Statewide Workforce Opinion Survey 2008

Survey Scales

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State Workforce Opinion Survey Scales

Statistical analyses indicated relationships among the items in the survey. Based on these relationships, the strongly related items were combined to form 31 scales. Appendix B shows the scales, the average of the scales, the items that make up the scales, the individual averages of those items, and the level of relationship of the items in the scale. The internal relationship among items in a scale is measured from .00 to 1.00 with a higher number indicating a stronger relationship. As shown in Table 4, the following scales have the highest and lowest rating averages of the 31 scales. This table represents the top and bottom 5 of the averages of the scales.

Table 4 – Top and Bottom 5 Scale Averages*

Scales	Avg Rating
Top 5 Scale Averages	
Public service	5.41
Adherence to civil norms	5.36
Nature of work	5.00
Intentions to stay employed with state government	4.77
Equal opportunity/diversity	4.75
Bottom 5 Scale Averages	
Freedom from job stress	2.28#
Satisfaction with medical benefit	3.05
Linkage between performance and pay	3.24
Use of effective pay practices	3.41
Employment decision fairness	3.51

*6.00-5.17 = Strongly Agree with the statement, 5.16-4.34 = Agree, 4.33-3.50 = Slightly Agree, 3.49-2.67 = Slightly Disagree, 2.66-1.84 = Disagree, 1.83-1.00 = Strongly Disagree

This statement was presented negatively, while all others were non-negative. Therefore, the average represents what the average would be if the statement were positive or neutral.

The five (5) highest rated scales contain many of the highest rated statements. (Please see Appendix B for the statements contained in the scales.) Employees have favorable views about: their public service, civil norms, the nature of their work, their intentions to stay employee with the state, and diversity.

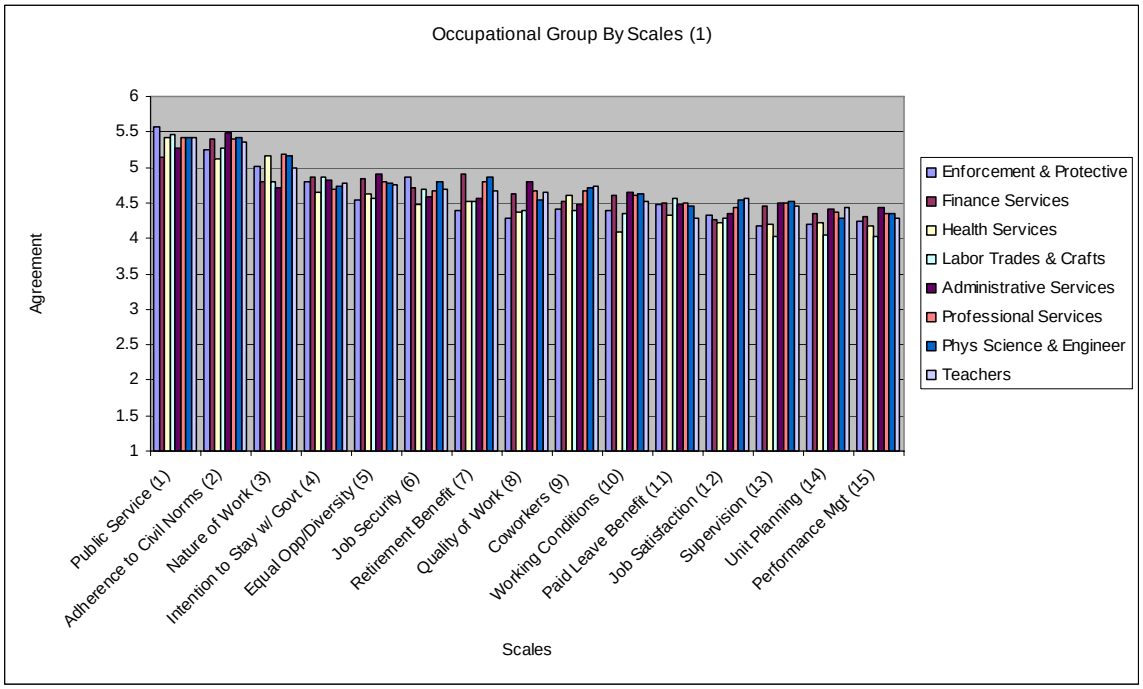
The five (5) lowest rated scales contain many of the lowest rated statements. (Please see Appendix B for the statements contained in the scales.) Employees have non-favorable views about: job stress, medical benefits, pay practices, and employment decision fairness.

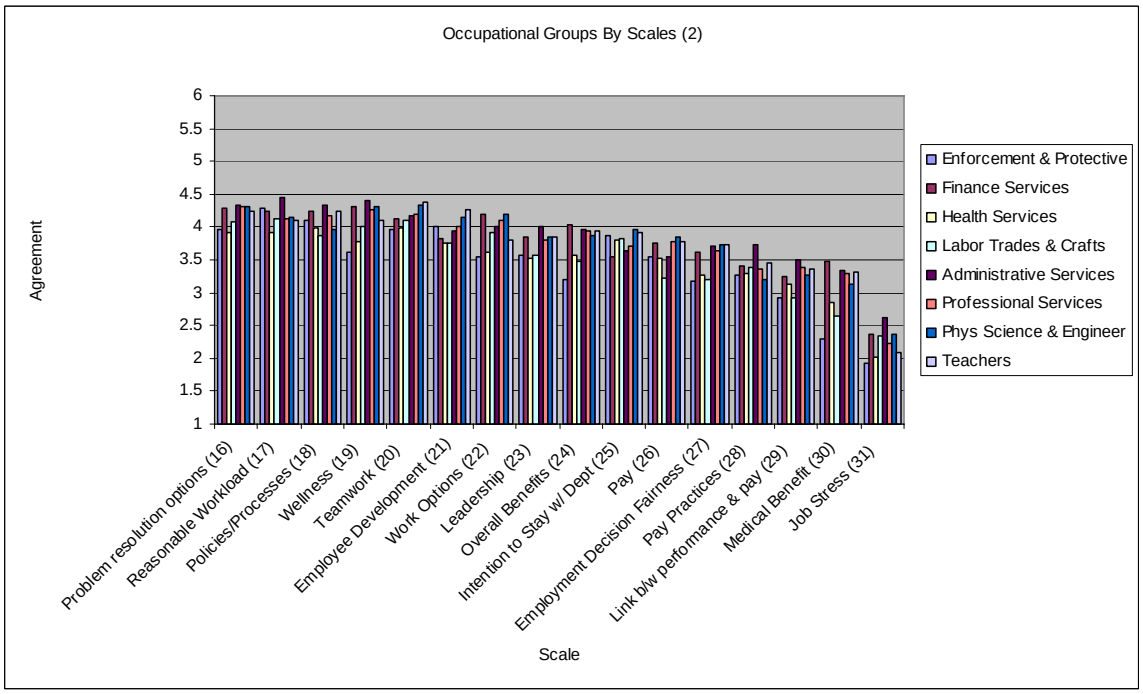
<u>Predicting Intentions to Stay Employed with the State</u>

Analysis of the individual contributions of the 31 scales to predicting intentions to stay employed with the state show that the top five scales contributing the most to intentions to stay employed are (descending order of contribution): Job Satisfaction, Retirement Benefit, Supervision, Paid Leave Benefit, and Problem Resolution Options.

Additionally, in the following graphs all scales are combined with the different levels of each of demographic items.

Graph 1 – Occupational Group By Scales

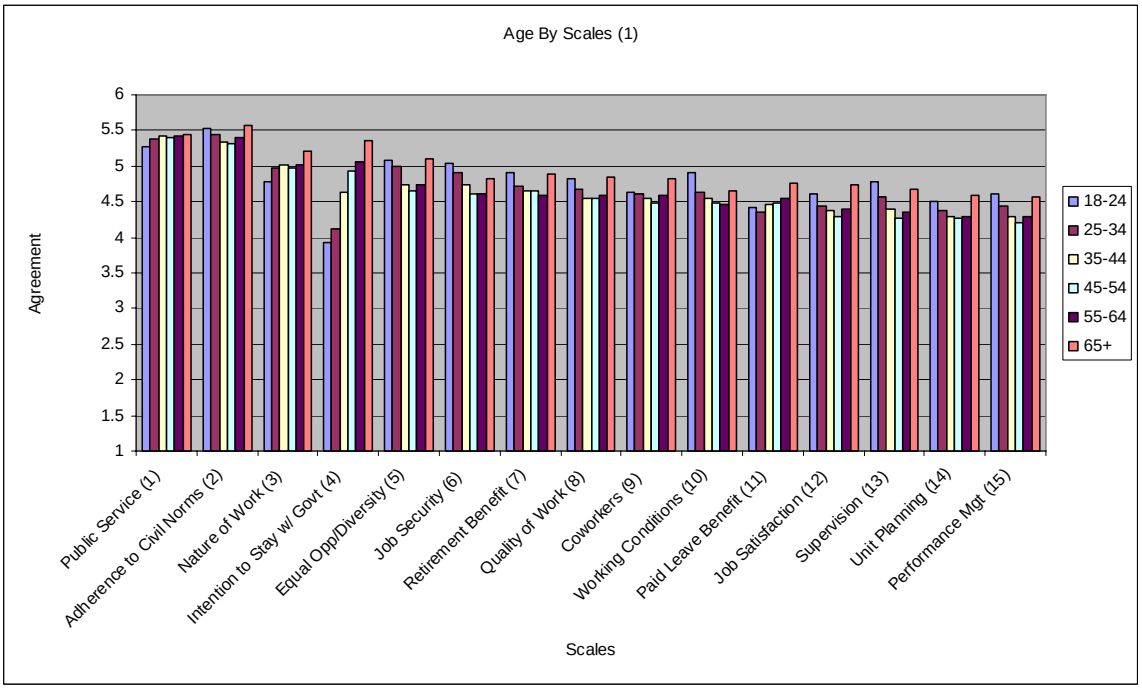


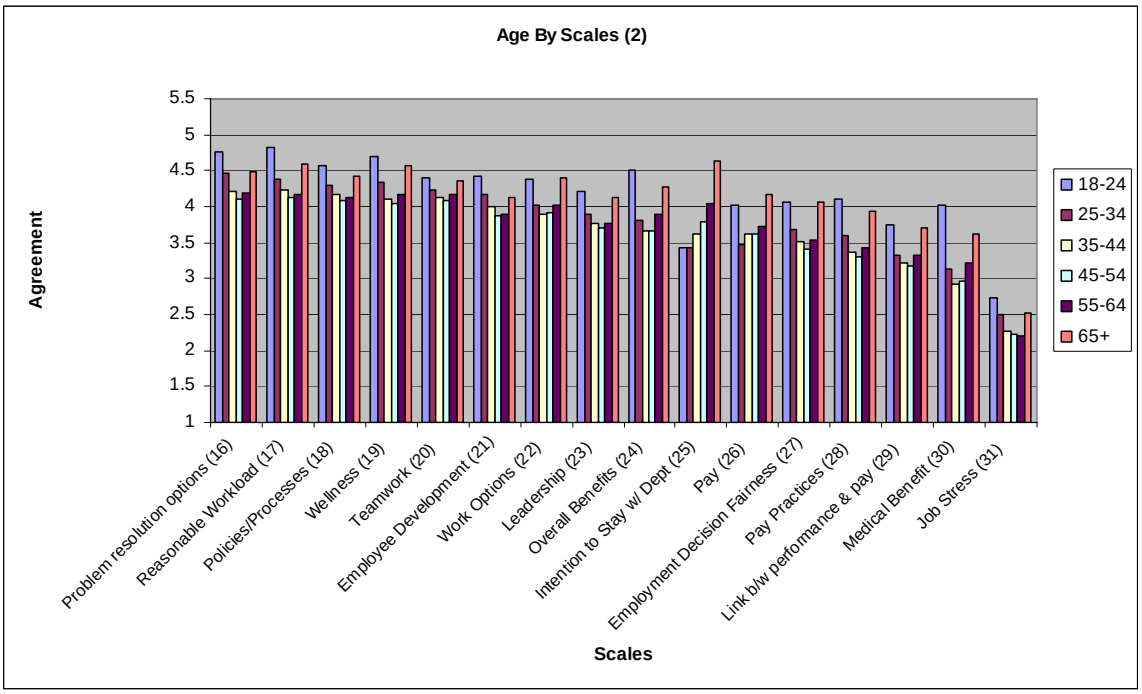


Graph 1 Comments

The two scales with the highest averages for all occupational groups are Public service and Adherence to civil norms. Most scale averages are above the midpoint (3.50) of the scale for all groups. The scale with the lowest average for all occupational groups is Job stress. The following is a list of the groups and the number of scale averages below the scale midpoint: Enforcement and Protective – 6, Financial Services – 4, Health Services – 5, Labor Trades and Crafts – 7, Administrative Services and Related – 2, Professional Services – 4, Physical Sciences and Engineering – 4, Teachers – 4. (At the time of the release of the survey, Teachers was one of the occupational groups. Teachers is no longer an occupational group.)

Graph 3 – Age By Scales

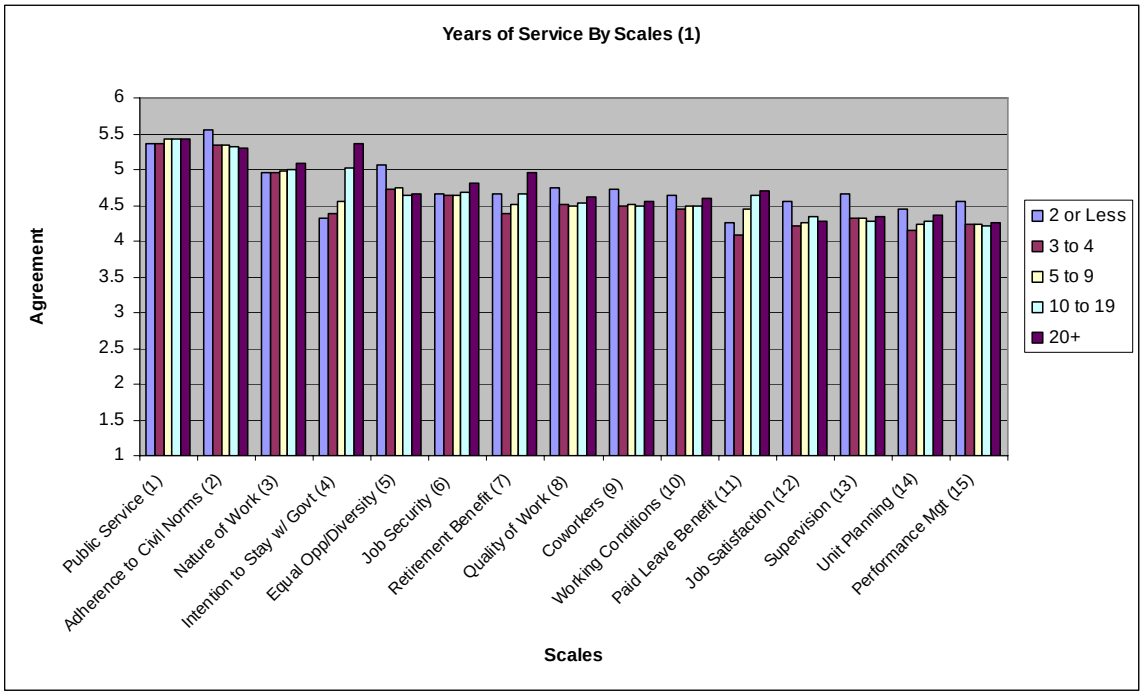


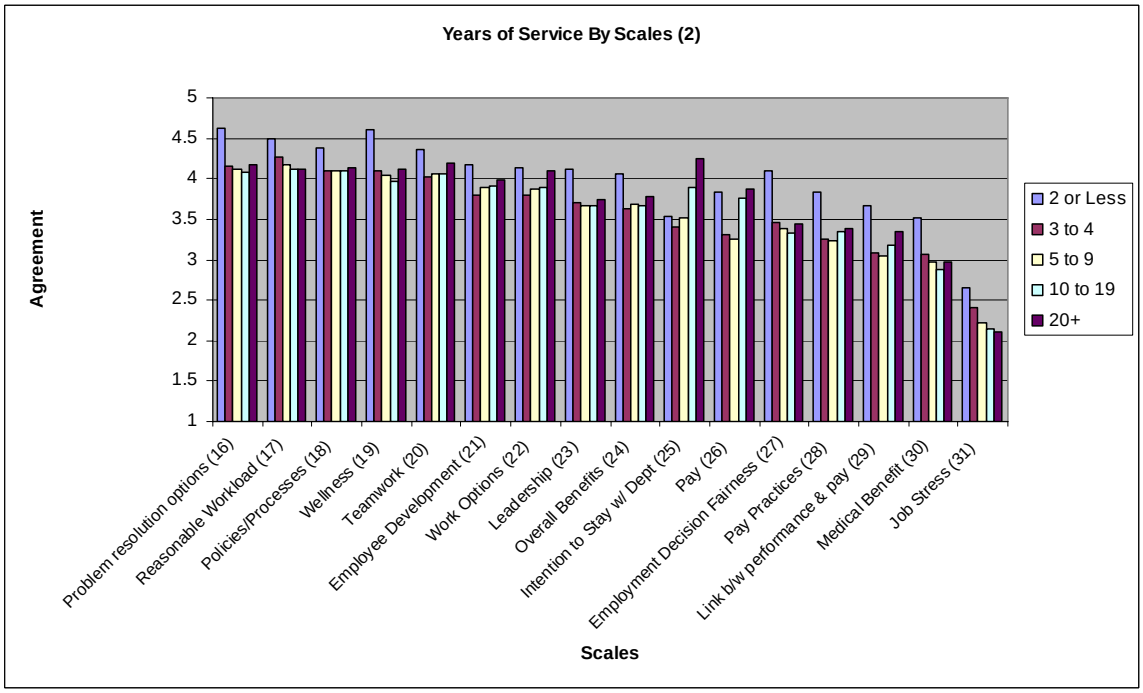


Graph 3 Comments

The two scales with the highest averages for all age ranges are Public service and Adherence to civil norms. Most scale averages are above the midpoint (3.50) of the scale for all groups. The scale with the lowest average for all ranges is Job stress. The following is a list of the age ranges and the number of scale averages below the scale midpoint: 18-24years – 1, 25-34 years – 5, 35-44 years - 4, 45-54 years – 5, 55-64 years – 4, 65+ – 1. There is an increase in the number of scales below the midpoint after the first age range (for the middle four ranges) and the number decreases for the final age range. Notably, as the age level in the organization increases, the transformed average of the Job stress scale decreases until employees reach the age of 65. This indicates that employees are reporting more stress as their age increases until they reach 65. (Survey respondents at 65+ years comprised less than two percent of the total number of respondents.)

Graph 4 – Years of Service By Scales

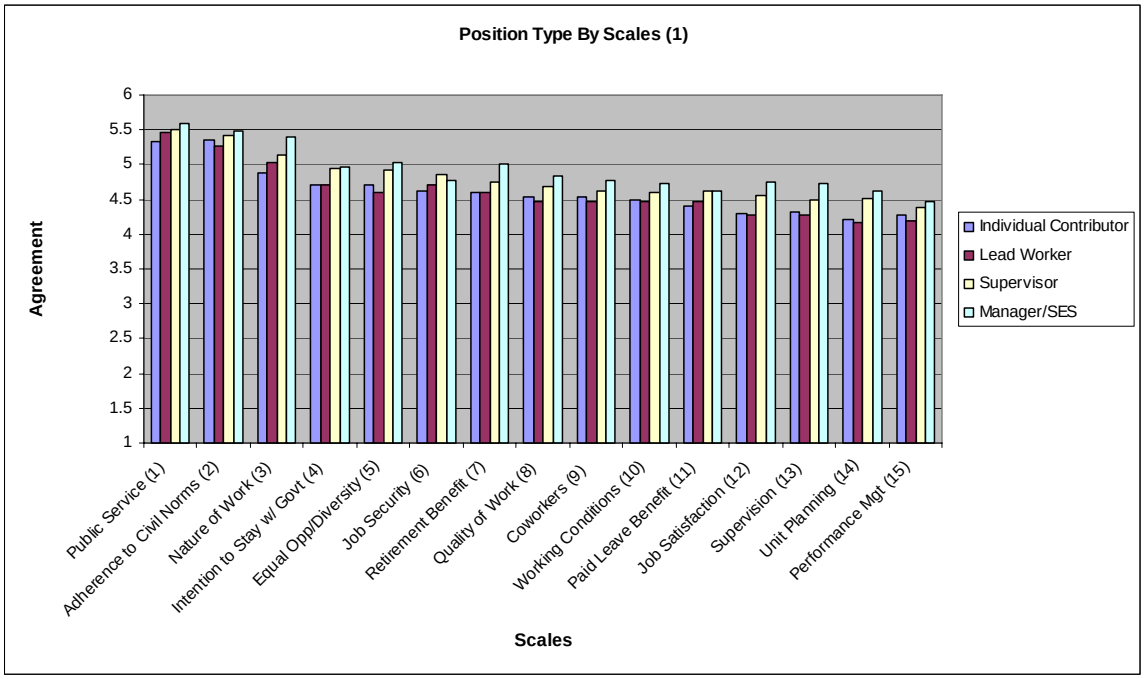


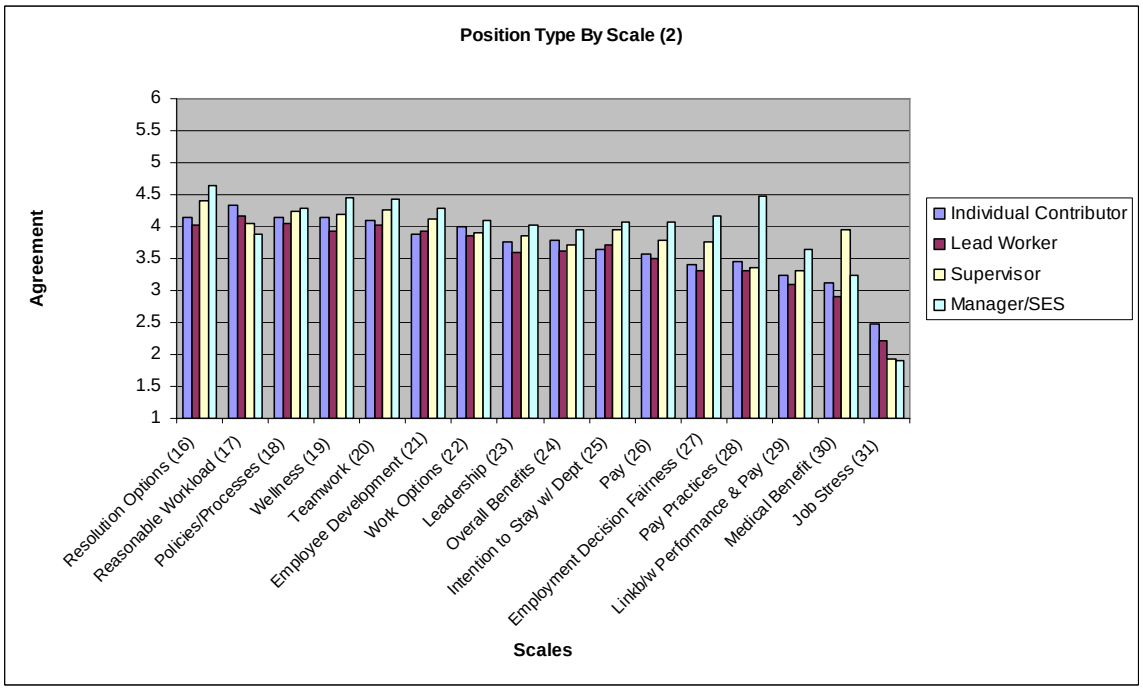


Graph 4 Comments

The two scales with the highest averages for all years of service ranges, except 20+ years, are Public service and Adherence to civil norms. The highest two averages for 20+ years are: Public service and Intentions to stay employed with state government. Most scale averages are above the midpoint (3.50) of the scale for all ranges. The scale with the lowest average for all ranges is Job stress. The following is a list of the ranges and the number of scale averages below the scale midpoint: 2 or less years – 1, 3-4 years – 7, 5-9 years – 6, 10-19 years – 5, 20+ years – 5. Notably, as the years of service in the organization increases, the transformed average of the Job stress scale decreases, indicating that employees are reporting more stress as they spend more years with the State.

Graph 5 – Position Type By Scales

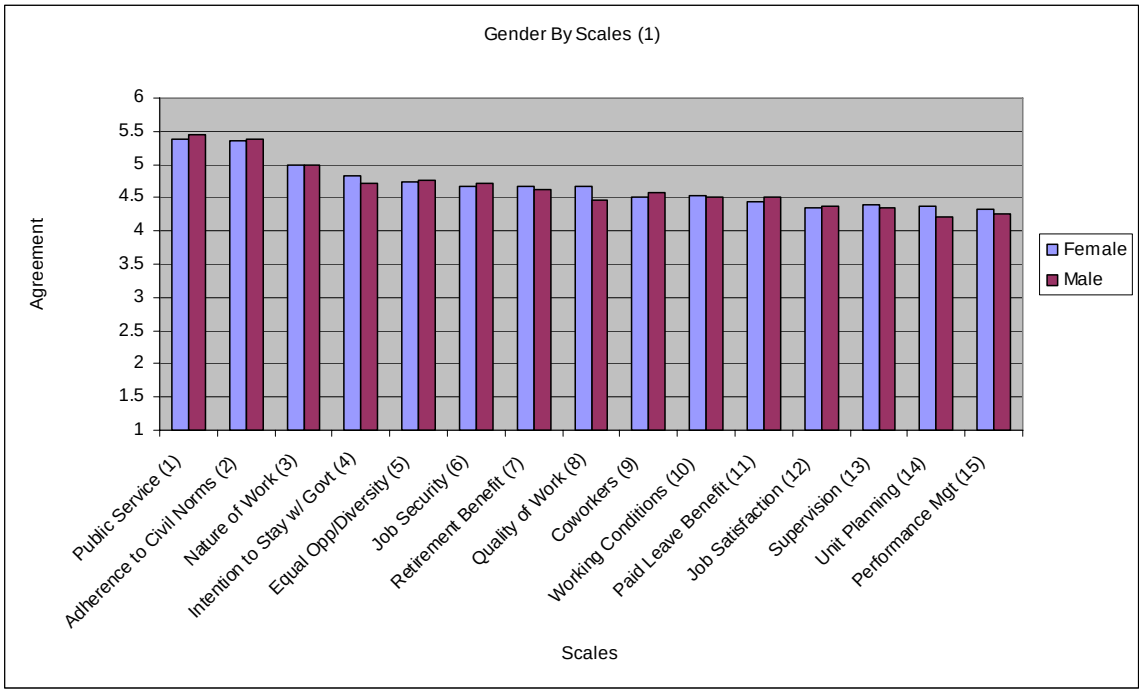


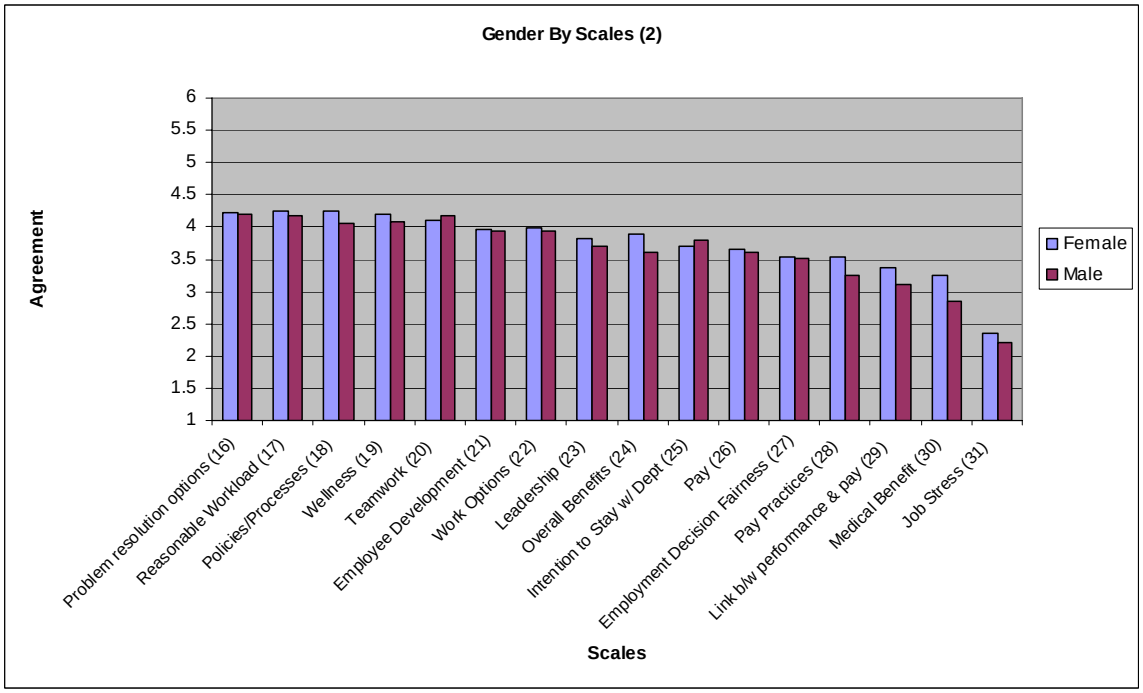


Graph 5 Comments

The two scales with the highest averages for positions are Public service and Adherence to civil norms. Most scale averages are above the midpoint (3.50) of the scale for all positions. The scale with the lowest average for all positions is Job stress. The following is a list of the positions and the number of scale averages below the scale midpoint: Individual Contributor – 5, Lead Worker – 5, Supervisor – 3, Manager/SES – 2. The number of scales below the midpoint decreases as the level in the organization increases. Notably, as the level in the organization increases, the transformed average of the Job stress scale decreases, indicating that employees are reporting more stress as they attain higher position level.

Graph 6 – Gender By Scales





Graph 6 Comments

The two scales with the highest averages for both genders are Public service and Adherence to civil norms. Most scale averages are above the midpoint (3.50) of the scale for all positions. The scale with the lowest average for both genders is Job stress. The following is a listing of the two genders and the number of scale averages below the scale midpoint: Female – 3, Male – 2. The female averages were higher in 65% of the scales.

Appendix B shows the scales, the average of the scales, the items that make up the scales, the individual averages of those items, and the level of relationship of the items in the scale. The internal relationship among items in a scale is measured from .00 to 1.00 with a higher number indicating a stronger relationship.

Appendix B				
Survey Scales and Associated Statements				
Scale (Rank)	**Scale Average**	**Statements**	**Statement Average**	**Internal Relationship***
Public service (1)	5.41	64. I provide a valuable service to the public.	5.41	N/A
Adherence to civil norms (2)	5.36	1. Workplace violence is not tolerated. 2. Sexual harassment is not tolerated. 3. My work area is free from substance abuse.	5.43 5.30 5.36	.54
Nature of work (3)	5.00	56. The work I do is interesting.	5.00	N/A
Intentions to stay employed with state government (4)	4.77	71. I intend to work for Colorado state government until I retire.	4.77	N/A
Equal opportunity/diversity (5)	4.75	7. Differences in gender, race, and other background are respected.	4.75	N/A
Job security (6)	4.69	65. My employment with my department is secure.	4.69	N/A
Retirement benefit (7)	4.65	27. I am satisfied with the retirement plan provided.	4.65	N/A
Quality of work (8)	4.58	59. Quality of work is expected as much as speed of outcomes. 60. Exceeding customer expectations is encouraged. 61. Employees are encouraged to make suggestions on work improvements.	4.64 4.79 4.31	.55
Coworkers (9)	4.55	50. My coworkers are competent in performing their jobs. 51. I trust my coworkers. 52. Overall, I am satisfied with my coworkers.	4.60 4.45 4.61	.81
Working conditions (10)	4.53	35. The physical conditions of my work area are adequate for the type of work I do.	4.53	N/A
Paid leave benefit (11)	4.48	30. I am satisfied with the paid leave I receive.	4.48	N/A
Job Satisfaction (12)	4.37	66. I would recommend my department to individuals looking for a good job. 70. I am satisfied with my job.	4.36 4.38	.69
Supervision (13)	4.37	4. My supervisor treats all employees fairly. 43. My supervisor values my input into decisions. 44. My supervisor provides me the right amount of guidance. 45. I trust my supervisor.	4.48 4.30 4.25 4.34	.81

		46. My supervisor sets a good example. 47. My supervisor is a good listener. 48. My supervisor is willing to help me with my problems. 49. Overall, I am satisfied with the quality of supervision I receive.	4.31 4.38 4.51 4.38	
Unit planning process (14)	4.30	13. My work unit measures its performance on specific performance measures. 14. My unit's work is well planned.	4.34 4.25	.61
Performance management (15)	4.29	15. My supervisor tells me the expectations for my job. 16. My supervisor knows my work well enough to rate accurately my performance. 17. I receive timely feedback on my performance. 18. The performance feedback I get is useful to me. 20. Employees are held accountable for their actions.	4.55 4.36 4.32 4.31 3.93	62
Problem resolution options (16)	4.21	8. I have acceptable options to take when I feel that I have been treated wrongly on the job. 9. My rights as an employee are protected.	4.11 4.31	.77
Reasonable workload (17)	4.21	36. I have enough time to compete assignments. 37. My workload is doable given the resources I am provided.	4.24 4.18	.79
Policies/processes (18)	4.15	57. My department's policies, procedures, and rules affecting my job are reasonable. 58. My department's internal processes help my productivity.	4.51 3.78	.65
Wellness (19)	4.14	10. The well-being of employees is valued. 11. My department supports a healthy balance between work life and personal life.	4.08 4.20	.72
Teamwork (20)	4.14	53. Employees have a spirit of teamwork. 54. Employees work together well to solve problems. 55. Teams are used effectively to get work done.	4.10 4.24 4.07	.81
Employee development (21)	3.96	32. I am satisfied with my opportunities for professional development. 33. I receive adequate training to perform my job. 34. I am satisfied with my personal development opportunities.	3.80 4.12 3.95	.70
Work options (22)	3.94	62. I am satisfied with the flexible work schedule option provided. 63. I am satisfied with the flexible	4.09	.81

		work place option provided.	3.78	
Leadership (23)	3.77	38. My department's leaders manage change well. 39. My department's leaders have a clear vision of the future. 40. Work decisions are made at the correct level. 41. Work decisions are made in a timely manner. 42. I am informed in a timely manner of decisions affecting me.	3.86 3.81 3.80 3.71 3.66	.75
Overall benefits (24)	3.75	29. The various employee benefits provided meet my individual needs. 31. Overall, I am satisfied with the employee benefits provided.	3.61 3.89	.78
Intentions to stay employed with department (25)	3.75	67. Job opportunities outside my department do not interest me. 68. I intend to stay with my department even if offered the same job elsewhere. 69. I intend to work for my department until I retire.	3.37 3.86 4.02	.66
Pay (26)	3.63	23. I am satisfied with the pay I receive for the work I do. 24. I am paid fairly compared to other employees in this department.	3.60 3.66	.74
Employment decision fairness (27)	3.51	5. Promotions are handled fairly. 6. Favoritism does not enter into employment decisions (e.g., hiring, promoting).	3.61 3.41	.83
Pay practices (28)	3.41	25. Pay practices encourage productivity. 26. Pay practices encourage employee morale.	3.40 3.41	.88
Linkage between performance and pay (29)	3.24	19. Achievements are rewarded. 21. Employee pay raises are tied to employee performance. 22. Excellent work is rewarded better than average work.	3.48 3.06 3.19	.67
Medical benefit (30)	3.05	28. I am satisfied with the medical plan options provided.	3.05	N/A
Job stress (31)	2.28	12. My job is stressful.	4.72 (2.28)	N/A

* The higher the number, the stronger the relationship; N/A indicates a one-item scale