

2009 Workforce Solutions -URG Employee Survey

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Introduction

The Institute for Policy and Economic Development (IPED) at the University of Texas at El Paso (UTEP) was contracted by Workforce Solutions - Upper Rio Grande (URG) to conduct an employee satisfaction survey as part of a larger evaluation project in which Workforce Solutions – URG’s business clients and jobseekers were also surveyed. The employee survey focused on issues related to how employees feel about various topics with regard to their work experiences at Workforce Solutions - URG. The goals of the survey were to evaluate how employees feel about Workforce Solutions as a place to work and in the process, provide feedback that may help Workforce Solutions create a better working environment. Main survey findings are presented below.

Key Survey Findings

- ❖ Seventy percent of employees are satisfied with their job at Workforce Solutions, 16% are dissatisfied.
 - Seventy-six percent of employees agree that they are satisfied with the overall level of *teamwork* as it pertains to their immediate workgroup, 11% disagree.
 - Sixty-six percent of employees agree that they are satisfied with their overall level of *involvement in the workplace*, 18% disagree.
 - Sixty-one percent of employees agree that they are satisfied with their overall level of *personal growth* within Workforce Solutions, 21% disagree.
 - Sixty-three percent of employees agree that they are satisfied with the overall level of workplace ethics at Workforce Solutions, 20% disagree.
 - Fifty-three percent of employees agree that they are satisfied with the overall level of *communication* that takes place in the workplace, 25% disagree.
 - Thirty-three percent of employees agree that they are satisfied with the overall level of *compensation and recognition* they receive in the workplace, 40% disagree.
 - Fifty-five percent of employees agree that they are satisfied with the overall *amount of work they undertake on a daily basis* at Workforce Solutions, 24% disagree.
 - Sixty-seven percent of employees agree that they are satisfied with the overall level of *performance of their direct supervisor*, 18% disagree.
 - Seventy percent of employees agree that they are satisfied with the overall *workplace environment* at Workforce Solutions, 13% disagree.

Central Office Services

- ❖ Sixty-four percent of employees agree that they are satisfied with the overall level of performance of the administrative offices at Workforce Solutions, 14% disagree.

- Seventy-two percent are satisfied with the services offered by the *Information Technology Department*, 14% are dissatisfied.
- Sixty-nine percent are satisfied with the services offered by the *Human Resources Department*, 8% are dissatisfied.
- Seventy-one percent are satisfied with the services offered by the *Training Unit*, 9% are dissatisfied.
- Fifty-eight percent are satisfied with the services offered by the *Procurement Unit*, 8% are dissatisfied.
- Fifty-six percent are satisfied with the services offered by the *Purchasing Department*, 9% are dissatisfied.
- Sixty-seven percent are satisfied with the services offered by the *Finance Department*, 7% are dissatisfied.
- Sixty-four percent are satisfied with the services offered by the *Accounting Department*, 5% are dissatisfied.
- Sixty-seven percent are satisfied with the services offered by the *Customer Service Department*, 14% are dissatisfied.
- Sixty-four percent are satisfied with the services offered by the *Economic Development Department*, 7% are dissatisfied.
- Sixty-six percent are satisfied with the services offered by the *Performance Analysis Unit*, 15% are dissatisfied.
- Sixty-two percent are satisfied with the services offered by the *Program Coordination Unit*, 16% are dissatisfied.
- Sixty-nine percent are satisfied with the services offered by the *Regional Relations Department*, 8% are dissatisfied.
- Sixty-seven percent are satisfied with the services offered by the *Policy Administration Unit*, 11% are dissatisfied.
- Seventy-four percent are satisfied with the services offered by the *Reception Unit*, 9% are dissatisfied.
- Fifty-nine percent are satisfied with the services offered by the *Government Relations Unit*, 12% are dissatisfied.
- Sixty-three percent are satisfied with the services offered by the *Quality Assurance/MIS Unit*, 14% are dissatisfied.

Methodology and Analysis

The survey instrument was based on a previous employee survey used by Workforce Solutions to survey employees in 2008 and also on an employee survey developed by IPED and Upper Rio Grande Workforce Development Board (URGWDB) staff, which was implemented by IPED officials in 2007. Various revisions were made to the survey instruments in a collaborative effort between IPED and Workforce Solutions – URG staff. Major revisions include changes to scales used, rewording of items and inclusion of items; thus, comparisons to the 2007 survey results are made only where possible¹ (Note: results from the survey implemented by Workforce Solutions – URG in 2008, were not made available to IPED; thus, comparisons with those findings were not possible in this report). The final survey instrument consisted of 95 items that attempted to measure employees' views on several issues dealing with work, as well as demographic information (see Appendix A). Items were grouped into sections that corresponded with specific topics; the topics are listed below:

- 1) Teamwork
- 2) Employee Involvement
- 3) Personal Growth
- 4) Workplace Ethics
- 5) Communications
- 6) Compensation and Recognition
- 7) Workload
- 8) Leadership
- 9) Workplace
- 10) Central Office – Administrative offices
- 11) Central Office – Services
- 12) Employee Demographics

The survey instrument was converted into electronic format and placed on-line. A web link to the on-line survey was emailed twice to 290 employees by Workforce Solutions officials during a one month period. A final sample size of 125 completed surveys was achieved; 57 other surveys were started by employees but were not completed, thus they were excluded from analysis. The sample data represents a 43% response rate; this is a 3% increase from the Upper Rio Grande at Work (URGW) Employee Survey implemented by IPED in 2007. The 43% response rate provides a margin of error of ± 6.6 at the 95% confidence level.

Descriptive analyses were conducted to capture the characteristics of the set of data; frequencies are provided in Appendix B. Pearson correlation analyses were also conducted to test the level of association between different

¹ The 2007 employee survey instrument and frequencies are presented in Appendices D and E.

survey items (see Appendix C). A correlation coefficient is a descriptive statistic that expresses the degree of a relationship between two variables. A coefficient can range in magnitude (or value) from 0 (no association) to 1 (perfect association); the closer the coefficient is to 1, the stronger the relationship between the variables.

A correlation coefficient can also be used to describe the direction of a relationship between two variables. When researchers are interested in assessing the relationship between two variables (e.g., overall level of satisfaction with employment and satisfaction with overall level of involvement in the workplace) they not only pay close attention to the magnitude of the relationship between the variables but also to the direction of the relationship. Two variables are said to be positively related if scores on one variable increase as scores on the other variable also increase, or if scores on one variable decrease as scores on the other variable also decrease. That is, scores on both variables must move in the same direction in order for it to be considered a positive relationship. For example, if employees scoring high on satisfaction with overall level of involvement also tend to score high on overall level of satisfaction with employment, this would be a positive relationship; a relationship such as this would suggest that level of involvement in the workplace may be an important element of employees' work experience and, therefore, a contributing factor to the high scores in overall satisfaction with employment.

On the other hand, two variables are said to be negatively related if increases in one variable are accompanied by decreases in the other variable. For example, if employees scoring low on overall level of teamwork as it pertains to immediate workgroup also tend to score high on overall level of satisfaction with employment, this would be a negative relationship. A negative relationship in this case would suggest that even though there is an association between the variables, employees' satisfaction with their workgroup is most likely not one of the contributing factors to employees' high scores on overall satisfaction with employment because they are moving in opposite directions. Finally, two variables are said to have a zero correlation when high and low scores on the two variables are not associated in any predictable manner and likely have no influence on each other.

Employee Sample Characteristics

Similar to findings from the 2007 URGW Employee Survey, results show that over half of the employees sampled are between the ages of 18 and 40 years of age (*Figure 1*) and 72 percent are female (*Figure 2*). Eighty-four percent are Hispanic (*Figure 3*); this is a six percent increase from 2007. Over half of the employees sampled have a Bachelor's degree or higher (*Figure 4*); this is an increase from 2007 when 42 percent of employees reported holding a Bachelor's degree or higher. Results also show that the majority of employees, 88 percent, would consider pursuing a higher education (*Figure 5*); this represents a four percent increase from findings in 2007.

Figure 1. Age Cohorts

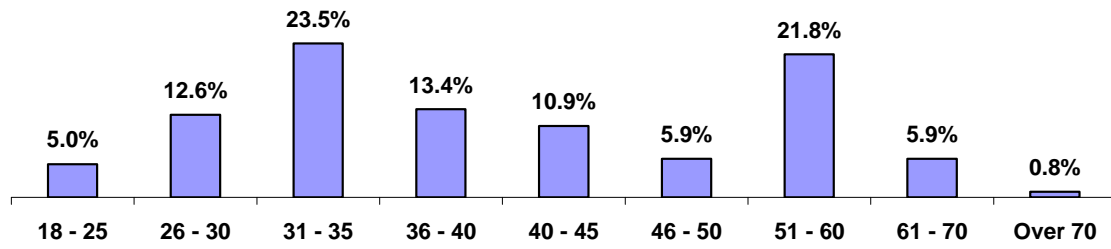


Figure 2. Gender

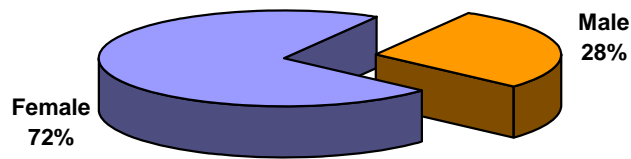


Figure 3. Ethnic or Racial Affiliation

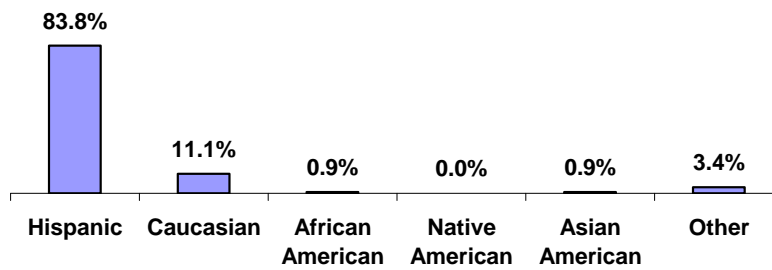


Figure 4. Education

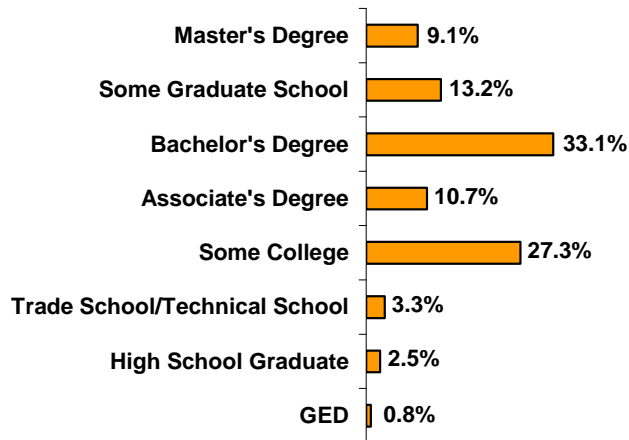
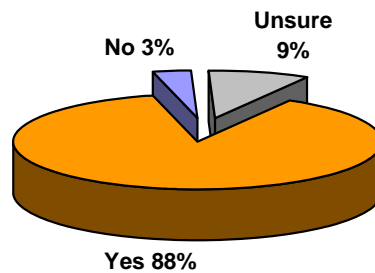


Figure 5. If applicable, would you consider pursuing higher education?



Sixty-three percent of employees have been part of the Workforce Solutions system for less than 5 years (*Figure 6*); this is 19 percent more than in 2007. Twelve percent of employees sampled are State employees (*Figure 7*); 93 percent of these employees work in the Employment Services Unit (see Q19d1. in Appendix B). Sixty-four percent of employees not working for the State are employees of a Workforce Solutions – URG contractor (*Figure 8*). Sixty-eight percent of employees working for a contractor are employed by ROSS, 19 percent work for Child Care Service (YWCA), six percent work for Workforce Network, four percent work for One Stop, and one percent work for Sin Fronteras YDSP (*Figure 9*). One in five employees reported an annual household income between \$10,000 and \$25,000 while roughly one in two reported a household income between \$25,000 and \$50,000 (*Figure 10*).

Figure 6. How long (in years) have you been part of the Workforce Solutions system?

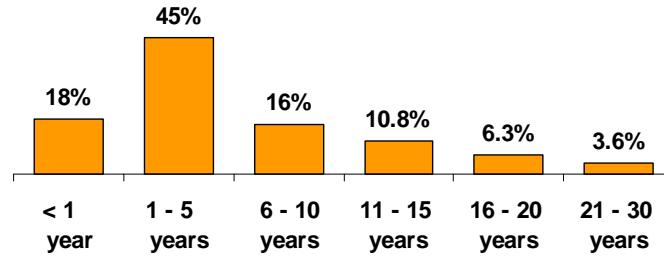


Figure 7. Are you a State Employee?

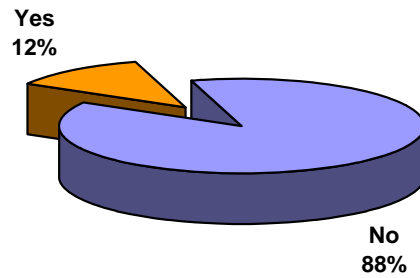


Figure 8. Do you work for a Workforce Solutions-URG contractor?

(Note: of 88% of employees who are not state employees)

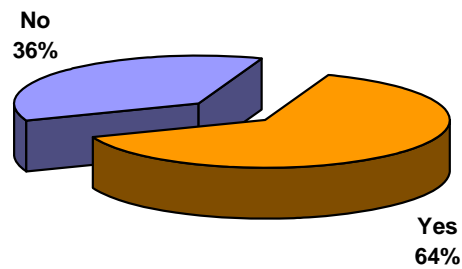


Figure 9. Which contractor do you work for?
 (Note: of 64% of employees who work for a contractor)

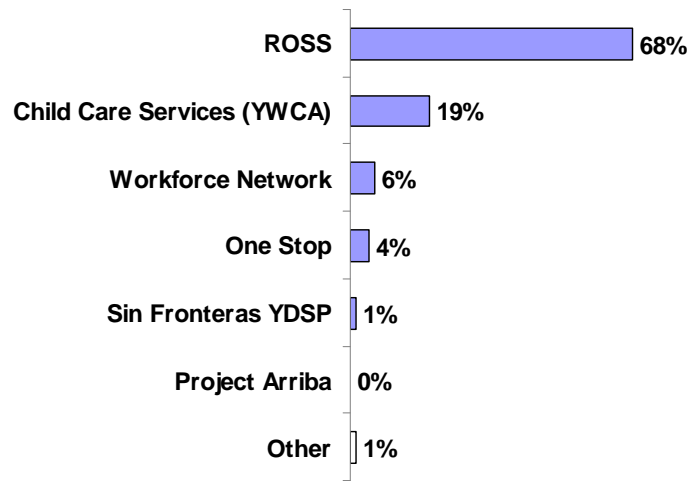
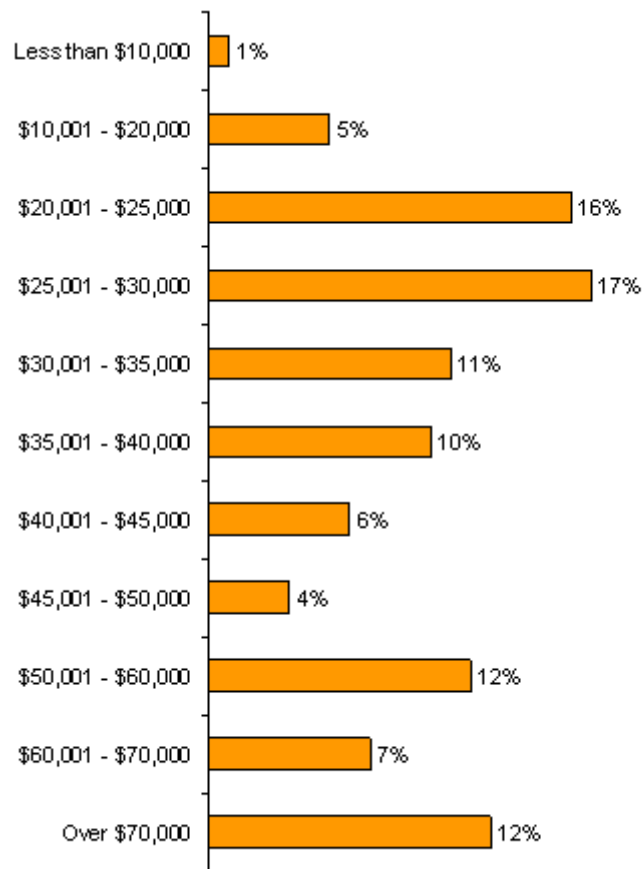


Figure 10. What is your household income?



Survey Findings

Teamwork

The first section of the survey dealt with teamwork as it pertains to the employees' immediate workgroup; results are presented in Table 1a. The majority of employees sampled, 83 percent, agree that the people they work with make an effort to help each other out, while nine percent disagree². Two in three employees feel that shared goals are developed for their workgroup, while over one in ten disagree. Sixty-seven percent of employees believe that the people they work with are open to change when it may benefit the team's goals; however, 14 percent disagree. While the majority of employees, 71 percent, are satisfied with the performance of their co-workers, 10 percent are not satisfied. Finally, when asked about their overall level of teamwork as it pertains to their immediate workgroup, over three in four employees agree that they are satisfied; however, one in ten disagrees. Results from the 2007 employee survey showed that less than half of employees (46 percent) rated the quality of their co-workers as exceptional or near exceptional. These findings together suggest that employees' level of satisfaction with their co-workers has risen substantially since 2007. However, a large percentage of employees reported feeling neutral about several of the items presented in this section (e.g. Shared goals are developed for my workgroup; I am satisfied with the performance of my co-workers; and The people I work with are open to change when it may benefit the team's goals); therefore, officials from Workforce Solutions have room to develop strategies that target these specific elements and thereby improve employees' opinions regarding teamwork.

² Note: For ease of interpretation, the numbers from the categories of strongly agree and agree are combined within the text and together are referred to as one category; the numbers from the categories of disagree and strongly disagree are also combined within the text.

Table 1a. Teamwork

<i>TEAMWORK</i>	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	N/A (%)
The people I work with make an effort to help each other out	27.3	55.4	8.3	5.8	3.3	0.0
Shared goals are developed for my workgroup	25.2	40.3	21.8	7.6	5.0	0.0
The people I work with are open to change when it may benefit the team's goals	23.7	43.2	18.6	7.6	6.8	0.0
I am satisfied with the performance of my co-workers	23.3	47.4	19.0	6.0	4.3	0.0
I am satisfied with the overall level of teamwork as it pertains to my immediate workgroup	26.1	49.6	13.4	6.7	4.2	0.0

Results from correlation analysis show moderate to moderately high significant positive relationships between the scores on each of the items in this section and satisfaction with overall level of teamwork as it pertains to the immediate workgroup (Table 1b). That is, employees with high scores on the different items also tended to score high on satisfaction with overall level of teamwork; ‘Shared goals are developed for my workgroup’ had the strongest association with satisfactions with overall level of teamwork. These findings suggest that the different items regarding satisfaction with co-workers may all be contributing factors to high scores on level of satisfaction with overall level of teamwork and that Workforce Solutions should continue to foster the spirit of teamwork in their employees, especially with respect to developing shared goals for the workgroup.

Table 1b. Teamwork Correlations

<i>Teamwork</i>	<i>Q1e.</i>	<i>Q1a.</i>	<i>Q1b.</i>	<i>Q1c.</i>	<i>Q1d.</i>
Q1e. I am satisfied with the overall level of teamwork as it pertains to my immediate workgroup.	1				
Q1a. The people I work with make an effort to help each other out.	.64**	1			
Q1b. Shared goals are developed for my workgroup.	.73**	.68**	1		
Q1c. The people I work with are open to change when it may benefit the team's goals.	.72**	.70**	.75**	1	
Q1d. I am satisfied with the performance of my co-workers.	.72**	.64**	.55**	.63**	1

Note: **Correlation is significant at the 0.01 level (2-tailed).

Employee Involvement

Next, employees were asked to provide their level of agreement with various items dealing with level of involvement in the workplace (Table 2a). Results show that while roughly two in three employees feel that they are given the opportunity to provide input on decisions that affect their work, over one in five feel otherwise. The majority of employees sampled, 70 percent, agree that their supervisor considers their work-related ideas; on the other hand, 18 percent disagree. While 68 percent of employees believe they can provide input into decisions that are made in their department, 15 percent believe they cannot. Results also show that 64 percent of employees believe that new ideas are listened to, while 18 percent disagree. When employees were asked in 2007 if they felt that new ideas for improving are listened to, 44 percent answered “yes”. Although a different scale was used to gauge employees’ perceptions in the present survey, results, nonetheless, suggest that a larger number of employees today believe that new ideas are listened to when compared to 2007. To conclude this section, employees were asked how they feel about their overall level of involvement in the workplace. The majority of employees, two in three, sampled agree that they are satisfied with their overall level of involvement in the workplace, while one in five disagrees. As in the previous section dealing with teamwork, a significant number of employees remained neutral on various items concerning employee involvement; thus, Workforce Solutions officials may improve employees’ perceptions on this topic by targeting those specific elements of employee involvement (e.g. New ideas are listened to; I can provide input into decisions that are made in my department, etc.).

Table 2a. Employee Involvement

<i>EMPLOYEE INVOLVEMENT</i>	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	N/A (%)
I am given the opportunity to provide input on decisions that affect my work	28.1	39.7	10.7	11.6	9.9	0.0
My supervisor considers my work related ideas	32.5	37.5	11.7	8.3	10.0	0.0
I can provide input into decisions that are made in my department	29.2	39.2	16.7	6.7	8.3	0.0
New ideas (for instance on improving processes, customer service, administrative issues, etc.) are listened to	27.5	36.7	18.3	5.8	11.7	0.0
I am satisfied with my overall level of involvement in the workplace	22.3	43.8	15.7	6.6	11.6	0.0

Results from the correlation analysis show significant positive relationships between scores on each of the items in this section and scores on satisfaction with overall level of involvement in the workplace. The relationships range in magnitude from moderately high to high (Table 2b), suggesting that all the items are contributing factors to employees’ overall level of satisfaction with overall level of involvement in the workplace. The strongest association found was between employees’ perception on whether they are given the opportunity to provide input on decisions that affect their work and their satisfaction with overall level of involvement in the workplace. This

finding suggests that employees' level of satisfaction with overall level of involvement is likely to remain stable or improve if they continue to be provided with the opportunity to provide input on decisions that directly affect their work.

Table 2b. Employee Involvement Correlations

<i>Employment Involment</i>	<i>Q2e.</i>	<i>Q2a.</i>	<i>Q2b.</i>	<i>Q2c.</i>	<i>Q2d.</i>
Q2e. I am satisfied with my overall level of involvement in the workplace.	1				
Q2a. I am given the opportunity to provide input on decisions that affect my work.	.85**	1			
Q2b. My supervisor considers my work related ideas.	.73**	.76**	1		
Q2c. I can provide input into decisions that are made in my department.	.78**	.79**	.81**	1	
Q2d. New ideas (for instance on improving processes, customer service, administrative issues, etc.) are listened to.	.75**	.78**	.81**	.83**	1

Note: **Correlation is significant at the 0.01 level (2-tailed).

Personal Growth

The third section of the survey dealt with how employees feel about personal growth within Workforce Solutions – URG (Table 3). Findings show that 67 percent of employees agree that they have access to training opportunities within the organization; however, 16 percent disagree and 18 percent neither agree nor disagree. Sixty-nine percent of employees believe that they are encouraged to share what they have learned with others in their workgroup, while 14 percent, believe they are not encouraged and 16 percent feel neutral about the topic. The majority of employees, 72 percent, agree that they can apply what they have learned in training to their job, while approximately 10 percent disagree and 18 percent neither agree nor disagree. Forty percent of employees agree that they have opportunities for career advancement with Workforce Solutions - URG; however, 32 percent disagree and a large number, 26 percent, neither agree nor disagree. Results also show that over one in two employees feel he/she gets the training and related support needed for continuous learning; on the other hand, one in four feels they do not get the training and support they need and roughly one in five feels neutral about the topic. Sixty-one percent of employees agree that they have opportunities to participate in projects that allow them to expand and develop new skills, 21 percent, however, disagree. Sixty-one percent of employees also agree that they are satisfied with their overall level of personal growth within Workforce Solutions, while 21 percent disagree and 18 percent are neither satisfied nor dissatisfied. As in the previous sections, a large number of employees reported neutral opinions to items in this section, however, at a higher rate. Over one in four

employees, for example, reported feeling neutral about having opportunities for career advancement with Workforce Solutions-URG. In addition, almost one in five employees reported neutral feelings on 1) getting training and related support needed to support continuous learning and 2) having opportunities to participate in projects that allow them to expand and develop new skills. Finding ways to improve these specific areas may in turn improve employees' overall level of personal growth with Workforce Solutions, which also had a high rate of neutrals reported.

Table 3a. Personal Growth

<i>PERSONAL GROWTH</i>	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	N/A (%)
I have access to training opportunities with the organization	25.8	40.8	17.5	7.5	8.3	0.0
I am encouraged to share what I have learned with others in my workgroup	24.0	44.6	15.7	11.6	2.5	1.7
I can apply what I learn in training to my job	21.7	50.8	17.5	6.7	2.5	0.8
I have opportunities for career advancement with Upper Rio Grande	10.7	28.9	26.4	11.6	20.7	1.7
I get the training and related support I need to support my continuous learning	17.2	36.9	18.9	14.8	12.3	0.0
I have opportunities to participate in projects that allow me to expand and develop new skills	17.2	43.4	18.0	9.0	11.5	0.8
I am satisfied with my overall level of personal growth with Workforce Solutions	18.0	42.6	18.0	7.4	13.1	0.8

The items in this section were found to have a significant moderate to high positive relationship with scores on satisfaction with overall level of personal growth within Workforce Solutions. Employees' perception on whether they have opportunities to participate in projects that allow them to expand and develop new skills was found to have the strongest association with satisfaction with overall level of personal growth (Table 3b). Workforce Solutions – URG officials should continue to allow employees to participate in projects that will allow them to grow professionally and thereby increase their contributions to Workforce Solutions while also increasing their overall level of satisfaction with their personal growth within the system.

Table 3b. Personal Growth Correlations

<i>Personal Growth</i>	<i>Q3g.</i>	<i>Q3a.</i>	<i>Q3b.</i>	<i>Q3c.</i>	<i>Q3d.</i>	<i>Q3e.</i>	<i>Q3f.</i>
Q3g. I am satisfied with my overall level of personal growth within Workforce Solutions.	1						
Q3a. I have access to training opportunities with the organization.	.73**	1					
Q3b. I am encouraged to share what I have learned with others in my workgroup.	.68**	.68**	1				
Q3c. I can apply what I learn in training in my job.	.65**	.69**	.75**	1			
Q3d. I have opportunities for career advancement with Upper Rio Grande.	.70**	.58**	.49**	.47**	1		
Q3e. I get training and related support I need to support my continuous learning.	.74**	.68**	.60**	.52**	.68**	1	
Q3f. I have opportunities to participate in projects that allow me to expand and develop new skills.	.81**	.73**	.69**	.63**	.59**	.70**	1

Note: **Correlation is significant at the 0.01 level (2-tailed).

Workplace Ethics

Next, employees were asked to provide their level of agreement on four items dealing with workplace ethics. Results for this section are presented below on Table 4a. While the majority of employees, 73 percent, report knowing where they can go for assistance to resolve workplace ethical dilemmas or conflicts that arise in the workplace, 15 percent feel they do not know and 13 percent remained neutral on the topic. Fifty-seven percent of employees feel they can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal; on the other hand, 27 percent feel they cannot and 17 percent are not sure. Although three in four employees agree that they have not experienced any type of harassing behavior in their workplace, almost one in five employees disagree. Follow-up analysis conducted separately for males and females found that 11 percent of females, compared to 9 percent of males, reported disagreeing with *not* having experienced any type of harassing behavior in the workplace. The small, two percent, difference between females and males suggests that if harassing behavior is taking place at Workforce Solutions, it is not happening to females at a substantially higher rate than to males. Results also show that 63 percent of employees agree that they are satisfied with the overall level of workplace ethics at Workforce Solutions, while 20 percent disagree and 17 percent report feeling neither satisfied nor dissatisfied. Some of the high neutral rates produced by different items in this section suggest that there is room for improvement where employees' perceptions on workplace ethics are concerned. For example, reassuring employees that they are able to report concerns without fear of reprisal may have a positive effect on employees' satisfaction with the overall level of workplace ethics at Workforce Solutions.

Table 4a. Workplace Ethics

<i>WORKPLACE ETHICS</i>	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	N/A (%)
I know where I can go for assistance to resolve workplace ethical dilemmas or conflicts	25.0	47.6	12.9	6.5	8.1	0.0
I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal	22.6	33.9	16.9	11.3	15.3	0.0
I have <i>not</i> experienced any type of harassing behavior in my workplace	36.1	39.3	6.6	7.4	10.7	0.0
I am satisfied with the overall level of workplace ethics at Workforce Solutions	25.2	37.4	17.1	8.1	12.2	0.0

Correlation analysis again found statistically significant moderate to high positive relationships between each of the items in this section and scores on satisfaction with overall level of workplace ethics at Workforce Solutions (Table 4b). Findings show that the employees’ ratings on their perception about whether they are able to report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal are strongly related to their ratings on satisfaction with the overall level of workplace. Workforce Solutions officials may consider being more proactive in making sure employees know the process for reporting ethical dilemmas and conflicts that may arise in the workforce, as well as making sure that employees are made to feel they are able to report these problems without fear of reprisal.

Table 4b. Workplace Ethics Correlations

<i>Workplace Ethics</i>	<i>Q4d.</i>	<i>Q4a.</i>	<i>Q4b.</i>	<i>Q4c.</i>
Q4d. I am satisfied with the overall level of workplace ethics at Workforce Solutions.	1			
Q4a. I know where I can go for assistance to resolve workplace ethical dilemmas or conflicts.	.70**	1		
Q4b. I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal.	.82**	.78**	1	
Q4c. I have not experienced any type of harassing behavior in my workplace.	.72**	.64**	.65**	1

Note: **Correlation is significant at the 0.01 level (2-tailed).

Communication

Section five of the survey dealt with various issues regarding the level of communication taking place at the workplace (Table 5a). Findings show that while 69 percent of employees sampled agree that they have received communication about their department’s direction in the past 6 months, 17 percent employees disagree. The majority of employees, 88 percent, agree that they know how their work contributes to their department’s priorities

and goals, while only six percent disagree. Roughly two in three employees feel they receive adequate and clear directions in order to do a good job, while one in five employees disagree. Findings also show that 62 percent of employees believe that their supervisor gives them feedback about their job related performance; 22 percent of employees, however, do not agree. Over three in four employees sampled agree that they know and understand the Workforce Solutions' strategic goals, while one in ten employees disagrees. Similarly, over three in four employees agree that they have a clear indication of what their roles and responsibilities are in the workplace, while less than one in ten employees disagree. Finally, when asked about the overall level of communication that takes place in the workplace, one in two employees reports being satisfied while one in four is not. Results from this section, again, show that a large number of employees neither agree nor disagree with certain items (e.g. I receive adequate and clear directions in order to do a good job; my supervisor gives me feedback about my job related performance, etc.); thus, Workforce Solutions may benefit from taking steps to address these issues.

Table 5a. Communication

<i>COMMUNICATION</i>	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	N/A (%)
I have received communication on my department's direction in the past 6 months	24.4	44.7	12.2	12.2	4.9	1.6
I know how my work contributes to my department's priorities/goals	29.3	58.5	6.5	3.3	2.4	0.0
I receive adequate and clear directions in order to do a good job	22.8	41.5	16.3	11.4	8.1	0.0
My supervisor gives me feedback about my job related performance	28.2	33.9	16.1	11.3	10.5	0.0
I know and I understand the Workforce Solutions - Upper Rio Grande <i>strategic goals</i>	33.9	43.5	12.9	4.0	5.6	0.0
I have clear indication of what my roles and responsibilities are in the workplace	30.6	47.6	13.7	5.6	2.4	0.0
I am satisfied with the overall level of communication that takes place in the workplace	17.7	35.5	21.8	13.7	11.3	0.0

Although each of the items in this section was significantly correlated in a positive direction with employees' perception of satisfaction with overall level of communication that takes place in the workplace, most all of the relationships were moderate in magnitude (Table 5b). However, employees' satisfaction with overall level of communication may, nonetheless, increase if Workforce Solutions' leadership provides them with more adequate and clear directions to do their job and feedback about their job related performance, as these items were found to have the strongest relationships.

Table 5b. Communication Correlations

<i>Communication</i>	<i>Q5g.</i>	<i>Q5a.</i>	<i>Q5b.</i>	<i>Q5c.</i>	<i>Q5d.</i>	<i>Q5e.</i>	<i>Q5f.</i>
Q5g. I am satisfied with the overall level of communication that takes place in the workplace.	1						
Q5a. I have received communication on my department's direction in the past 6 month's.	.55**	1					
Q5b. I know how my work contributes to my department's priorities/goals.	.57**	.58**	1				
Q5c. I receive adequate and clear directions in order to do a good job.	.74**	.59**	.55**	1			
Q5d. My supervisor gives me feedback about my job related performance.	.67**	.54**	.54**	.75**	1		
Q5e. I know and I understand the Workforce Solutions - Upper Rio Grande's strategic goals.	.48**	.35**	.53**	.51**	.49**	1	
Q5f. I have a clear indication of what my roles and responsibilities are in the workplace.	.59**	.49**	.64**	.57**	.62**	.59**	1

Note: **Correlation is significant at the 0.01 level (2-tailed).

Compensation and Recognition

Next, employees were asked to provide their level of agreement with six items related to the compensation and recognition they receive in the workplace (Table 6a). Findings revealed that 39 percent of employees agree that they are compensated fairly for their job, however, almost the same number of employees (37 percent) disagree and 24 percent neither agree nor disagree. While over one in two employees feel that they are valued for their contributions at work, over one in four employees feel otherwise and one in five feel neutral. Fifty-five percent of employees agree they receive recognition from their supervisor for a job well done, however, 23 percent disagree and 22 percent neither agree nor disagree. Findings also revealed that one in three employees believes that promotions at work are based on merit, but roughly the same number of employees believe otherwise or have neutral feelings about the topic. One in four employees agrees that their current salary is properly matched to their current level of responsibility and skill set while one in two employees disagrees and one in four neither agrees nor disagrees. These findings differ from those in 2007 when two in three employees, a higher rate than in 2009, reported that they did not feel that their current salary was properly matched to their current level of responsibility and required skill set. Thirty-three percent of employees agree that they are satisfied with the overall level of compensation and recognition they receive in the workplace; 39 percent of employees disagree. It is important to note that items in this section produced some of the highest rates of neutral perceptions reported by employees in comparison to other sections. Although present economic circumstances may limit Workforce Solutions officials' ability to address employees' concerns in relation to their salary and promotions, steps may, nonetheless, be taken to give employees more recognition for their work and in turn make them feel that their work is valued.

Table 6a. Compensation and Recognition

<i>COMPENSATION AND RECOGNITION</i>	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	N/A (%)
I am compensated fairly in my job	4.9	33.6	23.8	21.3	15.6	0.8
I feel valued for my contributions at work	16.7	34.2	22.5	15.8	10.0	0.8
I receive recognition from my supervisor for a job well done	19.0	35.5	21.5	12.4	10.7	0.8
Promotions in my work unit are based on merit	7.4	25.6	30.6	13.2	19.8	3.3
My current salary is properly matched to my current level of responsibility and skill set	3.3	22.3	24.8	26.4	22.3	0.8
I am satisfied with the overall level of compensation and recognition I receive in the workplace	6.6	26.2	27.9	21.3	17.2	0.8

Results from correlation analysis show significant moderate to high positive correlations between the items listed in this section and employees' perception of satisfaction with the overall level of compensation and recognition they receive in the workplace (Table 6b). Employees' perceptions on whether their current salary is properly matched to their current level of responsibility and required skill set, as well as their perceptions on whether they feel they are compensated fairly for their job, were found to have the strongest association with satisfaction on overall level of compensation and recognition received. As mentioned previously, economic conditions may not allow Workforce Solutions to directly deal with these issues. However, simple steps can be taken to ensure that employees feel valued for their contributions at work (e.g. praising them for a job well done, letting them know that their work is essential, etc.), which was also found to have a strong association, in order to increase employees' satisfaction with the overall level of compensation and recognition they receive.

Table 6b. Compensation and Recognition Correlations

<i>Compensation and Recognition</i>	<i>Q6f.</i>	<i>Q6a.</i>	<i>Q6b.</i>	<i>Q6c.</i>	<i>Q6d.</i>	<i>Q6e.</i>
Q6f. I am satisfied with the overall level of compensation and recognition I receive in the workplace.	1					
Q6a. I am compensated fairly in my job.	.76**	1				
Q6b. I feel valued for my contributions at work.	.74**	.56**	1			
Q6c. I receive recognition from my supervisor for a job well done.	.67**	.40**	.73**	1		
Q6d. Promotions in my work unit are based on merit.	.70**	.51**	.54**	.50**	1	
Q6e. My current salary is properly matched to my current level of responsibility and skill set.	.81**	.81**	.58**	.52**	.54**	1

Note: **Correlation is significant at the 0.01 level (2-tailed).

Workload

Section seven of the survey dealt with the workload undertaken on a daily basis by employees at Workforce Solutions – URG (Table 7a). Results revealed that 37 percent of employees feel that they have plenty of time in their workday to complete all of their required tasks, however, a larger number 47 percent feel otherwise. The majority of employees, 64 percent believe that their current workload has increased compared to a year ago, while seven percent disagree and 17 percent neither agree nor disagree. Twenty-two percent of employees agree that they routinely take work home after working hours, while 43 percent disagree and 26 percent neither agree nor disagree. Also, 38 percent of employees feel that the number of tasks they need to perform for a given day is overwhelming, but roughly the same number, 41 percent disagree and 20 percent feel neutral about the issue. Results from the 2007 employee survey showed that, 79 percent of employees felt ‘overloaded’ to ‘extremely overloaded’ with their personal workload when the survey was conducted. Thus, the findings suggest that employees may currently be better able to cope with their workload when compared to 2007. While 53 percent of employees agree that their workload interferes with the quality of their work, 30 percent disagree; however, 17 percent neither agree nor disagree. Finally, while over half of employees agree that they are satisfied with the overall amount of work they undertake on a daily basis at Workforce Solutions, one in four employees disagree and one in five employees neither agree nor disagree.

Table 7a. Workload

<i>WORKLOAD</i>	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	N/A (%)
There is plenty of time in my workday to complete all of my required tasks	3.3	33.6	15.6	36.1	10.7	0.8
My current workload compared to my workload a year ago has increased	25.4	38.5	17.2	4.9	1.6	12.3
I routinely take work home after regular working hours	5.0	17.4	26.4	33.9	9.1	8.3
The number of tasks I need to perform for a given day is overwhelming	7.4	30.6	20.7	36.4	5.0	0.0
Workload interferes with the quality of my work	14.0	38.8	17.4	19.0	10.7	0.0
I am satisfied with the overall amount of work I undertake on a daily basis at Workforce Solutions	13.0	42.3	21.1	17.9	5.7	0.0

Results from correlation analysis for this section revealed significant positive relationships between only two of the items ('Workload interferes with the quality of my work' and 'There is plenty of time in my workday to complete all of my required tasks') and satisfaction with the overall amount of work undertaken on a daily basis at Workforce Solutions (Table 7b). In addition, unlike the previous sections, where moderate to high associations were found between most of the items, no high or strong associations were found in this section; the associations found were moderate in magnitude. Moreover, no significant associations were found between employees' scores on satisfaction with overall amount of work they undertake on a daily basis and level of agreement on whether their workload has increased compared to the previous year, as well as with whether they routinely take work home after regular hours.

Table 7b. Workload

<i>Workload</i>	<i>Q7f.</i>	<i>Q7a.</i>	<i>Q7b.</i>	<i>Q7c.</i>	<i>Q7d.</i>	<i>Q7e.</i>
Q7f. I am satisfied with the overall amount of work I undertake on a daily basis at Workforce Solutions.	1					
Q7a. There is plenty of time in my workday to complete all of my required tasks.	.46**	1				
Q7b. My current workload compared to my workload a year ago has increase.	-.09	-.113	1			
Q7c. I routinely take work home after regular working hours.	-.12	-.30**	.32**	1		
Q7d. The number of tasks I need to perform for a given day is overwhelming.	-.50**	-.40**	.36**	.36**	1	
Q7e. Workload interferes with the quality of my work.	.51**	.49**	-.15	-.30**	-.41**	1

Leadership

In section 8, employees were presented with various items concerning the performance of their direct supervisor; results are presented on Table 8a. The majority of employees, 71 percent, feel they can talk openly with their immediate supervisor, while 14 percent disagree. Roughly two in three employees believe their immediate supervisor sets good examples for employees; however, almost one in five disagrees. While one in two employees agrees that the immediate supervisor manages conflict in the workgroup, one in five disagrees. Roughly 60 percent of employees feel that their supervisor tries to resolve issues raised by employees; gives them and their group a clear sense of purpose and direction; gives them enough guidance to perform their job; and also gives them feedback on their work; on the other hand, roughly 20 percent of employees feel otherwise about all these issues. Results also show that 62 percent of employees agree that there is an established procedure that they can follow when work related problems arise, while 20 percent disagree. Sixty-eight percent

of employees believe that their supervisor is open to new ideas, however, 16 percent disagree. Lastly, employees were asked about their satisfaction with the overall level of performance of their direct supervisor; 67 percent agree that they are satisfied while 18 percent disagree. These findings are an improvement from those in 2007 when the majority of employees, 62 percent, rated the quality of their direct supervisor as exceptional or very close to exceptional. As with the previous sections, a large number of employees chose to remain neutral on many of the items concerning the leadership at Workforce Solutions. Thus, Workforce Solutions officials may consider providing leadership training and workshops that cover conflict resolution techniques and proper guidance behavior, for example, providing such training to their management staff may improve employees' perceptions about the leadership within the organization.

Table 8a. Leadership

<i>LEADERSHIP</i>	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	N/A (%)
I can talk openly with my immediate supervisor about my work	31.1	39.3	15.6	6.6	7.4	0.0
My immediate supervisor sets good examples for employees	31.1	35.2	15.6	8.2	9.8	0.0
My immediate supervisor manages conflict in my workgroup	22.1	31.1	23.0	9.8	9.8	4.1
My immediate supervisor tries to resolve issues raised by employees	23.0	36.9	20.5	9.0	9.0	1.6
My immediate supervisor provides a clear sense of purpose and direction, roles and team responsibilities to me and my group	23.0	40.2	18.0	9.0	9.8	0.0
My immediate supervisor gives me enough guidance to perform my job	19.7	41.8	21.3	7.4	9.8	0.0
My immediate supervisor gives me enough feedback on my work	19.8	39.7	19.8	9.1	11.6	0.0
There is an established procedure that I can follow when work related problems arise	15.6	45.9	18.0	10.7	9.0	0.8
My immediate supervisor is open to new ideas	28.3	40.0	15.0	8.3	7.5	0.8
I am satisfied with the overall level of performance of my direct supervisor	28.1	38.8	14.9	8.3	9.9	0.0

Results from correlation analysis show statistically significant positive relationships between all the items regarding leadership and satisfaction with the overall level of performance of the direct supervisor (Table 8b). The relationships range in magnitude from moderate to very high. The strongest associations found were

between satisfaction with overall level of performance of the direct supervisor and the following two items: 1) My immediate supervisor sets good examples for employees and 2) My immediate supervisor provides a clear sense of purpose and direction, roles and team responsibilities to me and my group. These findings suggest that employees' satisfaction level with the overall level of performance may be increased if supervisors improve on clearly explaining the goals of the department and providing employees with clear instruction on their own as well as their co-workers responsibilities.

Table 8b. Leadership Correlations

Leadership	Q8j.	Q8a.	Q8b.	Q8c.	Q8d.	Q8e.	Q8f.	Q8g.	Q8h.	Q8i.
Q8j. I am satisfied with the overall level of performance of my direct supervisor.	1									
Q8a. I can talk openly with my immediate supervisor about my work.	.86**	1								
Q8b. My immediate supervisor sets good examples for employees.	.95**	.88**	1							
Q8c. My immediate supervisor manages conflict in my workgroup.	.66**	.66**	.67**	1						
Q8d. My immediate supervisor tries to resolve issues raised by employees.	.77**	.75**	.78**	.87**	1					
Q8e. My immediate supervisor provides a clear sense of purpose and direction, roles, and team responsibilities to me and my workgroup.	.94**	.83**	.92**	.71**	.81**	1				
Q8f. My immediate supervisor gives me enough guidance to perform my job.	.85**	.77**	.83**	.58**	.67**	.86**	1			
Q8g. My immediate supervisor gives me enough feedback on my work.	.87**	.81**	.83**	.62**	.71**	.85**	.87**	1		
Q8h. There is an established procedure that I can follow when work related problems arise.	.68**	.63**	.69**	.53**	.59**	.71**	.75**	.74**	1	
Q8i. My immediate supervisor is open to new ideas.	.88**	.80**	.88**	.65**	.74**	.87**	.80**	.78**	.65**	1

Note: **Correlation is significant at the 0.01 level (2-tailed).

Workplace

Section 9 of the survey focused on the workplace environment; results are presented on Table 9a. Two in three employees surveyed agree that the overall work setting and climate (e.g., ventilation, temperature, space to work, etc.) are adequate, while one in four employees disagree. Sixty-two percent of employees agree that the equipment/materials required to do their work are adequate, however, 23 percent disagree. The majority of employees, 80 percent, believe their department creates a safe working environment for its employees, while six percent of employees believe other wise. To conclude this section, employees were asked about their satisfaction with the overall workplace environment at Workforce Solutions; 70 percent agree they are satisfied, while 13 percent are not satisfied. In 2007, when asked to rate overall work setting and climate on a scale from 1 to 10, with 10 being “exceptional”, 56 percent of employees provided a rating of 7 or higher, while 11 percent provided a rating of 3 or lower. While direct comparisons with findings from the 2007 employee survey are not possible due to changes in scale, these findings, nonetheless, suggest that employees’ perceptions of the workplace are more positive today. The highest rates of both negative and neutral responses were obtained from those items dealing with equipment/materials required to work adequately as well as from those dealing with creating a safe work environment; thus, targeting these areas for improvement is likely to positively affect employees’ perceptions of satisfaction with overall workplace environment at Workforce Solutions.

Table 9a. Workplace

<i>WORKPLACE</i>	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	N/A (%)
Overall work setting and climate are adequate (e.g., ventilation, temperature, space to work)	16.0	51.2	8.0	19.2	5.6	0.0
Equipment/materials required to do your work are adequate	12.8	49.6	14.4	15.2	8.0	0.0
My department creates a safe working environment for its employees	23.4	56.5	13.7	4.0	2.4	0.0
I am satisfied with the overall workplace environment at Workforce Solutions	17.6	52.8	16.8	8.0	4.8	0.0

Results from correlation analysis found that all items in this section are positively related to satisfaction with overall workplace environment at Workforce Solutions (Table 9b). Although all the relationships were found to be statistically significant, most were moderate in magnitude and only employees’ perceptions of whether their department creates a safe environment for its employees was found to have a strong relationship with satisfaction of overall workplace environment. This finding suggests that employees’ feelings concerning safety in their departmental environment is a contributing factor to their overall satisfaction with their workplace environment at Workforce Solutions.

Table 9b. Workplace

<i>Workplace</i>	<i>Q9d.</i>	<i>Q9a.</i>	<i>Q9b.</i>	<i>Q9c.</i>
Q9d. I am satisfied with the overall workplace environment at Workforce Solutions.	1			
Q9a. Overall work setting and climate are adequate (e.g. ventilation, temperature, space to work).	.47**	1		
Q9b. Equipment/materials required to do your work are adequate.	.56**	.32**	1	
Q9c. My department creates a safe working environment for its employees.	.77**	.46**	.39**	1

Note: **Correlation is significant at the 0.01 level (2-tailed).

Overall Level of Satisfaction with Employment

Employees were also asked to rate their overall level of satisfaction with their job at Workforce Solutions. Results show that the majority of employees, 70 percent, are satisfied with their employment; nonetheless, 14 percent are dissatisfied and 27 percent are neither satisfied nor dissatisfied (Table 10a). Correlation analyses were also conducted between overall level of satisfaction with employment at Workforce Solutions and satisfaction with overall level of teamwork, employment involvement, personal growth, workplace ethics, communication, compensation and recognition, workload, leadership, and workplace. Results show significant positive relationships between all the items (Table 10b). The relationships range from moderate to moderately high in magnitude. Satisfaction with overall level of personal growth, workplace ethics and communication were found to have the strongest relationships with overall level of satisfaction with employment. The findings suggest that Workforce Solutions officials should continue to provide employees with the opportunity to grow professionally within Workforce Solutions. In addition, employees will also benefit from continued high levels of communication and workplace ethics that currently occur within Workforce Solutions.

Table 10a. Overall Level of Satisfaction with Employment

<i>EMPLOYMENT SATISFACTION</i>	<i>Very Satisfied (%)</i>	<i>Satisfied (%)</i>	<i>Neutral (%)</i>	<i>Dissatisfied (%)</i>	<i>Very Dissatisfied (%)</i>
Please indicate your overall level of satisfaction with your job at Workforce Solutions.	19.2	50.4	14.4	7.2	8.8

Table 10b. Overall Level of Satisfaction with Employment Correlations

Overall Level of Satisfaction	Q10.	Q1e.	Q2e.	Q3g.	Q4d.	Q5g.	Q6f.	Q7f.	Q8j.	Q9d.
Q10. Please indicate your overall level of satisfaction with the your at Workforce Solutions.	1									
Q1e. I am satisfied with the overall level of teamwork as it pertains to my immediate workgroup.	.48**	1								
Q2e. I am satisfied with my overall level of involvement in the workplace.	.63**	.54**	1							
Q3g. I am satisfied with my overall level of personal growth within Workforce Solutions.	.73**	.44**	.66**	1						
Q4d. I am satisfied with the overall level of workplace ethics at Workforce Solutions.	.70**	.40**	.70**	.73**	1					
Q5g. I am satisfied with the overall level of communication that takes place in the workplace.	.70**	.43**	.73**	.69**	.82**	1				
Q6f. I am satisfied with the overall level of compensation and recognition I receive in the workplace.	.60**	.31**	.58**	.65**	.59**	.63**	1			
Q7f. I am satisfied with the overall amount of work I undertake on a daily basis at Workforce Solutions.	.56**	.31**	.43**	.43**	.62**	.55**	.43**	1		
Q8j. I am satisfied with the overall level of performance of my direct supervisor.	.61**	.52**	.58**	.52**	.54**	.59**	.39**	.39**	1	
Q9d. I am satisfied with the overall workplace environment at Workforce Solutions.	.56**	.29**	.38**	.57**	.66**	.61**	.48**	.48**	.51**	1

Note: **Correlation is significant at the 0.01 level (2-tailed).

Central (Administrative) Offices

In section 11 of the survey, employees were asked to rate a number of items regarding the performance of the administrative units at the Central Offices of Workforce Solutions. Data from employees who reported not having experienced the performance of these units (employees who reported 'not applicable') were excluded from analyses; results are presented in Table 11. While 52 percent of employees agree that the Customer Service Hotline investigates complaints thoroughly and promptly, 17 percent disagree. Seventy-nine percent of employees agree that they have received accurate Labor Market information on time; four percent disagree. Almost two in three employees feel that the data and reports requested from the Performance Analysis Unit have been delivered in a timely manner; 12 percent of employees feel otherwise. Results also show that 57 percent of employees agree that the Performance Analysis Unit provides clear analysis and meaningful strategies to address barriers and challenges, while 16 percent disagree. The majority of employees, 71 percent agree that the services provided by the Regional Relations Department are accurate and on time, while only six percent disagree. While 62 percent of employees feel that the Information Technology Unit responds to tickets and complaints in a thorough and timely manner, 20 percent disagree. When asked about the Policy Administration Unit, three in four employees agree that the unit provides clear and comprehensive answers to questions regarding WD letters, while roughly one in twenty employees disagree. Sixty-four percent of employees agree that the information received from the Accounting Unit is accurate and on time, while a small number, seven percent of employees disagree. The high rates of neutral perceptions regarding these items, again, suggest that Workforce Solutions officials have the opportunity to improve in certain areas in order to positively affect employees' perceptions of the administrative offices.

Employees were also asked about issues concerning the management and staff from the Central Office. Fifty-six percent of employees feel that the management and staff assist in solving problems and concerns, while 18 percent feel otherwise. Fifty-eight percent of employees agree that the management and staff have an open door policy and listen to all staff members' concerns; 14 percent of employees disagree. Over half of employees believe that the management and staff from the Central Office provide adequate resources to meet the Employment Centers' needs, while almost one in five disagrees. Finally, when asked about their satisfaction with the overall level of performance of the administrative offices at Workforce Solutions, 64 percent of employees agree they are satisfied; fourteen percent of employees, on the other hand, disagree. High rates of neutral evaluations were also found for these items. These findings together suggest that employees are, for the most part, satisfied with the performance of management and staff from the Central Offices at Workforce Solutions – URG but, also that Workforce Solutions officials may need to implement procedures that allow for more efficient and practical ways to provide employees with the assistance they require to conduct their job and thereby improve their perceptions of the management and staff from Central Office.

Table 11. Central Offices - Administrative

<i>CENTRAL (ADMINISTRATIVE) OFFICES</i>	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Customer Service Hotline investigates complaints thoroughly and promptly	12.8	39.4	31.2	9.2	7.3
I have received accurate Labor Market information on time	16.4	62.7	16.4	2.7	1.8
The data and reports requested from the Performance Analysis unit have been delivered in a timely manner	14.0	48.6	25.2	3.7	8.4
The Performance Analysis unit provides clear analysis and meaningful strategies to address barriers and challenges	13.1	43.9	27.1	7.5	8.4
The services provided by the Regional Relations department (e.g., signs, certificates, & coordination of events) are accurate and on time	23.1	48.1	23.1	3.7	1.9
The Information Technology unit responds to tickets and complaints in a thorough and timely manner	17.8	44.1	17.8	11.9	8.5
The Policy Administration unit provides provides clear and comprehensive answers to questions regarding WD letters	21.3	53.7	19.4	2.8	2.8
The information received from accounting is accurate and on time	18.4	45.9	28.6	4.1	3.1
Management and Staff from the Central Office assist in solving problems and concerns	15.8	40.4	26.3	5.3	12.3
Management and Staff from the Central Office have an open door policy and listen to all staff members and concerns	15.9	41.6	28.3	5.3	8.8
Management and Staff from the Central Office provide adequate resources to meet Employment Centers' needs	15.5	39.1	26.4	9.1	10.0
I am satisfied with the overall level of performance of the administrative offices at Workforce Solutions	17.1	47.0	22.2	6.0	7.7

Central Offices – Services

Employees were then asked to rate their level of satisfaction with various services provided by the Central Offices at Workforce Solutions; as in the previous section, data from employees for whom these services did not apply were excluded from analyses (Table 12). Results show that 72 percent of employees are satisfied with the services offered by the Information Technology Department, 14 percent, however, are dissatisfied. Sixty-nine percent of employees are satisfied with the services offered by the Human Resources Department, 8 percent are dissatisfied. The majority of employees, 71 percent, report being satisfied with the services offered by the Training Unit; however, 9 percent of employees are dissatisfied. Over fifty-five percent of employees are satisfied with services provided by both the Procurement Unit and the Purchasing Department, while less than 10 percent are dissatisfied. Roughly two in three employees are satisfied with the services provided by both the Finance and Accounting departments, while approximately one in twenty is dissatisfied. Results also show that 67 percent of

employees are satisfied with the services offered by the Customer Service Department; however, 14 percent are dissatisfied. Sixty-four percent of employees report being satisfied with the services provided by the Economic Development Department, seven percent are dissatisfied. Roughly two in three employees are satisfied with the services provided by both the Performance Analysis Unit and the Program Coordination Unit, while approximately one in six are dissatisfied. Over two in three employees are satisfied with the services provided by the Regional Relations Department, roughly one in ten, however, claim to be dissatisfied. Results also show that while two in three employees are satisfied with the services provided by the Policy Administration Unit, one in ten is dissatisfied. When asked to provide their level of satisfaction with the Reception Unit, three in four employees reported being satisfied while one in ten employees said they were dissatisfied. Fifty-nine percent of employees are satisfied with services provided by the Government Relations Unit, however, 12 percent are dissatisfied. Results also showed that 63 percent of employees are satisfied with the Quality Assurance/MIS Unit, while 14 percent claim to be dissatisfied. Results from this section resonate with results from the previous section and suggest that over all, employees are content with the services provided by the Central Office but that there is also room for improvement. As with the previous section, large rates of neutral perceptions produced by various items dealing with Central Office services suggest that Workforce Solutions officials should focus on ways to improve services that are provided by certain departments (e.g. Purchasing, Procurement, Accounting, etc.) in order to improve employees' work experience.

Table 12. Central Office - Services

<i>SERVICES PROVIDED BY CENTRAL OFFICE</i>	Very Satisfied (%)	Satisfied (%)	Neutral (%)	Dissatisfied (%)	Very Dissatisfied (%)
Information Technology	20.5	51.3	14.5	7.7	6.0
Human Resources	24.5	44.5	22.7	4.5	3.6
Training Unit	22.2	48.7	20.5	5.1	3.4
Procurement	15.2	42.4	34.3	6.1	2.0
Purchasing	13.4	42.3	35.1	8.2	1.0
Finance	21.4	45.9	25.5	5.1	2.0
Accounting	23.2	41.1	30.5	3.2	2.1
Customer Service	17.4	49.6	19.1	7.8	6.1
Economic Development	16.0	48.0	29.0	3.0	4.0
Performance Analysis	16.8	49.5	18.7	8.4	6.5
Program Coordination	14.8	47.2	22.2	8.3	7.4
Regional Relations	19.8	49.1	23.6	4.7	2.8
Policy Administration	20.2	46.8	22.0	4.6	6.4
Reception	23.3	50.9	17.2	4.3	4.3
Government Relations	15.1	44.3	28.3	5.7	6.6
Quality Assurance	21.4	41.7	23.3	3.9	9.7

To conclude these sections, employees were asked to provide additional information, either positive or negative, not adequately captured by the items in the survey that may help Workforce Solutions create a better working environment. The following suggestions were provided by employees; these are listed in order from most to least frequently mentioned:

1. Provide more training for employees and supervisors/management
2. Avoid favoritism
3. Work on improving intra- and inter-departmental communication
4. Have senior staff show more professionalism
5. Appease worries concerning layoffs and budgets
6. Work on improving teamwork efforts
7. Motivate and treat employees better
8. Purchase new equipment

Conclusion

Survey results show that the majority of employees are satisfied with their job at Workforce Solutions. In addition, correlation analysis found that satisfaction with overall level of: personal growth; workplace ethics; and communication that takes place at Workforce Solutions – URG are strongly associated to employees' overall level of satisfaction with their job. Workforce Solutions officials, therefore, should continue to foster these important components of the work experience. On the other hand, satisfaction with overall level of: teamwork as it pertains to the immediate workgroup; amount of work undertaken on a daily basis; and workplace environment were found to have the weakest associations with employees' overall level of satisfaction. Findings suggest that these job-related elements, may not be the main factors contributing to employees' overall level of satisfaction with their job; however, the associations were, nonetheless, statistically significant. Thus, developing ways to improve in these specific areas within the work environment may increase their potential to positively affect employees' overall level of satisfaction with their job.

Survey results also show that the majority of employees (over 60 percent in each case) are satisfied with overall level of: teamwork taking place at Workforce Solutions; involvement in the workplace; personal growth within Workforce Solutions; workplace ethics; performance of direct leadership; and workplace environment. Large rates of neutral perceptions reported by employees to specific items presented within each section, however,

suggest that there is room for improvement in these areas. The results produced by other sections, on the other hand, were not as positive. A large number of employees, over one in three, reported being dissatisfied with the overall level of compensation and recognition received in the workplace. Workforce Solutions officials may want to develop creative strategies that will allow employees to feel that their work is valued and appreciated within the organization. In addition, roughly one in four employees reported being dissatisfied with overall level of communication that takes place at the workplace and amount of work undertaken on a daily basis. Thus, Workforce Solutions officials should consider taking steps to address these issues as well.

In sum, findings show that the majority of Workforce Solutions' employees are satisfied with the many of the different elements making up their work experience within the organization. Results also suggest that employees' perceptions have improved since 2007. For example, employees' level of satisfaction with their co-workers has increased, when compared to findings from the 2007 survey. In addition, a higher rate of employees today feel that new ideas are listened to, that their current salary is properly matched to their current level of responsibility, that they are better able to cope with their daily workload, and that they are satisfied with the leadership of their supervisor. Together these findings suggest that Workforce Solutions' officials are working to positively impact their employees' work experience.

Appendix A

2009 Workforce Solutions Employee Survey

WORKFORCE SOLUTIONS-UPPER RIO GRANDE

EMPLOYEE SATISFACTION SURVEY - 2009

The Institute for Policy and Economic Development at UTEP is conducting a survey about your experiences with Workforce Solutions-Upper Rio Grande (URG). The survey will cover a range of topics that will provide valuable feedback to help Workforce Solutions create a better working environment. Please take a few moments to answer this survey. Your participation is voluntary and most importantly, your responses will be kept anonymous and will not affect your employment at Workforce Solutions.

TEAMWORK

1. Please indicate your level of agreement as it pertains to your immediate workgroup.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
The people I work with make an effort to help each other out	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shared goals are developed for my workgroup	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The people I work with are open to change when it may benefit the team's goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the performance of my co-workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the overall level of teamwork as it pertains to immediate workgroup	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

EMPLOYEE INVOLVEMENT

2. Please indicate your level of agreement as it pertains to your **level of involvement in the workplace.**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
The people I work with make an effort to help each other out	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shared goals are developed for my workgroup	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The people I work with are open to change when it may benefit the team's goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the performance of my co-workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the overall level of teamwork as it pertains to immediate workgroup	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PERSONAL GROWTH

3. Please indicate your level of agreement as it pertains to **personal growth (including learning and career).**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
I have access to training opportunities with the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am encouraged to share what I have learned with others in my workgroup	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can apply what I learn in training to my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have opportunities for career advancement within Upper Rio Grande	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get the training and related support I need to support my continuous learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have opportunities to participate in projects that allow me to expand and develop new skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my overall level of personal growth within Workforce Solutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

WORKPLACE ETHICS

4. Please indicate your level of agreement as it pertains to **workplace ethics**.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
I know where I can go for assistance to resolve workplace ethical dilemmas or conflicts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have not experienced any type of harassing behavior in my workplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the overall level of workplace ethics at Workforce Solutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMUNICATIONS

5. Please indicate your level of agreement as it pertains to **communications in the workplace**.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
I have received communication on my department's direction in the past 6 months	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know how my work contributes to my department's priorities/goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I receive adequate and clear directions in order to do a good job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor gives me feedback about my job related performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know and I understand the Workforce Solutions-Upper Rio Grande Strategic goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a clear indication of what my roles and responsibilities are in the workplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the overall level of communication that takes place in the workplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMPENSATION AND RECOGNITION

6. Please indicate your level of agreement as it pertains to **your compensation**.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
I am compensated fairly in my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel valued for my contributions at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I receive recognition from my supervisor for a job well done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotions in my work unit are based on merit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My current salary is properly matched to my current level of responsibility and skill set	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the overall level of compensation and recognition I receive in the workplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

WORKLOAD

7. Please indicate your level of agreement as it pertains to your **daily workload**.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
There is plenty of time in my workday to complete all of my required tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My current workload compared to my workload a year ago has increased	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I routinely take work home after regular working hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The number of tasks I need to perform for a given day is overwhelming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workload interferes with the quality of my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the overall amount of work I undertake on a daily basis at Workforce Solutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

LEADERSHIP

8. Please indicate your level of agreement as it pertains to **leadership at Workforce Solutions Upper Rio Grande.**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
I can talk openly with my immediate supervisor about my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My immediate supervisor sets good examples for employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My immediate supervisor manages conflict in my workgroup	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My immediate supervisor tries to resolve issues raised by employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My immediate supervisor provides a clear sense of purpose and direction, roles and team responsibilities to me and my group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My immediate supervisor gives me enough guidance to perform my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My immediate supervisor gives me enough feedback on my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is an established procedure that I can follow when work related problems arise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My immediate supervisor is open to new ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the overall level of performance of my direct supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

WORKPLACE

9. Please indicate the level of agreement as it pertains to **your workplace environment.**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
Overall work setting and climate are adequate (e.g. ventilation, temperature, space to work)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equipment/materials required to do your work are adequate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department creates a safe working environment for its employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the overall workplace environment at Workforce Solutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

OVERALL LEVEL OF SATISFACTION WITH EMPLOYMENT

10. Please indicate your overall level of satisfaction with your job at Workforce Solutions.

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	N/A
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

CENTRAL OFFICE

11.a Please indicate your level of agreement as it pertains to the **administrative offices of Workforce Solutions-Upper Rio Grande**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
Customer Service Hotline investigates complaints thoroughly and promptly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have received accurate Labor Market information on time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The data and reports requested from Performance Analysis Unit have been delivered in a timely manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Performance Analysis Unit provides clear analysis and meaningful strategies to address barriers and challenges.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The services provided by the Regional Relations department (e.g. signs, certificates & coordination of events) are accurate and on time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Information Technology unit responds to tickets and complaints in a thorough and timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Policy Administration unit provides clear and comprehensive answers to questions regarding WD letters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The information received from accounting is accurate and on time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management and Staff from the Central office assist in solving problems and concerns	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management and Staff from the Central office have an open door policy and listen to all staff members concerns	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management and Staff from the Central office provide adequate resources to meet Employment Centers' needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the overall level of performance of the administrative offices at Workforce Solutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11.b Please indicate your **overall** level of satisfaction with **services offered by the following central office departments:**

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	N/A
Information Technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human Resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training Unit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Procurement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Purchasing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accounting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance Analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Program Coordination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional Relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Policy Administration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reception	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Government Relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality Assurance/MIS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Please provide additional information, either positive or negative, that may help Workforce Solutions create a better working environment and was not adequately captured by the questions above.

EMPLOYEE DEMOGRAPHICS

13. How old are you?

- a. under 18
- b. 18-25
- c. 26-30
- d. 31-35
- e. 36-40
- f. 41-45
- g. 46-50
- h. 51-60
- i. 61-70
- j. 70 or over

14. Gender:

- a. Male
- b. Female

15. Do you consider yourself:

- b. Hispanic
- c. African-American
- d. Caucasian/Anglo-American
- e. Asian
- f. Native-American
- g. Other (Please Specify) _____

16. What was the last level of school you completed?

- a. GED
- b. High school graduate
- c. Trade school/technical school
- d. Some college
- e. Associates degree
- f. Bachelors degree
- g. Some graduate work beyond bachelor's degree
- h. Masters degree
- i. Ph.D.

17. If applicable, would you consider pursuing higher education?

- a. Yes
- b. No
- c. Unsure

18. How long (in years) have you been part of the Workforce Solutions-URG system? _____

19.a Are you a State Board employee?

- a. Yes (proceed to 19.d)
- b. No (proceed to 19.b)

19.b Do you work for a Workforce Solutions-URG contractor?

- a. Yes (proceed to 19.c)
- b. No (proceed to 19.d)

19.c. Which contractor do you work for?

- a. Child Care Services (YWCA)
- b. ROSS
- c. One Stop
- d. Project Arriba
- e. Workforce Network
- f. Other (Please Specify) _____

19.d Which Workforce Solutions-URG department do you work in? (Check all that apply)

- a. Employment Services Unit
- b. Business Services Unit
- c. Workforce Center Programs
- d. Child Care
- e. Other

20. What is your household income?

- a. Less than \$10,000
- b. \$10,001-\$20,000
- c. \$20,001-\$25,000
- d. \$25,001-\$30,000
- e. \$30,001-\$35,000
- f. \$35,001-\$40,000
- g. \$40,001-\$45,000
- h. \$45,001-\$50,000
- i. \$50,001-\$60,000
- j. \$60,001-\$70,000
- k. Over \$70,000

Appendix B

2009 Workforce Solutions Employee Survey Frequencies

TEAMWORK

Q1a. The people I work with make an effort to help each other out.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	33	27.3
<i>Agree</i>	67	55.4
<i>Neutral</i>	10	8.3
<i>Disagree</i>	7	5.8
<i>Strongly Disagree</i>	4	3.3
<i>Total</i>	121	100.0
<i>Missing</i>	4	
<i>Total</i>	125	

Q1b. Shared goals are developed for my workgroup.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	30	25.2
<i>Agree</i>	48	40.3
<i>Neutral</i>	26	21.8
<i>Disagree</i>	9	7.6
<i>Strongly Disagree</i>	6	5.0
<i>Total</i>	119	100.0
<i>Missing</i>	6	
<i>Total</i>	125	

Q1c. The people I work with are open to change when it may benefit the team's goal.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	28	23.7
<i>Agree</i>	51	43.2
<i>Neutral</i>	22	18.6
<i>Disagree</i>	9	7.6
<i>Strongly Disagree</i>	8	6.8
<i>Total</i>	118	100.0
<i>Missing</i>	7	
<i>Total</i>	125	

Q1d. I am satisfied with the performance of my co-workers.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	27	23.3
<i>Agree</i>	55	47.4
<i>Neutral</i>	22	19.0
<i>Disagree</i>	7	6.0
<i>Strongly Disagree</i>	5	4.3
<i>Total</i>	116	100.0
<i>Missing</i>	9	
<i>Total</i>	125	

Q1e. I am satisfied with the overall level of teamwork as it pertains to my immediate workgroup.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	31	26.1
<i>Agree</i>	59	49.6
<i>Neutral</i>	16	13.4
<i>Disagree</i>	8	6.7
<i>Strongly Disagree</i>	5	4.2
<i>Total</i>	119	100.0
<i>Missing</i>	6	
<i>Total</i>	125	

EMPLOYEE INVOLVEMENT

Q2a. I am given the opportunity to provide input on decisions that affect my work.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	34	28.1
<i>Agree</i>	48	39.7
<i>Neutral</i>	13	10.7
<i>Disagree</i>	14	11.6
<i>Strongly Disagree</i>	12	9.9
<i>Total</i>	121	100.0
<i>Missing</i>	4	
<i>Total</i>	125	

Q2b. My supervisor considers my work related ideas.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	39	32.5
<i>Agree</i>	45	37.5
<i>Neutral</i>	14	11.7
<i>Disagree</i>	10	8.3
<i>Strongly Disagree</i>	12	10.0
<i>Total</i>	120	100.0
<i>Missing</i>	5	
<i>Total</i>	125	

Q2c. I can provide input into decisions that are made in my department.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	35	29.2
<i>Agree</i>	47	39.2
<i>Neutral</i>	20	16.7
<i>Disagree</i>	8	6.7
<i>Strongly Disagree</i>	10	8.3
<i>Total</i>	120	100.0
<i>Missing</i>	5	
<i>Total</i>	125	

Q2d. New ideas (for instance on improving processes, customer service, administrative issues, etc.) are listened to.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	33	27.5
<i>Agree</i>	44	36.7
<i>Neutral</i>	22	18.3
<i>Disagree</i>	7	5.8
<i>Strongly Disagree</i>	14	11.7
<i>Total</i>	120	100.0
<i>Missing</i>	5	
<i>Total</i>	125	

Q2e. I am satisfied with my overall level of involvement in the workplace.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	27	22.3
<i>Agree</i>	53	43.8
<i>Neutral</i>	19	15.7
<i>Disagree</i>	8	6.6
<i>Strongly Disagree</i>	14	11.6
<i>Total</i>	121	100.0
<i>Missing</i>	4	
<i>Total</i>	125	

PERSONAL GROWTH

Q3a. I have access to training opportunities with the organization.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	31	25.8
<i>Agree</i>	49	40.8
<i>Neutral</i>	21	17.5
<i>Disagree</i>	9	7.5
<i>Strongly Disagree</i>	10	8.3
<i>Total</i>	120	100.0
<i>Missing</i>	5	
<i>Total</i>	125	

Q3b. I am encouraged to share what I have learned with others in my workgroup.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	29	24.0
<i>Agree</i>	54	44.6
<i>Neutral</i>	19	15.7
<i>Disagree</i>	14	11.6
<i>Strongly Disagree</i>	3	2.5
<i>NA</i>	2	1.7
<i>Total</i>	121	100.0
<i>Missing</i>	4	
<i>Total</i>	125	

Q3c. I can apply what I learn in training in my job.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	26	21.7
<i>Agree</i>	61	50.8
<i>Neutral</i>	21	17.5
<i>Disagree</i>	8	6.7
<i>Strongly Disagree</i>	3	2.5
<i>NA</i>	1	0.8
<i>Total</i>	120	100.0
<i>Missing</i>	5	
<i>Total</i>	125	

Q3d. I have opportunities for career advancement with Upper Rio Grande.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	13	10.7
<i>Agree</i>	35	28.9
<i>Neutral</i>	32	26.4
<i>Disagree</i>	14	11.6
<i>Strongly Disagree</i>	25	20.7
<i>NA</i>	2	1.7
<i>Total</i>	121	100.0
<i>Missing</i>	4	
<i>Total</i>	125	

Q3e. I get training and related support I need to support my continuous learning.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	21	17.2
<i>Agree</i>	45	36.9
<i>Neutral</i>	23	18.9
<i>Disagree</i>	18	14.8
<i>Strongly Disagree</i>	15	12.3
<i>Total</i>	122	100.0
<i>Missing</i>	3	
<i>Total</i>	125	

Q3f. I have opportunities to participate in projects that allow me to expand and develop new skills.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	21	17.2
<i>Agree</i>	53	43.4
<i>Neutral</i>	22	18.0
<i>Disagree</i>	11	9.0
<i>Strongly Disagree</i>	14	11.5
<i>NA</i>	1	0.8
<i>Total</i>	122	100.0
<i>Missing</i>	3	
<i>Total</i>	125	

Q3g. I am satisfied with my overall level of personal growth within Workforce Solutions.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	22	18.0
<i>Agree</i>	52	42.6
<i>Neutral</i>	22	18.0
<i>Disagree</i>	9	7.4
<i>Strongly Disagree</i>	16	13.1
<i>NA</i>	1	0.8
<i>Total</i>	122	100.0
<i>Missing</i>	3	
<i>Total</i>	125	

WORKPLACE ETHICS

Q4a. I know where I can go for assistance to resolve workplace ethical dilemmas or conflicts.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	31	25.0
<i>Agree</i>	59	47.6
<i>Neutral</i>	16	12.9
<i>Disagree</i>	8	6.5
<i>Strongly Disagree</i>	10	8.1
<i>Total</i>	124	100.0
<i>Missing</i>	1	
<i>Total</i>	125	

Q4b. I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	28	22.6
<i>Agree</i>	42	33.9
<i>Neutral</i>	21	16.9
<i>Disagree</i>	14	11.3
<i>Strongly Disagree</i>	19	15.3
<i>Total</i>	124	100.0
<i>Missing</i>	1	
<i>Total</i>	125	

Q4c. I have not experienced any type of harassing behavior in my workplace.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	44	36.1
<i>Agree</i>	48	39.3
<i>Neutral</i>	8	6.6
<i>Disagree</i>	9	7.4
<i>Strongly Disagree</i>	13	10.7
<i>Total</i>	122	100.0
<i>Missing</i>	3	
<i>Total</i>	125	

Q4d. I am satisfied with the overall level of workplace ethics at Workforce Solutions.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	31	25.2
<i>Agree</i>	46	37.4
<i>Neutral</i>	21	17.1
<i>Disagree</i>	10	8.1
<i>Strongly Disagree</i>	15	12.2
<i>Total</i>	123	100.0
<i>Missing</i>	2	
<i>Total</i>	125	

COMMUNICATIONS

Q5a. I have received communication on my department's direction in the past 6 month's.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	30	24.4
<i>Agree</i>	55	44.7
<i>Neutral</i>	15	12.2
<i>Disagree</i>	15	12.2
<i>Strongly Disagree</i>	6	4.9
<i>NA</i>	2	1.6
<i>Total</i>	123	100.0
<i>Missing</i>	2	
<i>Total</i>	125	

Q5b. I know how my work contributes to my department's priorities/goals.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	36	29.3
<i>Agree</i>	72	58.5
<i>Neutral</i>	8	6.5
<i>Disagree</i>	4	3.3
<i>Strongly Disagree</i>	3	2.4
<i>Total</i>	123	100.0
<i>Missing</i>	2	
<i>Total</i>	125	

Q5c. I receive adequate and clear directions in order to do a good job.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	28	22.8
<i>Agree</i>	51	41.5
<i>Neutral</i>	20	16.3
<i>Disagree</i>	14	11.4
<i>Strongly Disagree</i>	10	8.1
<i>Total</i>	123	100.0
<i>Missing</i>	2	
<i>Total</i>	125	

Q5d. My supervisor gives me feedback about my job related performance.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	35	28.2
<i>Agree</i>	42	33.9
<i>Neutral</i>	20	16.1
<i>Disagree</i>	14	11.3
<i>Strongly Disagree</i>	13	10.5
<i>Total</i>	124	100.0
<i>Missing</i>	1	
<i>Total</i>	125	

Q5e. I know and I understand the Workforce Solutions - Upper Rio Grande's strategic goals.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	42	33.9
<i>Agree</i>	54	43.5
<i>Neutral</i>	16	12.9
<i>Disagree</i>	5	4.0
<i>Strongly Disagree</i>	7	5.6
<i>Total</i>	124	100.0
<i>Missing</i>	1	
<i>Total</i>	125	

Q5f. I have a clear indication of what my roles and responsibilities are in the workplace.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	38	30.6
<i>Agree</i>	59	47.6
<i>Neutral</i>	17	13.7
<i>Disagree</i>	7	5.6
<i>Strongly Disagree</i>	3	2.4
<i>Total</i>	124	100.0
<i>Missing</i>	1	
<i>Total</i>	125	

Q5g. I am satisfied with the overall level of communication that takes place in the workplace.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	22	17.7
<i>Agree</i>	44	35.5
<i>Neutral</i>	27	21.8
<i>Disagree</i>	17	13.7
<i>Strongly Disagree</i>	14	11.3
<i>Total</i>	124	100.0
<i>Missing</i>	1	
<i>Total</i>	125	

COMPENSATION AND RECOGNITION

Q6a. I am compensated fairly in my job.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	6	4.9
<i>Agree</i>	41	33.6
<i>Neutral</i>	29	23.8
<i>Disagree</i>	26	21.3
<i>Strongly Disagree</i>	19	15.6
<i>NA</i>	1	0.8
<i>Total</i>	122	100.0
<i>Missing</i>	3	
<i>Total</i>	125	

Q6b. I feel valued for my contributions at work.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	20	16.7
<i>Agree</i>	41	34.2
<i>Neutral</i>	27	22.5
<i>Disagree</i>	19	15.8
<i>Strongly Disagree</i>	12	10.0
<i>NA</i>	1	0.8
<i>Total</i>	120	100.0
<i>Missing</i>	5	
<i>Total</i>	125	

Q6c. I receive recognition from my supervisor for a job well done.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	23	19.0
<i>Agree</i>	43	35.5
<i>Neutral</i>	26	21.5
<i>Disagree</i>	15	12.4
<i>Strongly Disagree</i>	13	10.7
<i>NA</i>	1	0.8
<i>Total</i>	121	100.0
<i>Missing</i>	4	
<i>Total</i>	125	

Q6d. Promotions in my work unit are based on merit.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	9	7.4
<i>Agree</i>	31	25.6
<i>Neutral</i>	37	30.6
<i>Disagree</i>	16	13.2
<i>Strongly Disagree</i>	24	19.8
<i>NA</i>	4	3.3
<i>Total</i>	121	100.0
<i>Missing</i>	4	
<i>Total</i>	125	

WORKLOAD

Q7a. There is plenty of time in my workday to complete all of my required tasks.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	4	3.3
<i>Agree</i>	41	33.6
<i>Neutral</i>	19	15.6
<i>Disagree</i>	44	36.1
<i>Strongly Disagree</i>	13	10.7
<i>NA</i>	1	0.8
<i>Total</i>	122	100.0
<i>Missing</i>	3	
<i>Total</i>	125	

Q7b. My current workload compared to my workload a year ago has increase.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	31	25.4
<i>Agree</i>	47	38.5
<i>Neutral</i>	21	17.2
<i>Disagree</i>	6	4.9
<i>Strongly Disagree</i>	2	1.6
<i>NA</i>	15	12.3
<i>Total</i>	122	100.0
<i>Missing</i>	3	
<i>Total</i>	125	

Q7c. I routinely take work home after regular working hours.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	6	5.0
<i>Agree</i>	21	17.4
<i>Neutral</i>	32	26.4
<i>Disagree</i>	41	33.9
<i>Strongly Disagree</i>	11	9.1
<i>NA</i>	10	8.3
<i>Total</i>	121	100.0
<i>Missing</i>	4	
<i>Total</i>	125	

Q7d. The number of tasks I need to perform for a given day is overwhelming.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Disagree</i>	9	7.4
<i>Disagree</i>	37	30.6
<i>Neutral</i>	25	20.7
<i>Agree</i>	44	36.4
<i>Strongly Agree</i>	6	5.0
<i>Total</i>	121	100.0
<i>Missing</i>	4	
<i>Total</i>	125	

Q7e. Workload interferes with the quality of my work.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	17	14.0
<i>Agree</i>	47	38.8
<i>Neutral</i>	21	17.4
<i>Disagree</i>	23	19.0
<i>Strongly Disagree</i>	13	10.7
<i>Total</i>	121	100.0
<i>Missing</i>	4	
<i>Total</i>	125	

Q7f. I am satisfied with the overall amount of work I undertake on a daily basis at Workforce Solutions.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	16	13.0
<i>Agree</i>	52	42.3
<i>Neutral</i>	26	21.1
<i>Disagree</i>	22	17.9
<i>Strongly Disagree</i>	7	5.7
<i>Total</i>	123	100.0
<i>Missing</i>	2	
<i>Total</i>	125	

LEADERSHIP

Q8a. I can talk openly with my immediate supervisor about my work.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	38	31.1
<i>Agree</i>	48	39.3
<i>Neutral</i>	19	15.6
<i>Disagree</i>	8	6.6
<i>Strongly Disagree</i>	9	7.4
<i>Total</i>	122	100.0
<i>Missing</i>	3	
<i>Total</i>	125	

Q8b. My immediate supervisor sets good examples for employees.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	38	31.1
<i>Agree</i>	43	35.2
<i>Neutral</i>	19	15.6
<i>Disagree</i>	10	8.2
<i>Strongly Disagree</i>	12	9.8
<i>Total</i>	122	100.0
<i>Missing</i>	3	
<i>Total</i>	125	

Q8c. My immediate supervisor manages conflict in my workgroup.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	27	22.1
<i>Agree</i>	38	31.1
<i>Neutral</i>	28	23.0
<i>Disagree</i>	12	9.8
<i>Strongly Disagree</i>	12	9.8
<i>NA</i>	5	4.1
<i>Total</i>	122	100.0
<i>Missing</i>	3	
<i>Total</i>	125	

Q8d. My immediate supervisor tries to resolve issues raised by employees.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	28	23.0
<i>Agree</i>	45	36.9
<i>Neutral</i>	25	20.5
<i>Disagree</i>	11	9.0
<i>Strongly Disagree</i>	11	9.0
<i>NA</i>	2	1.6
<i>Total</i>	122	100.0
<i>Missing</i>	3	
<i>Total</i>	125	

Q8f. My immediate supervisor gives me enough guidance to perform my job.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Disagree</i>	24	19.7
<i>Disagree</i>	51	41.8
<i>Neutral</i>	26	21.3
<i>Agree</i>	9	7.4
<i>Strongly Agree</i>	12	9.8
<i>Total</i>	122	100.0
<i>Missing</i>	3	
<i>Total</i>	125	

Q8h. There is an established procedure that I can follow when work related problems arise.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	19	15.6
<i>Agree</i>	56	45.9
<i>Neutral</i>	22	18.0
<i>Disagree</i>	13	10.7
<i>Strongly Disagree</i>	11	9.0
<i>NA</i>	1	0.8
<i>Total</i>	122	100.0
<i>Missing</i>	3	
<i>Total</i>	125	

Q8i. My immediate supervisor is open to new ideas.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	34	28.3
<i>Agree</i>	48	40.0
<i>Neutral</i>	18	15.0
<i>Disagree</i>	10	8.3
<i>Strongly Disagree</i>	9	7.5
<i>NA</i>	1	0.8
<i>Total</i>	120	100.0
<i>Missing</i>	5	
<i>Total</i>	125	

Q8j. I am satisfied with the overall level of performance of my direct supervisor.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	34	28.1
<i>Agree</i>	47	38.8
<i>Neutral</i>	18	14.9
<i>Disagree</i>	10	8.3
<i>Strongly Disagree</i>	12	9.9
<i>Total</i>	121	100.0
<i>Missing</i>	4	
<i>Total</i>	125	

WORKPLACE

Q9a. Overall work setting and climate are adequate (e.g. ventilation, temperature, space to work).

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	20	16.0
<i>Agree</i>	64	51.2
<i>Neutral</i>	10	8.0
<i>Disagree</i>	24	19.2
<i>Strongly Disagree</i>	7	5.6
<i>Total</i>	125	100.0

Q9b. Equipment/materials required to do your work are adequate.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	16	12.8
<i>Agree</i>	62	49.6
<i>Neutral</i>	18	14.4
<i>Disagree</i>	19	15.2
<i>Strongly Disagree</i>	10	8.0
<i>Total</i>	125	100.0

Q9c. My department creates a safe working environment for its employees.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	29	23.4
<i>Agree</i>	70	56.5
<i>Neutral</i>	17	13.7
<i>Disagree</i>	5	4.0
<i>Strongly Disagree</i>	3	2.4
<i>Total</i>	124	100.0
<i>Missing</i>	1	
<i>Total</i>	125	

Q9d. I am satisfied with the overall workplace environment at Workforce Solutions.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	22	17.6
<i>Agree</i>	66	52.8
<i>Neutral</i>	21	16.8
<i>Disagree</i>	10	8.0
<i>Strongly Disagree</i>	6	4.8
<i>Total</i>	125	100.0

OVERALL LEVEL OF SATISFACTION WITH EMPLOYMENT

Q10. Please indicate your overall level of satisfaction with your job at Workforce Solutions.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Very Satisfied</i>	24	19.2
<i>Satisfied</i>	63	50.4
<i>Neutral</i>	18	14.4
<i>Dissatisfied</i>	9	7.2
<i>Very Dissatisfied</i>	11	8.8
<i>Total</i>	125	100.0

CENTRAL OFFICE

Q11a1. Customer Service Hotline investigates complaints thoroughly and promptly.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	14	12.8
<i>Agree</i>	43	39.4
<i>Neutral</i>	34	31.2
<i>Disagree</i>	10	9.2
<i>Strongly Disagree</i>	8	7.3
<i>Total</i>	109	100.0
<i>Missing/NA</i>	16	
<i>Total</i>	125	

Q11a2. I have received accurate Labor Market information on time.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	18	16.4
<i>Agree</i>	69	62.7
<i>Neutral</i>	18	16.4
<i>Disagree</i>	3	2.7
<i>Strongly Disagree</i>	2	1.8
<i>Total</i>	110	100.0
<i>Missing/NA</i>	15	
<i>Total</i>	125	

Q11a3. The data and reports requested from the Performance Analysis Unit have been delivered in a timely manner.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	15	14.0
<i>Agree</i>	52	48.6
<i>Neutral</i>	27	25.2
<i>Disagree</i>	4	3.7
<i>Strongly Disagree</i>	9	8.4
<i>Total</i>	107	100.0
<i>Missing/NA</i>	18	
<i>Total</i>	125	

Q11a4. The performance Analysis Unit provides clear analysis and meaningful strategies to address barriers and challenges.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	14	13.1
<i>Agree</i>	47	43.9
<i>Neutral</i>	29	27.1
<i>Disagree</i>	8	7.5
<i>Strongly Disagree</i>	9	8.4
<i>Total</i>	107	100.0
<i>Missing/NA</i>	18	
<i>Total</i>	125	

Q11a5. The services provided by the Regional Relations department (e.g. signs, certificates, and coordination of events) are accurate and on time.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	25	23.1
<i>Agree</i>	52	48.1
<i>Neutral</i>	25	23.1
<i>Disagree</i>	4	3.7
<i>Strongly Disagree</i>	2	1.9
<i>Total</i>	108	100.0
<i>Missing/NA</i>	17	
<i>Total</i>	125	

Q11a6. The Information Technology unit responds to tickets and complaints in a thorough and timely manner.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	21	17.8
<i>Agree</i>	52	44.1
<i>Neutral</i>	21	17.8
<i>Disagree</i>	14	11.9
<i>Strongly Disagree</i>	10	8.5
<i>Total</i>	118	100.0
<i>Missing/NA</i>	7	
<i>Total</i>	125	

Q11a7. The Policy Administration unit provides clear and comprehensive answers to questions regarding WD letters.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	23	21.3
<i>Agree</i>	58	53.7
<i>Neutral</i>	21	19.4
<i>Disagree</i>	3	2.8
<i>Strongly Disagree</i>	3	2.8
<i>Total</i>	108	100.0
<i>Missing/NA</i>	17	
<i>Total</i>	125	

Q11a8. The information received from accounting is accurate and on time.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	18	18.4
<i>Agree</i>	45	45.9
<i>Neutral</i>	28	28.6
<i>Disagree</i>	4	4.1
<i>Strongly Disagree</i>	3	3.1
<i>Total</i>	98	100.0
<i>Missing/NA</i>	27	
<i>Total</i>	125	

Q11a9. Management and staff from the Central office assist in solving problems and concerns.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	18	15.8
<i>Agree</i>	46	40.4
<i>Neutral</i>	30	26.3
<i>Disagree</i>	6	5.3
<i>Strongly Disagree</i>	14	12.3
<i>Total</i>	114	100.0
<i>Missing/NA</i>	11	
<i>Total</i>	125	

Q11a10. Management and staff from the Central office have an open door policy and listen to all staff members' concerns.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	18	15.9
<i>Agree</i>	47	41.6
<i>Neutral</i>	32	28.3
<i>Disagree</i>	6	5.3
<i>Strongly Disagree</i>	10	8.8
<i>Total</i>	113	100.0
<i>Missing/NA</i>	12	
<i>Total</i>	125	

Q11a11. Management and staff from the Central office provide adequate resources to meet Employment Centers' needs.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	17	15.5
<i>Agree</i>	43	39.1
<i>Neutral</i>	29	26.4
<i>Disagree</i>	10	9.1
<i>Strongly Disagree</i>	11	10.0
<i>Total</i>	110	100.0
<i>Missing/NA</i>	15	
<i>Total</i>	125	

Q11a12. I am satisfied with the overall level of performance of the administrative offices at Workforce Solutions.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Strongly Agree</i>	20	17.1
<i>Agree</i>	55	47.0
<i>Neutral</i>	26	22.2
<i>Disagree</i>	7	6.0
<i>Strongly Disagree</i>	9	7.7
<i>Total</i>	117	100.0
<i>Missing/NA</i>	8	
<i>Total</i>	125	

Q11b1. Overall level of satisfaction with services offered by the Information Technology department.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Very Satisfied</i>	24	20.5
<i>Satisfied</i>	60	51.3
<i>Neutral</i>	17	14.5
<i>Dissatisfied</i>	9	7.7
<i>Very Dissatisfied</i>	7	6.0
<i>Total</i>	117	100.0
<i>Missing/NA</i>	8	
<i>Total</i>	125	

Q11b5. Overall level of satisfaction with services offered by the Purchasing department.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Very Satisfied</i>	13	13.4
<i>Satisfied</i>	41	42.3
<i>Neutral</i>	34	35.1
<i>Dissatisfied</i>	8	8.2
<i>Very Dissatisfied</i>	1	1.0
<i>Total</i>	97	100.0
<i>Missing/NA</i>	28	
<i>Total</i>	125	

Q11b6. Overall level of satisfaction with services offered by the Finance department.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Very Satisfied</i>	21	21.4
<i>Satisfied</i>	45	45.9
<i>Neutral</i>	25	25.5
<i>Dissatisfied</i>	5	5.1
<i>Very Dissatisfied</i>	2	2.0
<i>Total</i>	98	100.0
<i>Missing/NA</i>	27	
<i>Total</i>	125	

Q11b7. Overall level of satisfaction with services offered by the Accounting department.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Very Satisfied</i>	22	23.2
<i>Satisfied</i>	39	41.1
<i>Neutral</i>	29	30.5
<i>Dissatisfied</i>	3	3.2
<i>Very Dissatisfied</i>	2	2.1
<i>Total</i>	95	100.0
<i>Missing/NA</i>	30	
<i>Total</i>	125	

Q11b8. Overall level of satisfaction with services offered by the Customer Service department.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Very Satisfied</i>	20	17.4
<i>Satisfied</i>	57	49.6
<i>Neutral</i>	22	19.1
<i>Dissatisfied</i>	9	7.8
<i>Very Dissatisfied</i>	7	6.1
<i>Total</i>	115	100.0
<i>Missing/NA</i>	10	
<i>Total</i>	125	

Q11b9. Overall level of satisfaction with services offered by the Economic Development department.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Very Satisfied</i>	16	16.0
<i>Satisfied</i>	48	48.0
<i>Neutral</i>	29	29.0
<i>Dissatisfied</i>	3	3.0
<i>Very Dissatisfied</i>	4	4.0
<i>Total</i>	100	100.0
<i>Missing/NA</i>	25	
<i>Total</i>	125	

Q11b10. Overall level of satisfaction with services offered by the Performance Analysis unit.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Very Satisfied</i>	18	16.8
<i>Satisfied</i>	53	49.5
<i>Neutral</i>	20	18.7
<i>Dissatisfied</i>	9	8.4
<i>Very Dissatisfied</i>	7	6.5
<i>Total</i>	107	100.0
<i>Missing/NA</i>	18	
<i>Total</i>	125	

Q11b11. Overall level of satisfaction with services offered by the Program Coordination unit.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Very Satisfied</i>	16	14.8
<i>Satisfied</i>	51	47.2
<i>Neutral</i>	24	22.2
<i>Dissatisfied</i>	9	8.3
<i>Very Dissatisfied</i>	8	7.4
<i>Total</i>	108	100.0
<i>Missing/NA</i>	17	
<i>Total</i>	125	

Q11b12. Overall level of satisfaction with services offered by the Regional Relations department.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Very Satisfied</i>	21	19.8
<i>Satisfied</i>	52	49.1
<i>Neutral</i>	25	23.6
<i>Dissatisfied</i>	5	4.7
<i>Very Dissatisfied</i>	3	2.8
<i>Total</i>	106	100.0
<i>Missing/NA</i>	19	
<i>Total</i>	125	

Q11b13. Overall level of satisfaction with services offered by the Policy Administration department.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Very Satisfied</i>	22	20.2
<i>Satisfied</i>	51	46.8
<i>Neutral</i>	24	22.0
<i>Dissatisfied</i>	5	4.6
<i>Very Dissatisfied</i>	7	6.4
<i>Total</i>	109	100.0
<i>Missing/NA</i>	16	
<i>Total</i>	125	

Q11b14. Overall level of satisfaction with services offered by the Reception unit.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Very Satisfied</i>	27	23.3
<i>Satisfied</i>	59	50.9
<i>Neutral</i>	20	17.2
<i>Dissatisfied</i>	5	4.3
<i>Very Dissatisfied</i>	5	4.3
<i>Total</i>	116	100.0
<i>Missing/NA</i>	9	
<i>Total</i>	125	

Q11b15. Overall level of satisfaction with services offered by the Government Relations department.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Very Satisfied</i>	16	15.1
<i>Satisfied</i>	47	44.3
<i>Neutral</i>	30	28.3
<i>Dissatisfied</i>	6	5.7
<i>Very Dissatisfied</i>	7	6.6
<i>Total</i>	106	100.0
<i>Missing/NA</i>	19	
<i>Total</i>	125	

Q11b16. Overall level of satisfaction with services offered by the Quality Assurance/MIS unit.

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Very Satisfied</i>	22	21.4
<i>Satisfied</i>	43	41.7
<i>Neutral</i>	24	23.3
<i>Dissatisfied</i>	4	3.9
<i>Very Dissatisfied</i>	10	9.7
<i>Total</i>	103	100.0
<i>Missing/NA</i>	22	
<i>Total</i>	125	

Q12. Please provide additional information, either positive or negative, that may help Workforce Solutions create a better working environment and was not adequately captured by the questions above.

	Frequency	Valid Percent	Cumulative Percent
missing	80	64.0	64.0
I do hope that this survey will be shown to the Workforce Solutions and the results are provided with honesty as to how we as employees responded. Even though if you notice more than half of the current employees are new and if they answer this survey their answers would not be fair because as a new employee they have no idea who they are working for or how this administration works. good luck	1	.8	64.8
1Were all worried were going to be laid off. Why can't you create a sound budget? Last year we had the same stupidity when we laid off about 25 people. Didn't you learn anything Now we hear that layoffs are coming again this year at Lomaland. Why did you hire so many people and now you're going to be laying people off This has several effects; It kills our morale because we're worried about losing our job now, We think you're idiots because you can't do a proper budget, why don't you get a competent CF	1	.8	65.6
As a new employee it would a lot to receive more training regarding documents in files to better prepare us for our duties.	1	.8	66.4
As an emerging leader in the El Paso Community, and the state; there are opportunities for continuous improvement that will lead us to eventually becoming the best workforce board in the state, and this survey is one of those necessary steps to get us there.	1	.8	67.2
Better management, all supervisors need better trainings. Too many chiefs and not enough indians.	1	.8	68.0
GIVE SUPERVISORS MORE TRAINING TO BETTER HELP COWORKERS.	1	.8	68.8
I am grateful to be working with Workforce Solutions.	1	.8	69.6

<p>I am satisfied with the direction of Workforce Solutions; it makes an enjoyable working atmosphere.</p>	1	.8	70.4
<p>I believe that if we all work together as a team we will succeed.</p>	1	.8	71.2
<p>I do not agree on only using the customer hotline for recognizing staff for excellent customer service performance. I would get excellent remarks on the client surveys and these were not acknowledged. Anyone can ask a friend to call in the hotline, but the surveys were actually filled out by the clients we had serviced.</p>	1	.8	72.0
<p>I feel there is a lot of favoritism in place within my department. There is no direction, as direction is changed every day, and I am not provided the tools or time to complete my job. Although working with my immediate coworker is great, often the supervisor tries to drive a wedge, not allowing us to work together. I feel that we are volunteered for tasks we are unable to complete, without any feedback from us. Things are promised, and pressure is put on us to somehow deliver, even when we adv</p>	1	.8	72.8
<p>I have brought to the attention of my supervisor that it really disturbs me that everyone is always speaking Spanish in the work place and that I feel ostracized and not included in conversations. I was told that she would bring it to everyone's attention but that hasn't happened yet. I do not feel part of the team and dread coming to work every day.</p>	1	.8	73.6
<p>I have not been working too long here at URG. Look forward to learning a lot. People are very friendly and helpful.</p>	1	.8	74.4
<p>I personally work with an awesome group of people they are always smiling and willing to help anyone that needs it. I personally am very proud to tell people that I work for this company and why I'm proud of them.</p>	1	.8	75.2
<p>I would like to have more complex training courses available for office applications. Maybe the courses should be divided as Beginner, Intermediate and Advanced.</p>	1	.8	76.0

In our center Lomaland there is a lot of favoritism from supervisor to specific employees, also supervisor creates friendships with certain employees and this generates conflict, stress and antagonism between employees. Supervisors need to be more professional and follow ethics more closely.	1	.8	76.8
In our MIS department we need someone more knowledgeable if that person does not know then that person is not right for the job, we need someone who knows all the programs and to be productive.	1	.8	77.6
Information sharing continues to be challenging and we are endeavoring to get improve and look forward to feedback from staff for central office improvement.	1	.8	78.4
Management, correctly, asks for a lot from its employees yet compensation, overall, is not competitive and pay raises are talked about but not affected. ALL presenters at staff trainings conferences should possess above average communication skills in English which is presently not the case	1	.8	79.2
More information between departments.	1	.8	80.0
My department is under staff which affects customer service. Over 400 clients walk in to the resource area and at times have only 1 resource attending. Due to budget, I have been told we are not able to have additional staff.	1	.8	80.8
My experience in Workforce Solutions has been few as I have only been employed with them for approximately 4 moths. I these months I have seen disgruntled employees attempt to address issues with little to no follow up. It seems to me that there are issues between the TWC staff and the contractor staff, for no apparent reasons, except for the fact that TWC staff are state employees and not contracted. This is sad to see.	1	.8	81.6
N/A	1	.8	82.4
none	1	.8	83.2
None	1	.8	84.0
None.	1	.8	84.8

<p>Ongoing training is necessary for staff to better learn WorkinTexas in order to account for the employment service work that we perform and properly claim available funding. Staff needs to learn Equal Employment Opportunity laws and procedures, especially those supervisors in charge of hiring and promoting workforce center staff. Supervisors should be placed into positions of responsibility due to merit instead of favoritism. Special classes at UTEP should be granted those interested in same inst</p>	1	.8	85.6
<p>Overall I am very happy with the organization</p>	1	.8	86.4
<p>Promotions are based on favoritism. CEO has no leadership skills. It doesn't matter what the quality of your work is it only matters if you kiss up enough to be able to hide your incompetence. CEO is extremely insecure and needs to have his two monkeys with him at all times TEO CAROLINE</p>	1	.8	87.2
<p>Salary increases are not ever talked about, are there any We need more jobs for clients and we need a stronger more aggressive BSU to go out there and beat staffing agencies to the punch.</p>	1	.8	88.0
<p>Supervisors should have a professional assessor from an outside source meet with each level of management to determine if they really are qualified to be in management. This would also be helpful in strengthening the workplace because it could help them determine improvements and establish a better workplace environment. Also, if the span of control of employment services could be divided over three or four leads and not be so centralized this would help break up the tyrannical tendencies.</p>	1	.8	88.8
<p>Tension among the directors negatively affects units and teams. The lack of trust and support is decreasing morale at all levels. Senior staff needs to make it a point to work on their relationship because the organization is a reflection of its leadership. Each unit acts independently to the best of its abilities. However, we are far from being cohesive. We are not gelling a system. Everyone seems to have their head down so as not to get it bitten off. People do not want to volunteer and stick th</p>	1	.8	89.6
<p>The encouragement from immediate supervisor and a team that is supportive makes for a happier place to</p>	1	.8	90.4

come to work.			
The leadership team is chaotic. No clear direction or support from CEO. CEO does not value the knowledge and skills of the employees; he talks bad about everyone behind their backs and does not support the managers and directors. CEO has extremely poor management and people skills.	1	.8	91.2
The ship is sinking	1	.8	92.0
There are questions within the Workforce as to how promotions and hiring practices are implemented. Most employees feel that it is based on who you know and not on what you know. The prevailing practice of the Workforce Solutions policy seems to favor new employees with a hope that they bring in new ideas without regard to how it will affect the programs and the clients it is designed to help. The policies indicate that it is affecting both in a negative manner. There are also concerns about the	1	.8	92.8
There is talk about updating our computers. The Westside center needs new computers so badly, they are so slow.	1	.8	93.6
There needs to be a stronger communication link between the contractors. A strong communication between all contractors would unite the Workforce system.	1	.8	94.4
There should be some type of checklist to follow in which forms, reports, and procedures on certain processes.	1	.8	95.2
This organization needs stronger leadership beginning with the top.	1	.8	96.0
Training or lack thereof is a major issue. The salary earned does not reflect the amount of work required.	1	.8	96.8
We need trained management, not supervisors that want to micromanage and make you feel inferior.	1	.8	97.6

<p>Workforce Solutions Upper Rio Grande has given me the tools necessary to be successful and proficient in my day to day job duties. At times it can be frustrating with a constant change of procedures, but I am conscious at the fact this is done to better our system. We all know that difficult conversations will take place, long hours must be worked to complete our daily tasks and tough decision will have to be made, but in the end we all share a common goal....How can we better service our customer</p>	<p>1</p>	<p>.8</p>	<p>98.4</p>
<p>Workforce Supervisors need to keep a professional behavior at work and stop socializing with selected employees because this cause's favoritism conflict at work and it affects the overall team performance and work environment. Having employees working for one agency such as state, Ross Workforce, WIN gives way to creating conflict and confrontation within employees and especially management. For example Ross is very fixed on imposing a micromanagement style and minimally recognize state employees</p>	<p>1</p>	<p>.8</p>	<p>99.2</p>
<p>Would our CEO and officers please learn public speaking skills It's painful to hear them speak. And to think they represent us at the highest levels. Goodness gracious. Speak with some conviction and strength Mr. CEO. What are the performance expectations of our officers The BS they told us at the conference was amazing. Are they so delusional The summer youth program was a debacle. Stop doing Forces Aligned meetings on Saturday. Merit based pay raises and/or bonuses. The contract system makes emp</p>	<p>1</p>	<p>.8</p>	<p>100.0</p>
<p>Total</p>	<p>125</p>	<p>100.0</p>	

EMPLOYEE DEMOGRAPHICS

Q13. How old are you?

	<i>Frequency</i>	<i>Valid Percent</i>
<i>18 - 25</i>	6	5.0
<i>26 - 30</i>	15	12.6
<i>31 - 35</i>	28	23.5
<i>36 - 40</i>	16	13.4
<i>41 - 45</i>	13	10.9
<i>46 - 50</i>	7	5.9
<i>51 - 60</i>	26	21.8
<i>61 - 70</i>	7	5.9
<i>70 or over</i>	1	0.8
<i>Total</i>	119	100.0
<i>Missing</i>	6	
<i>Total</i>	125	

Q14. What is your gender?

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Male</i>	34	28.3
<i>Female</i>	86	71.7
<i>Total</i>	120	100.0
<i>Missing</i>	5	
<i>Total</i>	125	

Q15. What is your race/ethnicity?

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Hispanic</i>	98	83.8
<i>African-American</i>	1	0.9
<i>Caucasian/Anglo-American</i>	13	11.1
<i>Asian</i>	1	0.9
<i>Other</i>	4	3.4
<i>Total</i>	117	100.0
<i>Missing</i>	8	
<i>Total</i>	125	

Q15txt. Please specify 'other' race/ethnicity?

	<i>Frequency</i>	<i>Valid Percent</i>
	121	96.8
<i>American</i>	1	0.8
<i>AmericanGerman</i>	1	0.8
<i>Hispanic Native American</i>	1	0.8
<i>Scottish</i>	1	0.8
<i>Total</i>	125	100.0

Q16. What was the last level of school you completed?

	<i>Frequency</i>	<i>Valid Percent</i>
<i>GED</i>	1	0.8
<i>High School Graduate</i>	3	2.5
<i>Trade School/Technical School</i>	4	3.3
<i>Some College</i>	33	27.3
<i>Associate Degree</i>	13	10.7
<i>Bachelor's Degree</i>	40	33.1
<i>Some graduate work beyond bachelor's degree</i>	16	13.2
<i>Master's Degree</i>	11	9.1
<i>Total</i>	121	100.0
<i>Missing</i>	4	
<i>Total</i>	125	

Q17. If applicable, would you consider pursuing higher education?

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Yes</i>	109	87.9
<i>No</i>	4	3.2
<i>Unsure</i>	11	8.9
<i>Total</i>	124	100.0
<i>Missing</i>	1	
<i>Total</i>	125	

Q18. How long (in years) have you been part of the Workforce Solutions - Upper Rio Grande system?

Q19. Are you a state employee?

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Yes</i>	15	12.2
<i>No</i>	108	87.8
<i>Total</i>	123	100.0
<i>Missing</i>	2	
<i>Total</i>	125	

	<i>Frequency</i>	<i>Valid Percent</i>
<i>0</i>	6	5.4
<i>0.1</i>	1	0.9
<i>0.25</i>	4	3.6
<i>0.4</i>	1	0.9
<i>0.5</i>	5	4.5
<i>0.6</i>	1	0.9
<i>0.75</i>	2	1.8
<i>1</i>	22	19.8
<i>1.5</i>	3	2.7
<i>1.75</i>	1	0.9
<i>2</i>	9	8.1
<i>2.5</i>	1	0.9
<i>3</i>	10	9.0
<i>4</i>	2	1.8
<i>5</i>	2	1.8
<i>6</i>	3	2.7
<i>7</i>	2	1.8
<i>8</i>	3	2.7
<i>8.5</i>	1	0.9
<i>9</i>	4	3.6
<i>10</i>	5	4.5
<i>11</i>	4	3.6
<i>12</i>	4	3.6
<i>13</i>	2	1.8
<i>15</i>	2	1.8
<i>16</i>	1	0.9
<i>17</i>	1	0.9
<i>18</i>	3	2.7
<i>20</i>	2	1.8
<i>22</i>	1	0.9
<i>23</i>	1	0.9
<i>30</i>	2	1.8
<i>Total</i>	111	100.0
<i>Missing</i>	14	
<i>Total</i>	125	

Q19b. Do you work for a Workforce Solutions-URG contractor?

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Yes</i>	68	63.6
<i>No</i>	39	36.4
<i>Total</i>	107	100.0
<i>Missing</i>	1	
<i>Total</i>	108	

Q19c. Which contractor do you work for?

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Child Care Services (YWCA)</i>	13	19.4
<i>ROSS</i>	46	68.7
<i>One Stop</i>	3	4.5
<i>Workforce Network</i>	4	6.0
<i>Other</i>	1	1.5
<i>Total</i>	67	100.0
<i>Missing</i>	1	
<i>Total</i>	68	

Q19d1. Do you work in the Employment Services Unit?

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Yes</i>	14	100.0
<i>Missing</i>	1	
<i>Total</i>	15	

Q19d2. Do you work in the Business Services Unit?

	<i>Frequency</i>
<i>Missing</i>	15

Q19d3. Do you work in Workforce Center Programs?

	<i>Frequency</i>
<i>Missing</i>	15

Q19d4. Do you work in Child Care?

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Yes</i>	1	100.0
<i>Missing</i>	14	
<i>Total</i>	15	

Q19d5. Do you work in an 'other' unit/program?

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Yes</i>	1	100.0
<i>Missing</i>	14	
<i>Total</i>	15	

Q19d5txt. Please specify 'other unit/program you work in.

	<i>Frequency</i>	<i>Valid Percent</i>
	13	86.7
<i>Rapid Response Unit</i>	1	6.7
<i>UI services</i>	1	6.7
<i>Total</i>	15	100.0

Q20. What is your household income?

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Less than \$10,000</i>	1	0.9
<i>\$10,001 - \$20,000</i>	6	5.3
<i>\$20,001 - \$25,000</i>	18	15.9
<i>\$25,001 - \$30,000</i>	19	16.8
<i>\$30,001 - \$35,000</i>	12	10.6
<i>\$35,001 - \$40,000</i>	11	9.7
<i>\$40,001 - \$45,000</i>	7	6.2
<i>\$45,001 - \$50,000</i>	4	3.5
<i>\$50,000 - \$60,000</i>	13	11.5
<i>\$60,001 - \$70,000</i>	8	7.1
<i>Over \$70,000</i>	14	12.4
<i>Total</i>	113	100.0
<i>Missing</i>	12	
<i>Total</i>	125	

Appendix C

2009 Workforce Solutions Employee Survey Correlations

TEAMWORK

Correlations		Q1e.	Q1a.	Q1b.	Q1c.	Q1d.
Q1e. I am satisfied with the overall level of teamwork as it pertains to my immediate workgroup.	Pearson Correlation	1	0.642	0.729	0.721	0.716
	Sig. (2-tailed)		0.000	0.000	0.000	0.000
	N	119	119	118	117	115
Q1a. The people I work with make an effort to help each other out.	Pearson Correlation	0.642	1	0.676	0.702	0.644
	Sig. (2-tailed)	0.000		0.000	0.000	0.000
	N	119	121	119	118	116
Q1b. Shared goals are developed for my workgroup.	Pearson Correlation	0.729	0.676	1	0.75	0.55
	Sig. (2-tailed)	0.000	0.000		0.00	0.00
	N	118	119	119	117	115
Q1c. The people I work with are open to change when it may benefit the team's goals.	Pearson Correlation	0.721	0.702	0.753	1	0.632
	Sig. (2-tailed)	0.000	0.000	0.000		0.000
	N	117	118	117	118	114
Q1d. I am satisfied with the performance of my co-workers.	Pearson Correlation	0.716	0.644	0.546	0.632	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	115	116	115	114	116

**

Correlation is significant at the 0.01 level (2-tailed).

EMPLOYEE INVOLVEMENT

Correlations		Q2e.	Q2a.	Q2b.	Q2c.	Q2d.
Q2e. I am satisfied with my overall level of involvement in the workplace.	Pearson Correlation	1	0.851	0.731	0.782	0.753
	Sig. (2-tailed)		0.000	0.000	0.000	0.000
	N	121	121	120	120	120
Q2a. I am given the opportunity to provide input on decisions that affect my work.	Pearson Correlation	0.851	1	0.756	0.788	0.778
	Sig. (2-tailed)	4.200		0.000	0.000	0.000
	N	121	121	120	120	120
Q2b. My supervisor considers my work related ideas.	Pearson Correlation	0.730	0.756	1	0.810	0.812
	Sig. (2-tailed)	0.000	0.000		0.000	0.000
	N	120	120	120	119	119
Q2c. I can provide input into decisions that are made in my department.	Pearson Correlation	0.782	0.788	0.810	1	0.831
	Sig. (2-tailed)	0.000	0.000	0.000		0.000
	N	120	120	119	120	119
Q2d. New ideas (for instance on improving processes, customer service, administrative issues, etc.) are listened to.	Pearson Correlation	0.752	0.778	0.812	0.831	1
	Sig. (2-tailed)	3.476	0.000	0.000	0.000	
	N	120	120	119	119	120

**

Correlation is significant at the 0.01 level (2-tailed).

PERSONAL GROWTH

Correlations		Q3g.	Q3a	Q3b.	Q3c.	Q3d.	Q3e.	Q3f.
Q3g. I am satisfied with my overall level of personal growth within Workforce Solutions.	Pearson Correlation Sig. (2-tailed) N	1 0.000 122	0.725 0.000 120	0.676 0.000 121	0.648 0.000 120	0.703 0.000 121	0.737 0.000 122	0.813 0.000 122
Q3a. I have access to training opportunities with the organization.	Pearson Correlation Sig. (2-tailed) N	0.725 0.000 120	1 0.000 120	0.680 0.000 119	0.691 0.000 118	0.577 0.000 119	0.682 0.000 120	0.730 0.000 120
Q3b. I am encouraged to share what I have learned with others in my workgroup.	Pearson Correlation Sig. (2-tailed) N	0.676 0.000 121	0.680 0.000 119	1 0.000 121	0.745 0.000 119	0.492 0.000 120	0.599 0.000 121	0.687 0.000 121
Q3c. I can apply what I learn in training in my job.	Pearson Correlation Sig. (2-tailed) N	0.648 0.000 120	0.691 0.000 118	0.745 0.000 119	1 0.000 120	0.473 0.000 119	0.522 0.000 120	0.632 0.000 120
Q3d. I have opportunities for career advancement with Upper Rio Grande.	Pearson Correlation Sig. (2-tailed) N	0.703 0.000 121	0.577 0.000 119	0.492 0.000 120	0.473 0.000 119	1 0.000 121	0.678 0.000 121	0.587 0.000 121
Q3e. I get training and related support I need to support my continuous learning.	Pearson Correlation Sig. (2-tailed) N	0.737 0.000 122	0.682 0.000 120	0.599 0.000 121	0.522 0.000 120	0.678 0.000 121	1 0.000 122	0.697 0.000 122
Q3f. I have opportunities to participate in projects that allow me to expand and develop new skills.	Pearson Correlation Sig. (2-tailed) N	0.813 0.000 122	0.730 0.000 120	0.687 0.000 121	0.632 0.000 120	0.587 0.000 121	0.697 0.000 122	1 0.000 122

** Correlation is significant at the 0.01 level (2-tailed).

WORKPLACE ETHICS

Correlations		Q4d.	Q4a	Q4b.	Q4c.
Q4d. I am satisfied with the overall level of workplace ethics at Workforce Solutions.	Pearson Correlation Sig. (2-tailed) N	1 0.000 123	0.698 0.000 123	0.815 0.000 123	0.721 0.000 121
Q4a. I know where I can go for assistance to resolve workplace ethical dilemmas or conflicts.	Pearson Correlation Sig. (2-tailed) N	0.698 0.000 123	1 0.000 124	0.782 0.000 124	0.639 0.000 122
Q4b. I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal.	Pearson Correlation Sig. (2-tailed) N	0.815 0.000 123	0.782 0.000 124	1 0.000 124	0.647 0.000 122
Q4c. I have not experienced any type of harassing behavior in my workplace.	Pearson Correlation Sig. (2-tailed) N	0.721 0.000 121	0.639 0.000 122	0.647 0.000 122	1 0.000 122

** Correlation is significant at the 0.01 level (2-tailed).

COMMUNICATIONS

Correlations		Q5g.	Q5a.	Q5b.	Q5c.	Q5d.	Q5e.	Q5f.
Q5g. I am satisfied with the overall level of communication that takes place in the workplace.	Pearson Correlation	1	0.545	0.570	0.740	0.672	0.475	0.593
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000	0.000
	N	124	123	123	123	124	124	124
Q5a. I have received communication on my department's direction in the past 6 month's.	Pearson Correlation	0.545	1	0.576	0.589	0.542	0.350	0.489
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000	0.000
	N	123	123	122	122	123	123	123
Q5b. I know how my work contributes to my department's priorities/goals.	Pearson Correlation	0.570	0.576	1	0.548	0.541	0.534	0.643
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000	0.000
	N	123	122	123	122	123	123	123
Q5c. I receive adequate and clear directions in order to do a good job.	Pearson Correlation	0.740	0.589	0.548	1	0.750	0.511	0.566
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000	0.000
	N	123	122	122	123	123	123	123
Q5d. My supervisor gives me feedback about my job related performance.	Pearson Correlation	0.672	0.542	0.541	0.750	1	0.492	0.619
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000	0.000
	N	124	123	123	123	124	124	124
Q5e. I know and I understand the Workforce Solutions - Upper Rio Grande's strategic goals.	Pearson Correlation	0.475	0.350	0.534	0.511	0.492	1	0.594
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		0.000
	N	124	123	123	123	124	124	124
Q5f. I have a clear indication of what my roles and responsibilities are in the workplace.	Pearson Correlation	0.593	0.489	0.643	0.566	0.619	0.594	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	
	N	124	123	123	123	124	124	124

** Correlation is significant at the 0.01 level (2-tailed).

COMPENSATION AND RECOGNITION

Correlations		Q6f.	Q6a.	Q6b.	Q6c.	Q6d.	Q6e.
Q6f. I am satisfied with the overall level of compensation and recognition I receive in the workplace.	Pearson Correlation	1	0.756	0.743	0.671	0.700	0.808
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000
	N	122	122	120	121	121	121
Q6a. I am compensated fairly in my job.	Pearson Correlation	0.756	1	0.564	0.402	0.513	0.811
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000
	N	122	122	120	121	121	121
Q6b. I feel valued for my contributions at work.	Pearson Correlation	0.743	0.564	1	0.732	0.540	0.583
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000
	N	120	120	120	119	119	119
Q6c. I receive recognition from my supervisor for a job well done.	Pearson Correlation	0.671	0.402	0.732	1	0.496	0.516
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000
	N	121	121	119	121	120	120
Q6d. Promotions in my work unit are based on merit.	Pearson Correlation	0.700	0.513	0.540	0.496	1	0.544
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000
	N	121	121	119	120	121	120
Q6e. My current salary is properly matched to my current level of responsibility and skill set.	Pearson Correlation	0.808	0.811	0.583	0.516	0.544	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	
	N	121	121	119	120	120	121

** Correlation is significant at the 0.01 level (2-tailed).

WORKLOAD

Correlations		Q7f.	Q7a.	Q7b.	Q7c.	Q7d.	Q7e.
Q7f. I am satisfied with the overall amount of work I undertake on a daily basis at Workforce Solutions.	Pearson Correlation Sig. (2-tailed) N	1 0.000 123	0.463 0.000 122	-0.085 0.350 122	-0.116 0.207 121	-0.502 0.000 121	0.512 0.000 121
Q7a. There is plenty of time in my workday to complete all of my required tasks.	Pearson Correlation Sig. (2-tailed) N	0.463 0.000 122	1 0.000 122	-0.113 0.216 121	-0.295 0.001 120	-0.395 0.000 120	0.494 0.000 120
Q7b. My current workload compared to my workload a year ago has increase.	Pearson Correlation Sig. (2-tailed) N	-0.085 0.350 122	-0.113 0.216 121	1 0.000 122	0.323 0.000 120	0.359 0.000 120	-0.146 0.112 120
Q7c. I routinely take work home after regular working hours.	Pearson Correlation Sig. (2-tailed) N	-0.116 0.207 121	-0.295 0.001 120	0.323 0.000 120	1 0.000 121	0.356 0.000 119	-0.301 0.001 119
Q7d. The number of tasks I need to perform for a given day is overwhelming.	Pearson Correlation Sig. (2-tailed) N	-0.502 0.000 121	-0.395 0.000 120	0.359 0.000 120	0.356 0.000 119	1 0.000 121	-0.407 0.000 119
Q7e. Workload interferes with the quality of my work.	Pearson Correlation Sig. (2-tailed) N	0.512 0.000 121	0.494 0.000 120	-0.146 0.112 120	-0.301 0.001 119	-0.407 0.000 119	1 0.000 121

** Correlation is significant at the 0.01 level (2-tailed).

LEADERSHIP

Correlations		Q8j.	Q8a.	Q8b.	Q8c.	Q8d.	Q8e.	Q8f.	Q8g.	Q8h.	Q8i.
Q8j. I am satisfied with the overall level of performance of my direct supervisor.	Pearson Correlation Sig. (2-tailed) N	1 0.000 121	0.856 0.000 121	0.947 0.000 121	0.659 0.000 121	0.767 0.000 121	0.936 0.000 121	0.847 0.000 121	0.871 0.000 120	0.684 0.000 121	0.882 0.000 119
Q8a. I can talk openly with my immediate supervisor about my work.	Pearson Correlation Sig. (2-tailed) N	0.856 0.000 121	1 0.000 122	0.881 0.000 122	0.657 0.000 122	0.746 0.000 122	0.834 0.000 122	0.767 0.000 122	0.810 0.000 121	0.634 0.000 122	0.796 0.000 120
Q8b. My immediate supervisor sets good examples for employees.	Pearson Correlation Sig. (2-tailed) N	0.947 0.000 121	0.881 0.000 122	1 0.000 122	0.674 0.000 122	0.779 0.000 122	0.917 0.000 122	0.825 0.000 122	0.829 0.000 121	0.689 0.000 122	0.880 0.000 120
Q8c. My immediate supervisor manages conflict in my workgroup.	Pearson Correlation Sig. (2-tailed) N	0.659 0.000 121	0.657 0.000 122	0.674 0.000 122	1 0.000 122	0.867 0.000 122	0.714 0.000 122	0.580 0.000 122	0.624 0.000 121	0.525 0.000 122	0.645 0.000 120
Q8d. My immediate supervisor tries to resolve issues raised by employees.	Pearson Correlation Sig. (2-tailed) N	0.767 0.000 121	0.746 0.000 122	0.779 0.000 122	0.867 0.000 122	1 0.000 122	0.807 0.000 122	0.670 0.000 122	0.709 0.000 121	0.587 0.000 122	0.736 0.000 120
Q8e. My immediate supervisor provides a clear sense of purpose and direction, roles, and team responsibilities to me and my workgroup.	Pearson Correlation Sig. (2-tailed) N	0.936 0.000 121	0.834 0.000 122	0.917 0.000 122	0.714 0.000 122	0.807 0.000 122	1 0.000 122	0.863 0.000 122	0.845 0.000 121	0.709 0.000 122	0.866 0.000 120
Q8f. My immediate supervisor gives me enough guidance to perform my job.	Pearson Correlation Sig. (2-tailed) N	0.847 0.000 121	0.767 0.000 122	0.825 0.000 122	0.580 0.000 122	0.670 0.000 122	0.863 0.000 122	1 0.000 122	0.868 0.000 121	0.750 0.000 122	0.800 0.000 120
Q8g. My immediate supervisor gives me enough feedback on my work.	Pearson Correlation Sig. (2-tailed) N	0.871 0.000 120	0.810 0.000 121	0.829 0.000 121	0.624 0.000 121	0.709 0.000 121	0.845 0.000 121	0.868 0.000 121	1 0.000 121	0.738 0.000 121	0.780 0.000 119
Q8h. There is an established procedure that I can follow when work related problems arise.	Pearson Correlation Sig. (2-tailed) N	0.684 0.000 121	0.634 0.000 122	0.689 0.000 122	0.525 0.000 122	0.587 0.000 122	0.709 0.000 122	0.750 0.000 122	0.738 0.000 121	1 0.000 122	0.645 0.000 120
Q8i. My immediate supervisor is open to new ideas.	Pearson Correlation Sig. (2-tailed) N	0.882 0.000 119	0.796 0.000 120	0.880 0.000 120	0.645 0.000 120	0.736 0.000 120	0.866 0.000 120	0.800 0.000 120	0.780 0.000 119	0.645 0.000 120	1 0.000 120

** Correlation is significant at the 0.01 level (2-tailed).

WORKPLACE

Correlations		Q9d.	Q9a.	Q9b.	Q9c.
Q9d. I am satisfied with the overall workplace environment at Workforce Solutions.	Pearson Correlation Sig. (2-tailed) N	1 125	0.474 0.000 125	0.557 0.000 125	0.768 0.000 124
Q9a. Overall work setting and climate are adequate (e.g. ventilation, temperature, space to work).	Pearson Correlation Sig. (2-tailed) N	0.474 0.000 125	1 0.000 125	0.317 0.000 125	0.460 0.000 124
Q9b. Equipment/materials required to do your work are adequate.	Pearson Correlation Sig. (2-tailed) N	0.557 0.000 125	0.317 0.000 125	1 0.000 125	0.394 0.000 124
Q9c. My department creates a safe working environment for its employees.	Pearson Correlation Sig. (2-tailed) N	0.768 0.000 124	0.460 0.000 124	0.394 0.000 124	1 0.000 124

** Correlation is significant at the 0.01 level (2-tailed).

OVERALL LEVEL OF SATISFACTION WITH EMPLOYMENT

Correlations		Q10.	Q1e.	Q2e.	Q3g.	Q4d.	Q5g.	Q6f.	Q7f.	Q8j.	Q9d.
Q10. Please indicate your overall level of satisfaction with the your at Workforce Solutions.	Pearson Correlation Sig. (2-tailed) N	1 125	0.480 0.000 119	0.625 0.000 121	0.726 0.000 122	0.699 0.000 123	0.696 0.000 124	0.597 0.000 122	0.561 0.000 123	0.613 0.000 121	0.560 0.000 125
Q1e. I am satisfied with the overall level of teamwork as it pertains to my immediate workgroup.	Pearson Correlation Sig. (2-tailed) N	0.480 0.000 119	1 0.000 119	0.541 0.000 117	0.439 0.000 118	0.397 0.000 118	0.429 0.000 119	0.314 0.001 117	0.314 0.001 118	0.523 0.000 116	0.293 0.001 119
Q2e. I am satisfied with my overall level of involvement in the workplace.	Pearson Correlation Sig. (2-tailed) N	0.625 0.000 121	0.541 0.000 117	1 0.000 121	0.660 0.000 120	0.695 0.000 120	0.732 0.000 121	0.584 0.000 119	0.426 0.000 120	0.584 0.000 118	0.376 0.000 121
Q3g. I am satisfied with my overall level of personal growth within Workforce Solutions.	Pearson Correlation Sig. (2-tailed) N	0.726 0.000 122	0.439 0.000 118	0.660 0.000 120	1 0.000 122	0.730 0.000 121	0.693 0.000 122	0.654 0.000 121	0.429 0.000 121	0.523 0.000 120	0.567 0.000 122
Q4d. I am satisfied with the overall level of workplace ethics at Workforce Solutions.	Pearson Correlation Sig. (2-tailed) N	0.699 0.000 123	0.397 0.000 118	0.695 0.000 120	0.730 0.000 121	1 0.000 123	0.818 0.000 123	0.590 0.000 121	0.616 0.000 122	0.543 0.000 120	0.663 0.000 123
Q5g. I am satisfied with the overall level of communication that takes place in the workplace.	Pearson Correlation Sig. (2-tailed) N	0.696 0.000 124	0.429 0.000 119	0.732 0.000 121	0.693 0.000 122	0.818 0.000 123	1 0.000 124	0.625 0.000 122	0.549 0.000 123	0.594 0.000 121	0.611 0.000 124
Q6f. I am satisfied with the overall level of compensation and recognition I receive in the workplace.	Pearson Correlation Sig. (2-tailed) N	0.597 0.000 122	0.314 0.001 117	0.584 0.000 119	0.654 0.000 121	0.590 0.000 121	0.625 0.000 122	1 0.000 122	0.434 0.000 121	0.389 0.000 120	0.475 0.000 122
Q7f. I am satisfied with the overall amount of work I undertake on a daily basis at Workforce Solutions.	Pearson Correlation Sig. (2-tailed) N	0.561 0.000 123	0.314 0.001 118	0.426 0.000 120	0.429 0.000 121	0.616 0.000 122	0.549 0.000 123	0.434 0.000 121	1 0.000 123	0.390 0.000 120	0.477 0.000 123
Q8j. I am satisfied with the overall level of performance of my direct supervisor.	Pearson Correlation Sig. (2-tailed) N	0.613 0.000 121	0.523 0.000 116	0.584 0.000 118	0.523 0.000 120	0.543 0.000 120	0.594 0.000 121	0.389 0.000 120	0.390 0.000 120	1 0.000 121	0.505 0.000 121
Q9d. I am satisfied with the overall workplace environment at Workforce Solutions.	Pearson Correlation Sig. (2-tailed) N	0.560 0.000 125	0.293 0.001 119	0.376 0.000 121	0.567 0.000 122	0.663 0.000 123	0.611 0.000 124	0.475 0.000 122	0.477 0.000 123	0.505 0.000 121	1 0.000 125

** Correlation is significant at the 0.01 level (2-tailed).

Appendix D

2007 Upper Rio Grande at Work Employee Satisfaction Survey

1. How long (years) have you been employed by Upper Rio Grande at Work (contractors included)? _____

2. What division do you work in?
- a. Upper Rio Grande at Work Board Staff
 - b. Business Services Unit
 - c. Employment Services Unit
 - d. Career Center Staff (SERCO)
 - e. Child Care Services (YWCA)
 - f. People's Choice (FSE&T-Choices/TANF)
 - g. Other (please specify) _____

3. On a scale of 1-10, with 1 being poor and 10 being exceptional, how would you rate the following:

a. Overall work setting climate

1	2	3	4	5
6	7	8	9	10
N/A				

b. Quality of facilities

1	2	3	4	5
6	7	8	9	10
N/A				

c. Quality of equipment and materials you use to do your work

1	2	3	4	5
6	7	8	9	10
N/A				

5. What was the last level of school you completed?

GED

High school graduate

Trade school/technical school

Some college

Associates degree

Bachelors degree

Some graduate work beyond bachelor's degree

Masters degree

Ph.D.

Appendix E

2007 Upper Rio Grande at Work Employee Satisfaction Survey Frequencies

Q1. How long (years) have you been employed by Upper Rio Grande at Work (including time with contractors)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	24	17.6	17.6	17.6
	1 year to less than 5 years	35	25.7	25.7	43.4
	5 years to less than 10 years	59	43.4	43.4	86.8
	10 years to less than 20 years	14	10.3	10.3	97.1
	20 years or more	4	2.9	2.9	100.0
	Total	136	100.0	100.0	

Q2. What division do you work in?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other	20	14.7	14.7	14.7
	Upper Rio Grande at Work Board Staff	42	30.9	30.9	45.6
	Business Services Unit	10	7.4	7.4	52.9
	Employment Services Unit	22	16.2	16.2	69.1
	Career Center Staff (SERCO)	29	21.3	21.3	90.4
	Child Care Services	6	4.4	4.4	94.9
	People's Choice (FSE&T-Choices/TANF)	7	5.1	5.1	100.0
	Total	136	100.0	100.0	

Q3a. On a scale 1-10, with 1 being poor and 10 being exceptional, how would you rate the following: Overall work setting and climate?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not applicable	2	1.5	1.5	1.5
	Poor	2	1.5	1.5	2.9
	2	5	3.7	3.7	6.6
	3	8	5.9	5.9	12.5
	4	8	5.9	5.9	18.4
	5	10	7.4	7.4	25.7
	6	11	8.1	8.1	33.8
	7	15	11.0	11.0	44.9
	8	37	27.2	27.2	72.1
	9	23	16.9	16.9	89.0
	Exceptional	15	11.0	11.0	100.0
	Total	136	100.0	100.0	

Q3b. On a scale of 1-10, with 1 being poor and 10 being exceptional, how would you rate the following: Quality of facilities?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not applicable	3	2.2	2.2	2.2
	2	4	2.9	3.0	5.2
	3	8	5.9	5.9	11.1
	4	9	6.6	6.7	17.8
	5	21	15.4	15.6	33.3
	6	19	14.0	14.1	47.4
	7	15	11.0	11.1	58.5
	8	26	19.1	19.3	77.8
	9	19	14.0	14.1	91.9
	Exceptional	11	8.1	8.1	100.0
	Total	135	99.3	100.0	
Missing	System	1	0.7		
	Total	136	100.0		

Q3c. On a scale of 1-10, with 1 being poor and 10 being exceptional, how would you rate the following: Quality of equipment and materials you use to do your work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not applicable	2	1.5	1.5	1.5
	Poor	2	1.5	1.5	2.9
	2	2	1.5	1.5	4.4
	3	3	2.2	2.2	6.6
	4	14	10.3	10.3	16.9
	5	18	13.2	13.2	30.1
	6	13	9.6	9.6	39.7
	7	16	11.8	11.8	51.5
	8	25	18.4	18.4	69.9
	9	27	19.9	19.9	89.7
	Exceptional	14	10.3	10.3	100.0
	Total	136	100.0	100.0	

Q3d. On a scale of 1-10, with 1 being poor and 10 being exceptional, how would you rate the following: Quality of your direct supervisor?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not applicable	10	7.4	7.4	7.4
	Poor	2	1.5	1.5	8.8
	2	4	2.9	2.9	11.8
	3	5	3.7	3.7	15.4
	4	1	0.7	0.7	16.2
	5	8	5.9	5.9	22.1
	6	4	2.9	2.9	25.0
	7	6	4.4	4.4	29.4
	8	18	13.2	13.2	42.6
	9	38	27.9	27.9	70.6
	Exceptional	40	29.4	29.4	100.0
	Total	136	100.0	100.0	

Q3e. On a scale of 1-10, with 1 being poor and 10 being exceptional, how would you rate the following: Quality of staff you oversee?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not applicable	76	55.9	55.9	55.9
	Poor	5	3.7	3.7	59.6
	4	1	0.7	0.7	60.3
	5	10	7.4	7.4	67.6
	6	2	1.5	1.5	69.1
	7	7	5.1	5.1	74.3
	8	16	11.8	11.8	86.0
	9	13	9.6	9.6	95.6
	Exceptional	6	4.4	4.4	100.0
	Total	136	100.0	100.0	

Q3f. On a scale of 1-10, with 1 being poor and 10 being exceptional, how would you rate the following: Quality of your coworkers?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not applicable	7	5.1	5.1	5.1
	4	4	2.9	2.9	8.1
	5	7	5.1	5.1	13.2
	6	8	5.9	5.9	19.1
	7	21	15.4	15.4	34.6
	8	29	21.3	21.3	55.9
	9	35	25.7	25.7	81.6
	Exceptional	25	18.4	18.4	100.0
	Total	136	100.0	100.0	

Q4. How would you rate your personal workload, with 1 being too little and 10 being extremely overloaded?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	0.7	0.7	0.7
	4	4	2.9	2.9	3.7
	5	18	13.2	13.2	16.9
	6	5	3.7	3.7	20.6
	7	15	11.0	11.0	31.6
	8	42	30.9	30.9	62.5
	9	31	22.8	22.8	85.3
	Extremely overloaded	20	14.7	14.7	100.0
	Total	136	100.0	100.0	

Q5. Do you have a supervisory process that you can follow when work related problems arise?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	126	92.6	92.6	92.6
	No	5	3.7	3.7	96.3
	Unsure	5	3.7	3.7	100.0
	Total	136	100.0	100.0	

Q6. Do you feel that your current salary is properly matched to your current level of responsibility and required skill set?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	23	16.9	17.8	17.8
	No	87	64.0	67.4	85.3
	Unsure	19	14.0	14.7	100.0
	Total	129	94.9	100.0	
Missing	System	7	5.1		
	Total	136	100.0		

Q7. Are you happy with the direction URGWDB is taking looking to the future?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	70	51.5	54.3	54.3
	No	20	14.7	15.5	69.8
	Unsure	39	28.7	30.2	100.0
	Total	129	94.9	100.0	
Missing	System	7	5.1		
Total		136	100.0		

Q8. Do you feel that new ideas for improving are listened to?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	57	41.9	44.2	44.2
	No	40	29.4	31.0	75.2
	Unsure	32	23.5	24.8	100.0
	Total	129	94.9	100.0	
Missing	System	7	5.1		
Total		136	100.0		

Q9. Would you consider pursuing higher education?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	108	79.4	83.7	83.7
	No	12	8.8	9.3	93.0
	Unsure	9	6.6	7.0	100.0
	Total	129	94.6	100.0	
Missing	System	7	5.1		
Total		136	100.0		

RI1. How old are you?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	6	4.4	4.8	4.8
	26-30	9	6.6	7.2	12.0
	31-35	25	18.4	20.0	32.0
	36-40	23	16.9	18.4	50.4
	41-45	13	9.6	10.4	60.8
	46-50	17	12.5	13.6	74.4
	51-60	24	17.6	19.2	93.6
	61-70	7	5.1	5.6	99.2
	70 or over	1	0.7	0.8	100.0
	Total	125	91.9	100.0	
Missing	System	11	8.1		
Total		136	100.0		

RI2. What is your household income?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than \$10,000	2	1.5	1.7	1.7
	\$10,001-\$20,000	7	5.1	5.9	7.6
	\$20,001-\$25,000	24	17.6	20.3	28.0
	\$25,001-\$30,000	17	12.5	14.4	42.4
	\$30,001-\$35,000	16	11.8	13.6	55.9
	\$35,001-\$40,000	4	2.9	3.4	59.3
	\$40,001-\$45,000	9	6.6	7.6	66.9
	\$45,001-\$50,000	7	5.1	5.9	72.9
	\$50,001-\$60,000	16	11.8	13.6	86.4
	\$60,001-\$70,000	2	1.5	1.7	88.1
	Over \$70,001	14	10.3	11.9	100.0
	Total	118	86.8	100.0	
Missing	System	18	13.2		
Total		136	100.0		

R13. Do you consider yourself?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other	5	3.7	4.0	4.0
	Hispanic	97	71.3	78.2	82.3
	African-American	3	2.2	2.4	84.7
	Caucasian	15	11.0	12.1	96.8
	Asian	4	2.9	3.2	100.0
	Total	124	91.2	100.0	
Missing	System	12	8.8		
Total		136	100.0		

R14. Gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	32	23.5	26.0	26.0
	Female	91	66.9	74.0	100.0
	Total	123	90.4	100.0	
Missing	System	13	9.6		
Total		136	100.0		

R15. What was the last level of school you completed?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High scholl graduate	5	3.7	4.0	4.0
	Trade school/technical school	9	6.6	7.2	11.2
	Some college	46	33.8	36.8	48.0
	Associate's degree	12	8.8	9.6	57.6
	Bachelor's degree	30	22.1	24.0	81.6
	Some graduate work beyond bachelor's degree	8	5.9	6.4	88.0
	Master's degree	14	10.3	11.2	99.2
	Ph.D.	1	0.7	0.8	100.0
	Total	125	91.9	100.0	
Missing	System	11	8.1		
Total		136	100.0		