



Survey Results

Table 2 – Demographics: Age, Ethnic Heritage, Occupational Group		
Years of Service	# of Employees Completing the Survey	% of Employees Completing the Survey
Less than 3	2250	18.5
3-4	1332	10.9
5-9	2725	22.4
10-19	3760	30.9
20 or more	2100	17.3
Age		
18-24	178	1.5
25-34	1673	13.8
35-44	2926	24.2
45-54	4516	37.3
55-64	2592	21.4
65 or above	223	1.8
Gender		
Female	6420	53.2
Male	5650	46.8
Ethnic Heritage		
American Indian/Alaskan Native	146	1.2
Asian	181	1.5
Black/African American Not of Hispanic Origin	386	3.2
Hispanic or Latino	1412	11.8
Native Hawaiian/Pacific Islander	26	.2
Whit Not of Hispanic Origin	9213	77.3
Two or More Races	560	4.7
Position Type		
Individual Contributor	6678	54.9
Lead Worker	2330	19.2
Supervisor	2234	18.4
Manager/SES	925	7.6
Occupational Group		
Administrative Support & Related	2392	19.8
Enforcement & Protective	1928	15.9
Finance Services	885	7.3
Healthcare Services	662	5.5
Labor Trades & Crafts	1280	10.6
Professional Services	3839	31.7
Physical Science & Engineering	955	7.9
Teachers*	166	1.4

Demographics: Department/Office	# of Employees Completing the Survey	% of Employees Completing the Survey*
Adams State College	26	.2
Agriculture	135	1.1
Attorney General	131	1.1
Colorado Access Network	8	.1
Colorado School of Mines	133	1.1
Colorado State University, Ft. Collins	697	5.7
Colorado State University, other campuses	76	.6
Community Colleges	418	3.4
Corrections	1780	14.6
Economic Development & International Trade/Tourism	13	.1
Education	247	2
Emergency Management	9	.1
Energy Management & Conservation	6	.1
Ft. Lewis College	62	.5
Governor's Office	52	.4
Health Care Policy & Finance	178	1.5
Homeland Security	5	<.1
Human Services	961	7.9
Innovation & Technology	36	.3
Labor & Employment	786	6.5
Law	178	1.5
Lieutenant Governor's Office	1	<.1
Local Affairs	103	.8
Mesa State College	32	.3
Metropolitan State College	90	.7
Military Affairs	37	.3
Natural Resources	704	5.8
Personnel & Administration	306	2.5
Public Health & Environment	649	5.3
Public Safety	587	4.8
Revenue	455	3.7
Regulatory Agencies	537	4.4
Secretary of State	46	.4
State Historical Society	36	.3
Transportation	1349	11.1
Treasury	22	.2
University of Colorado, Boulder	704	5.8
University of Colorado, Denver	24	.2
University of Colorado, other campuses	92	.8
University of Northern Colorado	2	<.1
Western State College	10	.1
Other	444	3.6
Total	12,167	99.9@

* The percentage for each department/office is derived from the total number of employees completing the survey, not from the total number of employees in the state.

@ The percentage of respondents does not equal 100% because the percentage in the departments/offices with less than five respondents did not round up to 1%.

Table 3							
Statewide Survey Responses							
Statement	Scale Choices						Avg*
	SA	A	SLA	SLD	D	SD	
Social Environment							
1. Workplace violence is not tolerated.	62.5 (7223)	27.9 (3222)	4.3 (497)	2.1 (247)	2.2 (249)	1.1 (123)	5.43
2. Sexual harassment is not tolerated.	54.0 (6236)	32.7 (3782)	6.9 (794)	3.0 (341)	2.3 (267)	1.2 (133)	5.30
3. My work area is free from substance abuse.	54.4 (6265)	35.6 (4100)	5.3 (606)	2.1 (241)	1.7 (201)	.9 (101)	5.36
4. My supervisor treats all employees fairly.	32.0 (3696)	32.0 (3702)	12.9 (1485)	6.4 (743)	8.2 (946)	8.5 (981)	4.48
5. Promotions are handled fairly.	11.0 (1253)	26.7 (3039)	19.7 (2242)	11.7 (1331)	17.5 (1991)	13.5 (1543)	3.61
6. Favoritism does not enter into employment decisions (e.g., hiring, promoting).	9.6 (1101)	23.3 (2659)	17.0 (1941)	14.4 (1644)	19.8 (2260)	16.0 (1823)	3.41
7. Differences in gender, race, and other background are respected.	29.9 (3445)	43.2 (4976)	12.1 (1391)	5.4 (622)	5.7 (652)	3.7 (431)	4.75
8. I have acceptable options to take when I feel that I have been treated wrongly on the job.	14.6 (1668)	38.2 (4355)	18.1 (2063)	9.4 (1072)	11.6 (1324)	8.0 (909)	4.11
9. My rights as an employee are protected.	15.4 (1765)	42.0 (4806)	20.2 (2312)	8.1 (923)	8.7 (1001)	5.5 (635)	4.31
10. The well-being of employees is valued.	15.7 (1814)	34.4 (3966)	20.5 (2365)	9.6 (1108)	11.0 (1272)	8.7 (998)	4.08
11. My department supports a healthy balance between work life and personal life.	16.4 (1891)	37.3 (4304)	20.2 (2323)	9.1 (1047)	9.8 (1132)	7.2 (830)	4.20
12. My job is stressful.	27.3 (3167)	37.2 (4311)	23.3 (2701)	5.6 (647)	5.4 (623)	1.1 (131)	4.72& (2.28)

\$ The number in parentheses is the number of employees who responded with that scale choice.

SA = Strongly Agree, A = Agree, SLA = Slightly Agree, SLD = Slightly Disagree, D = Disagree, SD = Strongly Disagree

@ Rounding error accounts for any row percentage totals that do not equal 100%. Some employees did not respond to every statement, so the number of employees in each row may vary.

*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 in parentheses represents what the average would be if the statement were positive or neutral.

Table 3 (continued)							
Statement	Scale Choices						Avg*
	SA	A	SLA	SLD	D	SD	
Performance Management							
13. My work unit measures its performance on specific performance measures.	13.1 (1463)	46.3 (5167)	20.1 (2249)	7.2 (805)	9.0 (1006)	4.3 (479)	4.34
14. My unit's work is well planned.	11.9 (1341)	43.7 (4902)	21.1 (2371)	9.6 (1078)	8.5 (952)	5.2 (583)	4.25
15. My supervisor tells me the expectations for my job.	19.6 (2217)	46.6 (5255)	17.2 (1945)	6.4 (725)	6.4 (724)	3.7 (421)	4.55
16. My supervisor knows my work well enough to rate accurately my performance.	22.4 (2523)	38.5 (4332)	15.3 (1723)	7.7 (871)	8.4 (946)	7.7 (864)	4.36
17. I receive timely feedback on my performance.	17.8 (1994)	40.9 (4596)	17.6 (1981)	8.7 (974)	9.0 (1008)	6.0 (679)	4.32
18. The performance feedback I get is useful to me.	16.7 (1871)	40.1 (4500)	20.3 (2275)	8.5 (958)	8.7 (980)	5.6 (628)	4.31
19. Achievements are rewarded.	8.6 (966)	22.7 (2535)	23.8 (2658)	13.1 (1466)	16.7 (1861)	15.1 (1690)	3.48
20. Employees are held accountable for their actions.	10.5 (1178)	35.0 (3929)	21.0 (2361)	12.7 (1421)	12.0 (1352)	8.7 (980)	3.93
21. Employee pay raises are tied to employee performance.	5.0 (559)	19.1 (2129)	20.0 (2226)	12.5 (1398)	19.4 (2159)	24.0 (2678)	3.06
22. Excellent work is rewarded better than average work.	6.1 (677)	19.2 (2147)	22.0 (2462)	13.4 (1499)	19.3 (2159)	20.0 (2235)	3.19
Pay and Benefits							
23. I am satisfied with the pay I receive for the work I do.	6.0 (675)	30.9 (3455)	20.9 (2339)	13.4 (1502)	16.0 (1783)	12.7 (1420)	3.60
24. I am paid fairly compared to other employees in this department.	6.3 (697)	35.0 (3853)	18.1 (2000)	13.2 (1456)	13.8 (1520)	13.6 (1494)	3.66
25. Pay practices encourage productivity.	10.3 (1145)	21.1 (2336)	18.0 (1996)	15.1 (1676)	19.5 (2167)	16.0 (1772)	3.40
26. Pay practices encourage employee morale.	12.3 (1364)	20.5 (2273)	17.0 (1889)	14.1 (1559)	18.4 (2039)	17.7 (1967)	3.41
27. I am satisfied with the retirement plan provided.	18.3 (2024)	50.1 (5549)	19.0 (2110)	6.0 (666)	4.2 (463)	2.4 (266)	4.65
28. I am satisfied with the medical plan options provided.	4.0 (442)	21.4 (2361)	18.1 (1990)	13.7 (1505)	17.8 (1963)	25.0 (2754)	3.05
29. The various employee benefits provided meet my individual needs.	4.1 (456)	30.8 (3416)	24.5 (2720)	14.7 (1625)	14.7 (1629)	11.2 (1238)	3.61
30. I am satisfied with the paid leave I receive.	13.9 (1551)	52.0 (5788)	16.7 (1856)	7.3 (812)	5.8 (648)	4.3 (484)	4.48
31. Overall, I am satisfied with the employee benefits provided.	4.7 (520)	35.8 (3991)	28.4 (3158)	12.7 (1415)	11.8 (1318)	6.6 (734)	3.89

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Table 3 (continued)							
Statement	Scale Choices						Avg*
	SA	A	SLA	SLD	D	SD	
Work Resources and Demands							
32. I am satisfied with my opportunities for professional development.	6.8 (751)	34.0 (3758)	23.4 (2585)	13.0 (1441)	13.2 (1463)	9.5 (1045)	3.80
33. I receive adequate training to perform my job.	9.2 (1015)	42.3 (4685)	21.3 (2359)	11.8 (1306)	9.5 (1053)	6.0 (668)	4.12
34. I am satisfied with my personal development opportunities.	7.2 (791)	37.2 (4090)	24.3 (2672)	13.0 (1427)	11.3 (1240)	7.0 (765)	3.95
35. The physical conditions of my work area are adequate for the type of work I do.	14.8 (1647)	53.8 (5975)	14.4 (1598)	7.2 (802)	5.7 (629)	4.1 (454)	4.53
36. I have enough time to compete assignments.	8.1 (902)	48.2 (5347)	20.2 (2242)	10.9 (1208)	7.9 (876)	4.6 (508)	4.24
37. My workload is doable given the resources I am provided.	7.5 (833)	46.4 (5137)	21.6 (2390)	10.9 (1212)	8.8 (973)	4.8 (534)	4.18
Leadership and Decision Making							
38. My department's leaders manage change well.	8.9 (971)	34.8 (3811)	22.0 (2405)	12.3 (1348)	12.1 (1320)	9.9 (1086)	3.86
39. My department's leaders have a clear vision of the future.	9.0 (981)	31.4 (3422)	23.8 (2588)	13.5 (1469)	12.1 (1320)	10.2 (1112)	3.81
40. Work decisions are made at the correct level.	6.4 (694)	34.6 (3774)	23.0 (2517)	14.1 (1537)	12.7 (1383)	9.3 (1018)	3.80
41. Work decisions are made in a timely manner.	5.1 (563)	30.6 (3346)	25.9 (2832)	15.9 (1743)	13.1 (1437)	9.3 (1020)	3.71
42. I am informed in a timely manner of decisions affecting me.	5.6 (616)	30.4 (3349)	24.0 (2638)	15.4 (1694)	13.2 (1454)	11.4 (1251)	3.66
43. My supervisor values my input into decisions.	20.4 (2244)	37.3 (4108)	18.3 (2008)	7.9 (869)	7.7 (842)	8.5 (931)	4.30

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Table 3 (continued)							
Statement	Scale Choices						Avg*
	SA	A	SLA	SLD	D	SD	
Supervision, Coworkers, and Teamwork							
44. My supervisor provides me the right amount of guidance.	14.0 (1529)	42.1 (4602)	19.9 (2174)	9.3 (1018)	8.4 (918)	6.4 (697)	4.25
45. I trust my supervisor.	26.6 (2911)	33.7 (3685)	15.0 (1645)	7.1 (775)	7.0 (761)	10.6 (1155)	4.34
46. My supervisor sets a good example.	24.7 (2700)	34.2 (3736)	15.7 (1720)	8.2 (896)	7.5 (817)	9.7 (1059)	4.31
47. My supervisor is a good listener.	24.9 (2709)	35.4 (3859)	16.7 (1822)	7.5 (821)	7.1 (772)	8.4 (915)	4.38
48. My supervisor is willing to help me with my problems.	25.9 (2807)	37.5 (4075)	17.0 (1849)	7.1 (768)	6.0 (653)	6.5 (701)	4.51
49. Overall, I am satisfied with the quality of supervision I receive.	24.0 (2618)	37.4 (4082)	15.3 (1664)	7.2 (784)	7.5 (818)	8.6 (934)	4.38
50. My coworkers are competent in performing their jobs.	17.7 (1932)	49.0 (5340)	18.1 (1967)	8.0 (872)	4.6 (503)	2.6 (278)	4.60
51. I trust my coworkers.	16.6 (1807)	43.0 (4681)	22.1 (2400)	8.7 (950)	6.0 (649)	3.6 (387)	4.45
52. Overall, I am satisfied with my coworkers.	17.5 (1901)	48.9 (5309)	19.8 (2152)	6.9 (751)	4.4 (480)	2.5 (269)	4.61
53. Employees have a spirit of teamwork.	12.9 (1402)	34.8 (3786)	24.7 (2680)	11.1 (1203)	9.6 (1046)	6.9 (749)	4.10
54. Employees work together well to solve problems.	13.4 (1452)	38.1 (4141)	25.5 (2769)	10.4 (1128)	7.7 (838)	4.9 (532)	4.24
55. Teams are used effectively to get work done.	10.8 (1163)	35.6 (3829)	25.7 (2763)	12.1 (1299)	9.7 (1039)	6.2 (672)	4.07

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Table 3 (continued)							
Statement	Scale Choices\$#@						Avg*
	SA	A	SLA	SLD	D	SD	
Nature of Work							
56. The work I do is interesting.	32.5 (3542)	47.3 (5145)	13.0 (1415)	3.4 (366)	2.5 (272)	1.3 (142)	5.00
57. My department's policies, procedures, and rules affecting my job are reasonable.	11.5 (1256)	54.6 (5939)	18.2 (1979)	7.6 (827)	5.4 (585)	2.7 (296)	4.51
58. My department's internal processes help my productivity.	5.1 (547)	30.1 (3223)	28.5 (3049)	17.3 (1853)	12.0 (1281)	7.0 (750)	3.78
59. Quality of work is expected as much as speed of outcomes.	18.1 (1968)	52.1 (5649)	15.9 (1721)	6.3 (681)	4.9 (528)	2.8 (304)	4.64
60. Exceeding customer expectations is encouraged.	25.8 (2769)	47.0 (5045)	15.7 (1689)	5.3 (572)	4.0 (432)	2.1 (228)	4.79
61. Employees are encouraged to make suggestions on work improvements.	15.7 (1695)	41.1 (4445)	20.8 (2254)	8.9 (962)	8.1 (877)	5.5 (591)	4.31
62. I am satisfied with the flexible work schedule option provided.	20.0 (2041)	35.0 (3571)	14.2 (1444)	8.5 (866)	9.9 (1013)	12.4 (1267)	4.09
63. I am satisfied with the flexible work place option provided.	12.8 (1248)	31.5 (3081)	17.1 (1672)	11.7 (1147)	13.0 (1268)	13.8 (1351)	3.78
64. I provide a valuable service to the public.	51.9 (5609)	39.9 (4308)	6.5 (697)	0.7 (77)	0.7 (76)	0.3 (30)	5.41
65. My employment with my department is secure.	20.1 (2177)	49.3 (5339)	18.9 (2042)	5.2 (563)	3.9 (418)	2.6 (285)	4.69
Overall Satisfaction							
66. I would recommend my department to individuals looking for a good job.	17.0 (1836)	41.7 (4508)	20.4 (2203)	7.9 (860)	7.4 (801)	5.7 (614)	4.36
67. Job opportunities outside my department do not interest me.	8.0 (863)	21.2 (2291)	17.1 (1850)	19.5 (2106)	22.2 (2394)	12.0 (1295)	3.37
68. I intend to stay with my department even if offered the same job elsewhere.	12.3 (1321)	30.4 (3254)	19.8 (2117)	14.4 (1545)	14.3 (1538)	8.8 (943)	3.86
69. I intend to work for my department until I retire.	15.8 (1697)	30.8 (3308)	22.0 (2358)	11.2 (1200)	11.7 (1257)	8.5 (912)	4.02
70. I am satisfied with my job.	15.3 (1655)	43.3 (4690)	21.4 (2315)	8.3 (904)	7.3 (793)	4.3 (470)	4.38
71. I intend to work for Colorado state government until I retire.	33.2 (3567)	36.5 (3919)	15.8 (1698)	6.2 (671)	4.9 (524)	3.3 (358)	4.77

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Paul Woods, Ph.D., Pati Krehbiel, Katy Hill, Nicholas and Nathan Aramovich*