2008 Employee Opinion Survey

Survey Findings and Recommendations

Prepared by e**netrix**

Middleton, WI

June, 2008

The following pages contain summaries of data collected from the IMSA 2008 Employee Opinion Survey conducted in April & May, 2008. The results were compiled by e**netrix** of Middleton, WI. Respondents' anonymity has been held in the strictest confidence.

What You Will Find in This Report

Section I:
Introduction & Survey Methodology

Section I: Introduction & Survey Methodology

The goal of this study is to help management understand employee opinions on a variety of work-related issues and to gain insight into those issues that help or hinder people in their day-to-day work.

The Overall Process

e**netrix** (a survey research firm located in Middleton, WI) was hired to work with the Illinois Mathematics and Science Academy (IMSA) throughout the survey process. This included the development and administration of the online survey, and the analysis of the survey data to be incorporated into this report.

e**netrix** administered the survey online from April to mid-May of 2008. Two-hundred and four (204) of 250 employees surveyed at the time of administration responded to the survey; a response rate of 81.6%. While the 2006 survey administration had a response rate of 91%, that administration was completed on-site, in group meetings. The current 81.6% response rate is within the 80% to 85% range e**netrix** typically receives for online surveys of this nature.

To ensure that all items were indeed measuring the metrics they were intended to measure, reliability and correlation analyses were conducted. These analyses did indicate that each item contributed to the reliability of the metric it was assigned to with very good strength (coefficient alpha for each metric > 0.75). The data were processed using standard statistical and spreadsheet software (SPSS and Microsoft Excel). e**netrix** staff analyzed the data and prepared this report of findings.

Survey Methodology Used for the IMSA Employee Opinion Survey

The survey instrument utilized for the 2008 Employee Opinion Survey was based off a questionnaire utilized by the previous vendor that completed this survey for IMSA in 2006. Ten (10) questions were added to this survey instrument to measure specific items identified by IMSA as needing to be measured.

The survey instrument consisted of 118, 6-point Likert-scaled items which measure the organizational environment at IMSA and 34 Semantic Differential items designed to measure the organizational culture. The 118 Likert-scaled questions were sorted thematically into seventeen (17) categories or "Metrics" (the list of Metrics is presented on the next page).

The 34 Semantic Differential questions were sorted into ten (10) cultural concepts or categories. These categories were defined by the previous vendor and are referred to as CultureTrack. *No interpretative analysis is provided for responses to these questions as it is unclear as to what "culture" is more or less desirable within IMSA.*

Data is only presented for questions when there are at least 10 or more respondents. Not all respondents answered all questions. As a result, not all questions have a response count of 204.

Computation of the Survey Metrics

The 118 Likert-Scaled individual item scores are a representation of how respondents viewed the statements on the survey. The rating scale for most of the items was as follows:

  1 = Strongly Disagree   2 = Disagree   3 = Slightly Disagree   4 = Slightly Agree   5 = Agree   6 = Strongly Agree

Questions 6a through 6b (4 questions pertaining to *Our Mission/Beliefs*) utilized the following 6-point scale:

  1-We Don't Even Seem to Be Trying   2-We've Just Started   3-We have a Long Way to Go   4-We're Making Some Progress

    5-We're Making Very Good Progress   6-We Have Achieved Our Mission/Beliefs

The Metric Scores were formed by averaging the individual responses to the questions which pertain to each area they were "grouped" into by the previous survey vendor (for consistency). The equation used is represented below as an example:

    Our Strategic Direction Score = ((Q1 + Q2 + Q3 + Q4 + Q5) / 5)

So, if a respondent responded "4" on Question 1, "3" on Question 2, "3" on Question 3, "5" on Question 4, and "4" on Question 5, their score for *Our Strategic Direction* would be:

    Our Strategic Direction Score = ((4 + 3 + 3 + 5 + 4) / 5) = ((19) / 5) = 3.8

Computation of the Survey Metrics (continued)

Survey Metrics for 118 Likert-Scaled Questions	Number of Survey Questions
Metric 1: Our Strategic Direction	5
Metric 2: Our Mission/Beliefs	9
Metric 3: Innovation	5
Metric 4: Engagement	6
Metric 5: Work	10
Metric 6: Diversity	3
Metric 7: Work Processes	3
Metric 8: Performance Evaluation	5
Metric 9: Resources	4
Metric 10: Recognition	3
Metric 11: Opportunities	9
Metric 12: Presidents Management Council	16
Metric 13: Supervisors	16
Metric 14: Coworkers	5
Metric 15: The People We Serve	8
Metric 16: Work/Life Balance	5
Metric 17: Total Compensation	6
Overall Metric Score	**The average of all 17 Metric Scores**

CultureTrack - 10 Cultural Categories	Number of Survey Questions
Judgment	4
Structure	4
Developmental	6
Mindset	4
Power	4
Performance	1
Individualism	3
People	3
Decision Making	3
Time Horizon	2

* CultureTrack questions were not averaged to create an overall Category or Metric score.

Survey Demographic Breakdown

The demographic variables collected were *Job Category, Operational Location, Job Status, Gender, Race/Ethnicity,* and *Length of Service*.

Because there were not a sufficient number of non-caucasian respondents for any of the Race/Ethnicity breakdown options provided (minimum sample size of 10 needed), all non-caucasians were bucketed into a "non-caucasian" breakdown. The breakout of survey respondents into these groups is as follows:

Job Category	Valid N	Percent of Total Survey Population
Clerical	27	13.2%
Custodial/Maintenance/Security	17	8.3%
Faculty	54	26.5%
Residence Life	28	13.7%
President's Management Council	14	6.9%
Support Leadership (includes IPAs)	50	24.5%
Overall	*204*	*100%*

Operational Location	Valid N	Percent of Total Survey Population
Academic Programs (Faculty, SIR)	59	28.9%
Academic Support (Admissions, CAC, IRC, Principal, Student Life)	27	13.2%
Residential Life (Day Hall Supervisor, RCs, HCs)	26	12.7%
External Educational Programs	20	9.8%
Infrastructure (Advancement, Business Office, ITS, Facilities, HR, ORE, President's Office)	45	22.1%
Physical Properties (Custodial, Maintenance, Security)	17	8.3%
Overall	*204*	*100%*

Job Status, Gender, & Race/Ethnicity	Valid N	Percent of Total Survey Population
Part Time	20	9.8%
Full Time	176	86.3%
Female	102	50.0%
Male	89	43.6%
Caucasian	166	81.4%
Non-Caucasian	15	7.4%
Overall	*204*	*100%*

Survey Demographic Breakdown

Length of Service	Valid N	Percent of Total Survey Population
Less than 3 years	54	26.5%
3-5 years	30	14.7%
6-9 years	35	17.2%
10-14 years	25	12.3%
15 years or more	46	22.5%
Overall	*204*	*100%*

Section II:
Executive Summary

The key findings that were uncovered in the 2008 Employee Opinion Survey are listed below. The detailed information from which these findings derived follow in subsequent sections of this document.

Results

1. Two-hundred and four (204) of 250 employees surveyed at the time of administration responded to the survey; a response rate of 81.6%. This response rate is within the 80% to 85% range enetrix typically receives for surveys of this nature.

2. The Overall metric score mean was 4.02. This score is in the average range for organizations completing employee opinion surveys.

3. The seventeen (17) metric scores on the IMSA employee opinion survey indicated a mix of clear development areas and strengths. The highest metric score was for *Supervisors* (an average of 4.44 on the 6-point scale), which was followed by *The People We Serve* (M=4.38). The lowest scores were for *Work Processes* (M=3.22), followed by *Total Compensation* (M=3.35) and *Opportunities* (M=3.50).

4. **Higher Favorable Scores:** When analyzing the results from the 118 individual survey items, there were 12 survey items for which 70% or more of the respondents answered very favorably ("5" or "6" on the 6-point scale). These items were:

Individual Survey Item	Related Metric	Percent Favorable (5 or 6)
75. I have the training and skills to effectively deliver services	The People We Serve	85%
8. IMSA offers a uniquely challenging education for students talented in the areas of mathematics and science.	Our Mission/Beliefs	81%
67l. My supervisor… Acts with integrity	Supervisors	79%
68. My coworkers respect my thoughts and feelings	Coworkers	78%
67m. My supervisor… Is open and honest in communication	Supervisors	73%
7. IMSA's mission/beliefs are important to me	Our Mission/Beliefs	73%
67h. My supervisor… Is available to answer my questions or concerns	Supervisors	72%
24. I get a sense of accomplishment from my work	Work	72%
67n. My supervisor… Allows me to exercise appropriate autonomy	Supervisors	71%
74. My relationships with the people I serve are rewarding	The People We Serve	71%
86. I feel that the workplace is appropriate for the type of work I do	Work/Life Balance	71%
23. I truly enjoy my day-to-day work	Work	70%

Results (continued)

5. Lower Favorable Scores: The analysis of the 118 survey items found 15 items for which at least 30% of the respondents answered very unfavorably ("1" or "2" on the 6-point scale). These items were:

Individual Survey Item	Related Metric	Percent Unfavorable (1 or 2)
90. My performance has a significant impact on my pay increases	Total Compensation	70%
89. Compared with other places I might work, I feel I am fairly paid	Total Compensation	44%
88. I understand how pay changes are determined	Total Compensation	42%
57. Career opportunities always go to the most qualified people	Opportunities	40%
55. There are sufficient opportunities for me to advance	Opportunities	39%
87. I am paid fairly for the contribution I make to IMSA's success	Total Compensation	39%
35. Projects are planned well in advance to minimize future problems	Work Processes	39%
36. We set and stick to our priorities	Work Processes	36%
54. I have enough time for professional development	Opportunities	35%
29c. I feel confident that IMSA is taking necessary steps to retain staff	Work	33%
37. The performance evaluation process helps me improve my performance	Performance Evaluation	33%
34. The work processes we have in place allow me to be as productive as possible	Work Processes	31%
82. IMSA has practices and programs that help me achieve work/life balance	Work/Life Balance	31%
46. I receive appropriate recognition(beyond my pay) for my contributions and accomplishments	Recognition	30%
29a. I feel confident that IMSA is taking necessary steps to attract the best staff	Work	30%

Results (continued)

6. Results by Job Category —

As expected, the **Type of Job** that an employee works in has a significant influence on how employees responded to the survey.

- **n** President's Management Council employees have the highest *Overall* satisfaction score (M=4.53 on a 6-point scale) while Custodial/Maintenance/Security employees have the lowest (M=3.58).

- **n** The metric with the largest difference in satisfaction scores is *Supervisors* with a difference in scores being 1.70 between Custodial/Maintenance/Security employees (M=3.13) and Clerical employees (M=4.83).

- **n** The metric with the smallest difference in satisfaction scores is *Our Mission/Beliefs* with a difference in scores being 0.55 between Faculty employees (M=4.17) and President's Management Council employees (M=4.72).

7. Results by Operational Location —

The **Operational Location** that an employee works in also has a significant influence on how employees responded to the survey.

- **n** Academic Support employees have the highest *Overall* satisfaction score (M=4.35 on a 6-point scale) while Physical Property employees have the lowest (M=3.58).

- **n** The metric with the largest difference in satisfaction scores is *Supervisors* with a difference in scores being 1.89 between Physical Property employees (M=3.13) and Academic Support employees (M=5.02).

- **n** The metric with the smallest difference in satisfaction scores is *Diversity* with a difference in scores being 0.38 between External Educational Program employees (M=4.08) and Academic Program employees (M=4.47) .

8. Results by Job Status, Gender, & Race/Ethnicity —

- **n** Not surprisingly, Part-Time employees have higher satisfaction scores in almost all the metric areas. This is not an uncommon finding in employee opinion surveys.

- **n** There do not appear to be any significant differences in metric scores to note between Male and Female employees.

- **n** Non-Caucasian employees have much lower scores than their Caucasian counterparts in the areas of Diversity & Recognition. The cause for these lower scores should be explored further.

9. Results by Length of Service —

- **n** Employees newer to IMSA (i.e., Less than 3 years of service) tend the have higher satisfaction scores in all metric areas than their more tenured counterparts (those with greater than 10 years of experience).

10. Historical Analysis —

- n Overall, IMSA employees responded much more favorably to the survey in 2008 than in 2006.

- n For 53 questions, the frequency scores increased 5 percentage points for the 5 or 6 responses (on a 6-point scale). This indicates a marked improvement in opinions as an institution and indicates that things are moving in the right direction at IMSA.

- n For only 2 questions, the frequency scores decreased 5 percentage points for the 5 or 6 responses (on a 6-point scale).

- n The Overall "Engagement Score" remained the same as the previous administration in 2006 -- 45%. If the average score across the Engagement Metric for an individual is 4.50 or above (as defined by Hewitt), the individual is considered "engaged".

Section III:
Overall Findings

What you will find in this Section

This section of the report includes overall findings for the 2008 IMSA survey. The metric results are displayed in aggregate form and by demographic breakdowns.

Overall Trends

- **n** The score for each Metric and for the "Overall" metric is reported on a 6-point scale.

- **n** Each Metric score is displayed graphically to show how the scores compare to one another and to the "Overall" metric score.

Item by Item Results

- **n** The next section breaks out each individual survey item at an overall level – sorted by the Metrics to which they belong. Included are the mean for each item (on its 6-point scale), the Valid N (number of responses for the question – this data is included so that the reader can see those questions which people either could not or chose not to answer), and the percentage of responses that fell into the following four categories:

  - **l** **Moderate to High Disagreement** — The percentage of respondents who answered with a "**1**" or a "**2**" on the 6-point scale.

  - **l** **Slightly Disagree** — The percentage of respondents who answered with a "**3**" on the 6-point scale.

  - **l** **Slightly Agree** — The percentage of respondents who answered with a "**4**" on the 6-point scale.

  - **l** **Moderate to High Agreement** — The percentage of respondents who answered with a "**5**" or a "**6**" on the 6-point scale.

Metric Comparisons by Demographics

- **n** Each Metric is numerically displayed by each of the demographic breakouts.

This section of the report is based on the quantitative (numeric) results. It discusses the key findings indicated by the data.

n The *Overall* metric score mean was 4.02 (on a 1 to 6 scale).

n The seventeen (17) metric scores on the IMSA employee opinion survey indicated a mix of clear development areas and strengths. The highest metric score was for *Supervisors* (an average of 4.44 on the 6-point scale), which was followed by *The People We Serve* (M=4.38). The lowest scores were for the *Work Processes* (M=3.22), followed by *Total Compensation* (M=3.35) and *Opportunities* (M=3.50).

	Metric (Number of Respondents)	Satisfaction (204)
1	Our Strategic Direction	4.11
2	Our Mission/Beliefs	4.35
3	Innovation	3.83
4	Engagement	4.16
5	Work	4.09
6	Diversity	4.32
7	Work Processes	3.22
8	Performance Evaluation	4.24
9	Resources	3.95
10	Recognition	3.85
11	Opportunities	3.50
12	Presidents Management Council	3.89
13	Supervisors	4.44
14	Coworkers	4.31
15	The People We Serve	4.38
16	Work/Life Balance	4.25
17	Total Compensation	3.35
	Overall	*4.02*

Metric by Metric Comparison

Red Bar = Below Overall Average
Blue Bar = Above Overall Average

Metric Scores by Job Category

Breakdowns with more positive scores contain more shading in the cell.	Clerical	Custodial/ Maintenance/ Security	Faculty	Residence Life	President's Management Council	Support Leadership (includes IPAs)	Overall
Number of Respondents	*(27)*	*(17)*	*(54)*	*(28)*	*(14)*	*(50)*	*(204)*
1 Our Strategic Direction	3.76	3.86	4.11	3.98	5.27	4.21	4.11
2 Our Mission/Beliefs	4.67	4.47	4.17	4.38	4.72	4.19	4.35
3 Innovation	4.43	4.31	3.50	4.17	3.69	3.52	3.83
4 Engagement	4.01	3.64	4.28	4.25	4.97	4.04	4.16
5 Work	4.13	3.32	4.17	4.07	4.81	4.04	4.09
6 Diversity	4.36	4.12	4.50	4.29	4.98	3.96	4.32
7 Work Processes	3.33	3.06	3.18	3.51	3.55	2.87	3.22
8 Performance Evaluation	4.20	3.50	4.53	4.02	4.70	4.29	4.24
9 Resources	3.81	3.23	4.31	4.21	3.89	3.74	3.95
10 Recognition	4.25	3.25	3.70	3.96	4.43	3.74	3.85
11 Opportunities	3.43	2.76	3.64	3.97	4.11	3.19	3.50
12 Presidents Management Council	3.81	3.46	3.73	4.31	4.92	3.67	3.89
13 Supervisors	4.83	3.13	4.41	4.70	4.66	4.51	4.44
14 Coworkers	4.29	3.92	4.24	4.35	4.63	4.37	4.31
15 The People We Serve	4.35	3.79	4.61	4.60	4.71	4.19	4.38
16 Work/Life Balance	4.57	4.00	3.95	4.36	4.74	4.26	4.25
17 Total Compensation	3.44	2.84	3.27	3.80	4.21	3.14	3.35
Overall	4.11	3.58	4.02	4.17	4.53	3.88	**4.02**

Metric Scores by Job Category

n President's Management Council employees have the highest *Overall* satisfaction score (M=4.53 on a 6-point scale) while Custodial/Maintenance/Security employees have the lowest (M=3.58). It is not uncommon for employees in higher level positions to have higher satisfaction scores across all metric areas contained on a survey and that is certainly the case with the IMSA survey.

n The metric with the largest difference in satisfaction scores is *Supervisors* with a difference in scores being 1.70 between Custodial/Maintenance/Security employees (M=3.13) and Clerical employees (M=4.83).

n The metric with the smallest difference in satisfaction scores is *Our Mission/Beliefs* with a difference in scores being 0.55 between Faculty employees (M=4.17) and President's Management Council employees (M=4.72).

n Support Leadership employees (includes IPAs) have much lower scores that their counterparts in other jobs in the metric area of *Work Processes* (M=2.87). This is perhaps an area for further exploration within this job function.

Metric Scores by Operational Location

Breakdowns with more positive scores contain more shading in the cell.	Academic Programs (Faculty, SIR)	Academic Support (Admissions, CAC, IRC, Principal, Student Life)	Residential Life (Day Hall Supervisor, RCs, HCs)	External Educational Programs	Infrastructure (Advancement, Business Office, ITS, Facilities, HR, ORE, President's Office)	Physical Properties (Custodial, Maintenance, Security)	Overall
Number of Respondents	*(59)*	*(27)*	*(26)*	*(20)*	*(45)*	*(17)*	*(204)*
1 Our Strategic Direction	4.09	4.55	3.99	3.98	4.14	3.86	4.11
2 Our Mission/Beliefs	4.15	4.60	4.34	4.31	4.46	4.47	4.35
3 Innovation	3.48	4.06	4.18	3.64	3.86	4.31	3.83
4 Engagement	4.23	4.48	4.18	3.72	4.30	3.64	4.16
5 Work	4.14	4.58	3.97	4.04	4.12	3.32	4.09
6 Diversity	4.47	4.19	4.19	4.08	4.38	4.12	4.32
7 Work Processes	3.16	3.88	3.45	3.04	2.88	3.06	3.22
8 Performance Evaluation	4.54	4.60	4.05	4.15	4.16	3.50	4.24
9 Resources	4.28	4.26	4.22	3.74	3.58	3.23	3.95
10 Recognition	3.70	4.23	3.88	4.13	3.94	3.25	3.85
11 Opportunities	3.52	3.63	3.92	3.59	3.41	2.76	3.50
12 Presidents Management Council	3.67	4.31	4.26	3.72	3.91	3.46	3.89
13 Supervisors	4.39	5.02	4.62	4.49	4.63	3.13	4.44
14 Coworkers	4.21	4.81	4.27	4.38	4.27	3.92	4.31
15 The People We Serve	4.57	4.72	4.56	4.37	4.17	3.79	4.38
16 Work/Life Balance	4.02	4.53	4.33	4.47	4.37	4.00	4.25
17 Total Compensation	3.22	3.48	3.73	3.32	3.52	2.84	3.35
Overall	3.99	4.35	4.12	3.95	4.01	3.58	**4.02**

Metric Scores by Operational Location

n Academic Support employees have the highest *Overall* satisfaction score (M=4.35 on a 6-point scale) while Physical Property employees have the lowest (M=3.58).

n The metric with the largest difference in satisfaction scores is *Supervisors* with a difference in scores being 1.89 between Physical Property employees (M=3.13) and Academic Support employees (M=5.02).

n The metric with the smallest difference in satisfaction scores is *Diversity* with a difference in scores being 0.38 between External Educational Program employees (M=4.08) and Academic Program employees (M=4.47).

n Infrastructure employees have much lower scores that their counterparts in other jobs in the metric area of *Work Processes* (M=2.88). This is perhaps an area for further exploration within this operational location.

Metric Scores by Job Status, Gender, & Race/Ethnicity

Breakdowns with more positive scores contain more shading in the cell.	Part Time	Full Time	Female	Male	Caucasian	Non-Caucasian	Overall
Number of Respondents	(20)	(176)	(102)	(89)	(166)	(15)	(204)
1 Our Strategic Direction	4.07	4.11	4.15	4.10	4.13	4.40	4.11
2 Our Mission/Beliefs	4.74	4.30	4.37	4.34	4.40	4.18	4.35
3 Innovation	4.44	3.75	3.90	3.74	3.84	3.85	3.83
4 Engagement	4.54	4.11	4.11	4.21	4.13	4.23	4.16
5 Work	4.49	4.02	4.13	4.04	4.10	3.86	4.09
6 Diversity	4.98	4.22	4.22	4.40	4.39	3.27	4.32
7 Work Processes	4.23	3.09	3.21	3.22	3.17	3.44	3.22
8 Performance Evaluation	4.80	4.19	4.33	4.16	4.28	4.10	4.24
9 Resources	4.76	3.86	3.93	3.99	3.94	4.02	3.95
10 Recognition	4.68	3.75	3.98	3.74	3.91	3.49	3.85
11 Opportunities	4.30	3.41	3.52	3.44	3.51	3.43	3.50
12 Presidents Management Council	4.52	3.80	3.82	3.95	3.90	3.86	3.89
13 Supervisors	5.05	4.36	4.57	4.32	4.43	4.62	4.44
14 Coworkers	4.92	4.24	4.28	4.32	4.29	4.37	4.31
15 The People We Serve	4.96	4.33	4.41	4.39	4.42	4.24	4.38
16 Work/Life Balance	4.88	4.18	4.41	4.15	4.28	4.20	4.25
17 Total Compensation	3.64	3.34	3.37	3.41	3.42	3.23	3.35
Overall	4.59	3.94	4.04	4.00	4.03	3.93	**4.02**

Metric Scores by Job Status, Gender, & Race/Ethnicity

n Not surprisingly, Part-Time employees have higher satisfaction scores in almost all the metric areas. This is not an uncommon finding in employee opinion surveys.

n There do not appear to be any significant differences in metric scores to note between Male and Female employees.

n Non-Caucasian employees have much lower scores than their Caucasian counterparts in the areas of Diversity & Recognition. The cause for these lower scores should be explored further.

Metric Scores by Length of Service

Breakdowns with more positive scores contain more shading in the cell.	Less than 3 years	3-5 years	6-9 years	10-14 years	15 years or more	Overall
Number of Respondents	(54)	(30)	(35)	(25)	(46)	(204)
1 Our Strategic Direction	4.20	4.04	4.34	3.94	4.01	4.11
2 Our Mission/Beliefs	4.37	4.38	4.43	4.19	4.38	4.35
3 Innovation	3.98	3.92	3.88	3.40	3.81	3.83
4 Engagement	4.22	4.01	4.29	4.07	4.15	4.16
5 Work	4.13	4.21	4.09	3.96	4.03	4.09
6 Diversity	4.45	4.39	4.34	4.03	4.16	4.32
7 Work Processes	3.43	3.29	3.35	2.85	2.98	3.22
8 Performance Evaluation	4.41	4.37	4.18	4.17	4.07	4.24
9 Resources	4.21	3.97	3.99	3.73	3.77	3.95
10 Recognition	4.10	4.25	3.94	3.44	3.49	3.85
11 Opportunities	3.81	3.75	3.38	3.25	3.21	3.50
12 Presidents Management Council	4.25	4.00	4.12	3.26	3.50	3.89
13 Supervisors	4.61	4.74	4.58	4.07	4.19	4.44
14 Coworkers	4.41	4.43	4.26	4.31	4.10	4.31
15 The People We Serve	4.56	4.53	4.36	4.22	4.30	4.38
16 Work/Life Balance	4.38	4.37	4.37	4.34	4.00	4.25
17 Total Compensation	3.67	3.35	3.36	3.20	3.19	3.35
Overall	4.18	4.12	4.07	3.79	3.85	**4.02**

Metric Scores by Length of Service

n Employees newer to IMSA (i.e., Less than 3 years of service) tend the have higher satisfaction scores in all metric areas than their more tenured counterparts (those with greater than 10 years of experience).

n The metric with the largest difference in satisfaction scores is *Presidents Management Council* with a difference in scores being 0.99 between those with between 10 and 14 years of service (M=3.26) and those with less than 3 years of service (M=4.25).

n The metric with the smallest difference in satisfaction scores is *Our Mission/Beliefs* with a difference in scores being 0.24 between those with between 10 and 14 years of service (M=4.19) and those with between 6 and 9 years of service (M=4.43) .

Rating Scale: 1-Strongly Disagree to 6-Strongly Agree	Mean	Valid N		1 or 2	3	4	5 or 6
1. Our Strategic Direction							
1. I feel confident that IMSA is making appropriate changes to be successful in the future	4.36	(202)	+	8.4%	8.4%	29.7%	53.5%
2. I have a good understanding of IMSA's strategic plan	4.17	(203)		11.8%	11.3%	30.5%	46.3%
3. I believe achieving IMSA's strategic plan will lead to future success for IMSA	4.29	(198)		8.6%	8.6%	33.3%	49.5%
4. IMSA's strategic plan provides meaningful direction to me	3.66	(196)		21.4%	15.3%	36.2%	27.0%
5. I have personally contributed in a meaningful way to implementing at least one of the seven IMSA strategies.	4.13	(197)		19.8%	8.6%	25.4%	46.2%
2. Our Mission/Beliefs							
6a. IMSA is achieving our mission and modeling our beliefs: Develop talent and leadership in math, science, and technology	4.46	(201)	+	4.0%	8.0%	30.3%	57.7%
6b. IMSA is achieving our mission and modeling our beliefs: Transform mathematics and science teaching and learning	3.89	(197)		9.6%	20.3%	40.6%	29.4%
6c. IMSA is achieving our mission and modeling our beliefs: Develop ethical leaders	3.67	(200)		10.5%	30.5%	37.0%	22.0%
6d. IMSA is achieving our mission and modeling our beliefs: Develop inquiring, integrative learners	4.32	(202)	+	5.4%	11.4%	31.7%	51.5%

* Questions 6a through 6b utilized the following 6-point scale: 1-We Don't Even Seem to Be Trying; 2-We've Just Started; 3-We have a Long Way to Go; 4-We're Making Some Progress; 5-We're Making Very Good Progress; 6-We Have Achieved Our Mission/Beliefs

7. IMSA's mission/beliefs are important to me	4.77	(200)	+	8.0%	3.0%	16.5%	72.5%
8. IMSA offers a uniquely challenging education for students talented in the areas of mathematics and science.	5.05	(201)	+	2.5%	1.0%	15.4%	81.1%
9. IMSA stimulates further excellence in the areas of mathematics and science for all Illinois schools.	3.96	(197)		18.3%	10.7%	32.5%	38.6%
10. The mission statement (see above) adequately reflects IMSA's goals as an educational institution.	4.59	(200)	+	6.5%	8.0%	18.0%	67.5%
11. IMSA provides all students the opportunity to achieve their personal aspirations and stretch their imagination.	4.37	(193)	+	9.3%	9.3%	25.4%	56.0%
3. Innovation							
12. IMSA is serving as a laboratory for educational innovation	3.93	(200)		16.5%	10.0%	37.0%	36.5%
13. IMSA is developing and disseminating innovative products and services	3.62	(194)		20.1%	18.0%	37.1%	24.7%
14. IMSA encourages innovation	4.01	(199)		16.1%	12.6%	27.6%	43.7%
15. IMSA has processes in place to support and sustain innovation	3.49	(197)		23.9%	20.8%	30.5%	24.9%
16. For the most part, the teaching/learning environment at IMSA could be characterized as grounded in imagination and inquiry.	4.01	(196)		13.3%	12.8%	32.7%	41.3%
4. Engagement							
17. I would not hesitate to recommend IMSA to a friend seeking employment	4.31	(201)	+	11.9%	10.4%	24.4%	53.2%
18. Given the opportunity, I tell others great things about working here	4.64	(202)	+	5.4%	8.4%	23.8%	62.4%
19. It would take a lot to get me to leave IMSA	4.05	(200)		19.5%	14.0%	22.5%	44.0%
20. I rarely think about leaving IMSA to work somewhere else	3.80	(201)		24.9%	18.9%	17.4%	38.8%
21. IMSA inspires me to do my best work every day	4.10	(202)		14.4%	15.3%	23.3%	47.0%
22. IMSA motivates me to contribute more than is normally required to complete my work	4.02	(198)		16.2%	17.7%	21.7%	44.4%

Note: "—" indicates item with at least 30% responding 1 or 2 Rating (Low)
"+" indicates item with at least 50% responding 5 or 6 Rating (High)

Rating Scale: 1-Strongly Disagree to 6-Strongly Agree	Mean	Valid N		1 or 2	3	4	5 or 6
5. Work							
23. I truly enjoy my day-to-day work	4.80	(203)	+	4.9%	2.5%	22.2%	70.4%
24. I get a sense of accomplishment from my work	4.83	(201)	+	5.0%	5.5%	17.4%	72.1%
25. My work challenges me to use my knowledge and skills fully	4.57	(200)	+	11.5%	9.0%	15.5%	64.0%
26. I am encouraged to try new things even if they lead to occasional mistakes	4.28	(197)	+	14.7%	12.2%	15.2%	57.9%
27. I have the authority to make decisions necessary to do my job well	4.29	(202)	+	13.4%	11.9%	18.3%	56.4%
28. I know clearly whether I am making progress toward my goals	4.47	(194)	+	9.8%	9.3%	20.1%	60.8%
29a. I feel confident that IMSA is taking necessary steps to attract the best staff	3.37	(199)		29.6%	21.1%	24.6%	24.6%
29b. I feel confident that IMSA is taking necessary steps to motivate staff	3.29	(198)		29.3%	22.2%	27.8%	20.7%
29c. I feel confident that IMSA is taking necessary steps to retain staff	3.18	(198)	—	32.8%	23.7%	24.7%	18.7%
30. IMSA is considered one of the best places to work in the area	3.65	(183)		19.7%	19.1%	35.5%	25.7%
6. Diversity							
31. IMSA is committed to creating a work environment that embraces diversity	4.45	(200)	+	9.5%	6.0%	26.5%	58.0%
32. IMSA values differences in age, gender, and race or ethnicity	4.48	(198)	+	7.1%	9.6%	23.7%	59.6%
33. IMSA values differences in education, experience, ideas, work styles, and perspectives	4.01	(196)		17.3%	9.2%	28.1%	45.4%
7. Work Processes							
34. The work processes we have in place allow me to be as productive as possible	3.42	(202)	—	30.7%	15.8%	25.7%	27.7%
35. Projects are planned well in advance to minimize future problems	3.03	(200)	—	38.5%	22.0%	22.0%	17.5%
36. We set and stick to our priorities	3.19	(202)	—	36.1%	20.3%	21.8%	21.8%
8. Performance Evaluation							
37. The performance evaluation process helps me improve my performance	3.35	(193)	—	32.6%	12.4%	29.0%	25.9%
38. I know what is expected of me at work	4.61	(199)	+	6.5%	5.5%	20.6%	67.3%
39. I understand how my work goals relate to IMSA's goals	4.44	(196)	+	7.7%	10.2%	21.9%	60.2%
40. I believe my last performance evaluation accurately reflects my job performance	4.39	(181)	+	10.5%	8.8%	19.9%	60.8%
41. I understand the factors/criteria that contribute to my performance evaluation	4.31	(188)	+	13.8%	8.0%	17.0%	61.2%

Note: "—" indicates item with at least 30% responding 1 or 2 Rating (Low)
"+" indicates item with at least 50% responding 5 or 6 Rating (High)   Page 17

Item by Item Results

Rating Scale: 1-Strongly Disagree to 6-Strongly Agree	Mean	Valid N		1 or 2	3	4	5 or 6
9. Resources							
42. The tools and resources we have allow me to be as productive as possible	3.75	(200)		22.5%	16.5%	24.0%	37.0%
43. I have the information I need to do my job well	4.26	(201)	+	11.4%	9.0%	26.9%	52.7%
44. Our technology allows me to do my job well	3.74	(201)		24.9%	12.4%	23.4%	39.3%
45. I have the people resources I need to do my job well	4.01	(200)		16.0%	14.5%	26.5%	43.0%
10. Recognition							
46. I receive appropriate recognition(beyond my pay) for my contributions and accomplishments	3.60	(202)		29.7%	11.4%	24.3%	34.7%
47. I often get compliments for the work I do	4.09	(202)	+	16.3%	11.9%	20.3%	51.5%
48. IMSA celebrates achievement of important milestones or goals	3.84	(197)		19.8%	12.2%	30.5%	37.6%
11. Opportunities							
49. My future career opportunities here at IMSA look good	3.74	(198)		24.7%	10.6%	27.8%	36.9%
50. Learning and development opportunities are available at IMSA to help me build valuable skills	3.78	(198)		18.2%	19.2%	28.3%	34.3%
51. There is an effective process to help me identify my development needs	3.41	(192)		24.5%	28.6%	22.4%	24.5%
52. There are sufficient opportunities to improve my skills for my current role	3.84	(192)		15.6%	17.7%	31.3%	35.4%
53. There are sufficient opportunities for me to develop skills necessary to assume greater responsibilities	3.60	(193)		23.8%	18.7%	25.9%	31.6%
54. I have enough time for professional development	3.35	(199)	—	34.7%	18.1%	18.1%	29.1%
55. There are sufficient opportunities for me to advance	2.98	(193)	—	39.4%	22.8%	18.1%	19.7%
56. I know what career opportunities are available for me	3.59	(193)		26.9%	16.1%	22.3%	34.7%
57. Career opportunities always go to the most qualified people	3.07	(192)	—	39.6%	17.7%	21.9%	20.8%

Note: "—" indicates item with at least 30% responding 1 or 2 Rating (Low)
"+" indicates item with at least 50% responding 5 or 6 Rating (High)   Page 18

Item by Item Results

Rating Scale: 1-Strongly Disagree to 6-Strongly Agree	Overall Results					
	Mean	Valid N		1 or 2	3	4	5 or 6

12. Presidents Management Council

	Mean	Valid N		1 or 2	3	4	5 or 6
58. I see strong evidence of effective leadership from the President's Management Council	3.78	(184)		21.2%	14.7%	29.9%	34.2%
59a. The PMC… Provides clear direction for the future	3.78	(184)		19.0%	18.5%	26.6%	35.9%
59b. The PMC… Is expert at running the institution	3.59	(183)		23.5%	18.6%	29.0%	29.0%
59c. The PMC… Acts with integrity	4.27	(181)	+	13.8%	6.1%	27.1%	53.0%
59d. The PMC… Is open and honest in communication	4.05	(187)		16.6%	9.6%	26.2%	47.6%
59e. The PMC… Is appropriately visible and accessible to staff	4.07	(190)		14.2%	13.7%	27.4%	44.7%
59f. The PMC… Encourages collaboration and teamwork across the organization	3.96	(185)		15.1%	15.1%	29.2%	40.5%
59g. The PMC… Treats staff as the organization's most valued asset	3.58	(186)		26.3%	16.1%	26.3%	31.2%
59h. The PMC… Holds individuals accountable for high standards of performance	3.50	(183)		29.0%	15.3%	25.7%	30.1%
59i. The PMC… Effectively works to achieve IMSA's mission and models beliefs	4.05	(183)		14.2%	13.7%	27.3%	44.8%
59j. The PMC… Inspires and develops leaders	3.45	(183)		26.8%	17.5%	33.3%	22.4%
60. I believe the PMC has the courage to make significant changes to current practices and change policies if necessary to achieve IMSA's mission	3.87	(187)		19.3%	16.0%	25.7%	39.0%
61. Staffs' input is given appropriate consideration in decisions that affect their work	3.49	(185)		27.0%	16.2%	30.3%	26.5%
62. I feel confident that meaningful actions will be taken by the PMC based on the results of this survey	3.79	(189)		20.6%	13.8%	31.2%	34.4%
63. The leadership of the IMSA Board reflects the mission and beliefs of IMSA.	4.34	(170)	+	8.2%	8.2%	29.4%	54.1%
64. The leadership of the President's Management Council reflects the mission and beliefs of IMSA.	4.25	(184)	+	11.4%	11.4%	20.7%	56.5%

Note: "—" indicates item with at least 30% responding 1 or 2 Rating (Low)
"+" indicates item with at least 50% responding 5 or 6 Rating (High)   Page 19

Item by Item Results

			Overall Results				
Rating Scale: 1-Strongly Disagree to 6-Strongly Agree	Mean	Valid N		1 or 2	3	4	5 or 6

13. *Supervisors*

	Mean	Valid N		1 or 2	3	4	5 or 6
65. My supervisor provides the support I need to succeed	4.48	(199)	+	10.1%	10.6%	19.6%	59.8%
66. I have confidence in the decisions made by my supervisor	4.45	(197)	+	11.2%	10.2%	17.8%	60.9%
67a. My supervisor… Provides clear direction for the future	4.20	(196)		14.3%	11.2%	25.0%	49.5%
67b. My supervisor… Effectively works to achieve IMSA's mission and model beliefs	4.55	(194)	+	7.7%	7.2%	26.3%	58.8%
67c. My supervisor… Provides valuable coaching and feedback that allows me to improve my performance	4.03	(198)		15.2%	14.6%	31.3%	38.9%
67d. My supervisor… Provides important guidance on my development throughout the year	3.91	(197)		17.8%	16.2%	30.5%	35.5%
67e. My supervisor… Has regular discussions with me about how well I'm meeting my responsibilities and goals	3.78	(196)		23.5%	16.3%	23.5%	36.7%
67f. My supervisor… Understands my job well enough to evaluate my performance	4.40	(198)	+	12.1%	11.1%	17.2%	59.6%
67g. My supervisor… Appropriately recognizes my contributions and accomplishments	4.29	(198)	+	13.1%	11.1%	24.2%	51.5%
67h. My supervisor… Is available to answer my questions or concerns	4.86	(198)	+	4.0%	5.6%	18.2%	72.2%
67i. My supervisor… Communicates important information in a timely manner	4.43	(198)	+	11.1%	10.6%	18.7%	59.6%
67j. My supervisor… Incorporates my ideas into our work	4.41	(195)	+	11.3%	9.7%	21.5%	57.4%
67k. My supervisor… Develops a positive team atmosphere	4.42	(199)	+	13.1%	9.0%	19.6%	58.3%
67l. My supervisor… Acts with integrity	5.04	(197)	+	4.1%	5.1%	12.2%	78.7%
67m. My supervisor… Is open and honest in communication	4.83	(198)	+	5.1%	9.1%	13.1%	72.7%
67n. My supervisor… Allows me to exercise appropriate autonomy	4.80	(192)	+	5.7%	5.2%	17.7%	71.4%

Note: "—" indicates item with at least 30% responding 1 or 2 Rating (Low)
"+" indicates item with at least 50% responding 5 or 6 Rating (High) Page 20

Item by Item Results

Rating Scale: 1-Strongly Disagree to 6-Strongly Agree	Mean	Valid N		Overall Results			
				1 or 2	3	4	5 or 6

14. Coworkers

	Mean	Valid N		1 or 2	3	4	5 or 6
68. My coworkers respect my thoughts and feelings	4.88	(203)	+	2.5%	6.4%	13.3%	77.8%
69. My coworkers work together to achieve our goals	4.68	(203)	+	6.4%	6.9%	19.7%	67.0%
70. My coworkers value my input even if it is different from their own	4.67	(202)	+	6.4%	6.4%	18.8%	68.3%
71. IMSA could be described as a collective community that embraces a common mission.	3.93	(197)		15.7%	14.2%	34.0%	36.0%
72. IMSA departments work well together in a cross-functional manner.	3.36	(197)		25.9%	23.4%	33.0%	17.8%

15. The People We Serve

	Mean	Valid N		1 or 2	3	4	5 or 6
73. I get enough support from IMSA to satisfy the people I serve	4.26	(198)	+	10.6%	11.6%	25.3%	52.5%
74. My relationships with the people I serve are rewarding	4.99	(201)	+	2.0%	4.5%	22.4%	71.1%
75. I have the training and skills to effectively deliver services	5.11	(198)	+	1.5%	1.5%	11.6%	85.4%
76. I have the tools and resources to effectively deliver services	4.39	(197)	+	9.6%	10.2%	23.4%	56.9%
77. I have the authority necessary to remove barriers that prevent me from effectively delivering services	3.81	(194)		22.2%	16.5%	23.7%	37.6%
78. I am appropriately recognized and rewarded for effectively delivering services	3.77	(197)		21.8%	16.8%	24.9%	36.5%
79. IMSA staff understand the needs of the people they serve	4.35	(197)		4.6%	13.7%	32.5%	49.2%
80. IMSA staff address the needs of the people they serve	4.30	(196)	+	7.7%	12.8%	28.6%	51.0%

16. Work/Life Balance

	Mean	Valid N		1 or 2	3	4	5 or 6
82. IMSA has practices and programs that help me achieve work/life balance	3.41	(196)	—	30.6%	18.9%	21.4%	29.1%
83. The pace of my work day is reasonable for me	4.15	(201)		11.4%	13.4%	25.4%	49.8%
84. My supervisor allows me the flexibility I need to achieve satisfactory work/life balance	4.70	(197)	+	5.1%	7.1%	20.8%	67.0%
85. The physical work environment is appropriate for the type work I do	4.46	(200)	+	11.5%	9.0%	12.0%	67.5%
86. I feel that the workplace is appropriate for the type of work I do	4.59	(198)	+	6.6%	8.6%	14.1%	70.7%

* Question 81 was removed as it was a duplicate of question 87.

17. Total Compensation

	Mean	Valid N		1 or 2	3	4	5 or 6
87. I am paid fairly for the contribution I make to IMSA's success	3.17	(199)	—	39.2%	17.6%	17.1%	26.1%
88. I understand how pay changes are determined	3.20	(201)	—	42.3%	11.4%	15.9%	30.3%
89. Compared with other places I might work, I feel I am fairly paid	2.93	(200)	—	43.5%	20.5%	16.5%	19.5%
90. My performance has a significant impact on my pay increases	2.10	(195)	—	69.7%	15.4%	8.7%	6.2%
91. Overall, my benefit plans meet my (and my family's) needs well	4.33	(194)	+	12.4%	8.2%	20.1%	59.3%
92. I have a clear understanding of my benefits	4.44	(197)	+	5.6%	11.7%	25.9%	56.9%

Note: "—" indicates item with at least 30% responding 1 or 2 Rating (Low)
"+" indicates item with at least 50% responding 5 or 6 Rating (High) Page 21

Item by Item Results

Section IV:
Historical Analysis

	2006	2008		
	Responded 5 or 6	Responded 5 or 6	Change	Change > 5%
1. Our Strategic Direction				
1. I feel confident that IMSA is making appropriate changes to be successful in the future	27%	53.5%	*26.5%*	+
2. I have a good understanding of IMSA's strategic plan	31%	46.3%	*15.3%*	+
3. I believe achieving IMSA's strategic plan will lead to future success for IMSA	33%	49.5%	*16.5%*	+
4. IMSA's strategic plan provides meaningful direction to me	21%	27.0%	*6.0%*	+
5. I have personally contributed in a meaningful way to implementing at least one of the seven IMSA strategies.	NA	46.2%	--	
2. Our Mission/Beliefs				
6a. IMSA is achieving our mission and modeling our beliefs: Develop talent and leadership in math, science, and technology	50%	57.7%	*7.7%*	+
6b. IMSA is achieving our mission and modeling our beliefs: Transform mathematics and science teaching and learning	32%	29.4%	*-2.6%*	
6c. IMSA is achieving our mission and modeling our beliefs: Develop ethical leaders	13%	22.0%	*9.0%*	+
6d. IMSA is achieving our mission and modeling our beliefs: Develop inquiring, integrative learners	47%	51.5%	*4.5%*	
7. IMSA's mission/beliefs are important to me	69%	72.5%	*3.5%*	
8. IMSA offers a uniquely challenging education for students talented in the areas of mathematics and science.	NA	81.1%	--	
9. IMSA stimulates further excellence in the areas of mathematics and science for all Illinois schools.	NA	38.6%	--	
10. The mission statement (see above) adequately reflects IMSA's goals as an educational institution.	NA	67.5%	--	
11. IMSA provides all students the opportunity to achieve their personal aspirations and stretch their imagination.	NA	56.0%	--	
3. Innovation				
12. IMSA is serving as a laboratory for educational innovation	46%	36.5%	*-9.5%*	—
13. IMSA is developing and disseminating innovative products and services	29%	24.7%	*-4.3%*	
14. IMSA encourages innovation	43%	43.7%	*0.7%*	
15. IMSA has processes in place to support and sustain innovation	25%	24.9%	*-0.1%*	
16. For the most part, the teaching/learning environment at IMSA could be characterized as grounded in imagination and inquiry.	NA	41.3%	--	
4. Engagement				
17. I would not hesitate to recommend IMSA to a friend seeking employment	48%	53.2%	*5.2%*	+
18. Given the opportunity, I tell others great things about working here	54%	62.4%	*8.4%*	+
19. It would take a lot to get me to leave IMSA	43%	44.0%	*1.0%*	
20. I rarely think about leaving IMSA to work somewhere else	32%	38.8%	*6.8%*	+
21. IMSA inspires me to do my best work every day	40%	47.0%	*7.0%*	+
22. IMSA motivates me to contribute more than is normally required to complete my work	42%	44.4%	*2.4%*	

	2006	2008		
	Responded 5 or 6	Responded 5 or 6	Change	Change > 5%
5. *Work*				
23. I truly enjoy my day-to-day work	67%	70.4%	*3.4%*	
24. I get a sense of accomplishment from my work	67%	72.1%	*5.1%*	**+**
25. My work challenges me to use my knowledge and skills fully	57%	64.0%	*7.0%*	**+**
26. I am encouraged to try new things even if they lead to occasional mistakes	49%	57.9%	*8.9%*	**+**
27. I have the authority to make decisions necessary to do my job well	46%	56.4%	*10.4%*	**+**
28. I know clearly whether I am making progress toward my goals	55%	60.8%	*5.8%*	**+**
29a. I feel confident that IMSA is taking necessary steps to attract the best staff	22%	24.6%	*2.6%*	
29b. I feel confident that IMSA is taking necessary steps to motivate staff	12%	20.7%	*8.7%*	**+**
29c. I feel confident that IMSA is taking necessary steps to retain staff	10%	18.7%	*8.7%*	**+**
30. IMSA is considered one of the best places to work in the area	22%	25.7%	*3.7%*	
6. *Diversity*				
31. IMSA is committed to creating a work environment that embraces diversity	42%	58.0%	*16.0%*	**+**
32. IMSA values differences in age, gender, and race or ethnicity	50%	59.6%	*9.6%*	**+**
33. IMSA values differences in education, experience, ideas, work styles, and perspectives	34%	45.4%	*11.4%*	**+**
7. *Work Processes*				
34. The work processes we have in place allow me to be as productive as possible	23%	27.7%	*4.7%*	
35. Projects are planned well in advance to minimize future problems	13%	17.5%	*4.5%*	
36. We set and stick to our priorities	19%	21.8%	*2.8%*	
8. *Performance Evaluation*				
37. The performance evaluation process helps me improve my performance	22%	25.9%	*3.9%*	
38. I know what is expected of me at work	70%	67.3%	*-2.7%*	
39. I understand how my work goals relate to IMSA's goals	49%	60.2%	*11.2%*	**+**
40. I believe my last performance evaluation accurately reflects my job performance	62%	60.8%	*-1.2%*	
41. I understand the factors/criteria that contribute to my performance evaluation	58%	61.2%	*3.2%*	

	2006	2008		
	Responded 5 or 6	Responded 5 or 6	Change	Change > 5%
9. Resources				
42. The tools and resources we have allow me to be as productive as possible	24%	37.0%	13.0%	+
43. I have the information I need to do my job well	43%	52.7%	9.7%	+
44. Our technology allows me to do my job well	27%	39.3%	12.3%	+
45. I have the people resources I need to do my job well	40%	43.0%	3.0%	
10. Recognition				
46. I receive appropriate recognition(beyond my pay) for my contributions and accomplishments	23%	34.7%	11.7%	+
47. I often get compliments for the work I do	38%	51.5%	13.5%	+
48. IMSA celebrates achievement of important milestones or goals	27%	37.6%	10.6%	+
11. Opportunities				
49. My future career opportunities here at IMSA look good	37%	36.9%	-0.1%	
50. Learning and development opportunities are available at IMSA to help me build valuable skills	34%	34.3%	0.3%	
51. There is an effective process to help me identify my development needs	12%	24.5%	12.5%	+
52. There are sufficient opportunities to improve my skills for my current role	27%	35.4%	8.4%	+
53. There are sufficient opportunities for me to develop skills necessary to assume greater responsibilities	22%	31.6%	9.6%	+
54. I have enough time for professional development	19%	29.1%	10.1%	+
55. There are sufficient opportunities for me to advance	16%	19.7%	3.7%	
56. I know what career opportunities are available for me	35%	34.7%	-0.3%	
57. Career opportunities always go to the most qualified people	22%	20.8%	-1.2%	

Note: "—" indicates a decrease of more than 5%
"+" indicates an increase of more than 5%

	2006	2008		
	Responded 5 or 6	Responded 5 or 6	Change	Change > 5%
12. *Presidents Management Council*				
58. I see strong evidence of effective leadership from the President's Management Council	23%	34.2%	*11.2%*	**+**
59a. The PMC… Provides clear direction for the future	20%	35.9%	*15.9%*	**+**
59b. The PMC… Is expert at running the institution	19%	29.0%	*10.0%*	**+**
59c. The PMC… Acts with integrity	47%	53.0%	*6.0%*	**+**
59d. The PMC… Is open and honest in communication	28%	47.6%	*19.6%*	**+**
59e. The PMC… Is appropriately visible and accessible to staff	25%	44.7%	*19.7%*	**+**
59f. The PMC… Encourages collaboration and teamwork across the organization	32%	40.5%	*8.5%*	**+**
59g. The PMC… Treats staff as the organization's most valued asset	21%	31.2%	*10.2%*	**+**
59h. The PMC… Holds individuals accountable for high standards of performance	29%	30.1%	*1.1%*	
59i. The PMC… Effectively works to achieve IMSA's mission and models beliefs	27%	44.8%	*17.8%*	**+**
59j. The PMC… Inspires and develops leaders	18%	22.4%	*4.4%*	
60. I believe the PMC has the courage to make significant changes to current practices and change policies if necessary to achieve IMSA's mission	30%	39.0%	*9.0%*	**+**
61. Staffs' input is given appropriate consideration in decisions that affect their work	13%	26.5%	*13.5%*	**+**
62. I feel confident that meaningful actions will be taken by the PMC based on the results of this survey	20%	34.4%	*14.4%*	**+**
63. The leadership of the IMSA Board reflects the mission and beliefs of IMSA.	NA	54.1%	--	
64. The leadership of the President's Management Council reflects the mission and beliefs of IMSA.	NA	56.5%	--	

	2006	2008		
	Responded 5 or 6	Responded 5 or 6	Change	Change > 5%

13. *Supervisors*

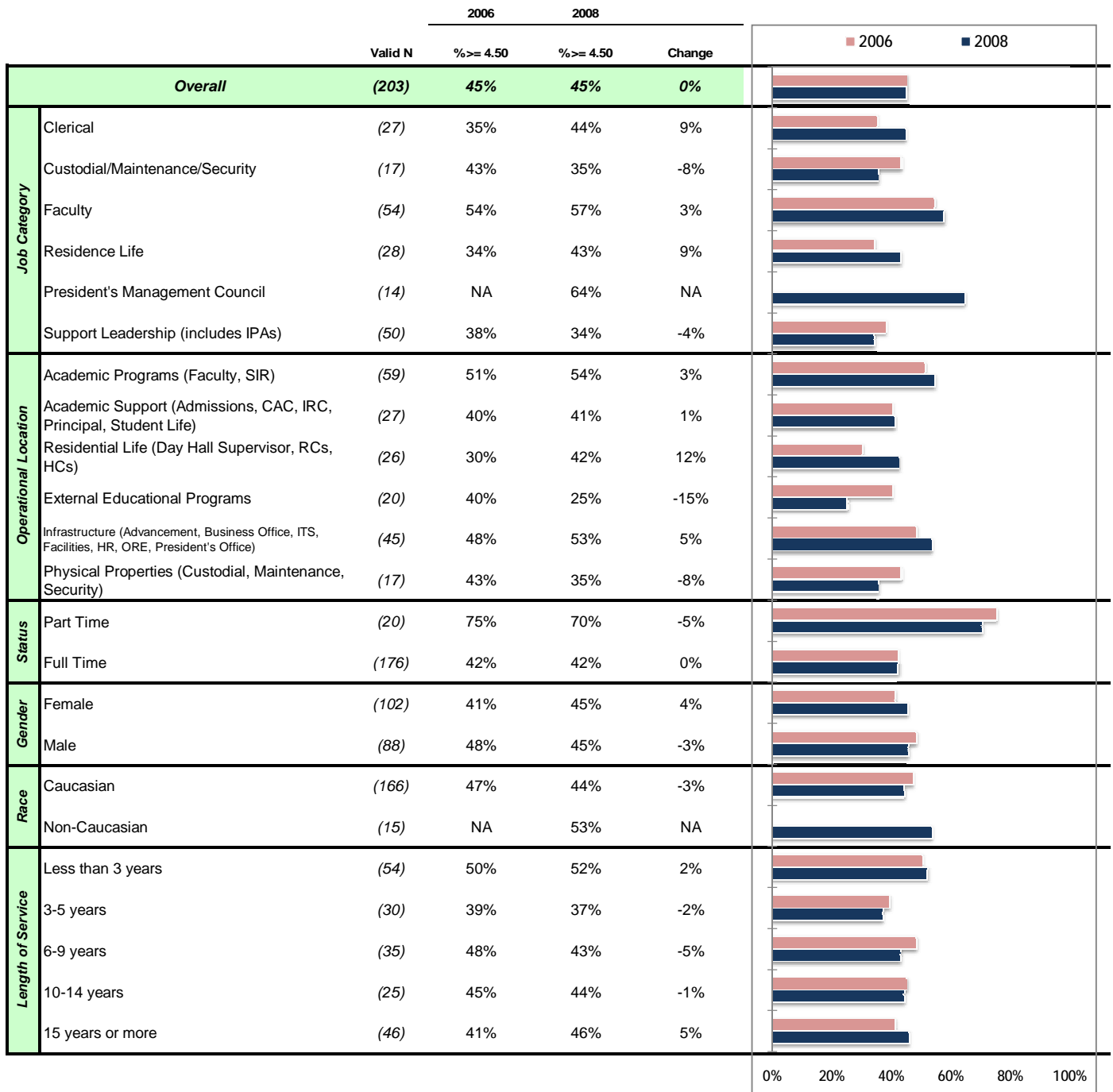|	2006	2008	Change	Change > 5%
65. My supervisor provides the support I need to succeed	62%	59.8%	*-2.2%*	
66. I have confidence in the decisions made by my supervisor	63%	60.9%	*-2.1%*	
67a. My supervisor… Provides clear direction for the future	48%	49.5%	*1.5%*	
67b. My supervisor… Effectively works to achieve IMSA's mission and model beliefs	58%	58.8%	*0.8%*	
67c. My supervisor… Provides valuable coaching and feedback that allows me to improve my performance	48%	38.9%	*-9.1%*	—
67d. My supervisor… Provides important guidance on my development throughout the year	38%	35.5%	*-2.5%*	
67e. My supervisor… Has regular discussions with me about how well I'm meeting my responsibilities and goals	37%	36.7%	*-0.3%*	
67f. My supervisor… Understands my job well enough to evaluate my performance	55%	59.6%	*4.6%*	
67g. My supervisor… Appropriately recognizes my contributions and accomplishments	52%	51.5%	*-0.5%*	
67h. My supervisor… Is available to answer my questions or concerns	72%	72.2%	*0.2%*	
67i. My supervisor… Communicates important information in a timely manner	63%	59.6%	*-3.4%*	
67j. My supervisor… Incorporates my ideas into our work	58%	57.4%	*-0.6%*	
67k. My supervisor… Develops a positive team atmosphere	51%	58.3%	*7.3%*	**+**
67l. My supervisor… Acts with integrity	82%	78.7%	*-3.3%*	
67m. My supervisor… Is open and honest in communication	75%	72.7%	*-2.3%*	
67n. My supervisor… Allows me to exercise appropriate autonomy	73%	71.4%	*-1.6%*	

	2006	2008		
	Responded 5 or 6	Responded 5 or 6	Change	Change > 5%
14. Coworkers				
68. My coworkers respect my thoughts and feelings	76%	77.8%	1.8%	
69. My coworkers work together to achieve our goals	61%	67.0%	6.0%	+
70. My coworkers value my input even if it is different from their own	67%	68.3%	1.3%	
71. IMSA could be described as a collective community that embraces a common mission.	NA	36.0%	--	
72. IMSA departments work well together in a cross-functional manner.	NA	17.8%	--	
15. The People We Serve				
73. I get enough support from IMSA to satisfy the people I serve	36%	52.5%	16.5%	+
74. My relationships with the people I serve are rewarding	76%	71.1%	-4.9%	
75. I have the training and skills to effectively deliver services	80%	85.4%	5.4%	+
76. I have the tools and resources to effectively deliver services	42%	56.9%	14.9%	+
77. I have the authority necessary to remove barriers that prevent me from effectively delivering services	24%	37.6%	13.6%	+
78. I am appropriately recognized and rewarded for effectively delivering services	27%	36.5%	9.5%	+
79. IMSA staff understand the needs of the people they serve	39%	49.2%	10.2%	+
80. IMSA staff address the needs of the people they serve	38%	51.0%	13.0%	+
16. Work/Life Balance				
82. IMSA has practices and programs that help me achieve work/life balance	21%	29.1%	8.1%	+
83. The pace of my work day is reasonable for me	49%	49.8%	0.8%	
84. My supervisor allows me the flexibility I need to achieve satisfactory work/life balance	71%	67.0%	-4.0%	
85. The physical work environment is appropriate for the type work I do	66%	67.5%	1.5%	
86. I feel that the workplace is appropriate for the type of work I do	74%	70.7%	-3.3%	
17. Total Compensation				
87. I am paid fairly for the contribution I make to IMSA's success	27%	26.1%	-0.9%	
88. I understand how pay changes are determined	27%	30.3%	3.3%	
89. Compared with other places I might work, I feel I am fairly paid	22%	19.5%	-2.5%	
90. My performance has a significant impact on my pay increases	NA	6.2%	--	
91. Overall, my benefit plans meet my (and my family's) needs well	58%	59.3%	1.3%	
92. I have a clear understanding of my benefits	58%	56.9%	-1.1%	

The Engagement Score is calculated using the average rating for each staff member across the say, stay, and strive questions (all questions under the Engagement metric). If the average score across the Engagement Metric for an individual is 4.50 or above (as defined by Hewitt), the individual is considered engaged.

The engagement score represents the percent of IMSA employees who are "engaged". Based on the current definition, the Overall Engagement Score remained the same as the previous administration in 2006. Some areas were clearly more engaged (e.g. Clerical, Residence Life), while others were less engaged (e.g. Custodial/Maintenance/Security, External Education Programs).

		2006	2008		2006 ■ 2008 ■
	Valid N	%>= 4.50	%>= 4.50	Change	
Overall	**(203)**	**45%**	**45%**	**0%**	
Job Category					
Clerical	(27)	35%	44%	9%	
Custodial/Maintenance/Security	(17)	43%	35%	-8%	
Faculty	(54)	54%	57%	3%	
Residence Life	(28)	34%	43%	9%	
President's Management Council	(14)	NA	64%	NA	
Support Leadership (includes IPAs)	(50)	38%	34%	-4%	
Operational Location					
Academic Programs (Faculty, SIR)	(59)	51%	54%	3%	
Academic Support (Admissions, CAC, IRC, Principal, Student Life)	(27)	40%	41%	1%	
Residential Life (Day Hall Supervisor, RCs, HCs)	(26)	30%	42%	12%	
External Educational Programs	(20)	40%	25%	-15%	
Infrastructure (Advancement, Business Office, ITS, Facilities, HR, ORE, President's Office)	(45)	48%	53%	5%	
Physical Properties (Custodial, Maintenance, Security)	(17)	43%	35%	-8%	
Status					
Part Time	(20)	75%	70%	-5%	
Full Time	(176)	42%	42%	0%	
Gender					
Female	(102)	41%	45%	4%	
Male	(88)	48%	45%	-3%	
Race					
Caucasian	(166)	47%	44%	-3%	
Non-Caucasian	(15)	NA	53%	NA	
Length of Service					
Less than 3 years	(54)	50%	52%	2%	
3-5 years	(30)	39%	37%	-2%	
6-9 years	(35)	48%	43%	-5%	
10-14 years	(25)	45%	44%	-1%	
15 years or more	(46)	41%	46%	5%	

0%   20%   40%   60%   80%   100%

Section V:
CultureTrack Survey Findings

Section V: CultureTrack Survey Findings

The following section presents results from the 34 Semantic Differential questions, sorted into ten (10) cultural concepts or categories.

These categories were defined by the previous vendor (Hewitt) and are referred to as CultureTrack. No interpretive analysis is provided for responses to these questions as it is unclear as to what "culture" is more or less desirable within IMSA.

Judgment

Average	Valid N	Conviction	1.00 – 6.00 scale	Logic
3.39	(193)	We rely on people's intuitive judgment		We rely on well-researched information
3.35	(192)	In this organization, we are guided by our personal experience		In this organization, we are guided by analysis
3.79	(190)	Thorough analysis leads to action		Experience and inspiration lead to action
3.49	(189)	Decisions don't always need a lot of analytic support		Decisions must be thoroughly analyzed before implementation

Structure

Average	Valid N	Flexibility		Order
3.79	(188)	When hiring, we modify the role to get the best candidate		When hiring, we ensure a close match to required competencies/skills
3.17	(189)	We implement quickly and adjust as needed		We carefully test new processes before implementation
2.55	(188)	People are successful here if they can cope with ambiguity		People are successful here if they provide order and clarity
2.60	(192)	We address problems as they arise		We put in place procedures to prevent problems from occurring

Section V: CultureTrack Survey Findings

Developmental

Average	Valid N	Experiential		Innovative
3.91	(195)	We believe in tried and tested solutions		We seek innovative solutions
3.53	(193)	We improve on other people's ideas		We do things nobody else has done yet
3.54	(191)	When we plan ahead, we emphasize our past experiences		When we plan ahead, we emphasize what might be possible
3.48	(182)	Leaders challenge staff to improve use of resources		Leaders challenge employees to suggest new methods
4.00	(181)	Templates and toolkits are our strengths		Brainstorming and networking are our strengths
3.88	(187)	We prefer to use standard replicable approaches		We prefer to use unique, customized approaches

(Scale: 1.00 – 2.00 – 3.00 – 4.00 – 5.00 – 6.00)

Mindset

Average	Valid N	Linear		Systemic
3.27	(186)	Our strategy draws and expands on what we have done in the past		Our strategy takes into account a range of potential future scenarios
4.04	(184)	Leaders who are role models tend to primarily demonstrate functional expertise		Leaders who are role models tend to primarily demonstrate strategic thinking
2.94	(183)	Career growth takes place within professional disciplines		Career growth takes place across professional disciplines
2.70	(191)	Small, closely connected groups are the real strength of the organization		The fact that everyone in this organization is connected with everyone else is its real strength

Power

Average	Valid N	Hierarchy		Equality
2.47	(195)	There are many "layers" in this organization		There are few "layers" in this organization
2.68	(189)	Decisions here are most often referred to the appropriate hierarchical level		Decisions here are delegated to those most competent and knowledgeable
3.83	(194)	Less experienced staff are expected to listen and observe in meetings		Less experienced employees are expected to actively contribute in meetings
3.80	(192)	People are expected to raise issues only through formal reporting lines		Anyone can raise an issue with anybody in this organization

Performance

Average	Valid N	System		Self
3.75	(186)	People are recognized for following the rules		People are recognized for trying new things

Individualism

Average	Valid N	Team Focus		Individual Focus
3.88	(193)	People take an interest in their colleagues' performance		People are primarily concerned with their own performance
3.74	(191)	If people make mistakes, they are most concerned with letting their team down		If people make mistakes, they are most concerned about the effect on their job or career
3.59	(192)	People share credit for their results with their colleagues		People take individual credit for their results

People

Average	Valid N	Demanding		Supportive
3.87	(188)	Resources are only available to those who require them		Resources are available if I request them and obtain appropriate authorization
3.62	(181)	People perform well here because we set high standards		People perform well here because we provide a supportive environment
4.32	(188)	Successful supervisors tell subordinates how to do their work		Successful supervisors support subordinates to find their own way of doing their work

Decision Making

Average	Valid N	Exclusive		Inclusive
3.02	(187)	We include only certain parties to ensure our decisions are made most efficiently		We include all necessary parties to ensure thorough decision making
3.08	(187)	New company processes are introduced without collecting widespread feedback		New company processes are piloted to collect feedback from users
3.18	(190)	I must take any assignment given to me		I am able to decline some assignments asked of me

Time Horizon

Average	Valid N	Short Term		Long Term
3.91	(176)	Our strategy and action planning focuses on creating short-term results, even if long-term results are sacrificed		Our strategy and action planning focuses on creating long-term results, even if short-term results are sacrificed
3.86	(170)	We target quick returns on investment from each critical investment		We target long-term returns on our investments

Section VI:
Understanding the Data and Next Steps

Section VI: Understanding the Data and Next Steps

Understanding the Data

When reviewing the responses of any opinion survey, we consider the data we have gathered from similar organizations as well as the general trends in opinion survey results. Even in the best of situations, there is always a portion of the employee population that is dissatisfied with one element of their employment or with their entire department or organization. This reflects both the variations expected in any group of individuals as well as the reality of the challenges of organizational life. The fact is, there are likely many different dynamics and "cultures" within IMSA.

It is also important to keep in mind that an opinion survey provides an opportunity for employees to vent their concerns. Results will often be characterized by criticism—constructive or otherwise. The overall ratings provide an important context for the rest of the data. If they are positive, this suggests a constructive tone to the data. If they are negative, then the organization is facing substantial employee relations difficulties.

Next Steps

The overall improvement in scores from the 2006 survey suggests that IMSA is positioned to respond to the survey in a constructive manner and continue to make positive changes throughout its organization.

1. **Review the survey results and analyze for key themes.**

   The report of findings includes overall metric and question by question results as well as other sub-group findings (i.e., demographic breakdowns).

   We encourage the management team to review these report of findings paying attention to the overall results first, then the demographic-specific results. Where the results differ, ask: "What are the contributing factors?" Don't assign blame, but rather look for information to learn from for benchmarking purposes. What did you do as an organization to accomplish those results? How could you continue to improve in these areas? Are there things you could replicate in other areas of the organization? Avoid rationalizing or defending responses, but ask "why" several times to better understand some of the findings.

2. **Communicate results to the various managers in each Operational Location/Department.**

   Deparment leaders and managers at IMSA are the key to successful change and improvement efforts. They work directly with staff, communicating with them regularly and holding them accountable for their work. The management team must start a cascading process of information and communication and then must hold their respective managers accountable for the same process.

   To accomplish that, overall results as well as company-specific results need to be shared with the managers in a timely manner. Managers should be given data highlighting both metric and item by item data. The management team members should meet with their respective managers to review the report of findings and set expectations about action plan development and implementation.

3. **Communicate results to all employees.**

   Sharing results with employees is an important step in any employee opinion survey process. e**netrix** can work with your Employee Opinion Survey Steering Team to develop a summary report of findings to be shared with all employees. Management team members should invite employees to ask questions about the data, raise issues they feel may not have been covered, and share their thoughts and feelings regarding the survey process.

Next Steps (continued)

4. Prioritize issues; develop recommendations and response strategy.

The cascading process to the organization's managers should not only include an expectation regarding communication. You should also set clear expectations for your management team about reviewing the results, prioritizing the key issues and developing a response strategy. The management team should meet to discuss and prioritize company-wide issues and initiatives. They should meet individually with their respective management staff members to prioritize company-specific issues.

While prioritizing issues, remember to continue to build on your strengths. Choose three or four priorities for next year, but don't get overwhelmed and take on too much. If you get overwhelmed by the data or take on too many internal changes at once (given current workload demands), nothing will happen.

Require your managers to develop action plans for the major issues that emerge from the data, including timelines and performance metrics. Provide one-on-one coaching and follow-up to ensure success.

5. Involve employees in developing and implementing solutions to the problems that surfaced.

Employees should be encouraged to provide additional input and to participate in improvement efforts undertaken as a result of the survey (where appropriate). Cross-functional teams are a great way to build commitment and buy-in to change and improvement efforts

6. Communicate progress on survey-related initiatives.

Communicate to employees on a regular basis so they know that issues raised by the survey are being addressed (65.6% of employees had slight to high confidence that meaningful actions would be taken by the PMC based on the results of the survey).

There are many times after we conduct employee opinion surveys when employees report that "nothing happened as a result of the survey" and management reports a detailed list of initiatives they accomplished. Don't let this happen. Take every opportunity to tell employees what you are doing, why and how it relates back to the results of the survey findings. Build good will with employees and regularly communicate progress on survey-related efforts.

7. Continue to revisit survey metrics to allow you to examine changes over time.

Use the information this year as your new benchmark and continue to examine your survey metrics over time to measure progress and evaluate results.