groups significantly differed across all nine subscale categories. Differences between specific divisions are provided in the table below.

Table 1.A. Academic Affairs Unit and College Differences

Scales	College	Mean	Std. Deviation
Learning, Growth, and Achievement F(7, 420) = 3.984, p < .001 4 = Strongly Disagree, 8 = Disagree 12 = Agree, 14 = Strongly Agree	Allied Health and Nursing	13.423	2.477
	Arts and Humanities	14.100	2.195
	Business	13.958	2.032
	Education	14.115	2.246
	Science, Engineering, and Technology	12.573	2.299
	Social and Behavioral Sciences	12.928	2.481
	Library Services	13.875	2.028
	Office of Academic Affairs	13.679	2.278
	Overall	13.456	2.359
	Feedback and Recognition F(7, 380) = 6.551, p < .001 5 = Strongly Disagree, 10 = Disagree 15 = Agree, 20 = Strongly Agree	Allied Health and Nursing	14.763
Arts and Humanities		15.857	2.320
Business		14.450	2.139
Education		14.767	3.077
Science, Engineering, and Technology		13.462	2.582
Social and Behavioral Sciences		13.703	2.741
Library Services		16.088	2.466
Office of Academic Affairs		14.778	2.636
Overall		14.606	2.820
Interpersonal Relationships F(7, 349) = 2.708, p < .05 5 = Strongly Disagree, 10 = Disagree 15 = Agree, 20 = Strongly Agree		Allied Health and Nursing	14.238
	Arts and Humanities	15.373	2.470
	Business	14.333	2.142
	Education	14.714	2.907
	Science, Engineering, and Technology	13.721	2.050
	Social and Behavioral Sciences	14.230	2.895
	Library Services	14.522	2.609
	Office of Academic Affairs	13.826	2.146
	Overall	14.378	2.573
	Accountability/Responsibility F(7, 406) = 2.346, p < .05 3 = Strongly Disagree, 6 = Disagree 9 = Agree, 12 = Strongly Agree	Allied Health and Nursing	9.671
Arts and Humanities		10.175	1.508
Business		9.375	1.245
Education		9.979	1.744
Science, Engineering, and Technology		9.198	1.382
Social and Behavioral Sciences		9.354	1.996
Library Services		9.514	1.669
Office of Academic Affairs		9.464	1.856
Overall		9.597	1.713

Job Itself	Allied Health and Nursing	13.214	1.895
F(7, 423) = 3.211, p < .01	Arts and Humanities	13.444	1.582
5 = Strongly Disagree, 10 = Disagree	Business	13.240	1.640
15 = Agree, 20 = Strongly Agree	Education	13.327	1.725
	Science, Engineering, and Technology	12.354	1.828
	Social and Behavioral Sciences	12.583	1.882
	Library Services	12.938	1.831
	Office of Academic Affairs	12.690	1.911
	Overall	12.942	1.826
Client Relationship	Allied Health and Nursing	10.338	1.352
F(7, 412) = 2.985, p < .01	Arts and Humanities	10.441	1.490
3 = Strongly Disagree, 6 = Disagree	Business	9.591	1.593
9 = Agree, 12 = Strongly Agree	Education	10.481	1.180
	Science, Engineering, and Technology	9.645	1.430
	Social and Behavioral Sciences	10.027	1.443
	Library Services	10.000	1.693
	Office of Academic Affairs	10.259	1.228
	Overall	10.124	1.442
Trust	Allied Health and Nursing	13.969	3.366
F(7, 377) = 4.739, p < .001	Arts and Humanities	15.667	2.250
5 = Strongly Disagree, 10 = Disagree	Business	14.455	2.132
15 = Agree, 20 = Strongly Agree	Education	14.894	3.178
	Science, Engineering, and Technology	13.110	2.654
	Social and Behavioral Sciences	13.758	3.082
	Library Services	14.345	2.729
	Office of Academic Affairs	14.520	2.201
	Overall	14.255	2.915
Innovation	Allied Health and Nursing	9.265	1.858
F(7, 404) = 3.634, p < .001	Arts and Humanities	9.779	1.402
3 = Strongly Disagree, 6 = Disagree	Business	9.333	1.237
9 = Agree, 12 = Strongly Agree	Education	9.510	1.861
	Science, Engineering, and Technology	8.684	1.573
	Social and Behavioral Sciences	8.843	1.847
	Library Services	9.727	1.464
	Office of Academic Affairs	9.519	1.282
	Overall	9.252	1.683
Overload	Allied Health and Nursing	13.712	3.163
F(7, 376) = 1.742, p < .1	Arts and Humanities	13.172	2.968
5 = Strongly Disagree, 10 = Disagree	Business	12.905	3.048
15 = Agree, 20 = Strongly Agree	Education	13.698	2.980
	Science, Engineering, and Technology	14.244	3.280
	Social and Behavioral Sciences	13.846	3.304
	Library Services	12.375	2.446
	Office of Academic Affairs	12.929	3.196
	Overall	13.547	3.128

Chart 1.A. Learning, Growth, and Achievement

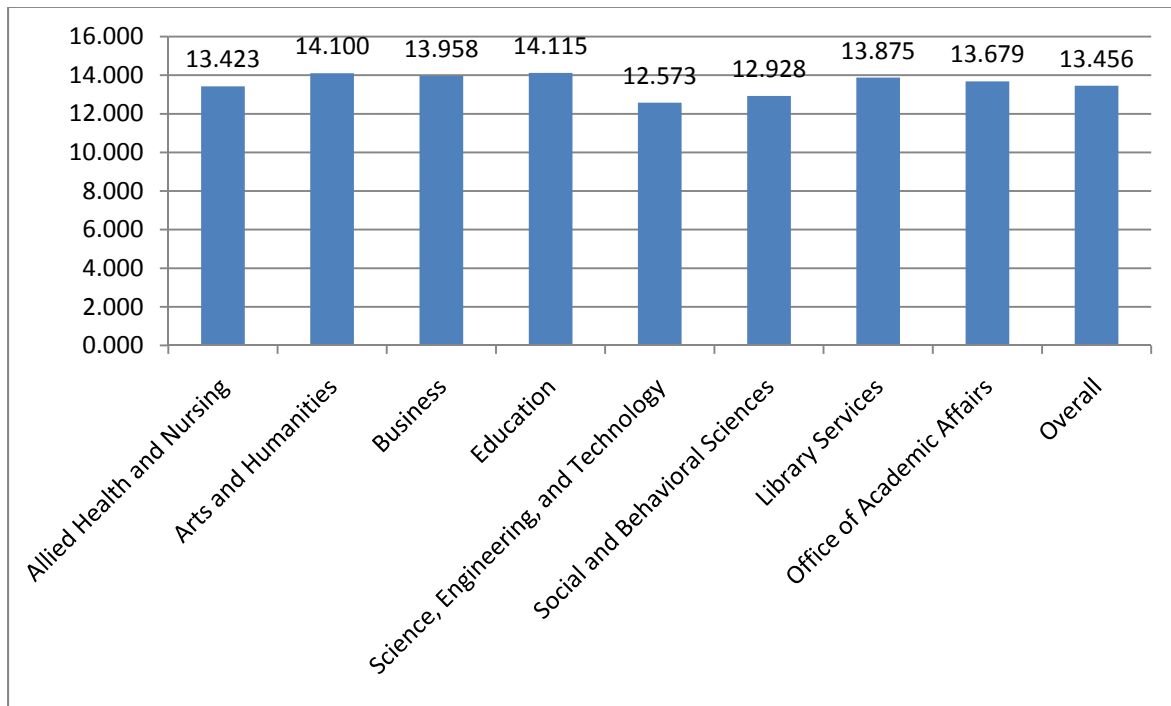


Chart 2.A. Feedback and Recognition

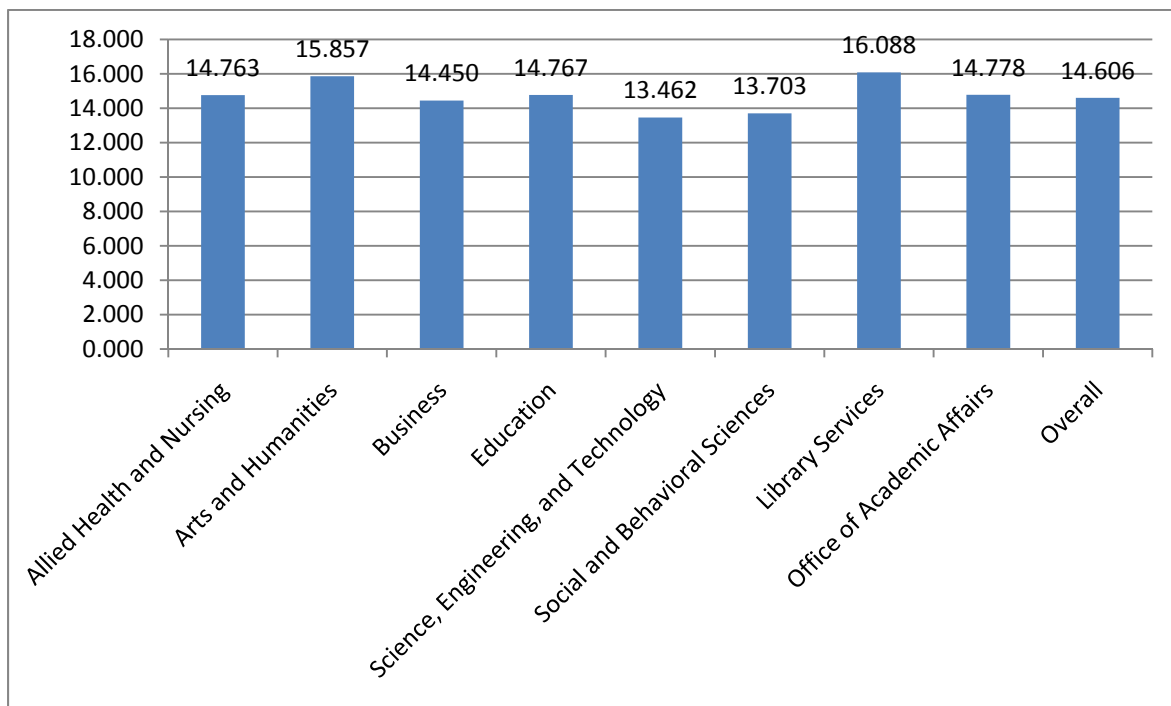


Chart 3.A. Interpersonal Relationships

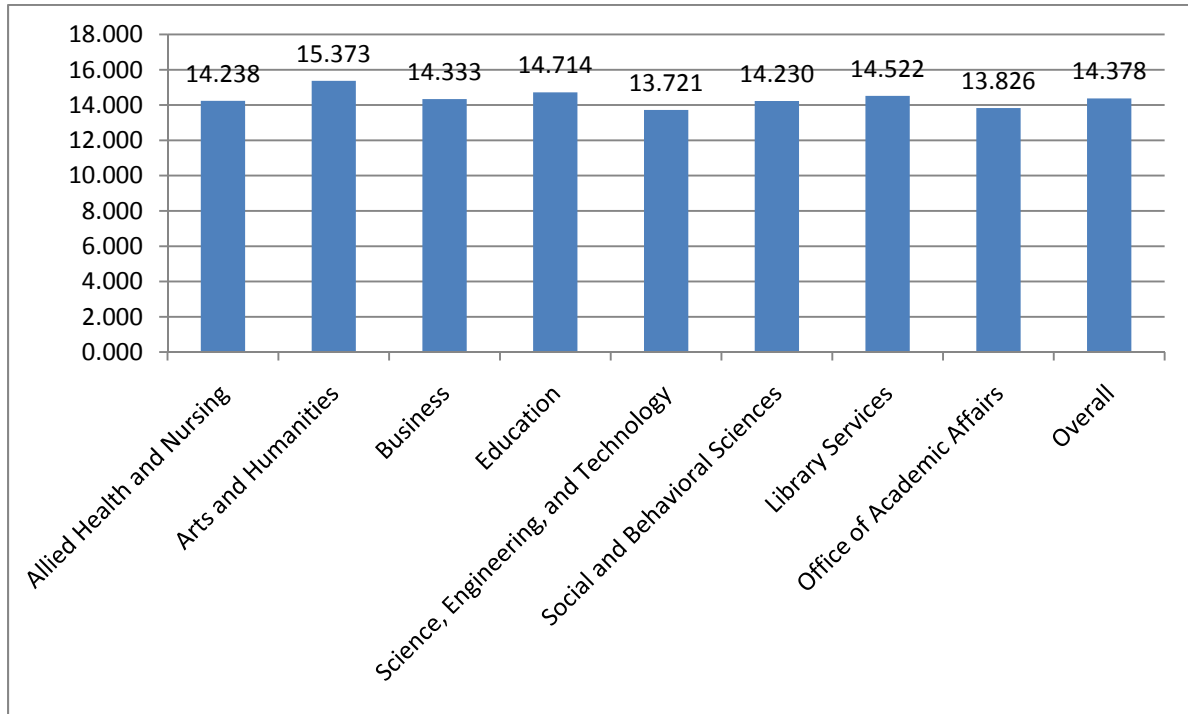


Chart 4.A. Accountability/Responsibility

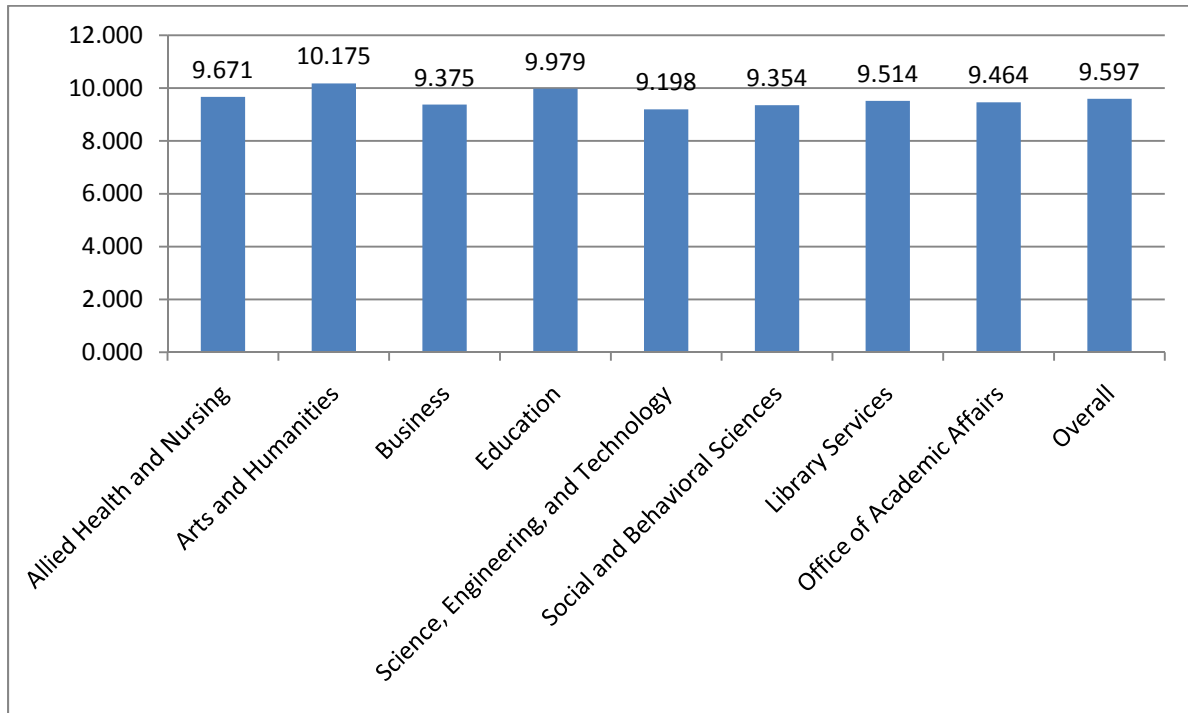


Chart 5.A. Job Itself

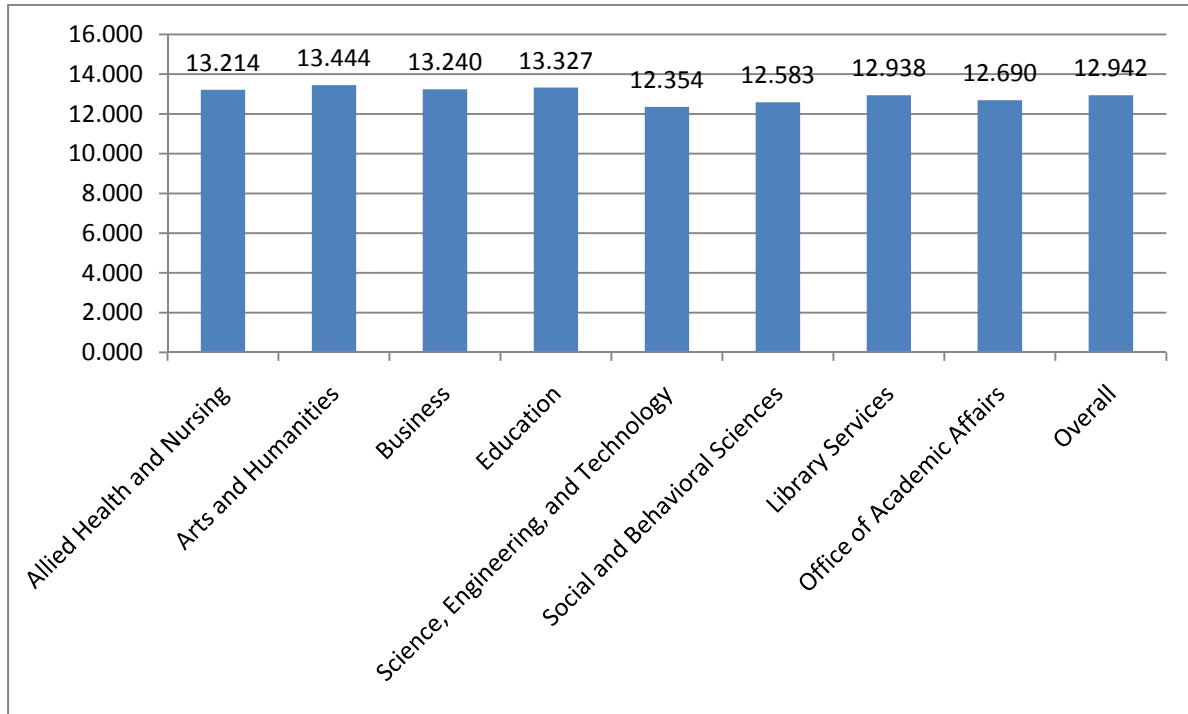


Chart 6.A. Client Relationship

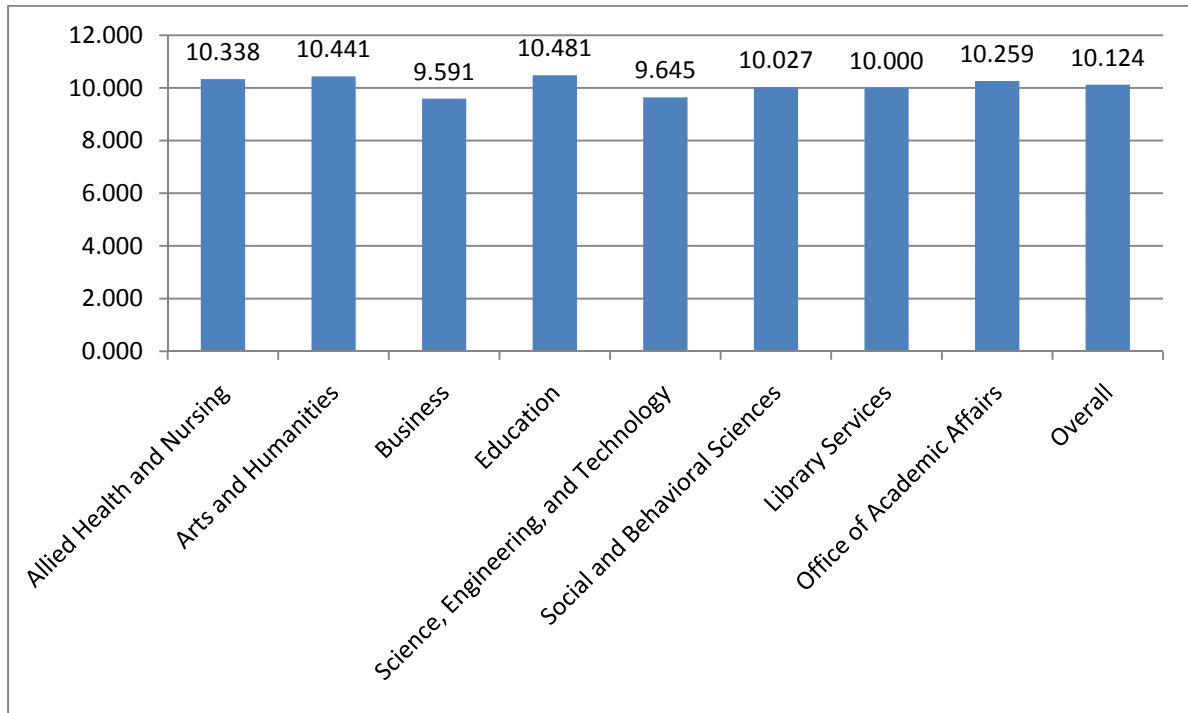


Chart 7.A. Trust

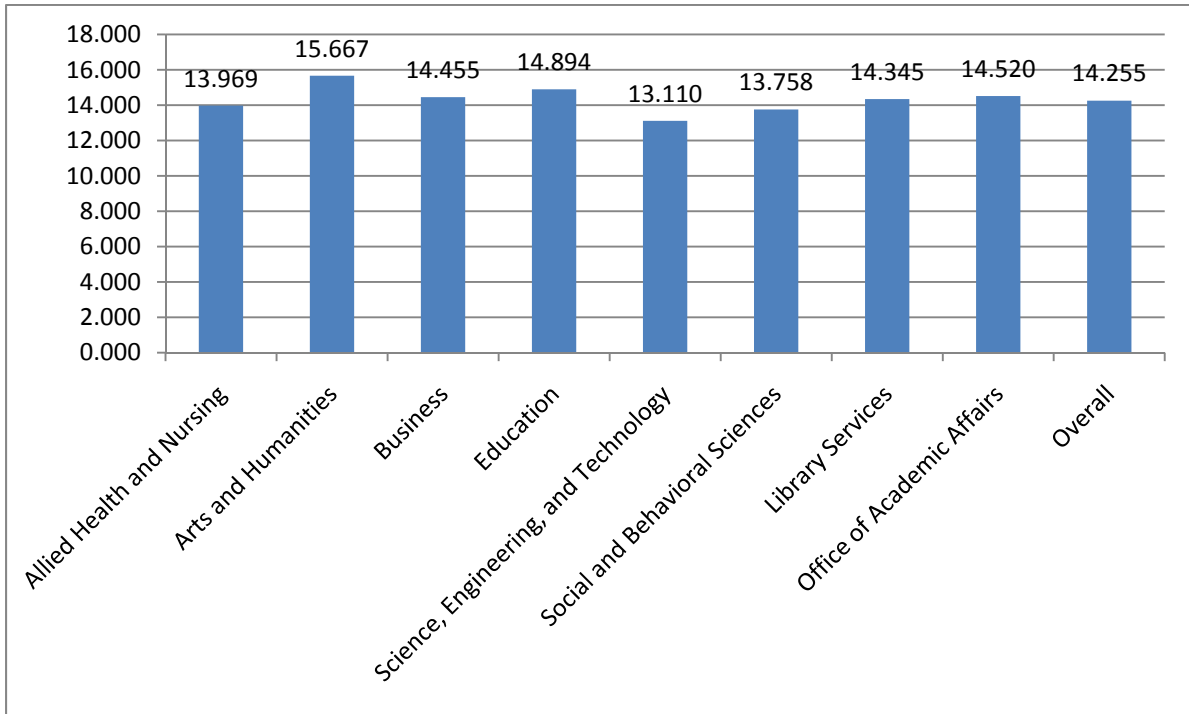


Chart 8.A. Innovation

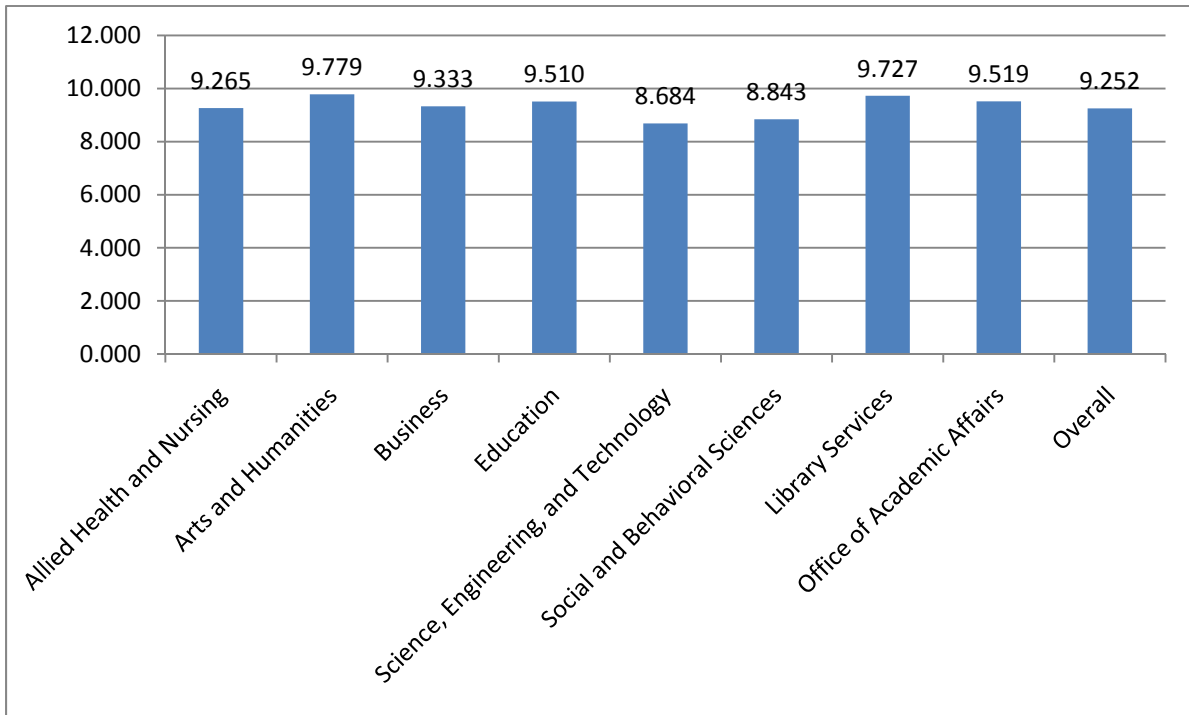
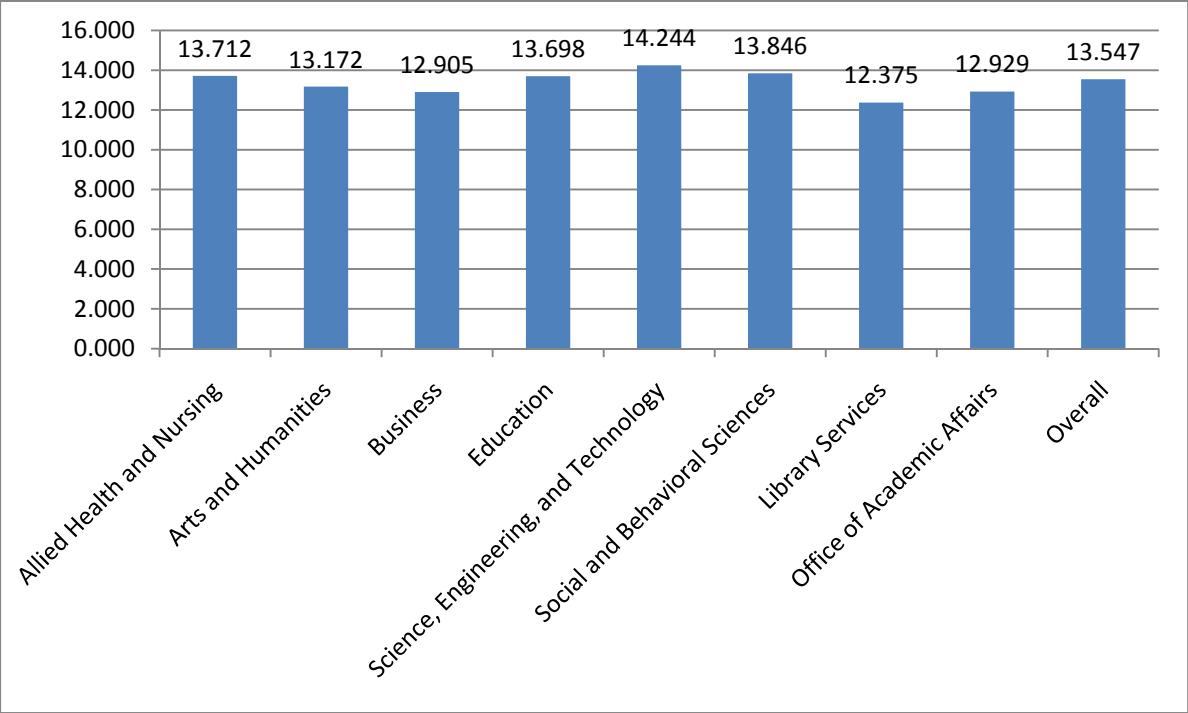


Chart 9.A. Overload



Appendix A – Significant Differences across Bargaining Units

Items	Bargaining Unit	Mean	Standard Deviation
MSU delivers a high quality education F(4, 697) = 3.444, p < .01	AFSCME	3.396	0.565
	IFO	3.227	0.715
	MAPE	3.260	0.600
	MSUAASF	3.398	0.513
	Other	3.468	0.546
	Overall	3.306	0.644
I get timely feedback about how I am doing on my job F(4, 719) = 3.396, p < .01	AFSCME	3.006	0.823
	IFO	2.779	0.861
	MAPE	2.891	0.786
	MSUAASF	2.893	0.873
	Other	3.137	0.722
	Overall	2.880	0.845
I have the resources I need to implement new projects or ideas F(4, 715) = 8.894, p < .001	AFSCME	2.988	0.764
	IFO	2.521	0.903
	MAPE	2.679	0.956
	MSUAASF	2.673	0.884
	Other	2.898	0.743
	Overall	2.685	0.884
My work has a positive effect on peoples' lives F(4, 718) = 9.224, p < .001	AFSCME	3.374	0.609
	IFO	3.621	0.514
	MAPE	3.426	0.633
	MSUAASF	3.733	0.508
	Other	3.549	0.503
	Overall	3.562	0.557
My work is recognized by others F(4, 725) = 3.001, p < .05	AFSCME	3.122	0.644
	IFO	2.992	0.748
	MAPE	3.182	0.669
	MSUAASF	3.019	0.779
	Other	3.294	0.540
	Overall	3.060	0.716
I have the resources I need to do my job well F(4, 723) = 8.041, p < .001	AFSCME	3.135	0.671
	IFO	2.742	0.802
	MAPE	2.891	0.809
	MSUAASF	2.796	0.867
	Other	3.039	0.662
	Overall	2.870	0.791
	AFSCME	2.616	0.802

I am overloaded with work

F(4, 707) = 7.602, p < .001

IFO	3.040	0.884
MAPE	2.717	0.863
MSUAASF	2.970	0.842
Other	2.824	0.817
Overall	2.896	0.870

I feel I have too much responsibility at work

F(4, 712) = 2.984, p < .05

AFSCME	2.194	0.678
IFO	2.389	0.823
MAPE	2.151	0.662
MSUAASF	2.307	0.718
Other	2.157	0.674
Overall	2.300	0.761

I do not have enough time to complete my tasks at work

F(4, 715) = 8.161, p < .001

AFSCME	2.413	0.796
IFO	2.832	0.882
MAPE	2.436	0.811
MSUAASF	2.716	0.825
Other	2.706	0.729
Overall	2.683	0.857

I often eat lunch at my desk

F(4, 689) = 23.688, p < .001

AFSCME	2.468	0.949
IFO	3.283	0.878
MAPE	2.604	0.947
MSUAASF	2.980	0.980
Other	2.960	0.880
Overall	2.978	0.973

I get an annual performance evaluation

F(4, 680) = 3.251, p < .05

AFSCME	2.957	0.728
IFO	2.798	0.935
MAPE	3.058	0.826
MSUAASF	2.660	0.879
Other	3.000	0.800
Overall	2.850	0.870

My department is inclusive of all people and ideas

F(4, 704) = 3.259, p < .05

AFSCME	2.714	0.747
IFO	2.963	0.830
MAPE	2.764	0.793
MSUAASF	2.971	0.884
Other	2.979	0.668
Overall	2.896	0.813

I am encouraged to think creatively and raise new ideas

F(4, 714) = 3.300, p < .05

AFSCME	2.853	0.764
IFO	3.037	0.778
MAPE	3.000	0.727
MSUAASF	3.088	0.822
Other	3.255	0.771
Overall	3.015	0.782
AFSCME	2.914	0.708

I am continuously learning interesting things

F(4, 717) = 10.758, p < .001

IFO	3.327	0.660
MAPE	3.091	0.800
MSUAASF	3.196	0.645
Other	3.271	0.644
Overall	3.194	0.698

The University administrators do what is best for MSU

F(4, 688) = 2.639, p < .05

AFSCME	2.639	0.701
IFO	2.667	0.813
MAPE	2.551	0.709
MSUAASF	2.762	0.789
Other	2.980	0.595
Overall	2.688	0.768

I find my job repetitive in ways I do not enjoy

F(4, 711) = 2.599, p < .05

AFSCME	2.098	0.711
IFO	1.908	0.775
MAPE	2.058	0.669
MSUAASF	1.861	0.693
Other	1.920	0.634
Overall	1.957	0.736

I can identify a specific person who directly benefits from my work.

F(4, 709) = 2.496, p < .001

AFSCME	3.191	0.595
IFO	3.433	0.634
MAPE	3.407	0.599
MSUAASF	3.561	0.557
Other	3.353	0.522
Overall	3.388	0.615

Appendix B – Charts of Significant Bargaining Unit Differences

Chart 1.A. MSU delivers a high quality education

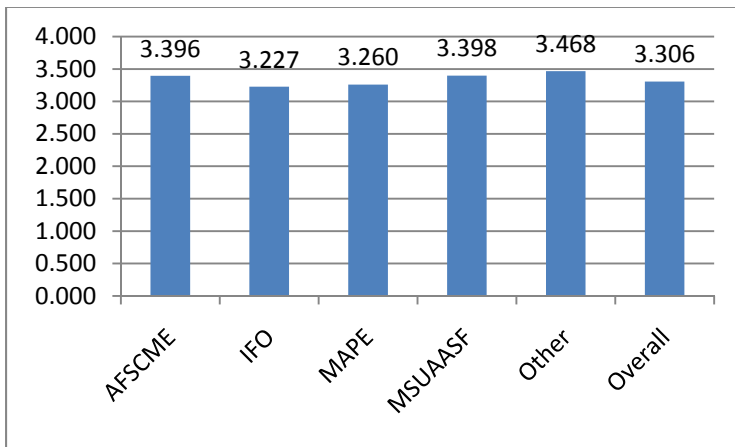


Chart 2.A. I get timely feedback about how I am doing on my job

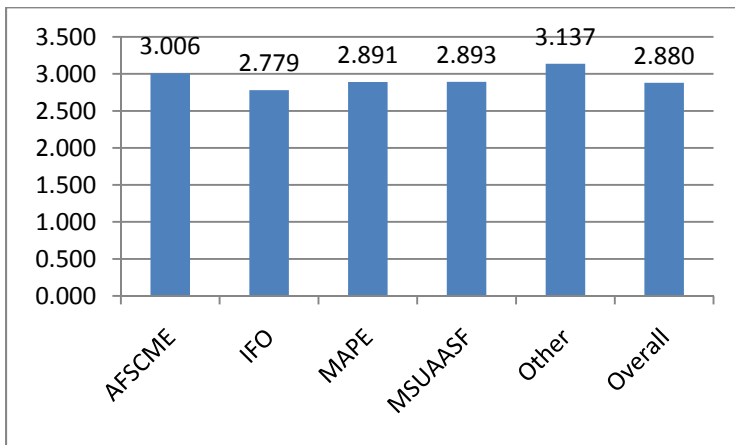


Chart 3.A. I have the resources I need to implement new projects and ideas

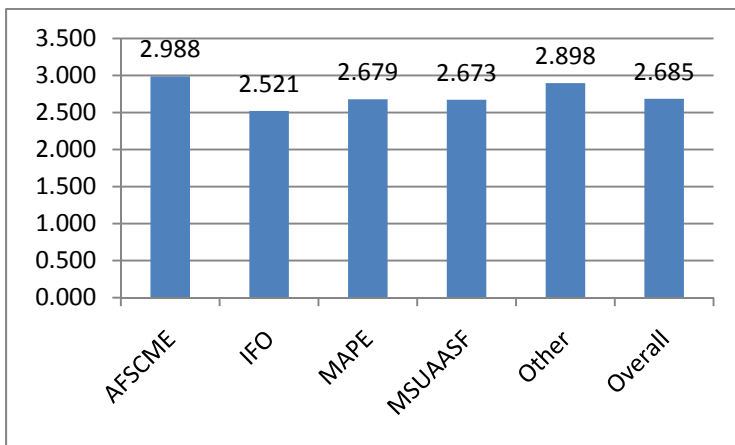


Chart 4.A. My work has a positive effect on peoples' lives

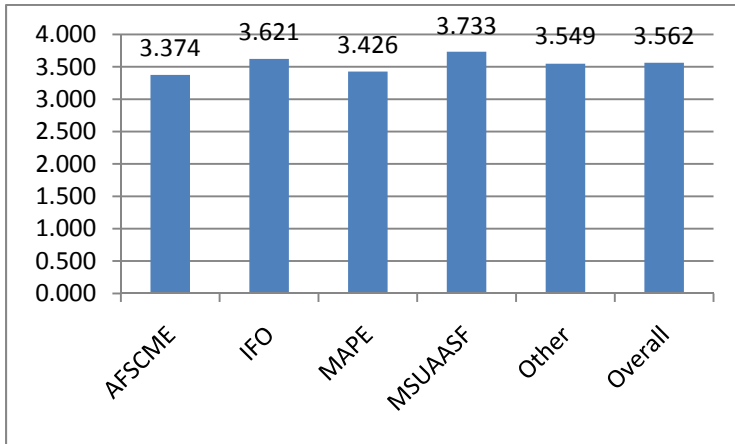


Chart 5.A. My work is recognized by others

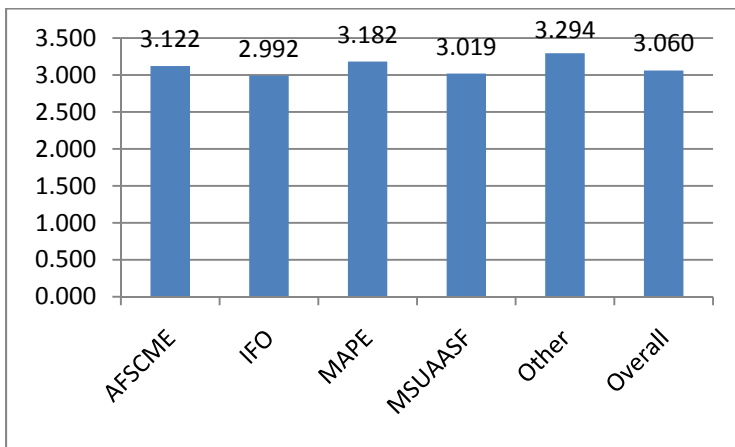


Chart 6.A. I have the resources I need to do my job well

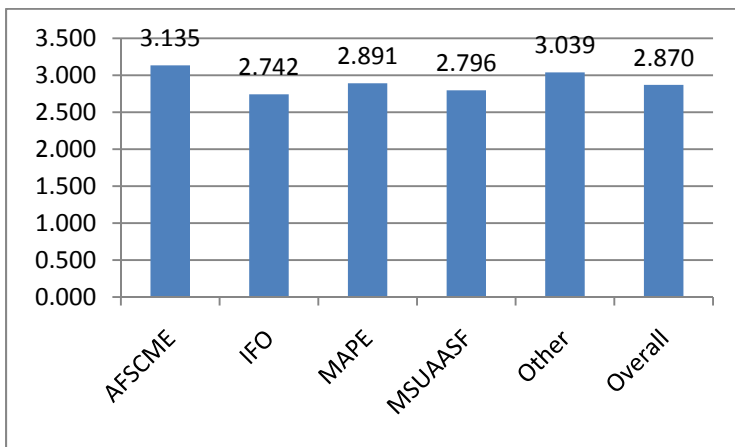


Chart 7.A. I am overloaded with work

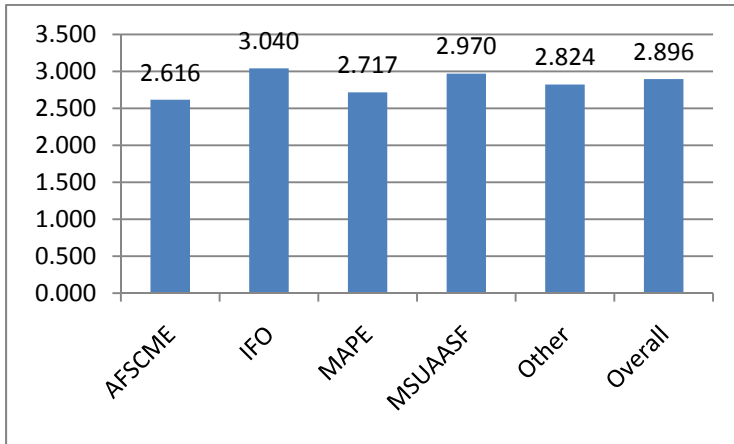


Chart 8.A. I feel I have too much responsibility at work

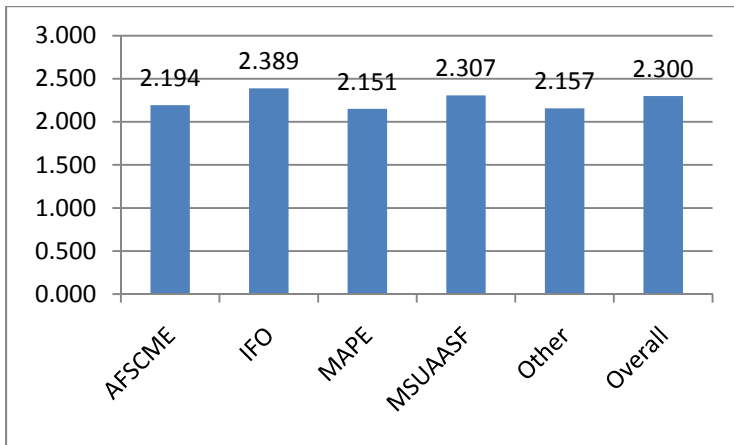


Chart 9.A. I do not have enough time to complete my tasks at work

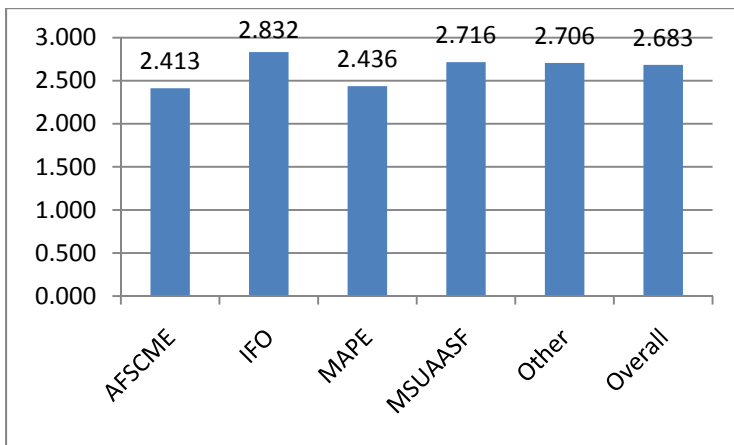


Chart 10.A. I often eat lunch at my desk

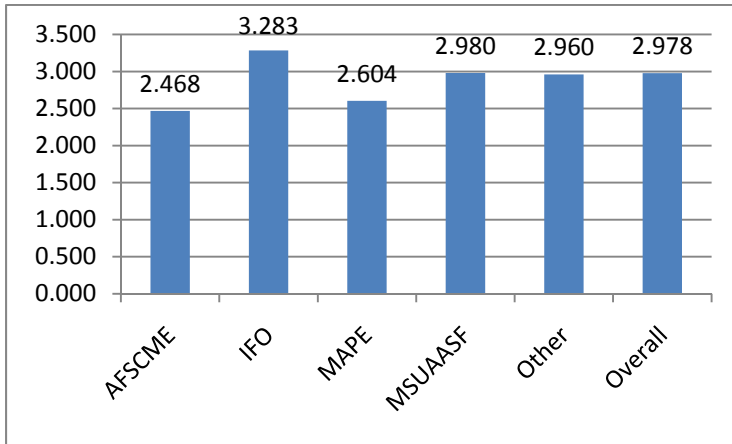


Chart 11.A. I get an annual performance evaluation

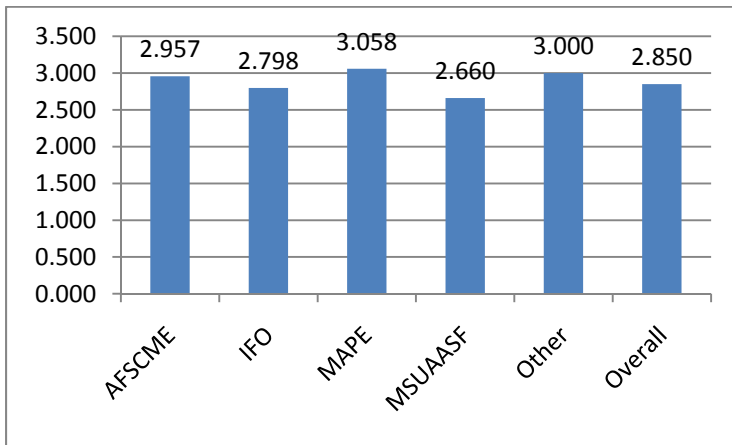


Chart 12.A. My department is inclusive of all people and ideas

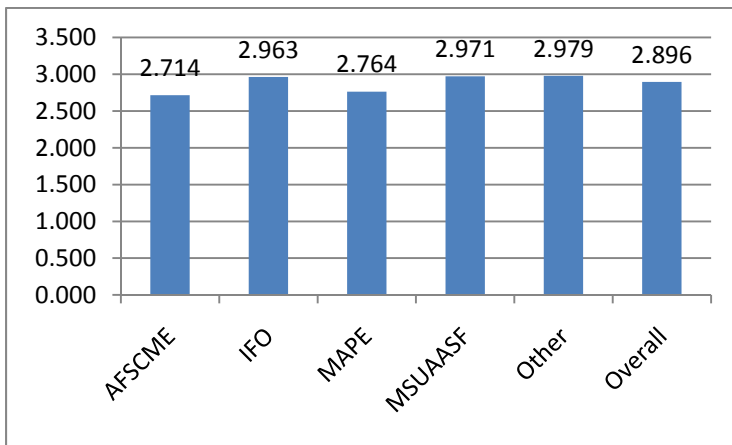


Chart 13.A. I am encouraged to think creatively and raise new ideas

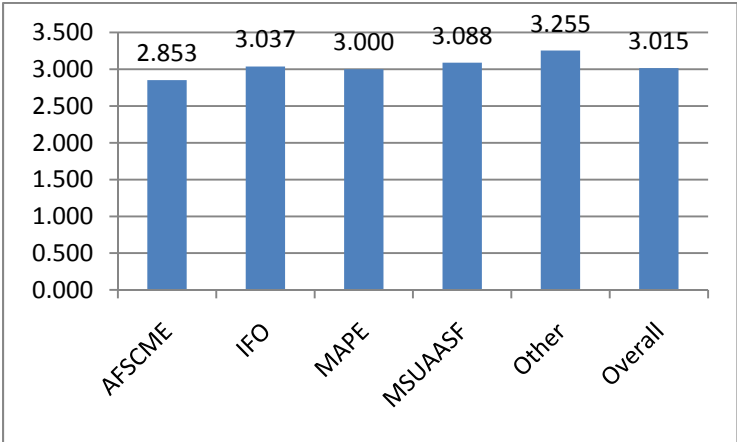


Chart 14.A. I am continuously learning interesting things

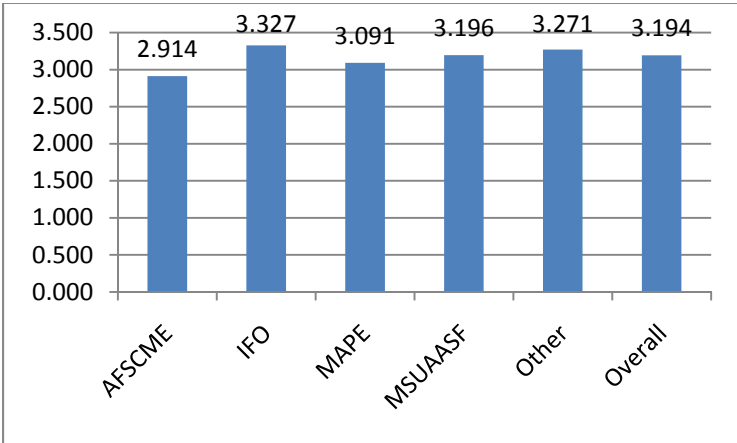


Chart 15.A. The University administrators do what is best for MSU

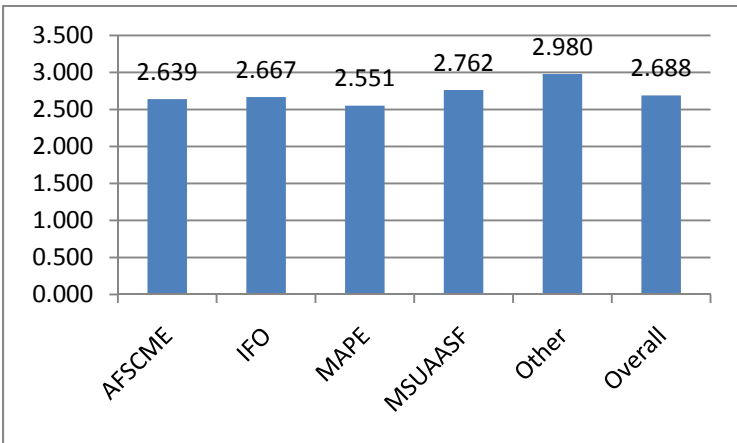


Chart 16.A. I find my job repetitive in ways I do not enjoy

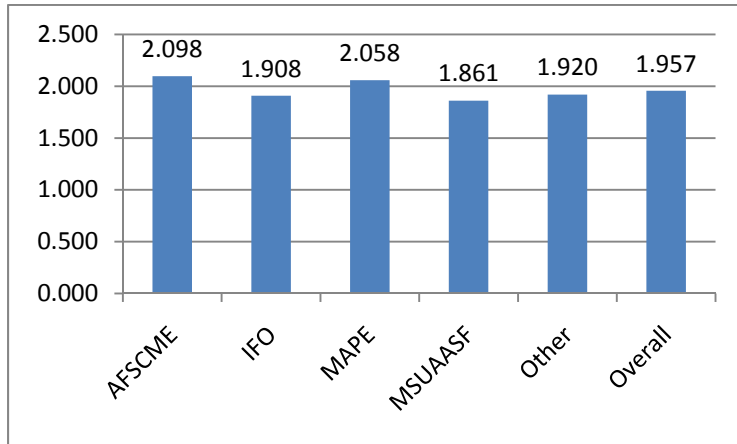
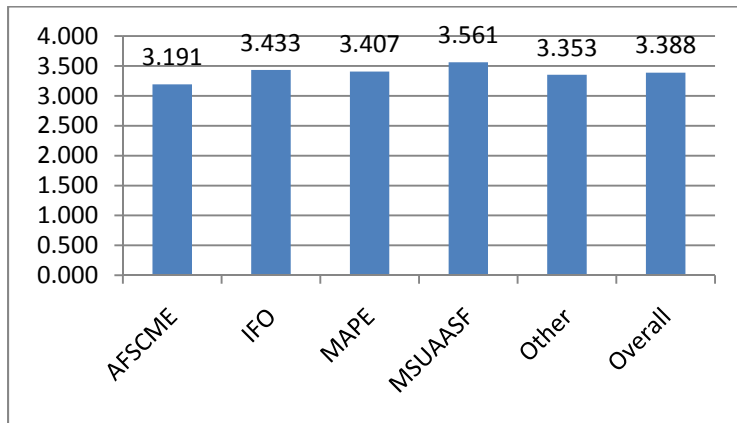


Chart 17.A. I can identify a specific person who benefits from my work



Appendix C – Significant Differences across Divisions

Item	Division	Mean	Std. Deviation
I have the resources I need to implement new projects or ideas F(4, 625) = 2.444, p < .05	Academic Affairs	2.671	0.893
	Finance and Administration	2.862	0.661
	Information Technology	2.514	0.981
	Student Affairs	2.870	0.908
	University Advancement	2.400	0.816
	Overall	2.694	0.883
	I have the support of my immediate supervisor F(4, 630) = 2.305, p < .1	Academic Affairs	3.431
Finance and Administration		3.322	0.797
Information Technology		3.143	0.845
Student Affairs		3.397	0.858
University Advancement		3.042	1.042
Overall		3.386	0.812
I have opportunities and resources to pursue personal and professional growth F(4, 627) = 2.615, p < .05		Academic Affairs	3.117
	Finance and Administration	3.034	0.772
	Information Technology	2.686	0.932
	Student Affairs	3.000	0.847
	University Advancement	2.880	0.971
	Overall	3.062	0.849
	My input counts with my supervisors F(4, 626) = 3.158, p < .05	Academic Affairs	3.217
Finance and Administration		3.288	0.744
Information Technology		2.833	0.941
Student Affairs		3.051	0.904
University Advancement		2.958	0.999
Overall		3.171	0.804
People I work with are held accountable for their actions F(4, 613) = 2.098, p < .1		Academic Affairs	2.533
	Finance and Administration	2.526	0.758
	Information Technology	2.114	0.832
	Student Affairs	2.584	0.817
	University Advancement	2.480	0.963
	Overall	2.513	0.860
	I know what is expected of me by my supervisors F(4, 630) = 2.616, p < .05	Academic Affairs	3.160
Finance and Administration		3.169	0.673
Information Technology		2.833	0.845
Student Affairs		3.244	0.724
University Advancement		3.333	0.565
Overall		3.159	0.703
I often eat lunch at my desk F(4, 597) = 10.083, p < .001		Academic Affairs	3.160
	Finance and Administration	2.466	1.047
	Information Technology	2.629	0.973
	Student Affairs	2.797	0.952

	University Advancement	2.800	1.118
	Overall	3.000	0.974
I get an annual performance evaluation	Academic Affairs	2.853	0.893
	Finance and Administration	2.732	0.820
F(4, 585) = 2.122, p < .1	Information Technology	2.800	0.994
	Student Affairs	2.622	0.855
	University Advancement	3.160	0.850
	Overall	2.822	0.890
My department is inclusive of all people and ideas	Academic Affairs	2.981	0.791
	Finance and Administration	2.722	0.738
F(4, 613) = 6.383, p < .001	Information Technology	2.429	0.739
	Student Affairs	2.962	0.844
	University Advancement	2.520	0.918
	Overall	2.906	0.810
I am continuously learning interesting things	Academic Affairs	3.276	0.666
	Finance and Administration	3.053	0.718
F(4, 629) = 2.971, p < .05	Information Technology	3.056	0.860
	Student Affairs	3.076	0.694
	University Advancement	3.208	0.658
	Overall	3.216	0.690
People in my department follow through with their commitments	Academic Affairs	2.923	0.679
	Finance and Administration	2.737	0.720
F(4, 618) = 2.720, p < .05	Information Technology	2.583	0.692
	Student Affairs	2.872	0.745
	University Advancement	2.800	0.764
	Overall	2.875	0.699
My supervisor looks out for the best interests of his/her employees	Academic Affairs	3.165	0.821
	Finance and Administration	2.864	0.840
F(4, 616) = 4.286, p < .01	Information Technology	2.771	0.942
	Student Affairs	3.089	0.865
	University Advancement	2.720	1.137
	Overall	3.087	0.859
I have input on decisions that affect me	Academic Affairs	3.030	0.729
	Finance and Administration	2.914	0.708
F(4, 627) = 3.579, p < .01	Information Technology	2.571	0.739
	Student Affairs	3.038	0.808
	University Advancement	2.840	0.850
	Overall	2.987	0.749
There are opportunities in my department to celebrate	Academic Affairs	3.014	0.724
	Finance and Administration	2.825	0.759
F(4, 614) = 2.958, p < .05	Information Technology	2.853	0.744
	Student Affairs	3.160	0.736
	University Advancement	2.720	0.891
	Overall	2.994	0.742

Appendix D – Charts of Significant Differences across Divisions

Chart 1.A. I have the resources I need to implement new projects or ideas

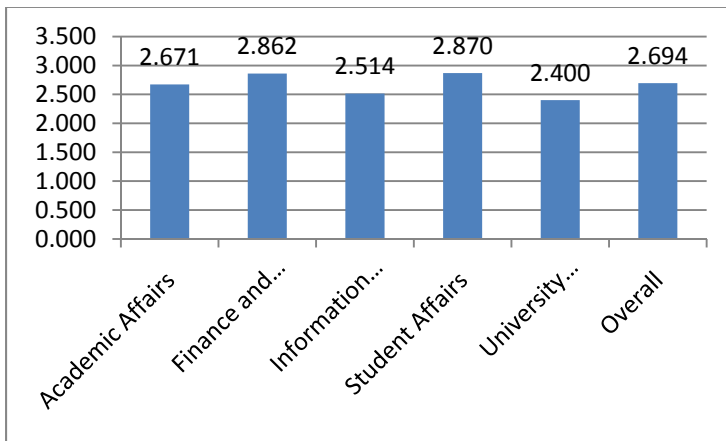


Chart 2.A. I have the support of my immediate supervisor

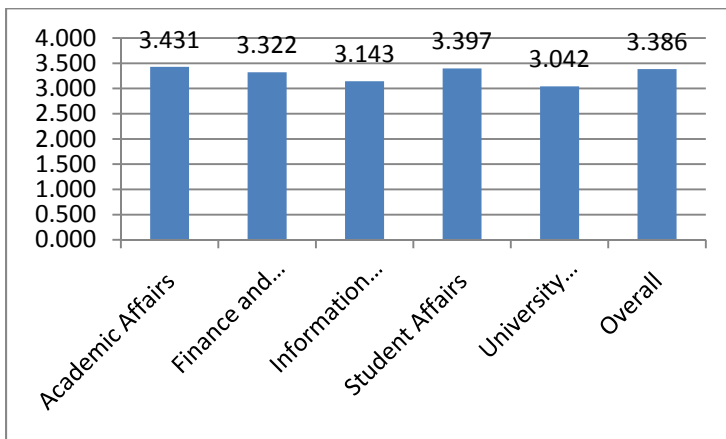


Chart 3.A. I have the opportunities and resources to pursue personal and professional growth

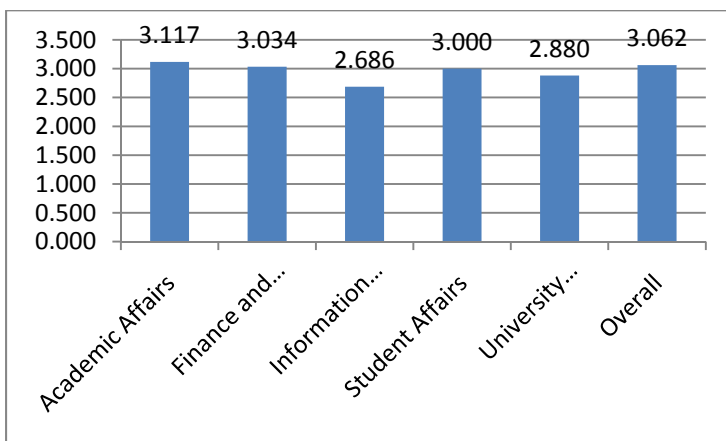


Chart 4.A. My input counts with my supervisors

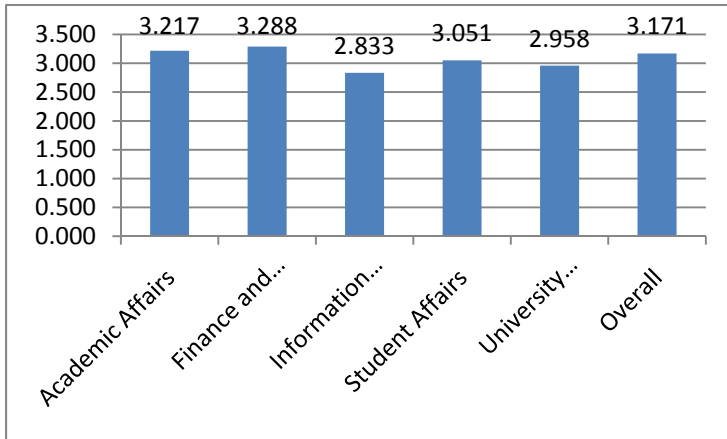


Chart 5.A. People I work with are held accountable for their actions

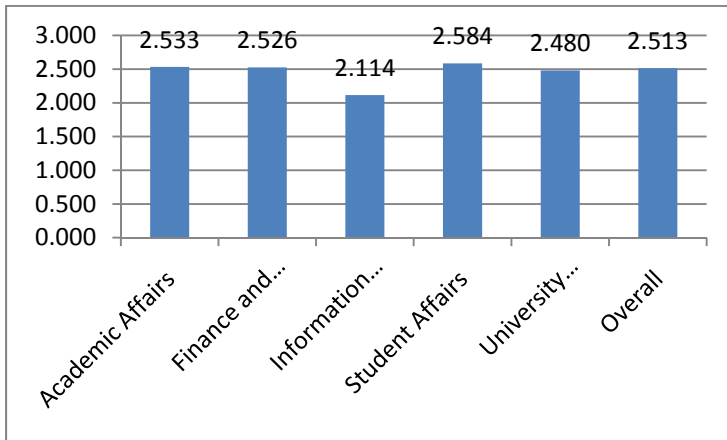


Chart 6.A. I know what is expected of me by my supervisors

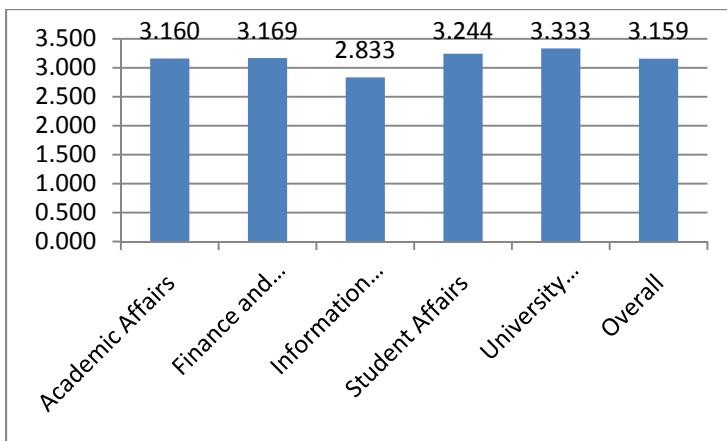


Chart 7.A. I often eat lunch at my desk

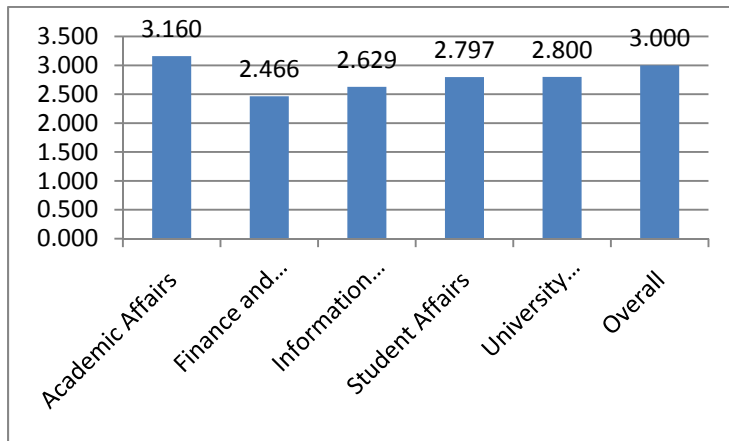


Chart 8.A. I get an annual performance evaluation

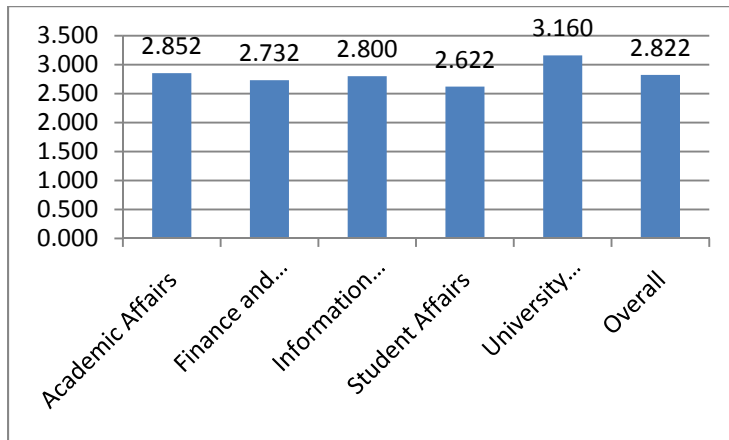


Chart 9.A. My department is inclusive of all people and ideas

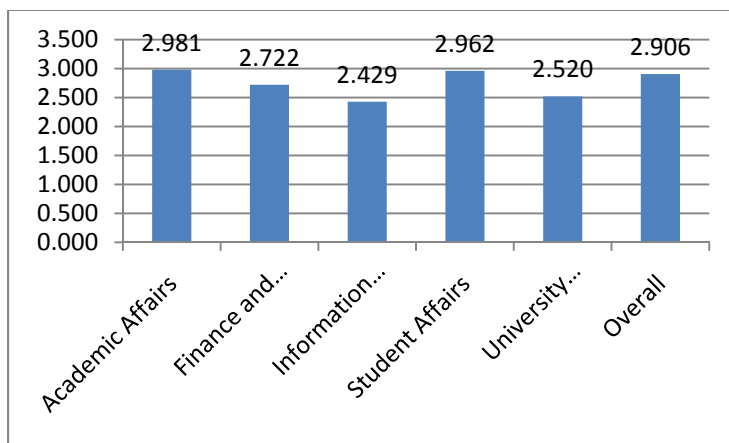


Chart 10.A. I am continuously learning new things

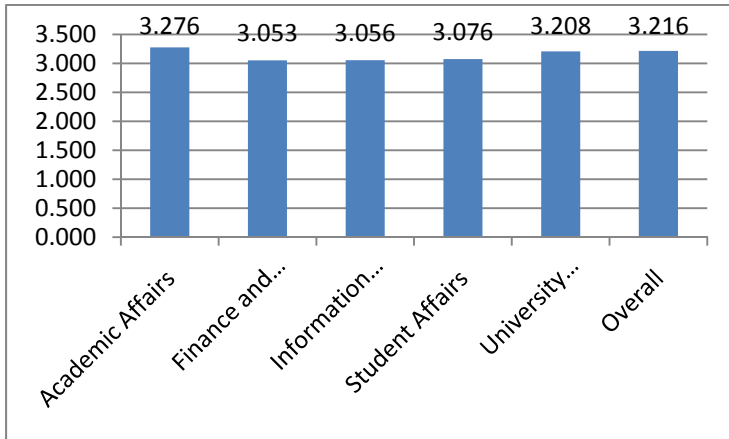


Chart 11.A. People in my department follow through with their commitments

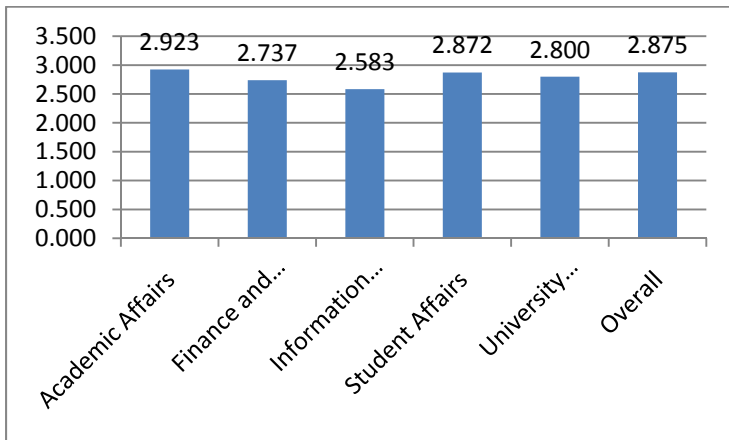


Chart 12.A. My supervisor looks out for the best interests of his/her employees

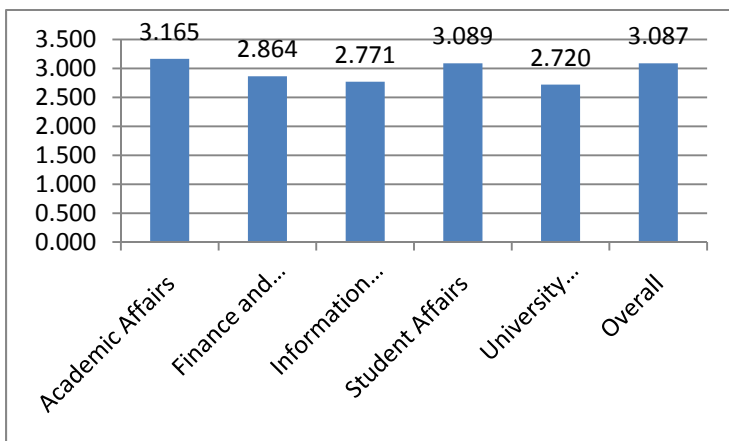


Chart 13.A. I have input on decisions that affect me

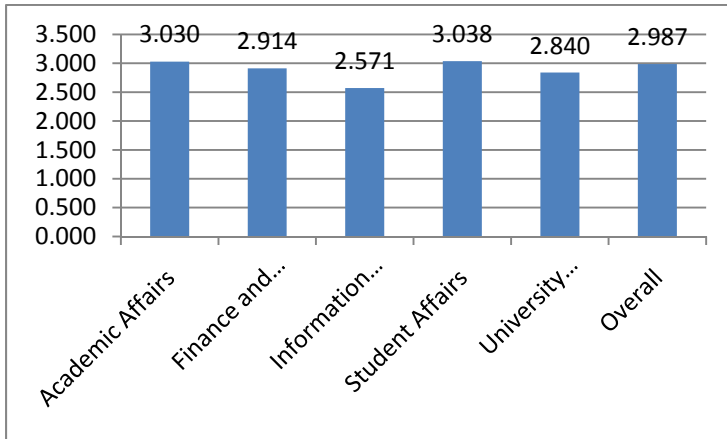


Chart 14.A. There are opportunities in my department to celebrate

