

Results Report

Employee Engagement Survey

February
2014

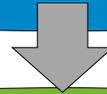
Report for: Overall State of Colorado (001)



Three Steps to Create Local Action from Survey Results

1. Learn

Understand report well enough to get most important lessons. Goal is not to understand everything completely, but to identify focus in Step 2. See the interpretation tips at the end of this report.



2. Focus-Discuss-Refocus

FOCUS: Identify 1-2 local “priority” issues to improve - decide with your management team or involve your work group, perhaps to select from a set you have pre-identified. These, along with any organization-wide priorities, form the focus of your action planning.

DISCUSS: Present results to work group. Give overall picture, but focus on likely priorities.

REFOCUS: Based on discussion, confirm priorities with group. Further discuss why priority results are the way they are to get to root causes before brainstorming solutions (which may happen with sub-groups at a later meeting). Coordinate with your manager and HR.



3. Act

Assign sub-group to continue brainstorming and to convert discussion into action items. Document the action plans and share with your manager and HR. Implement and reinforce/track progress.

Guidelines for Reading and Interpreting Results

What are the Numbers?

Items and Dimensions: Results are provided for all survey items (i.e., statements), which are grouped into Dimensions in various places in the report. No results are provided where fewer than 6 people responded to an item.

Percent Favorable (or “% Fav”): Percent of respondents who responded favorably or strongly favorably to any given topic (e.g., agreed or strongly agreed to an item) - the percent of employees who feel good about a topic.

Internal Best: Average Percent Favorable across the most engaged groups across the organization (i.e., top 20% on Engagement Dimension). This is a high, yet achievable internal standard. By definition, Internal Best scores will be above most other results.

Gap vs. Overall: Differences in Percent Favorable between the report group and the organization overall (i.e., above or below the company average).

The Bars:

Item or Dimension:



The green indicates the Percent Favorable—shown here as 50%. The dark green reflects Strongly Favorable responses (e.g., Strongly Agree) and the light green reflects Favorable (e.g., Agree).

The yellow indicates the Percent Neutral (e.g., Neither Agree nor Disagree)—shown here as 20%.

The red indicates the Percent Unfavorable—shown here as 30%. The dark red reflects Strongly Unfavorable responses (e.g., Strongly Disagree) and the light red reflects Unfavorable (e.g., Disagree).

Guidelines for Reading and Interpreting Results

What to look for in the Numbers?

The Goal: The primary goal of reading this report is to identify the few priority areas most important strengths to maintain/enhance or opportunities to improve.

What to look for:

- **Importance.** Pay most attention to the topic areas most important to work group success in the coming year. Change management? Innovation? Energized or engaged employees? These are not necessarily the lowest scores.
- **Percent Favorable of 75% or higher (or 50% or lower).** Percent favorable scores of 75% or higher can be called **Strengths**. Percent favorable scores of 50% or less can be called **Opportunities**.
- **Percent Unfavorable of 20% or more.** Item-level unfavorable scores of 20-29% are “Yellow Flags.” Unfavorable scores of 30% or more are “Red Flags.”
- **Differences vs. other standards.** Draw lessons from the 5 biggest gaps vs. the Organization Overall or other groups in the report. How big of a gap (or difference) is meaningful? Use the following guidelines to focus on the most important differences vs. other groups. For groups with:
 - **100 or more respondents.....** differences of **5% points or more are meaningful**
 - **50-99 respondents.....** differences of **10% points or more are meaningful**
 - **Fewer than 50 respondents.....** differences of **15% points or more are meaningful**

NOTES:

- Much of the work to highlight these differences has been done already, with positive differences marked in **GREEN** and negative differences in **RED**. Some sections include “up” or “down” pointing triangles to outline those numbers.



Results Snapshot

Overall State of Colorado

Total Responses: 16,061

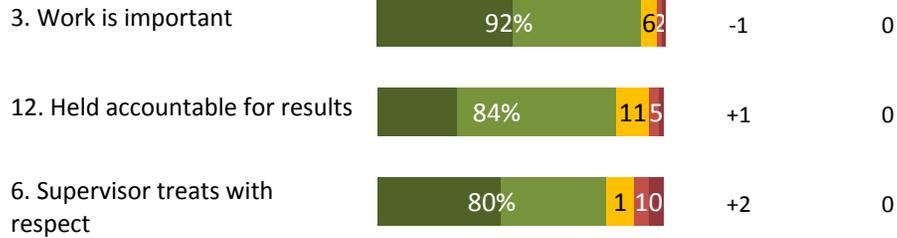
% Favorable

% Neutral

% Unfavorable

Most Favorable

Gap vs. 2011 Gap vs. Overall



Most Above Overall

Gap vs. 2011 Gap vs. Overall

-- No items -- -

Most Unfavorable

Gap vs. 2011 Gap vs. Overall



Most Below Overall

Gap vs. 2011 Gap vs. Overall

-- No items -- -

Work on what is most important, not simply on what is high or low.



Dimension Summary

Overall State of Colorado

Total Responses: 16,061

% Favorable

% Neutral

% Unfavorable

				Gap vs. 2011	Internal Best %	Gap vs. Overall
Immediate Supervisor	73%	13%	14%	+3	87	0
Performance Management	69%	15%	16%	+3	84	0
Values	69%	14%	16%	+1	88	0
Public Service	68%	16%	15%	+1	83	0
Teamwork	66%	18%	16%	+1	80	0
Engagement	65%	20%	15%	+1	86	0
Work Process	63%	19%	18%	+2	77	0
Customer Focus	59%	27%	14%	-1	76	0
Growth & Development	55%	20%	25%	+2	70	0
Resources	54%	21%	25%	+3	69	0
Involvement	53%	22%	25%	+1	78	0
Lean	51%	27%	22%	-	56	0
Innovation	50%	21%	29%	+2	71	0
Leadership	38%	29%	33%	-1	62	0



Item Detail

Overall State of Colorado

Total Responses: 16,061

% Favorable

% Neutral

% Unfavorable

Customer Focus

	# Responses				Gap vs. 2011	Internal Best %	Gap vs. Overall
Overall State of Colorado	14,850	59%	27%	14%	-1	76	0
32. In my department/campus, we make it easy for citizens to use the services we offer (e.g., customer-friendly policies, procedures).							
Overall State of Colorado	15,139	64%	24%	11%	-3	78	0
33. We use customer feedback to make improvements to our processes.							
Overall State of Colorado	14,867	56%	27%	17%	-1	76	0
34. We use customer feedback to make changes to how we meet their needs.							
Overall State of Colorado	14,872	57%	27%	16%	-1	75	0
35. Customer problems get corrected quickly.							
Overall State of Colorado	15,168	62%	24%	14%	-1	78	0
36. Over the past year, our efforts to improve our customers' experience have been working.							
Overall State of Colorado	14,203	55%	32%	13%	0	75	0



Item Detail

Overall State of Colorado

Total Responses: 16,061

% Favorable

% Neutral

% Unfavorable

Engagement

	# Responses				Gap vs. 2011	Internal Best %	Gap vs. Overall				
Overall State of Colorado	15,741		65%		20%		15%	+1	86	0	
1. My work gives me a feeling of personal accomplishment.											
Overall State of Colorado	16,009		78%		12%		10%	-1	94	0	
44. I am proud to say that I am an employee of the State of Colorado/IHED.											
Overall State of Colorado	15,947		72%		19%		9%	+4	91	0	
45. I am seriously considering leaving the State of Colorado/IHED within the next 12 months. (favorable = disagree)											
Overall State of Colorado	15,177		55%		21%		23%	-3	76	0	
46. I would recommend the State of Colorado/IHED as a good place to work.											
Overall State of Colorado	15,829		56%		26%		18%		+6	81	0



Item Detail

Overall State of Colorado

Total Responses: 16,061



Growth & Development

	# Responses		Gap vs. 2011	Internal Best %	Gap vs. Overall
Overall State of Colorado	15,826		+2	70	0
21. New employees get the training they need to do their jobs well.					
Overall State of Colorado	15,609		+2	66	0
29. I have sufficient training to do my job well.					
Overall State of Colorado	16,001		0	86	0
30. I am satisfied with my opportunities for career growth and advancement.					
Overall State of Colorado	15,867			58	0



Item Detail

Overall State of Colorado

Total Responses: 16,061

% Favorable

% Neutral

% Unfavorable

Immediate Supervisor

Responses

Gap vs.
2011

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

15,983



+3

87

0

5. My immediate supervisor gives me meaningful and timely feedback on my performance.

Overall State of Colorado

15,981



+4

81

0

6. My immediate supervisor treats me with respect.

Overall State of Colorado

16,003



+2

93

0

9. I have trust and confidence in my immediate supervisor.

Overall State of Colorado

15,965



+2

86

0



Item Detail

Overall State of Colorado

Total Responses: 16,061

% Favorable

% Neutral

% Unfavorable

Innovation

	# Responses				Gap vs. 2011	Internal Best %	Gap vs. Overall	
Overall State of Colorado	15,904		50%	21%	29%	+2	71	0
24. I feel encouraged to come up with new and better ways of doing things.								
Overall State of Colorado	15,985		61%	18%	21%	+1	83	0
25. Where I work, employees are encouraged to participate in making decisions that affect their work.								
Overall State of Colorado	15,924		56%	18%	26%	+1	79	0
26. In my work group, we have the capacity (people, time, resources) to act on promising new/innovative ideas.								
Overall State of Colorado	15,803		34%	26%	41%	+4	51	0



Item Detail

Overall State of Colorado

Total Responses: 16,061

% Favorable

% Neutral

% Unfavorable

Involvement

	# Responses				Gap vs. 2011	Internal Best %	Gap vs. Overall	
Overall State of Colorado	15,786		53%	22%	25%	+1	78	0
23. I have the authority I need to do my job effectively.								
Overall State of Colorado	15,961		64%	17%	19%	+1	84	0
27. In my work group, decisions are made at the appropriate level.								
Overall State of Colorado	15,827		53%	21%	26%	+1	79	0
28. When employees have good ideas, management makes use of them.								
Overall State of Colorado	15,570		42%	27%	30%	0	70	0



Item Detail

Overall State of Colorado

Total Responses: 16,061

% Favorable

% Neutral

% Unfavorable

Leadership

Responses

Gap vs.
2011

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

14,789



-1

62

0

41. State of Colorado/IHED leaders give employees a clear picture of the direction the organization is headed.

Overall State of Colorado

14,051



-2

51

0

42. I have trust and confidence in my department/higher education institution leaders.

Overall State of Colorado

15,527



0

73

0



Item Detail

Overall State of Colorado

Total Responses: 16,061

% Favorable

% Neutral

% Unfavorable

Lean

	# Responses				Gap vs. 2011	Internal Best %	Gap vs. Overall				
Overall State of Colorado	12,258		51%		27%		22%	-	56	0	
38. I am familiar with the State of Colorado's Lean (Process Improvement) Initiative.											
Overall State of Colorado	14,233		58%		17%		25%	-	60	0	
39. My department/work unit is current working on a Lean (Process Improvement) Project.											
Overall State of Colorado	11,195		45%		30%		25%	-	51	0	
40. My department/higher education institution leaders visibly support Lean and process improvement initiatives.											
Overall State of Colorado	11,345		49%		34%		17%	-	58	0	



Item Detail

Overall State of Colorado

Total Responses: 16,061

% Favorable

% Neutral

% Unfavorable

Performance Management

Responses

Gap vs.
2011

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

15,870



+3

84

0

4. My immediate supervisor makes it clear what is expected of me.

Overall State of Colorado

15,993



+2

88

0

10. My immediate supervisor addresses performance problems in my work group.

Overall State of Colorado

15,548



+3

77

0

11. I am satisfied with the recognition I get for the work I do.

Overall State of Colorado

15,985



77

0

12. I am held accountable for achieving results.

Overall State of Colorado

15,953



+1

93

0



Item Detail

Overall State of Colorado

Total Responses: 16,061

% Favorable

% Neutral

% Unfavorable

Public Service

Responses

Gap vs. 2011

Internal Best %

Gap vs. Overall

Overall State of Colorado

15,751



+1

83

0

2. The work we do in my department is respected and valued by the public.

Overall State of Colorado

15,701



+2

81

0

3. The work I do is important.

Overall State of Colorado

16,016



-1

98

0

37. In my work group, we are recognized for meeting our responsibilities to the State and its citizens.

Overall State of Colorado

15,535



+4

69

0



Item Detail

Overall State of Colorado

Total Responses: 16,061

% Favorable

% Neutral

% Unfavorable

Resources

	# Responses				Gap vs. 2011	Internal Best %	Gap vs. Overall	
Overall State of Colorado	15,579		54%	21%	25%	+3	69	0
16. I have the resources and equipment I need to do my job well.								
Overall State of Colorado	16,004		58%	17%	25%	+2	72	0
17. Compared to one year ago, in my work group, we get work done more efficiently, with less waste of money or other resources.								
Overall State of Colorado	14,746		42%	31%	27%	+2	61	0
18. The amount of work I am expected to do is reasonable.								
Overall State of Colorado	15,987		62%	16%	22%	+4	75	0



Item Detail

Overall State of Colorado

Total Responses: 16,061

% Favorable

% Neutral

% Unfavorable

Teamwork

Responses

Gap vs.
2011

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

15,908



+1

80

0

19. The people I work with cooperate to get the job done.

Overall State of Colorado

16,013



+2

90

0

20. The employees in my group have the right skills for their roles.

Overall State of Colorado

15,925



+1

88

0

22. Other work groups give us the support we need to succeed.

Overall State of Colorado

15,787



+1

62

0



Item Detail

Overall State of Colorado

Total Responses: 16,061

% Favorable

% Neutral

% Unfavorable

Values

	# Responses				Gap vs. 2011	Internal Best %	Gap vs. Overall
Overall State of Colorado	15,720	69%	14%	16%	+1	88	0
7. I am comfortable raising ethical concerns to my immediate supervisor.							
Overall State of Colorado	15,858	74%	11%	15%	+2	90	0
8. My supervisor supports my need to balance work and other life issues.							
Overall State of Colorado	15,938	78%	11%	11%	+2	92	0
43. I am confident my department/higher education institution leaders will respond to unethical behavior.							
Overall State of Colorado	15,364	56%	21%	23%	-1	81	0



Item Detail

Overall State of Colorado

Total Responses: 16,061

% Favorable

% Neutral

% Unfavorable

Work Process

	# Responses				Gap vs. 2011	Internal Best %	Gap vs. Overall	
Overall State of Colorado	15,928		63%	19%	18%	+2	77	0
13. In my work group, we have effective processes that enable me to get my job done well.								
Overall State of Colorado	15,970		60%	20%	20%	+2	77	0
14. In my work group, we have the processes and systems to provide consistent customer or public service.								
Overall State of Colorado	15,909		66%	18%	16%	+2	80	0
15. In my work group, rules and regulations are useful guides for doing the right thing more than they are a barrier to efficiency.								
Overall State of Colorado	15,904		64%	19%	17%	+4	75	0



Efficiency Index

Overall State of Colorado

Total Responses: 16,061

% Favorable

% Neutral

% Unfavorable

Responses

Gap vs.
2011

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

15,737



+2

78

0

Across the state we are focused on improving Efficiency (use of resources), Effectiveness (impact of our work), and Elegance (graceful service interactions). This index highlights employee views on Efficiency.

Efficiency Index Item	Dimension	% Fav	Gap vs. 2011	Internal Best %	Gap vs. Overall
15. In my work group, rules and regulations are useful guides for doing the right thing more than they are a barrier to efficiency.	Work Process	64	+4	75	0
17. Compared to one year ago, in my work group, we get work done more efficiently, with less waste of money or other resources.	Resources	42	+2	61	0
23. I have the authority I need to do my job effectively.	Involvement	64	+1	84	0
24. I feel encouraged to come up with new and better ways of doing things.	Innovation	61	+1	83	0
27. In my work group, decisions are made at the appropriate level.	Involvement	53	+1	79	0
29. I have sufficient training to do my job well.	Growth & Development	74	0	86	0



Effectiveness Index

Overall State of Colorado

Total Responses: 16,061

% Favorable

% Neutral

% Unfavorable

Responses

Gap vs.
2011

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

15,968



+2

86

0

Across the state we are focused on improving Efficiency (use of resources), Effectiveness (impact of our work), and Elegance (graceful service interactions). This index highlights employee views on Effectiveness.

Effectiveness Index Item	Dimension	% Fav	Gap vs. 2011	Internal Best %	Gap vs. Overall
4. My immediate supervisor makes it clear what is expected of me.	Performance Management	75	+2	88	0
12. I am held accountable for achieving results.	Performance Management	84	+1	93	0
13. In my work group, we have effective processes that enable me to get my job done well.	Work Process	60	+2	77	0
14. In my work group, we have the processes and systems to provide consistent customer or public service.	Work Process	66	+2	80	0
19. The people I work with cooperate to get the job done.	Teamwork	76	+2	90	0

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Elegance Index

Overall State of Colorado

Total Responses: 16,061

% Favorable

% Neutral

% Unfavorable

Responses

Gap vs.
2011

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

15,102

58%

25%

17%

0

76

0

Across the state we are focused on improving Efficiency (use of resources), Effectiveness (impact of our work), and Elegance (graceful service interactions). This index highlights employee views on Elegance.

Elegance Index Item	Dimension	% Fav	Gap vs. 2011	Internal Best %	Gap vs. Overall
2. The work we do in my department is respected and valued by the public.	Public Service	62	+2	81	0
32. In my department/campus, we make it easy for citizens to use the services we offer (e.g., customer-friendly policies, procedures).	Customer Focus	64	-3	78	0
33. We use customer feedback to make improvements to our processes.	Customer Focus	56	-1	76	0
35. Customer problems get corrected quickly.	Customer Focus	62	-1	78	0
36. Over the past year, our efforts to improve our customers' experience have been working.	Customer Focus	55	0	75	0
37. In my work group, we are recognized for meeting our responsibilities to the State and its citizens.	Public Service	51	+4	69	0



Top 10 Items

Overall State of Colorado

Total Responses: 16,061

% Favorable

% Neutral

% Unfavorable

	# Responses		Gap vs. 2011	Gap vs. Overall	Dimension
3. Work is important	16,016	92% 	-1	0	Public Service
12. Held accountable for results	15,953	84% 	+1	0	Performance Management
6. Supervisor treats with respect	16,003	80% 	+2	0	Immediate Supervisor
8. Supervisor supports work/life balance	15,938	78% 	+2	0	Values
1. Work gives feeling of personal accomplishment	16,009	78% 	-1	0	Engagement
19. Cooperation to get job done	16,013	76% 	+2	0	Teamwork
4. Supervisor makes expectations clear	15,993	75% 	+2	0	Performance Management
7. Comfortable escalating concerns to supervisor	15,858	74% 	+2	0	Values
29. Training to do job well	16,001	74% 	0	0	Growth & Development
20. Employees have right skills	15,925	73% 	+1	0	Teamwork



Bottom 10 Items

Overall State of Colorado

Total Responses: 16,061

% Favorable

% Neutral

% Unfavorable

	# Responses				Gap vs. 2011	Gap vs. Overall	Dimension
26. Capacity to act on innovative ideas	15,803	34%	26%	41%	+4	0	Innovation
30. Sat w/oppty for career growth, advancement	15,867	40%	22%	38%	+5	0	Growth & Development
41. Leaders give clear picture of direction	14,051	33%	32%	34%	-2	0	Leadership
42. Confidence in leaders	15,527	43%	26%	31%	0	0	Leadership
28. Mgmt uses employee ideas	15,570	42%	27%	30%	0	0	Involvement
17. Get work done more efficiently than a year ago	14,746	42%	31%	27%	+2	0	Resources
11. Sat w/recognition for the work	15,985	53%	20%	27%	+5	0	Performance Management
27. Decisions made at appropriate level	15,827	53%	21%	26%	+1	0	Involvement
25. Employees encouraged to participate in decisions	15,924	56%	18%	26%	+1	0	Innovation
21. New employees get needed training	15,609	52%	22%	26%	+2	0	Growth & Development



Direct Reports Breakdown

Overall State of Colorado

Total Responses: 16,061

	% Favorable			
	Overall State of Colorado	Executive Branch	Higher Education Institut...	Legislative and Judicial
# Responses	16,061	14,471	533	1,044
Customer Focus	59	59	65	52
32. Easy for citizens to use srvs we offer	64	64	73	59
33. Use cust feedback to improve processes	56	57	63	47
34. Use cust feedback to better meet needs	57	57	63	48
35. Cust probs corrected quickly	62	62	69	57
36. Efforts working to improve cust experience	55	55	59	47
Engagement	65	65	68	63
1. Work gives feeling of personal accomplishment	78	78	83	70
44. Proud to say employee of State	72	72	70	71
45. Seriously considering leaving in next 12 mo (favorable = disagree)	55	55	61	55

Note: Color coding indicates scores meaningfully above or below the first column.



Direct Reports Breakdown

Overall State of Colorado

Total Responses: 16,061

	% Favorable			
	Overall State of Colorado	Executive Branch	Higher Education Institut...	Legislative and Judicial
# Responses	16,061	14,471	533	1,044
Engagement	65	65	68	63
46. Recommend State as good place to work	56	56	58	54
Growth & Development	55	55	55	55
21. New employees get needed training	52	52	52	50
29. Training to do job well	74	74	75	74
30. Sat w/oppty for career growth, advancement	40	40	39	42
Immediate Supervisor	73	73	72	70
5. Supvsr gives meaningful, timely feedback	68	68	67	65
6. Supervisor treats with respect	80	80	79	77
9. Trust, confidence in supervisor	70	70	70	68

Note: Color coding indicates scores meaningfully above or below the first column.



Direct Reports Breakdown

Overall State of Colorado

Total Responses: 16,061

	% Favorable			
	Overall State of Colorado	Executive Branch	Higher Education Institut...	Legislative and Judicial
# Responses	16,061	14,471	533	1,044
Innovation	50	50	53	43
24. Encouraged to come up w/new ways of doing things	61	61	66	52
25. Employees encouraged to participate in decisions	56	56	58	47
26. Capacity to act on innovative ideas	34	34	36	29
Involvement	53	54	57	47
23. Authority needed to do job effectively	64	64	69	61
27. Decisions made at appropriate level	53	54	55	47
28. Mgmt uses employee ideas	42	43	47	34
Leadership	38	39	43	35
41. Leaders give clear picture of direction	33	34	33	32

Note: Color coding indicates scores meaningfully above or below the first column.



Direct Reports Breakdown

Overall State of Colorado

Total Responses: 16,061

	% Favorable			
	Overall State of Colorado	Executive Branch	Higher Education Institut...	Legislative and Judicial
# Responses	16,061	14,471	533	1,044
Leadership	38	39	43	35
42. Confidence in leaders	43	43	52	38
Lean	51	52	27	42
38. Familiar with Lean Initiative	58	60	24	51
39. Currently working on Lean Project	45	46	24	38
40. Leaders support Lean	49	50	33	37
Performance Management	69	69	69	67
4. Supervisor makes expectations clear	75	75	75	75
10. Supervisor addresses perf probs	64	64	62	63
11. Sat w/recognition for the work	53	53	53	48

Note: Color coding indicates scores meaningfully above or below the first column.



Direct Reports Breakdown

Overall State of Colorado

Total Responses: 16,061

	% Favorable			
	Overall State of Colorado	Executive Branch	Higher Education Institut...	Legislative and Judicial
# Responses	16,061	14,471	533	1,044
Performance Management	69	69	69	67
12. Held accountable for results	84	84	85	81
Public Service	68	68	70	65
2. Work is respected and valued by public	62	62	67	51
3. Work is important	92	92	92	92
37. Recognized for meeting responsibilities	51	51	50	52
Resources	54	54	56	51
16. Resources and equipment to do job	58	58	61	52
17. Get work done more efficiently than a year ago	42	42	45	39
18. Amount of work is reasonable	62	62	61	61

Note: Color coding indicates scores meaningfully above or below the first column.



Direct Reports Breakdown

Overall State of Colorado

Total Responses: 16,061

	% Favorable			
	Overall State of Colorado	Executive Branch	Higher Education Institut...	Legislative and Judicial
# Responses	16,061	14,471	533	1,044
Teamwork	66	66	65	62
19. Cooperation to get job done	76	76	74	71
20. Employees have right skills	73	73	73	68
22. Other work groups give needed support	49	50	49	47
Values	69	69	73	65
7. Comfortable escalating concerns to supervisor	74	74	74	70
8. Supervisor supports work/life balance	78	78	78	74
43. Leaders respond to unethical behavior	56	56	66	51
Work Process	63	63	66	64
13. Effective processes to get job done	60	60	64	59

Note: Color coding indicates scores meaningfully above or below the first column.



Direct Reports Breakdown

Overall State of Colorado

Total Responses: 16,061

	% Favorable			
	Overall State of Colorado	Executive Branch	Higher Education Institut...	Legislative and Judicial
# Responses	16,061	14,471	533	1,044
Work Process	63	63	66	64
14. Processes, systems enable consistent service	66	66	71	67
15. Rules, regs are useful guides, not barriers	64	63	64	67
Efficiency Index	60	60	62	57
Effectiveness Index	72	72	74	71
Elegance Index	58	59	64	52

Note: Color coding indicates scores meaningfully above or below the first column.

