

DNREC

May 2015



Employee Engagement Summary Report



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4 Overall Engagement

Provides a summary of the percentage of the organization's employees that are Fully Engaged, Partially Engaged and Disengaged.

5 Competency Summary Average

The competency summary average provides a picture of each employee engagement competency. This shows the average rating for each of the competency drivers for all raters.

6 Competency Item Average

The competency item analysis shows the rating for each question, categorized by their respective competency driver.

11 Competency Summary Response Level

This summary by response level provides an overall picture of how the raters scored the items within each competency. GREEN shows the percentage of raters that scored a 5, YELLOW shows the scores of 3 or 4, and RED shows the scores of 2 or 1.

12 Competency Item Response Level

This item by response level shows how the raters scored each individual item within an employee engagement competency.

17 Satisfaction and Engagement Item Average

Shows the average rating for each satisfaction and engagement item.

18 Satisfaction and Engagement Item Response Level

Shows how the raters scored each satisfaction and engagement item.

19 Competency Item Ranking

This report ranks each competency item in descending order using the mean score.

23 Overall Engagement By Demographics

This presents the engagement level(s) of each demographic option.

24 Salary Elasticity

This analysis presents a measure of "intent" to leave and provides a gauge of potential turnover across incremental salary increases.

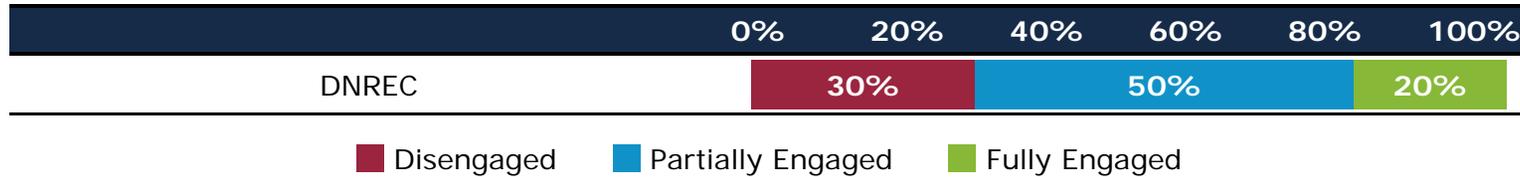
25 Emotion Item Detail

The emotions analysis presents the primary emotions experienced as a result of employees interactions with their immediate leader. Positive emotions drive engagement; negative emotions create disengagement.

Overall Engagement

Employee Engagement Assessment

Participant Count = 475



Definition:

The emotional and intellectual commitment of employees to deliver high performance.

Fully engaged employees provide discretionary effort in helping the organization be successful in achieving their business goals and objectives.

Benefits of High Engagement:

- Engaged employees will perform better and are more motivated - they provide extra discretionary effort when the organization needs it most.
- There is a significant link between employee engagement and profitability.
- Engaged employees will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success.
- Creates a sense of loyalty in a competitive environment.
- Provides a high energy working environment.
- Engaged employees serve as a brand ambassador of the organization.

Competency Summary Average

Employee Engagement Assessment

	Mean	1	2	3	4	5
Immediate Supervisor	3.92					
Senior Leadership	3.27					
Communications	3.35					
Learning and Performance	3.60					
Diversity and Inclusion	3.53					
Health and Well Being	3.94					
Work Environment	3.75					
Values	3.49					
General	3.81					

The scale below was used for all engagement competency items:

1 = Completely disagree; 2 = Somewhat disagree; 3 = Neither agree nor disagree; 4 = Somewhat agree; 5 = Completely agree

Competency Item Average

Employee Engagement Assessment

Question	Mean	1	2	3	4	5
Immediate Supervisor						
My immediate supervisor treats me with respect.	4.19					
My immediate supervisor communicates openly and honestly.	3.92					
My immediate supervisor recognizes my contributions.	4.01					
I have confidence in the leadership ability of my immediate supervisor.	3.71					
I have learned a lot from my immediate supervisor.	3.69					
I trust my immediate supervisor.	3.93					
My immediate supervisor sets a good example for myself and other direct reports.	3.82					
My immediate supervisor is interested in me as a person.	4.00					
My immediate supervisor cares about my personal life and the impact it has on my job.	4.03					
Senior Leadership						
I have confidence in the leadership ability of senior leaders (Division Directors and above).	3.28					
I believe that senior leaders are moving the organization in the right direction (Division Directors and above).	3.25					
Communications						
I am satisfied with the amount of input I have in the decisions that impact my work.	3.33					
DNREC encourages open communication between employees and management.	3.36					

The scale below was used for all engagement competency items:

1 = Completely disagree; 2 = Somewhat disagree; 3 = Neither agree nor disagree; 4 = Somewhat agree; 5 = Completely agree

Competency Item Average

Employee Engagement Assessment

Question	Mean	1	2	3	4	5
Learning and Performance						
I am encouraged to grow and develop new skills.	3.68					
I have received the training I need to do a quality job.	3.79					
I know what is expected of me in my job.	4.18					
I receive helpful feedback on my performance.	3.53					
I believe I have the opportunity for personal development and growth in my organization.	3.15					
I feel the work I do contributes to the overall success of DNREC.	4.11					
I feel that I get the feedback and encouragement I need from my immediate supervisor in order to enhance my job performance.	3.62					
I am given opportunities to try new things in my work.	3.74					
I have opportunities for career growth within DNREC.	2.57					

The scale below was used for all engagement competency items:

1 = Completely disagree; 2 = Somewhat disagree; 3 = Neither agree nor disagree; 4 = Somewhat agree; 5 = Completely agree

Competency Item Average

Employee Engagement Assessment

Question	Mean	1	2	3	4	5
Diversity and Inclusion						
DNREC values differences among associates.	3.60					
I trust DNREC to be fair to all employees.	3.11					
My co-workers respect diverse personalities, perspectives and work styles in accomplishing our work team's roles and responsibilities.	3.75					
I am comfortable reporting an act of intolerance in the workplace.	3.52					
My Supervisor is well informed and sensitive to issues related to managing a culturally diverse staff.	3.85					
Senior Leadership promotes an environment that values individual respect, dignity and personal growth.	3.37					
Health and Well Being						
This is a safe work environment for all employees.	4.00					
I feel that my health and well being are supported and encouraged.	3.88					

The scale below was used for all engagement competency items:

1 = Completely disagree; 2 = Somewhat disagree; 3 = Neither agree nor disagree; 4 = Somewhat agree; 5 = Completely agree

Competency Item Average

Employee Engagement Assessment

Question	Mean	1	2	3	4	5
Work Environment						
I have the resources I need to perform my job effectively.	3.65					
There is a spirit of cooperation and teamwork at DNREC.	3.43					
DNREC employees frequently go above and beyond the requirements of the job.	3.96					
The people I work with have the skills to do their jobs effectively.	3.95					
I believe that candidates who meet our organization's values are pursued and hired.	3.14					
The friendships I have made here are long lasting.	4.00					
I look forward to going to work.	3.60					
I am willing to put in extra hours without more pay if that is what is needed to complete a task.	3.79					
I enjoy the daily interaction with my peers.	4.28					
Values						
DNREC operates according to high ethical standards.	3.44					
DNREC's philosophy reflects my own personal values.	3.70					
All employees are treated with respect regardless of their position.	3.21					
I am proud of the contributions DNREC has made to the community in which I live.	3.93					
DNREC cares about how I feel in relation to our overall mission.	3.18					

The scale below was used for all engagement competency items:
 1 = Completely disagree; 2 = Somewhat disagree; 3 = Neither agree nor disagree; 4 = Somewhat agree; 5 = Completely agree

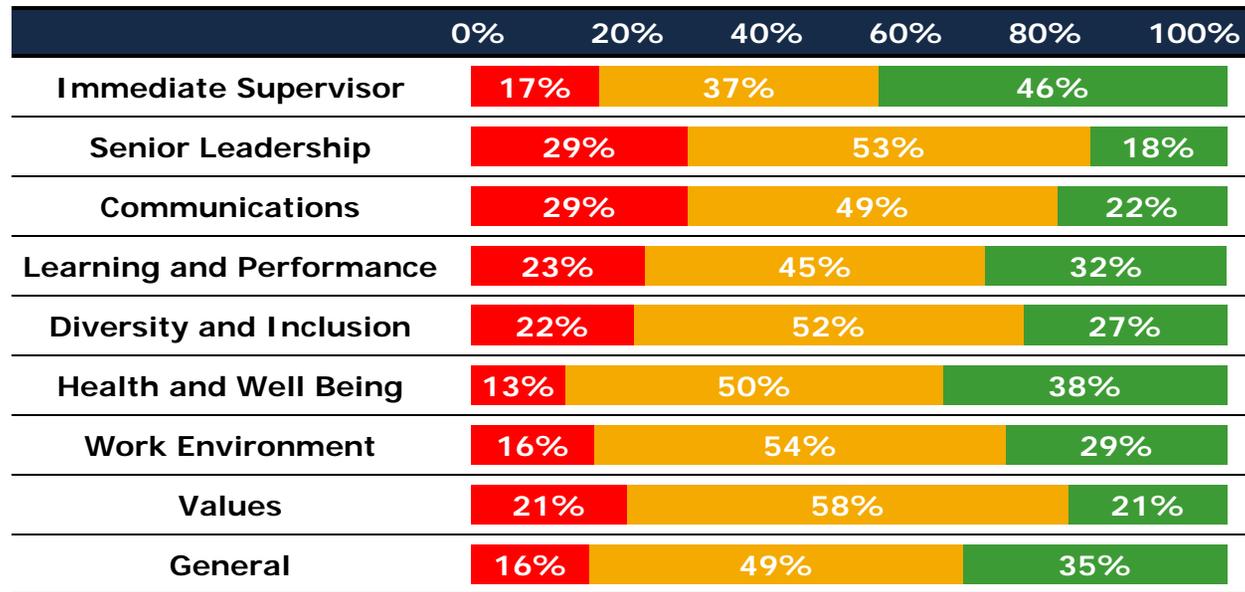
Competency Item Average

Employee Engagement Assessment

Question	Mean	1	2	3	4	5
General						
I understand how the work I do contributes to DNREC's overall success and mission.	4.15					
I plan to be working at DNREC one year from today.	4.13					
I am willing to put in a great deal of effort to make my organization successful.	4.38					
More often than not, I am energized by going to work.	3.47					
I do not work here primarily for the paycheck – there's much more to this job.	3.84					
I am proud to be working for DNREC.	4.07					
I never feel I am being taken advantage of.	3.04					
I like what I do on a day to day basis.	4.08					
I feel as if I have an impact on the direction of DNREC.	3.09					

The scale below was used for all engagement competency items:

1 = Completely disagree; 2 = Somewhat disagree; 3 = Neither agree nor disagree; 4 = Somewhat agree; 5 = Completely agree



- (1) Completely disagree OR (2) Somewhat disagree
- (3) Neither agree nor disagree OR (4) Somewhat agree
- (5) Completely agree

Competency Item Response Level

Employee Engagement Assessment

Question	0%	20%	40%	60%	80%	100%
Immediate Supervisor						
My immediate supervisor treats me with respect.	12%	30%	57%			
My immediate supervisor communicates openly and honestly.	18%	35%	47%			
My immediate supervisor recognizes my contributions.	16%	36%	48%			
I have confidence in the leadership ability of my immediate supervisor.	22%	38%	39%			
I have learned a lot from my immediate supervisor.	21%	40%	38%			
I trust my immediate supervisor.	17%	36%	47%			
My immediate supervisor sets a good example for myself and other direct reports.	19%	37%	44%			
My immediate supervisor is interested in me as a person.	13%	41%	46%			
My immediate supervisor cares about my personal life and the impact it has on my job.	13%	39%	48%			
Senior Leadership						
I have confidence in the leadership ability of senior leaders (Division Directors and above).	29%	52%	19%			
I believe that senior leaders are moving the organization in the right direction (Division Directors and above).	28%	55%	17%			
Communications						
I am satisfied with the amount of input I have in the decisions that impact my work.	31%	46%	24%			
DNREC encourages open communication between employees and management.	27%	52%	21%			

- (1) Completely disagree OR (2) Somewhat disagree
- (3) Neither agree nor disagree OR (4) Somewhat agree
- (5) Completely agree

Competency Item Response Level

Employee Engagement Assessment

Question	0%	20%	40%	60%	80%	100%
Learning and Performance						
I am encouraged to grow and develop new skills.	20%	46%	34%			
I have received the training I need to do a quality job.	15%	54%	31%			
I know what is expected of me in my job.	9%	43%	47%			
I receive helpful feedback on my performance.	24%	47%	28%			
I believe I have the opportunity for personal development and growth in my organization.	34%	44%	21%			
I feel the work I do contributes to the overall success of DNREC.	10%	44%	46%			
I feel that I get the feedback and encouragement I need from my immediate supervisor in order to enhance my job performance.	23%	43%	34%			
I am given opportunities to try new things in my work.	18%	47%	34%			
I have opportunities for career growth within DNREC.	53%	36%	11%			

- (1) Completely disagree OR (2) Somewhat disagree
- (3) Neither agree nor disagree OR (4) Somewhat agree
- (5) Completely agree

Competency Item Response Level

Employee Engagement Assessment

Question	0%	20%	40%	60%	80%	100%
Diversity and Inclusion						
DNREC values differences among associates.	16%	59%	25%			
I trust DNREC to be fair to all employees.	35%	46%	19%			
My co-workers respect diverse personalities, perspectives and work styles in accomplishing our work team's roles and responsibilities.	17%	53%	30%			
I am comfortable reporting an act of intolerance in the workplace.	22%	50%	28%			
My Supervisor is well informed and sensitive to issues related to managing a culturally diverse staff.	14%	49%	37%			
Senior Leadership promotes an environment that values individual respect, dignity and personal growth.	25%	52%	23%			
Health and Well Being						
This is a safe work environment for all employees.	11%	50%	39%			
I feel that my health and well being are supported and encouraged.	14%	49%	36%			

- (1) Completely disagree OR (2) Somewhat disagree
- (3) Neither agree nor disagree OR (4) Somewhat agree
- (5) Completely agree

Competency Item Response Level

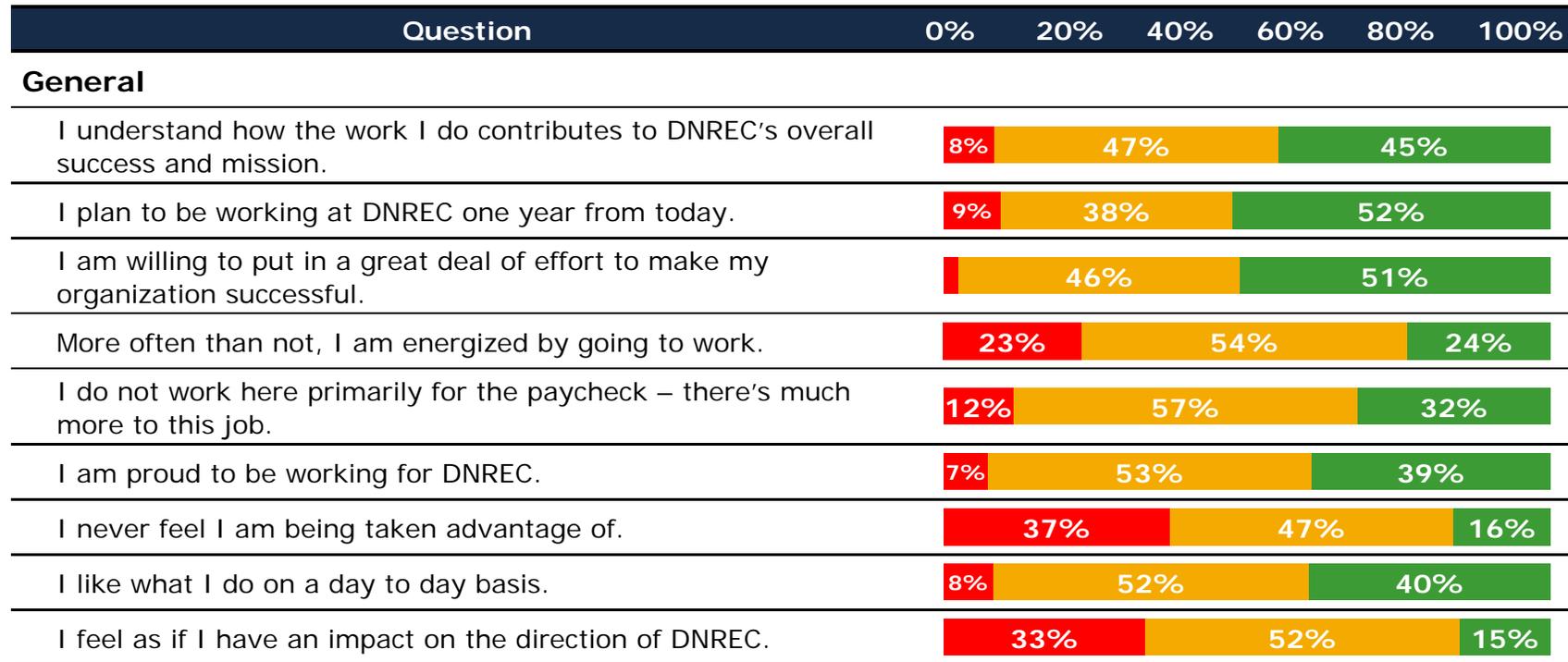
Employee Engagement Assessment

Question	0%	20%	40%	60%	80%	100%
Work Environment						
I have the resources I need to perform my job effectively.	20%	55%	24%			
There is a spirit of cooperation and teamwork at DNREC.	24%	59%	17%			
DNREC employees frequently go above and beyond the requirements of the job.	10%	54%	36%			
The people I work with have the skills to do their jobs effectively.	14%	52%	33%			
I believe that candidates who meet our organization's values are pursued and hired.	30%	59%	11%			
The friendships I have made here are long lasting.	7%	59%	34%			
I look forward to going to work.	19%	55%	26%			
I am willing to put in extra hours without more pay if that is what is needed to complete a task.	18%	45%	36%			
I enjoy the daily interaction with my peers.		51%	45%			
Values						
DNREC operates according to high ethical standards.	23%	59%	18%			
DNREC's philosophy reflects my own personal values.	13%	64%	22%			
All employees are treated with respect regardless of their position.	33%	50%	17%			
I am proud of the contributions DNREC has made to the community in which I live.	8%	59%	32%			
DNREC cares about how I feel in relation to our overall mission.	26%	60%	14%			

- (1) Completely disagree OR (2) Somewhat disagree
- (3) Neither agree nor disagree OR (4) Somewhat agree
- (5) Completely agree

Competency Item Response Level

Employee Engagement Assessment



- (1) Completely disagree OR (2) Somewhat disagree
- (3) Neither agree nor disagree OR (4) Somewhat agree
- (5) Completely agree

Satisfaction Item Average

Employee Engagement Assessment

Question	Mean	1	2	3	4	5
How would you rate your overall satisfaction with your current job?	3.68					
How would you rate your overall satisfaction with your immediate supervisor?	3.78					
How would you rate your overall satisfaction with the senior leadership (Division Directors and above) at DNREC?	3.15					

*The scale below was used for all engagement competency items:
 1 = Very dissatisfied; 2 = Somewhat dissatisfied; 3 = Neutral; 4 = Somewhat satisfied; 5 = Very satisfied*

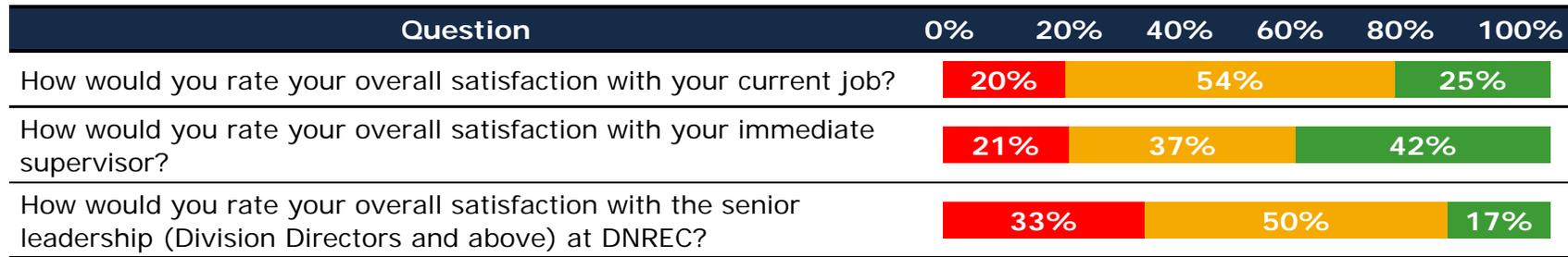
Engagement Item Average

Question	Mean	1	2	3	4	5
How likely are you to recommend DNREC to your friends as a place of employment?	3.63					
How likely are you to tell others that DNREC makes our state a great place to live in or visit?	3.83					

*The scale below was used for all engagement competency items:
 1 = Definitely will not recommend; 2 = Probably will not recommend; 3 = Might or might not recommend; 4 = Probably will recommend; 5 = Definitely will recommend*

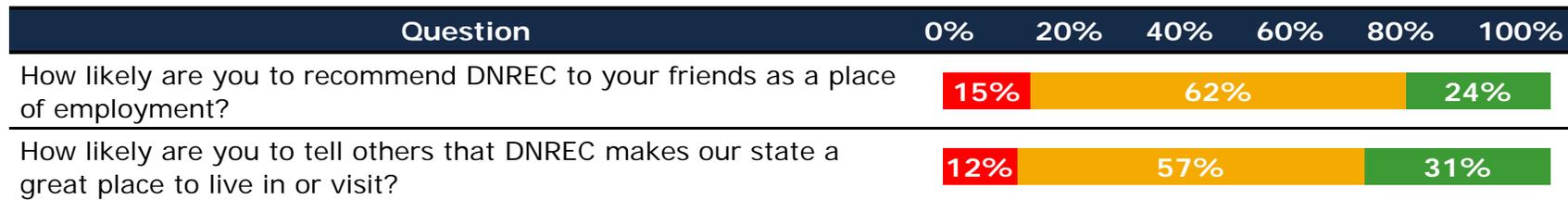
Satisfaction Item Response Level

Employee Engagement Assessment



- (1) Very dissatisfied OR (2) Somewhat dissatisfied
- (3) Neutral OR (4) Somewhat satisfied
- (5) Very satisfied

Engagement Item Average



- (1) Definitely will not recommend OR (2) Probably will not recommend
- (3) Might or might not recommend OR (4) Probably will recommend
- (5) Definitely will recommend

Competency Item Ranking

Employee Engagement Assessment

Question	Mean	1	2	3	4	5
I am willing to put in a great deal of effort to make my organization successful.	4.38					
I enjoy the daily interaction with my peers.	4.28					
My immediate supervisor treats me with respect.	4.19					
I know what is expected of me in my job.	4.18					
I understand how the work I do contributes to DNREC's overall success and mission.	4.15					
I plan to be working at DNREC one year from today.	4.13					
I feel the work I do contributes to the overall success of DNREC.	4.11					
I like what I do on a day to day basis.	4.08					
I am proud to be working for DNREC.	4.07					
My immediate supervisor cares about my personal life and the impact it has on my job.	4.03					
My immediate supervisor recognizes my contributions.	4.01					
My immediate supervisor is interested in me as a person.	4.00					
The friendships I have made here are long lasting.	4.00					
This is a safe work environment for all employees.	4.00					
DNREC employees frequently go above and beyond the requirements of the job.	3.96					
The people I work with have the skills to do their jobs effectively.	3.95					

The scale below was used for all engagement competency items:

1 = Completely disagree; 2 = Somewhat disagree; 3 = Neither agree nor disagree; 4 = Somewhat agree; 5 = Completely agree

Question	Mean	1	2	3	4	5
I am proud of the contributions DNREC has made to the community in which I live.	3.93					
I trust my immediate supervisor.	3.93					
My immediate supervisor communicates openly and honestly.	3.92					
I feel that my health and well being are supported and encouraged.	3.88					
My Supervisor is well informed and sensitive to issues related to managing a culturally diverse staff.	3.85					
I do not work here primarily for the paycheck – there's much more to this job.	3.84					
My immediate supervisor sets a good example for myself and other direct reports.	3.82					
I am willing to put in extra hours without more pay if that is what is needed to complete a task.	3.79					
I have received the training I need to do a quality job.	3.79					
My co-workers respect diverse personalities, perspectives and work styles in accomplishing our work team's roles and responsibilities.	3.75					
I am given opportunities to try new things in my work.	3.74					
I have confidence in the leadership ability of my immediate supervisor.	3.71					
DNREC's philosophy reflects my own personal values.	3.70					
I have learned a lot from my immediate supervisor.	3.69					
I am encouraged to grow and develop new skills.	3.68					
I have the resources I need to perform my job effectively.	3.65					

The scale below was used for all engagement competency items:

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Question	Mean	1	2	3	4	5
I feel that I get the feedback and encouragement I need from my immediate supervisor in order to enhance my job performance.	3.62					
DNREC values differences among associates.	3.60					
I look forward to going to work.	3.60					
I receive helpful feedback on my performance.	3.53					
I am comfortable reporting an act of intolerance in the workplace.	3.52					
More often than not, I am energized by going to work.	3.47					
DNREC operates according to high ethical standards.	3.44					
There is a spirit of cooperation and teamwork at DNREC.	3.43					
Senior Leadership promotes an environment that values individual respect, dignity and personal growth.	3.37					
DNREC encourages open communication between employees and management.	3.36					
I am satisfied with the amount of input I have in the decisions that impact my work.	3.33					
I have confidence in the leadership ability of senior leaders (Division Directors and above).	3.28					
I believe that senior leaders are moving the organization in the right direction (Division Directors and above).	3.25					
All employees are treated with respect regardless of their position.	3.21					
DNREC cares about how I feel in relation to our overall mission.	3.18					
I believe I have the opportunity for personal development and growth in my organization.	3.15					

The scale below was used for all engagement competency items:

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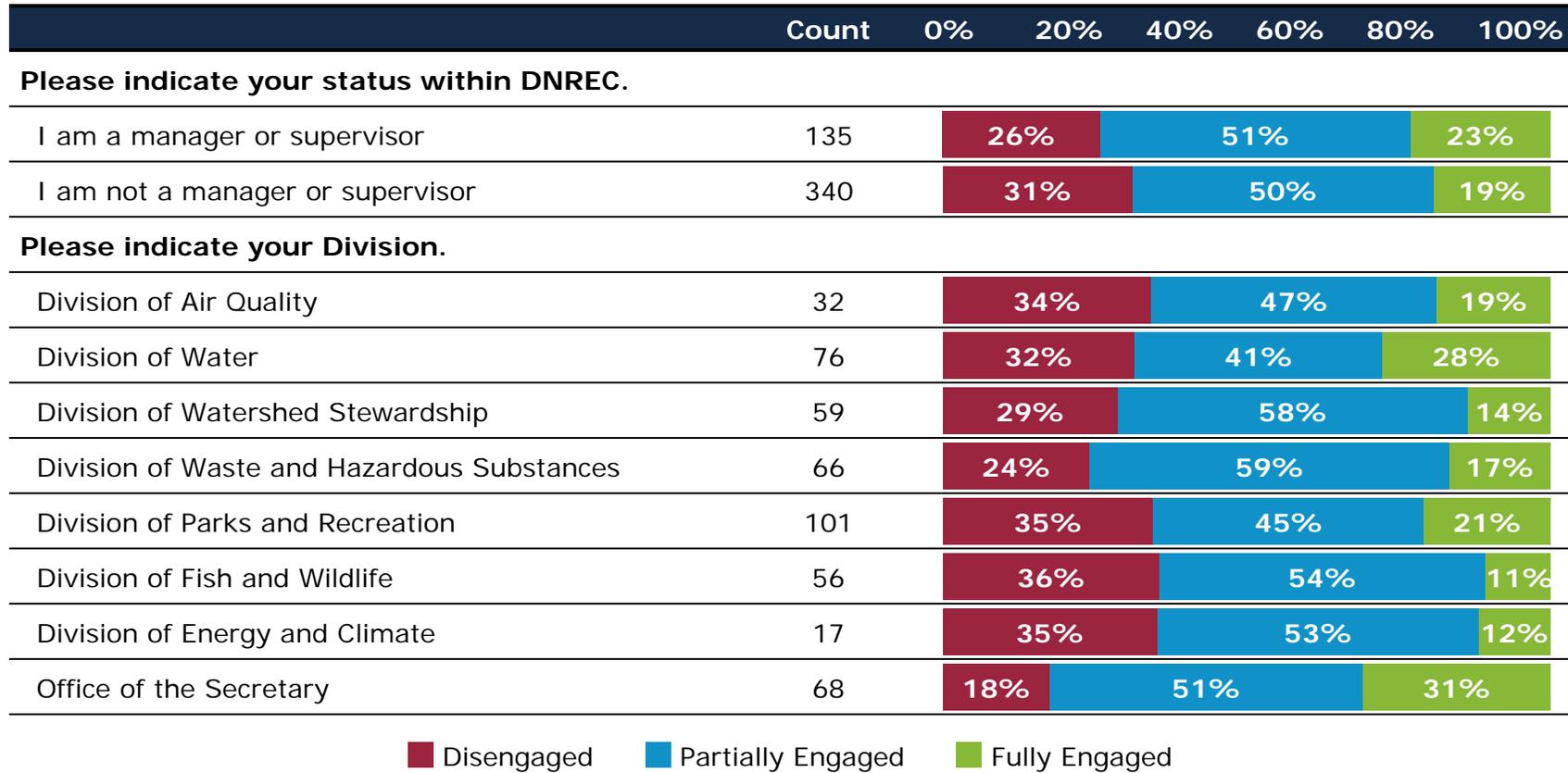
Question	Mean	1	2	3	4	5
I believe that candidates who meet our organization's values are pursued and hired.	3.14					
I trust DNREC to be fair to all employees.	3.11					
I feel as if I have an impact on the direction of DNREC.	3.09					
I never feel I am being taken advantage of.	3.04					
I have opportunities for career growth within DNREC.	2.57					

The scale below was used for all engagement competency items:

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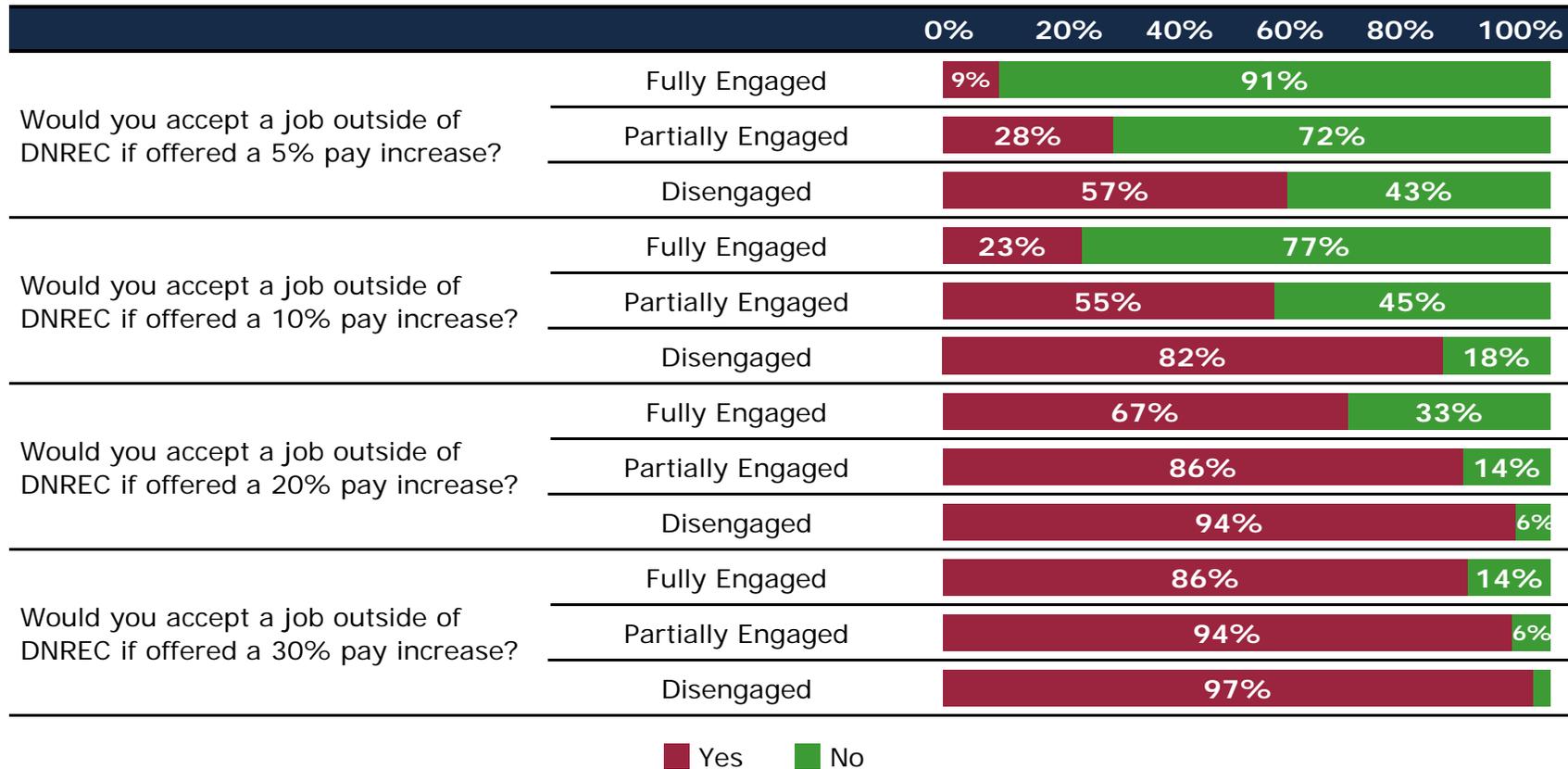
Overall Engagement By Demographics

Employee Engagement Assessment



Salary Elasticity

Employee Engagement Assessment



Salary Elasticity:

This measure of engagement assesses an employee's probable intent to leave his/her existing organization and is a very good measure of probable turnover at various increases in pay.

For this measure RED = YES and indicates the percentage of employees who would leave (turnover), which is typically negative for the organization because it would incur recruitment and replacement costs.

Alternatively, GREEN = NO and indicates the percentage of employees probable intent to stay even if offered a specified pay increase, which is typically positive for the organization, because it keeps its existing talent.

Emotion Item Detail

Employee Engagement Assessment

Looking at the list of emotions below, which three of these emotions best describes how your immediate supervisor makes you feel?

