

## ModernThink Insight Survey

**ModernThink**  
 2016 Public Library of Cincinnati and Hamilton County  
 Employee Engagement Survey  
 The Public Library of Cincinnati and Hamilton County  
 Perspectives Spreadsheet

|   | Overall           |                   | Gender |        |             |                |                   | Age  |       |       |       |       | Ethnicity |                   |                    | Race                   |                   |                                  |       |                           | Status                                    |       | Job Role          |           |           |                        |           |                |                             | Department        |                     |                         |       |                |              |                     | Operational Hours |                 |           |                                |                            | Reasons for Leaving |       |                           |                              |                           |  |  |                                  |                       |        |          |                    |                       |                  |            |          |  |       |
|---|-------------------|-------------------|--------|--------|-------------|----------------|-------------------|------|-------|-------|-------|-------|-----------|-------------------|--------------------|------------------------|-------------------|----------------------------------|-------|---------------------------|---|-------|-------------------|-----------|-----------|------------------------|-----------|----------------|-----------------------------|-------------------|---------------------|-------------------------|-------|----------------|--------------|---------------------|-------------------|-----------------|-----------|--------------------------------|----------------------------|---------------------|-------|---------------------------|------------------------------|---------------------------|--|--|----------------------------------|-----------------------|--------|----------|--------------------|-----------------------|------------------|------------|----------|--|-------|
|   | Positive Response | Negative Response | Male   | Female | Transgender | Gender Neutral | Decline to answer | < 22 | 22-30 | 31-40 | 41-50 | 51-60 | 61+       | Decline to answer | Hispanic or Latino | Not Hispanic or Latino | Decline to answer | American Indian or Alaska Native | Asian | Black or African American | Native Hawaiian or Other Pacific Islander | White | Decline to answer | Full-time | Part-time | Administrative Support | Librarian | Public Service | Regional/Operations Manager | Senior Leadership | Team Leader/Manager | Technical/Skilled Trade | Other | Administration | Branch Staff | Facility Operations | Fiscal            | Human Resources | Marketing | Service Operations, Non-Public | Service Operations, Public | Technology          | Other | Branch, 44 hours per week | Branch, 48-52 hours per week | Branch, 60 hours per week | Main, Administrative Offices, 40+ hours per week | Main, Non-Public/Support, 40-67 hours per week | Main, Public, 67+ hours per week | My Supervisor/Manager | Salary | Benefits | Career advancement | Colleagues/Co-workers | Personal reasons | Retirement | Workload | I would not consider leaving this organization | Other |
| Total number of survey respondents (680)  |                   |                   |        |        |             |                |                   |      |       |       |       |       |           |                   |                    |                        |                   |                                  |       |                           |   |       |                   |           |           |                        |           |                |                             |                   |                     |                         |       |                |              |                     |                   |                 |           |                                |                            |                     |       |                           |                              |                           |  |  |                                  |                       |        |          |                    |                       |                  |            |          |  |       |
| <b>Individual Perspective</b>   |                   |                   |        |        |             |                |                   |      |       |       |       |       |           |                   |                    |                        |                   |                                  |       |                           |   |       |                   |           |           |                        |           |                |                             |                   |                     |                         |       |                |              |                     |                   |                 |           |                                |                            |                     |       |                           |                              |                           |  |  |                                  |                       |        |          |                    |                       |                  |            |          |  |       |
| 1 I understand our organization's mission and strategic goals.                                  | 82                | 1                 | 82     | 86     | *           | 90             | 71                | 97   | 84    | 88    | 79    | 83    | 92        | 72                | 100                | 85                     | 73                | *                                | 100   | 90                        | *   | 85    | 72                | 80        | 86        | 86                     | 78        | 82             | 100                         | 85                | 85                  | 83                      | 86    | 100            | 84           | 64                  | 100               | *               | 75        | 84                             | 78                         | 81                  | 78    | 86                        | 84                           | 86                        | 81   | 81   | 81                               | 70                    | 79     | 77       | 82                 | 64                    | 81               | 83         | 64       | 91   | 76    |
| 2 My job makes good use of my skills and abilities.   | 63                | 8                 | 62     | 65     | *           | 54             | 56                | 85   | 61    | 63    | 60    | 70    | 77        | 52                | 75                 | 66                     | 48                | *                                | 75    | 65                        | *   | 69    | 50                | 63        | 65        | 68                     | 67        | 57             | 66                          | 57                | 77                  | 60                      | 63    | 66             | 65           | 60                  | 71                | *               | 50        | 64                             | 58                         | 72                  | 66    | 69                        | 61                           | 70                        | 68   | 59   | 58                               | 38                    | 53     | 48       | 54                 | 50                    | 61               | 73         | 57       | 81   | 52    |
| 3 I am provided the training I need to be effective in my job.                                  | 59                | 10                | 59     | 65     | *           | 72             | 46                | 87   | 67    | 67    | 56    | 59    | 81        | 40                | 75                 | 66                     | 39                | *                                | 87    | 82                        | *   | 66    | 42                | 53        | 74        | 54                     | 45        | 58             | 83                          | 83                | 61                  | 64                      | 76    | 80             | 59           | 33                  | 71                | *               | 75        | 74                             | 58                         | 63                  | 71    | 53                        | 56                           | 60                        | 74   | 66   | 59                               | 44                    | 53     | 50       | 58                 | 35                    | 61               | 64         | 47       | 79   | 54    |
| 4 I understand how my job contributes to this organization's success.                           | 90                | 1                 | 89     | 92     | *           | 100            | 87                | 95   | 95    | 92    | 85    | 95    | 88        | 85                | 75                 | 93                     | 92                | *                                | 100   | 97                        | *   | 92    | 85                | 90        | 92        | 95                     | 90        | 90             | 66                          | 100               | 94                  | 92                      | 92    | 83             | 92           | 73                  | 85                | *               | 100       | 94                             | 88                         | 100                 | 94    | 87                        | 91                           | 89                        | 90   | 96   | 90                               | 77                    | 87     | 85       | 92                 | 70                    | 91               | 89         | 86       | 94   | 88    |
| 5 I am given the responsibility and freedom to do my job.                                       | 71                | 7                 | 77     | 74     | *           | 81             | 58                | 91   | 89    | 72    | 62    | 69    | 77        | 54                | 100                | 74                     | 62                | *                                | 100   | 90                        | *   | 76    | 56                | 63        | 85        | 86                     | 59        | 73             | 33                          | 71                | 54                  | 72                      | 85    | 50             | 71           | 53                  | 85                | *               | 75        | 74                             | 61                         | 90                  | 85    | 65                        | 70                           | 75                        | 78   | 78   | 64                               | 32                    | 69     | 60       | 70                 | 47                    | 69               | 68         | 44       | 79   | 66    |
| 6 I am regularly recognized for my contributions.   | 45                | 22                | 49     | 48     | *           | 36             | 32                | 67   | 62    | 47    | 35    | 40    | 62        | 30                | 87                 | 50                     | 31                | *                                | 75    | 65                        | *   | 50    | 31                | 36        | 62        | 45                     | 29        | 48             | 50                          | 42                | 32                  | 44                      | 61    | 16             | 48           | 33                  | 57                | *               | 50        | 40                             | 42                         | 36                  | 54    | 48                        | 40                           | 54                        | 43   | 49   | 39                               | 16                    | 40     | 35       | 45                 | 20                    | 48               | 44         | 28       | 58   | 42    |
| 7 I have a clear understanding of this organization's current financial performance.            | 38                | 27                | 33     | 42     | *           | 10             | 36                | 37   | 22    | 39    | 52    | 41    | 50        | 39                | 62                 | 38                     | 29                | *                                | 62    | 35                        | *   | 40    | 36                | 42        | 32        | 47                     | 40        | 33             | 66                          | 71                | 58                  | 36                      | 34    | 66             | 39           | 21                  | 85                | *               | 25        | 42                             | 43                         | 50                  | 32    | 44                        | 37                           | 39                        | 63   | 39   | 37                               | 32                    | 29     | 28       | 32                 | 35                    | 33               | 48         | 24       | 44   | 35    |
| 8 I am provided the resources I need to be effective in my job.                                 | 52                | 15                | 53     | 58     | *           | 36             | 36                | 93   | 58    | 51    | 46    | 52    | 77        | 36                | 75                 | 57                     | 35                | *                                | 87    | 75                        | *   | 57    | 35                | 41        | 72        | 54                     | 38        | 52             | 66                          | 57                | 42                  | 56                      | 71    | 66             | 55           | 7                   | 71                | *               | 62        | 61                             | 45                         | 45                  | 55    | 54                        | 54                           | 54                        | 56   | 55   | 44                               | 38                    | 44     | 38       | 47                 | 26                    | 56               | 51         | 27       | 77   | 37    |
| 9 I am given a real opportunity to develop my skills in this organization.                      | 46                | 18                | 56     | 48     | *           | 27             | 36                | 79   | 51    | 50    | 41    | 40    | 70        | 33                | 75                 | 49                     | 36                | *                                | 87    | 62                        | *   | 50    | 34                | 40        | 58        | 40                     | 41        | 41             | 50                          | 71                | 52                  | 36                      | 58    | 33             | 47           | 26                  | 71                | *               | 50        | 42                             | 48                         | 63                  | 53    | 45                        | 43                           | 50                        | 65   | 50   | 43                               | 18                    | 36     | 25       | 38                 | 26                    | 44               | 53         | 27       | 67   | 38    |
| 10 I understand the steps necessary to advance my career.                                       | 56                | 14                | 53     | 59     | *           | 54             | 53                | 73   | 60    | 58    | 55    | 52    | 61        | 50                | 62                 | 58                     | 52                | *                                | 75    | 62                        | *   | 60    | 51                | 54        | 62        | 63                     | 53        | 59             | 50                          | 85                | 63                  | 32                      | 58    | 50             | 60           | 46                  | 71                | *               | 50        | 46                             | 60                         | 54                  | 57    | 61                        | 58                           | 59                        | 59   | 57   | 53                               | 41                    | 47     | 40       | 50                 | 44                    | 56               | 65         | 50       | 78   | 54    |
| 11 I have the flexibility and authority to quickly address customer needs.                      | 63                | 7                 | 66     | 64     | *           | 45             | 57                | 67   | 72    | 69    | 57    | 57    | 69        | 54                | 75                 | 66                     | 58                | *                                | 87    | 71                        | *   | 65    | 54                | 59        | 68        | 71                     | 53        | 65             | 50                          | 85                | 75                  | 45                      | 66    | 66             | 63           | 57                  | 83                | *               | 42        | 54                             | 67                         | 80                  | 60    | 71                        | 59                           | 64                        | 65   | 65   | 59                               | 41                    | 57     | 51       | 61                 | 41                    | 63               | 59         | 49       | 80   | 52    |
| 12 I am paid fairly for my work.  | 49                | 26                | 48     | 53     | *           | 54             | 40                | 85   | 43    | 57    | 49    | 38    | 59        | 41                | 62                 | 51                     | 41                | *                                | 87    | 62                        | *   | 53    | 38                | 44        | 58        | 59                     | 52        | 45             | 66                          | 66                | 66                  | 32                      | 50    | 66             | 53           | 21                  | 100               | *               | 37        | 42                             | 50                         | 40                  | 43    | 45                        | 52                           | 54                        | 64   | 43   | 48                               | 35                    | 25     | 32       | 43                 | 47                    | 52               | 57         | 37       | 72   | 46    |
| 13 My supervisor makes his/her expectations clear.  | 76                | 6                 | 80     | 78     | *           | 63             | 69                | 95   | 85    | 78    | 70    | 76    | 92        | 62                | 87                 | 80                     | 64                | *                                | 100   | 87                        | *   | 81    | 63                | 71        | 85        | 68                     | 68        | 81             | 83                          | 71                | 71                  | 72                      | 81    | 66             | 78           | 53                  | 71                | *               | 100       | 71                             | 76                         | 100                 | 81    | 62                        | 76                           | 85                        | 71   | 77   | 75                               | 30                    | 76     | 65       | 78                 | 41                    | 77               | 75         | 71       | 86   | 78    |
| 14 I trust my supervisor enough to follow him/her, even when I disagree with his/her decisions. | 78                | 5                 | 81     | 81     | *           | 81             | 71                | 89   | 85    | 81    | 75    | 80    | 96        | 67                | 87                 | 82                     | 67                | *                                | 100   | 90                        | *   | 83    | 65                | 75        | 86        | 90                     | 71        | 81             | 100                         | 66                | 84                  | 72                      | 79    | 60             | 77           | 60                  | 85                | *               | 100       | 79                             | 85                         | 90                  | 85    | 72                        | 77                           | 79                        | 83   | 83   | 81                               | 22                    | 76     | 68       | 77                 | 64                    | 81               | 83         | 69       | 86   | 82    |
| 15 My supervisor actively solicits my suggestions and ideas.                                    | 73                | 8                 | 76     | 75     | *           | 63             | 64                | 87   | 82    | 80    | 76    | 63    | 74        | 56                | 100                | 76                     | 63                | *                                | 87    | 92                        | *   | 77    | 61                | 72        | 75        | 72                     | 74        | 75             | 100                         | 33                | 73                  | 60                      | 74    | 20             | 76           | 66                  | 57                | *               | 100       | 77                             | 75                         | 60                  | 68    | 77                        | 79                           | 75                        | 66   | 72   | 68                               | 28                    | 72     | 64       | 72                 | 58                    | 75               | 75         | 72       | 79   | 81    |
| 16 My supervisor keeps his/her promises.  | 84                | 4                 | 84     | 87     | *           | 90             | 76                | 97   | 92    | 86    | 82    | 79    | 92        | 73                | 100                | 87                     | 72                | *                                | 100   | 89                        | *   | 88    | 73                | 81        | 90        | 81                     | 84        | 86             | 100                         | 83                | 83                  | 68                      | 85    | 80             | 86           | 60                  | 85                | *               | 100       | 82                             | 86                         | 81                  | 84    | 79                        | 88                           | 89                        | 83   | 83   | 76                               | 36                    | 82     | 74       | 84                 | 70                    | 84               | 86         | 86       | 92   | 90    |
| 17 I receive feedback from my supervisor that helps me.   | 72                | 7                 | 73     | 75     | *           | 72             | 63                | 87   | 83    | 74    | 69    | 69    | 81        | 58                | 62                 | 77                     | 57                | *                                | 75    | 90                        | *   | 75    | 61                | 68        | 81        | 50                     | 67        | 75             | 83                          | 33                | 73                  | 64                      | 78    | 20             | 73           | 60                  | 42                | *               | 87        | 77                             | 73                         | 72                  | 77    | 68                        | 71                           | 75                        | 58   | 78   | 71                               | 22                    | 70     | 61       | 71                 | 52                    | 74               | 71         | 68       | 85   | 80    |
| 18 My supervisor takes an active interest in helping me advance my career.                      | 65                | 13                | 69     | 65     | *           | 72             | 57                | 82   | 78    | 71    | 59    | 52    | 66        | 53                | 87                 | 68                     | 53                | *                                | 75    | 74                        | *   | 69    | 54                | 62        | 69        | 54                     | 65        | 67             | 66                          | 50                | 67                  | 37                      | 66    | 40             | 66           | 53                  | 57                | *               | 71        | 66                             | 68                         | 72                  | 65    | 60                        | 66                           | 71                        | 64   | 64   | 61                               | 25                    | 64     | 56       | 63                 | 57                    | 68               | 65         | 59       | 73   | 68    |
| 19 I believe what I am told by my supervisor.   | 80                | 5                 | 82     | 83     | *           | 90             | 71                | 100  | 91    | 87    | 74    | 73    | 85        | 67                | 100                | 85                     | 63                | *                                | 100   | 90                        | *   | 86    | 65                | 75        | 91        | 90                     | 77        | 82             | 83                          | 83                | 71                  | 64                      | 85    | 80             | 82           | 53                  | 85                | *               | 100       | 74                             | 78                         | 81                  | 86    | 72                        | 87                           | 82                        | 80   | 80   | 74                               | 33                    | 78     | 72       | 80                 | 58                    | 82               | 79         | 74       | 86   | 82    |
| 20 My supervisor supports my efforts to balance my work and personal life.                      | 85                | 4                 | 92     | 87     | *           | 90             | 74                | 95   | 92    | 87    | 86    | 82    | 92        | 73                | 87                 | 89                     | 76                | *                                | 100   | 87                        | *   | 90    | 75                | 83        | 89        | 95                     | 81        | 88             | 66                          | 100               | 85                  | 60                      | 90    | 80             | 85           | 73                  | 100               | *               | 85        | 83                             | 89                         | 90                  | 92    | 83                        | 83                           | 88                        | 90   | 88   | 83                               | 50                    | 85     | 77       | 85                 | 76                    | 86               | 86         | 70       | 93   | 86    |
| 21 I have a good relationship with my supervisor.   | 86                | 3                 | 87     | 89     | *           | 81             | 80                | 97   | 91    | 89    | 88    | 83    | 88        | 76                | 100                | 89                     | 76                | *                                | 100   | 87                        | *   | 90    | 77                | 84        | 91        | 100                    | 85        | 86             | 100                         | 50                | 89                  | 68                      | 89    | 40             | 87           | 73                  | 85                | *               | 100       | 84                             | 86                         | 100                 | 91    | 78                        | 88                           | 89                        | 87   | 87   | 86                               | 30                    | 86     | 76       | 88                 | 67                    | 90               | 86         | 81       | 91   | 90    |
| 22 My supervisor regularly models our organization's values.                                    | 84                | 4                 | 80     | 89     | *           | 90             | 78                | 93   | 88    | 89    | 86    | 84    | 92        | 73                | 100                | 87                     | 76                | *                                | 100   | 90                        | *   | 89    | 75                | 84        | 87        | 95                     | 81        | 86             | 100                         | 50                | 89                  | 80                      | 87    | 40             | 85           | 60                  | 100               | *               | 100       | 91                             | 82                         | 90                  | 89    | 84                        | 88                           | 85                        | 83   | 89   | 80                               | 38                    | 81     | 73       | 84                 | 76                    | 86               | 88         | 83       | 89   | 89    |
| 23 When I offer a new idea, I believe it will be fully considered.                              | 59                | 13                | 67     | 61     | *           | 54             | 46                | 87   | 68    | 62    | 53    | 55    | 77        | 45                | 100                | 62                     | 45                | *                                | 87    | 76                        | *   | 64    | 45                | 52        | 72        | 63                     | 50        | 62             | 66                          | 100               | 47                  | 32                      | 72    | 83             | 59           | 60                  | 42                | *               | 62        | 55                             | 59                         | 45                  | 71    | 58                        | 56                           | 64                        | 71   | 62   | 52                               | 28                    | 58     | 52       | 57                 | 58                    | 60               | 61         | 47       | 71   | 52    |
| 24 I am comfortable expressing my opinions on issues important to me.                           | 60                | 16                | 57     | 65     | *           | 36             | 56                | 81   | 72    | 60    | 57    | 55    | 77        | 49                | 87                 | 61                     | 56                | *                                | 87    | 75                        | *   | 64    | 51                | 53        | 75        | 68                     | 52        | 65             | 83                          | 57                | 50                  | 40                      | 70    | 50             | 63           | 46                  | 71                | *               | 50        | 57                             | 61                         | 45                  | 69    | 53                        | 65                           | 61                        | 56   | 64   | 57                               | 18                    | 59     | 53       | 58                 | 35                    | 64               | 62         | 44       | 78   | 56    |
| 25 Changes that affect me are discussed prior to being implemented.                             | 37                | 31                | 35     | 43     | *           | 9              | 28                | 67   | 43    | 35    | 34    | 40    | 51        | 25                | 75                 | 39                     | 25                | *                                | 75    | 57                        | *   | 40    | 26                | 28        | 54        | 63                     | 32        | 37             | 33                          | 42                | 14                  | 24                      | 54    | 16             | 40           | 20                  | 71                | *               | 25        | 33                             | 26                         | 27                  | 48    | 39                        | 39                           | 41                        | 56   | 37   | 26                               | 16                    | 29     | 32       | 34                 | 29                    | 40               | 41         | 27       | 54   | 25    |
| <b>Individual Perspective - Average</b>   |                   |                   |        |        |             |                |                   |      |       |       |       |       |           |                   |                    |                        |                   |                                  |       |                           |   |       |                   |           |           |                        |           |                |                             |                   |                     |                         |       |                |              |                     |                   |                 |           |                                |                            |                     |       |                           |                              |                           |  |  |                                  |                       |        |          |                    |                       |                  |            |          |  |       |
| 66  | 11                | 67                | 69     | *      | 62          | 57             | 84                | 72   | 69    | 63    | 63    | 77    | 54        | 83                | 69                 | 55                     | *                 | 88                               | 77    | *                         | 70  | 55    | 62                | 74        | 70        | 61                     | 66        | 72             | 67                          | 66                | 55                  | 72                      | 56    | 67             | 49           | 76                  | *                 | 70              | 65        | 65                             | 69                         | 70                  | 64    | 66                        | 69                           | 70                        | 68   | 62   | 34                               | 61                    | 55     | 64       | 49                 | 67                    | 68               | 55         | 78       | 63   |       |
| <b>Workgroup Perspective</b>  |                   |                   |        |        |             |                |                   |      |       |       |       |       |           |                   |                    |                        |                   |                                  |       |                           |   |       |                   |           |           |                        |           |                |                             |                   |                     |                         |       |                |              |                     |                   |                 |           |                                |                            |                     |       |                           |                              |                           |  |  |                                  |                       |        |          |                    |                       |                  |            |          |  |       |
| 26 In my workgroup, we communicate openly about issues that impact each other's work.           | 66                | 9                 | 69     | 68     | *           | 63             | 57                | 87   | 70    | 70    | 68    | 64    | 70        | 52                | 85                 | 70                     | 59                | *                                | 100   | 70                        | *   | 70    | 55                | 60        | 77        | 72                     | 65        | 63             | 100                         | 57                | 75                  | 52                      | 73    | 33             | 67           | 40                  | 7                 |                 |           |                                |                            |                     |       |                           |                              |                           |  |  |                                  |                       |        |          |                    |                       |                  |            |          |  |       |

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|  | Overall           |                   | Gender |        |             |                |                   | Age  |       |       |       |       | Ethnicity |                   |                    | Race                   |                   |                                  |       |                           | Status                                    |       | Job Role          |           |           |                        |           |                |                             | Department        |                     |                         |       |                |              |                     | Operational Hours |                 |           |                                |                            | Reasons for Leaving |       |                            |                             |                              |  |  |                                  |                       |        |          |                    |                       |                  |            |          |  |       |
|--|-------------------|-------------------|--------|--------|-------------|----------------|-------------------|------|-------|-------|-------|-------|-----------|-------------------|--------------------|------------------------|-------------------|----------------------------------|-------|---------------------------|---|-------|-------------------|-----------|-----------|------------------------|-----------|----------------|-----------------------------|-------------------|---------------------|-------------------------|-------|----------------|--------------|---------------------|-------------------|-----------------|-----------|--------------------------------|----------------------------|---------------------|-------|----------------------------|-----------------------------|------------------------------|--|--|----------------------------------|-----------------------|--------|----------|--------------------|-----------------------|------------------|------------|----------|--|-------|
|  | Positive Response | Negative Response | Male   | Female | Transgender | Gender Neutral | Decline to answer | < 22 | 22-30 | 31-40 | 41-50 | 51-60 | 61+       | Decline to answer | Hispanic or Latino | Not Hispanic or Latino | Decline to answer | American Indian or Alaska Native | Asian | Black or African American | Native Hawaiian or Other Pacific Islander | White | Decline to answer | Full-time | Part-time | Administrative Support | Librarian | Public Service | Regional/Operations Manager | Senior Leadership | Team Leader/Manager | Technical/Skilled Trade | Other | Administration | Branch Staff | Facility Operations | Fiscal            | Human Resources | Marketing | Service Operations, Non-Public | Service Operations, Public | Technology          | Other | Branch, 4-8 hours per week | Branch, 8-12 hours per week | Branch, 12-16 hours per week | Main, Administrative Offices, 40+ hours per week | Main, Non-Public/Support, 40-67 hours per week | Main, Public, 67+ hours per week | My Supervisor/Manager | Salary | Benefits | Career advancement | Colleagues/Co-workers | Personal reasons | Retirement | Workload | I would not consider leaving this organization | Other |
| Total number of survey respondents (680)   |                   |                   |        |        |             |                |                   |      |       |       |       |       |           |                   |                    |                        |                   |                                  |       |                           |   |       |                   |           |           |                        |           |                |                             |                   |                     |                         |       |                |              |                     |                   |                 |           |                                |                            |                     |       |                            |                             |                              |  |  |                                  |                       |        |          |                    |                       |                  |            |          |  |       |
| <b>Organization Perspective</b>  |                   |                   |        |        |             |                |                   |      |       |       |       |       |           |                   |                    |                        |                   |                                  |       |                           |   |       |                   |           |           |                        |           |                |                             |                   |                     |                         |       |                |              |                     |                   |                 |           |                                |                            |                     |       |                            |                             |                              |  |  |                                  |                       |        |          |                    |                       |                  |            |          |  |       |
| 36 There's a sense that we're all on the same team in this organization.                       | 49                | 23                | 54     | 53     | *           | 54             | 35                | 91   | 55    | 50    | 41    | 44    | 70        | 34                | 75                 | 54                     | 32                | *                                | 87    | 72                        | *   | 52    | 37                | 36        | 72        | 59                     | 38        | 47             | 50                          | 42                | 40                  | 52                      | 64    | 33             | 51           | 20                  | 42                | *               | 50        | 52                             | 38                         | 54                  | 60    | 48                         | 48                          | 56                           | 43   | 51   | 41                               | 22                    | 44     | 43       | 46                 | 14                    | 51               | 46         | 35       | 64   | 46    |
| 37 Our orientation program prepares new employees to be effective.                             | 49                | 19                | 55     | 51     | *           | 72             | 38                | 85   | 53    | 50    | 43    | 58    | 56        | 35                | 62                 | 52                     | 39                | *                                | 87    | 65                        | *   | 53    | 36                | 42        | 63        | 61                     | 34        | 52             | 83                          | 57                | 48                  | 40                      | 59    | 66             | 47           | 42                  | 80                | *               | 28        | 61                             | 48                         | 36                  | 66    | 37                         | 43                          | 51                           | 61   | 56   | 51                               | 30                    | 46     | 44       | 47                 | 25                    | 54               | 50         | 41       | 62   | 47    |
| 38 Our review process accurately measures my job performance.                                  | 51                | 20                | 54     | 55     | *           | 50             | 34                | 77   | 61    | 49    | 47    | 51    | 74        | 31                | 62                 | 56                     | 34                | *                                | 75    | 66                        | *   | 56    | 34                | 42        | 66        | 54                     | 43        | 52             | 50                          | 66                | 43                  | 40                      | 62    | 60             | 52           | 26                  | 85                | *               | 87        | 47                             | 55                         | 27                  | 53    | 55                         | 46                          | 50                           | 67   | 47   | 52                               | 23                    | 44     | 40       | 47                 | 23                    | 51               | 49         | 33       | 70   | 43    |
| 39 I can count on people to cooperate across departments.                                      | 52                | 14                | 55     | 53     | *           | 54             | 49                | 93   | 54    | 52    | 42    | 53    | 76        | 45                | 85                 | 56                     | 42                | *                                | 62    | 65                        | *   | 56    | 41                | 43        | 71        | 42                     | 41        | 52             | 50                          | 57                | 52                  | 52                      | 69    | 83             | 56           | 33                  | 28                | *               | 62        | 51                             | 48                         | 45                  | 51    | 57                         | 50                          | 56                           | 53   | 46   | 54                               | 50                    | 44     | 37       | 50                 | 38                    | 57               | 51         | 42       | 64   | 46    |
| 40 Our organization's policies and practices ensure fair treatment for all employees.          | 49                | 20                | 58     | 53     | *           | 18             | 34                | 89   | 56    | 59    | 43    | 44    | 51        | 31                | 75                 | 55                     | 32                | *                                | 87    | 57                        | *   | 57    | 31                | 41        | 65        | 63                     | 38        | 43             | 33                          | 85                | 61                  | 40                      | 65    | 83             | 49           | 26                  | 71                | *               | 75        | 61                             | 45                         | 36                  | 53    | 50                         | 44                          | 52                           | 65   | 54   | 46                               | 25                    | 41     | 36       | 46                 | 20                    | 49               | 49         | 32       | 79   | 37    |
| 41 I am proud to be a part of this organization.   | 78                | 3                 | 77     | 83     | *           | 72             | 65                | 97   | 83    | 83    | 76    | 76    | 85        | 65                | 87                 | 82                     | 71                | *                                | 100   | 92                        | *   | 82    | 67                | 73        | 88        | 90                     | 72        | 77             | 83                          | 100               | 80                  | 88                      | 83    | 83             | 78           | 53                  | 100               | *               | 100       | 84                             | 78                         | 100                 | 79    | 78                         | 75                          | 78                           | 93   | 82   | 78                               | 54                    | 72     | 65       | 77                 | 55                    | 77               | 81         | 49       | 97   | 64    |
| 42 Senior leadership provides a clear direction for this organization's future.                | 37                | 27                | 40     | 41     | *           | 45             | 23                | 83   | 39    | 40    | 34    | 33    | 51        | 21                | 87                 | 41                     | 22                | *                                | 100   | 55                        | *   | 42    | 22                | 26        | 56        | 54                     | 24        | 31             | 66                          | 57                | 35                  | 28                      | 57    | 66             | 39           | 20                  | 57                | *               | 37        | 45                             | 28                         | 36                  | 39    | 40                         | 32                          | 44                           | 62   | 36   | 28                               | 15                    | 29     | 30       | 34                 | 20                    | 35               | 36         | 11       | 68   | 31    |
| 43 Our senior leadership has the capabilities necessary for us to be successful.               | 44                | 20                | 47     | 49     | *           | 27             | 27                | 89   | 46    | 43    | 43    | 41    | 66        | 27                | 87                 | 48                     | 30                | *                                | 100   | 62                        | *   | 48    | 30                | 35        | 60        | 63                     | 29        | 39             | 66                          | 42                | 45                  | 48                      | 63    | 50             | 45           | 20                  | 85                | *               | 62        | 53                             | 36                         | 54                  | 45    | 43                         | 41                          | 51                           | 62   | 49   | 35                               | 29                    | 34     | 35       | 39                 | 35                    | 43               | 45         | 20       | 73   | 28    |
| 44 Senior leadership communicates openly about important matters.                              | 29                | 39                | 34     | 33     | *           | 27             | 14                | 84   | 34    | 30    | 22    | 28    | 37        | 12                | 75                 | 32                     | 15                | *                                | 87    | 50                        | *   | 33    | 14                | 17        | 51        | 50                     | 13        | 27             | 50                          | 42                | 19                  | 20                      | 50    | 50             | 32           | 20                  | 71                | *               | 25        | 35                             | 16                         | 27                  | 31    | 30                         | 29                          | 35                           | 50   | 31   | 17                               | 15                    | 21     | 23       | 26                 | 17                    | 27               | 20         | 10       | 62   | 20    |
| 45 Senior leadership shows a genuine interest in the well-being of employees.                  | 28                | 37                | 36     | 32     | *           | 27             | 12                | 89   | 32    | 30    | 21    | 23    | 40        | 12                | 62                 | 33                     | 14                | *                                | 62    | 52                        | *   | 34    | 12                | 17        | 50        | 50                     | 15        | 23             | 33                          | 57                | 21                  | 12                      | 52    | 50             | 30           | 26                  | 71                | *               | 37        | 27                             | 20                         | 27                  | 38    | 24                         | 28                          | 32                           | 56   | 31   | 21                               | 13                    | 19     | 19       | 25                 | 17                    | 27               | 25         | 8        | 58   | 24    |
| 46 Our organization's policies give me the flexibility to manage my personal life.             | 66                | 7                 | 75     | 68     | *           | 63             | 53                | 83   | 81    | 69    | 65    | 61    | 73        | 50                | 87                 | 70                     | 56                | *                                | 87    | 85                        | *   | 71    | 52                | 62        | 76        | 72                     | 56        | 66             | 50                          | 85                | 63                  | 60                      | 78    | 83             | 64           | 46                  | 85                | *               | 75        | 67                             | 72                         | 100                 | 70    | 63                         | 63                          | 66                           | 81   | 67   | 66                               | 45                    | 59     | 50       | 63                 | 57                    | 64               | 61         | 38       | 79   | 65    |
| 47 Our recognition and rewards programs are meaningful to me.                                  | 29                | 38                | 36     | 30     | *           | 18             | 21                | 53   | 36    | 24    | 27    | 34    | 41        | 17                | 57                 | 32                     | 19                | *                                | 62    | 47                        | *   | 32    | 18                | 25        | 36        | 28                     | 21        | 28             | 50                          | 40                | 31                  | 32                      | 39    | 25             | 28           | 26                  | 42                | *               | 62        | 34                             | 26                         | 45                  | 35    | 36                         | 25                          | 27                           | 41   | 33   | 26                               | 15                    | 19     | 21       | 25                 | 17                    | 24               | 29         | 8        | 57   | 23    |
| 48 Our organization's benefits meet my needs.  | 52                | 19                | 62     | 53     | *           | 40             | 41                | 78   | 48    | 55    | 56    | 52    | 73        | 41                | 57                 | 54                     | 47                | *                                | 75    | 64                        | *   | 55    | 43                | 54        | 50        | 68                     | 56        | 42             | 66                          | 71                | 63                  | 52                      | 59    | 33             | 50           | 33                  | 100               | *               | 62        | 60                             | 51                         | 72                  | 71    | 48                         | 47                          | 53                           | 62   | 61   | 52                               | 37                    | 38     | 17       | 42                 | 45                    | 54               | 61         | 42       | 70   | 53    |
| 49 Senior leadership keeps their promises.   | 32                | 25                | 39     | 36     | *           | 20             | 16                | 86   | 41    | 34    | 26    | 27    | 41        | 13                | 75                 | 37                     | 16                | *                                | 87    | 54                        | *   | 38    | 14                | 22        | 52        | 35                     | 22        | 28             | 60                          | 57                | 28                  | 23                      | 53    | 50             | 34           | 28                  | 57                | *               | 57        | 34                             | 25                         | 33                  | 34    | 34                         | 30                          | 41                           | 51   | 35   | 21                               | 14                    | 22     | 18       | 29                 | 21                    | 32               | 26         | 16       | 71   | 21    |
| 50 I trust senior leadership enough to follow them, even when I disagree with their decisions. | 38                | 27                | 41     | 42     | *           | 27             | 27                | 91   | 38    | 37    | 33    | 36    | 59        | 25                | 87                 | 40                     | 27                | *                                | 75    | 62                        | *   | 42    | 23                | 30        | 53        | 57                     | 24        | 34             | 50                          | 71                | 41                  | 36                      | 53    | 66             | 39           | 26                  | 71                | *               | 75        | 42                             | 28                         | 36                  | 45    | 38                         | 38                          | 41                           | 62   | 44   | 23                               | 21                    | 25     | 24       | 32                 | 26                    | 35               | 42         | 17       | 72   | 22    |
| 51 Senior leadership regularly models our organization's values.                               | 39                | 23                | 41     | 46     | *           | 30             | 24                | 91   | 42    | 41    | 42    | 34    | 52        | 20                | 87                 | 44                     | 27                | *                                | 100   | 64                        | *   | 45    | 21                | 30        | 57        | 66                     | 26        | 37             | 50                          | 57                | 36                  | 37                      | 57    | 50             | 42           | 20                  | 85                | *               | 75        | 44                             | 35                         | 55                  | 36    | 40                         | 36                          | 50                           | 59   | 40   | 31                               | 22                    | 32     | 26       | 36                 | 24                    | 39               | 37         | 10       | 69   | 26    |
| 52 I believe what I am told by senior leadership.  | 36                | 25                | 39     | 41     | *           | 30             | 22                | 95   | 44    | 37    | 30    | 24    | 48        | 19                | 87                 | 40                     | 22                | *                                | 87    | 58                        | *   | 41    | 21                | 26        | 56        | 59                     | 20        | 31             | 50                          | 71                | 41                  | 32                      | 55    | 66             | 38           | 13                  | 100               | *               | 62        | 40                             | 27                         | 36                  | 38    | 33                         | 38                          | 40                           | 62   | 39   | 24                               | 18                    | 30     | 26       | 33                 | 20                    | 29               | 30         | 12       | 68   | 23    |
| 53 In this organization, we discuss and debate issues respectfully to get better results.      | 25                | 43                | 33     | 28     | *           | 27             | 13                | 78   | 35    | 22    | 19    | 25    | 26        | 11                | 75                 | 29                     | 10                | *                                | 75    | 45                        | *   | 29    | 12                | 13        | 49        | 27                     | 6         | 26             | 33                          | 28                | 17                  | 12                      | 49    | 33             | 27           | 20                  | 33                | *               | 50        | 31                             | 19                         | 27                  | 28    | 18                         | 26                          | 31                           | 28   | 30   | 23                               | 10                    | 21     | 21       | 24                 | 8                     | 28               | 20         | 6        | 54   | 19    |
| 54 I would recommend our products/services to my family and friends.                           | 92                | 1                 | 91     | 95     | *           | 90             | 87                | 100  | 99    | 94    | 92    | 86    | 96        | 87                | 100                | 94                     | 89                | *                                | 100   | 100                       | *   | 94    | 86                | 91        | 96        | 100                    | 93        | 92             | 100                         | 100               | 92                  | 87                      | 93    | 100            | 94           | 73                  | 100               | *               | 100       | 93                             | 92                         | 100                 | 88    | 96                         | 91                          | 96                           | 96   | 88   | 91                               | 77                    | 90     | 85       | 93                 | 88                    | 94               | 93         | 88       | 97   | 92    |
| 55 In this organization, people are supportive of different personalities and backgrounds.     | 76                | 5                 | 80     | 78     | *           | 45             | 68                | 100  | 86    | 76    | 68    | 70    | 85        | 65                | 100                | 77                     | 66                | *                                | 100   | 75                        | *   | 79    | 67                | 71        | 85        | 77                     | 66        | 78             | 66                          | 57                | 85                  | 68                      | 82    | 83             | 74           | 53                  | 71                | *               | 75        | 79                             | 83                         | 90                  | 76    | 68                         | 72                          | 81                           | 81   | 77   | 79                               | 54                    | 73     | 61       | 73                 | 44                    | 72               | 73         | 64       | 85   | 76    |
| 56 We learn from our mistakes in this organization.  | 37                | 29                | 43     | 41     | *           | 36             | 23                | 91   | 45    | 39    | 28    | 34    | 50        | 20                | 100                | 42                     | 21                | *                                | 100   | 62                        | *   | 41    | 22                | 23        | 63        | 59                     | 16        | 36             | 33                          | 28                | 31                  | 28                      | 63    | 16             | 41           | 26                  | 28                | *               | 37        | 32                             | 32                         | 45                  | 43    | 37                         | 36                          | 44                           | 43   | 37   | 30                               | 15                    | 33     | 33       | 37                 | 23                    | 38               | 29         | 15       | 63   | 27    |
| 57 In this organization, how well you do your job is more important than who you know.         | 38                | 29                | 43     | 41     | *           | 36             | 24                | 79   | 50    | 34    | 33    | 37    | 55        | 22                | 87                 | 41                     | 23                | *                                | 75    | 52                        | *   | 44    | 22                | 29        | 55        | 54                     | 24        | 36             | 50                          | 71                | 45                  | 20                      | 56    | 66             | 40           | 26                  | 42                | *               | 75        | 44                             | 35                         | 30                  | 43    | 43                         | 35                          | 42                           | 65   | 39   | 33                               | 17                    | 32     | 26       | 33                 | 29                    | 37               | 36         | 21       | 70   | 29    |
| 58 We celebrate our successes in this organization.  | 66                | 9                 | 68     | 69     | *           | 80             | 52                | 93   | 73    | 73    | 63    | 55    | 61        | 51                | 87                 | 69                     | 57                | *                                | 87    | 86                        | *   | 67    | 57                | 58        | 79        | 72                     | 56        | 66             | 66                          | 42                | 63                  | 56                      | 79    | 50             | 67           | 40                  | 71                | *               | 75        | 72                             | 67                         | 54                  | 67    | 71                         | 62                          | 67                           | 62   | 67   | 66                               | 42                    | 56     | 49       | 62                 | 50                    | 67               | 65         | 44       | 82   | 60    |
| 59 I would recommend working here to my family and friends.                                    | 59                | 10                | 62     | 64     | *           | 54             | 42                | 87   | 64    | 63    | 57    | 63    | 74        | 39                | 75                 | 63                     | 45                | *                                | 100   | 75                        | *   | 64    | 43                | 50        | 76        | 72                     | 45        | 62             | 50                          | 71                | 54                  | 64                      | 71    | 66             | 60           | 26                  | 85                | *               | 62        | 64                             | 61                         | 63                  | 62    | 60                         | 59                          | 61                           | 68   | 61   | 58                               | 22                    | 48     | 42       | 55                 | 26                    | 63               | 60         | 33       | 86   | 45    |
| 60 I feel a strong sense of loyalty to this organization.                                      | 66                | 9                 | 66     | 72     | *           | 63             | 54                | 91   | 71    | 70    | 68    | 63    | 76        | 51                | 87                 | 70                     | 57                | *                                | 100   | 87                        | *   | 70    | 55                | 62        | 76        | 72                     | 59        | 67             | 83                          | 85                | 70                  | 72                      | 72    | 50             | 67           | 40                  | 85                | *               | 75        | 67                             | 72                         | 81                  | 72    | 71                         | 63                          | 69                           | 68   | 67   | 67                               | 33                    | 59     | 51       | 62                 | 41                    | 68               | 70         | 42       | 93   | 50    |
| 61 This organization actively contributes to the community.                                    | 91                | 0                 | 94     | 92     | *           | 90             | 88                | 95   | 96    | 95    | 87    | 88    | 92        | 88                | 100                | 92                     | 90                | *                                | 100   | 87                        | *   | 93    | 89                | 90        | 95        | 95                     | 88        | 91             | 100                         | 85                | 96                  | 88                      | 94    | 100            | 92           | 86                  | 85                | *               | 100       | 91                             | 91                         | 100                 | 91    | 95                         | 88                          | 93                           | 96   | 90   | 92                               | 84                    | 89     | 84       | 91                 | 79                    | 92               | 87         | 82       | 95   | 89    |
| 62 The work of this organization is important and makes a difference.                          | 94                | 0                 | 94     | 95     | *           | 100            | 91                | 97   | 96    | 95    | 95    | 91    | 96        | 91                | 100                | 96                     | 92                | *                                | 100   | 95                        | *   | 96    | 91                | 93        | 97        | 100                    | 93        | 95             | 100                         | 100               | 92                  | 94                      | 100   | 95             | 86           | 100                 | *                 | 100             | 96        | 9                              |                            |                     |       |                            |                             |                              |  |  |                                  |                       |        |          |                    |                       |                  |            |          |  |       |