

Report Summary

Background

In March 2018, the South Carolina Forestry Commission contracted with Strong Performance-Based Solutions, LLC to conduct an employee engagement survey of the agency workforce. The survey was designed in mid-April and administered both electronically and by U.S. Mail from April 27-May 14, 2018 to 372 Full-Time Equivalent and Temporary employees. A total of 268 surveys were returned for a response rate of 72%, an excellent return rate. The survey statements included four demographic statements:

- Job category of the employee (Sr. Management, Management, Non-Management staff, Fire Fighters)
- Employee gender
- Work location (Regions, Headquarters, State Forests, Other)
- Length of service with the agency (0-10yrs., 11-20yrs., >20 years)

The survey also had sixty-six (66) statements using five-point Likert scale multiple choice options ranging from strongly agree to strongly disagree. These statements were arranged in the following 11 categories:

- Career Development and Training
- Motivation and Commitment
- Compensation, Rewards and Recognition
- Communication and Information Flow
- Work Environment
- Safety and Equipment
- Mission and Direction
- Your Job
- Policies and Practices
- Leadership
- Supervision

In addition, employees were asked five open-ended questions for which they could provide a narrative response.

- What are the three (3) most positive things about working for SCFC?
- What are the three (3) biggest challenges facing the SCFC?
- What are the biggest barriers to your effective job performance?
- If you were the State Forester for a day, what one change would you put into effect that would have the greatest impact on the agency?
- What other comments do you have?

The following is a high-level of analysis of the survey results.

General Themes

The overall response to the survey was generally positive. Forty-one (41) of the sixty-six (66) multiple choice statements received greater than a 50% positive response rate (combination of strongly agree and agree responses). Fourteen (14) of the sixty-six (66) statements received 33% or greater negative response rate (combination of disagree and strongly disagree responses). Seventeen (17) statements received a positive response rate of 70% or higher and only three (3) statements received a negative response rate of greater than 50%.

Positive Responses

Employees felt the most positive about the other employees in their work groups, their supervisors, their job clarity and the match of their personal skills to their work, their work-life balance, their access to information needed to perform their work successfully, the work itself, and sense that safety was a high priority for the agency. The most positive responses to survey statements were as follows (percent **positive** responses):

1. I like working with other members of my work group (94%)
2. My supervisor respects employees as individuals (88%)
3. My supervisor demonstrates honesty and integrity (87%)
4. My supervisor trusts employees to do their job (87%)
5. My supervisor helps me find solutions to problems (86%)
6. My supervisor is available when needed (85%)

7. My supervisor gives me open and honest feedback on my performance (81%)
8. My job responsibilities are defined clearly and specifically (80%)
9. My supervisor clearly communicates performance expectations (79%)
10. My supervisor treats all subordinates fairly (78%)
11. My job makes good use of my skills and abilities (77%)
12. I have trust and confidence in my supervisor (77%)
13. I am able to effectively balance my job requirements and other parts of my life (76%)
14. I understand SCFC's policies, procedures, and work rules that affect my job (75%)
15. My supervisor keeps me well-informed about the things I need to know ((73%)
16. I have access to information needed to do my job (72%)
17. This organization makes safety a top priority (70%)

Negative Responses

By far the most negative responses related to compensation and rewarding exceptional performance. Other negative responses related to career advancement, internal agency communication, decision-making, and senior management. The most negative responses to survey statements were as follows (percent **negative** responses):

1. Under the present pay system, exceptional job performance is recognized adequately (83%)
2. My pay is competitive with the pay offered by similar organizations in my community (81%)
3. The organization rewards people for doing a quality job (71%)
4. Communication is a two-way street; upper management listens as well as talks (49%)
5. I am satisfied with my chances for getting ahead in this organization in the future (48%)
6. The SCFC has a real interest in the welfare and satisfaction of those who work here. (42%)

7. Senior level management has clearly communicated the future direction of this organization (41%)
8. Decisions are made at the levels in this organization where the most adequate and accurate information is available (41%)
9. Senior level management is aware of the problems at my level of the organization (39%)
10. This organization generally tries to keep employees well-informed (38%)
11. Senior level management is open to new ideas and suggestions (38%)
12. I have trust and confidence in senior level management (36%)
13. I have confidence in the fairness of SCFC senior level management (35%)
14. Employees can believe what they hear from senior level management (34%)

Demographic Variances

Overall, female employees at the agency were 10-15% less positive in their responses to the survey statements. They had less confidence in their supervisors and felt less satisfied with internal communication and training they received. In addition, female employees were less likely to think of SCFC as a good place to work, advance and grow. They were significantly less likely to say they were treated with respect (30% positive vs. 61% for males) and could influence decisions (35% vs. 66%). They were less positive about the concept of safety and were much less likely to say that their jobs were well-defined. Lastly, they were less likely to agree that the agency provides equal opportunity, values a diverse workforce and handles harassment and discrimination well.

With regard to an employee's length of employment in the agency, the differences in responses were less significant. Employees with less than 10 years of service found the job more interesting. Employees with between 11 and 20 years of service were generally less satisfied about their job and their work, felt others were less accountable, had less confidence in the application of agency policies and overall fairness, and they were somewhat less positive in their feeling about senior level management. Employees with greater than 20 years of service were generally more positive about training, communication, safety and equipment, policies and decision-making. They also had a more positive outlook on the organization overall, indicating greater satisfaction with their jobs, and the work they do. However, they felt much less positive about whether senior level management trusted employees (18% positive vs. 49% overall).

The variances in responses by work location were quite straight forward. Employees who worked in the State Forests were dramatically less satisfied than the employees in other categories. They were more negative about career opportunities, training, communication, accountability, decision-making, policy application, equipment, and the role of senior level management. In addition, they were less satisfied about their job responsibilities, concerns for employee satisfaction and were less likely to say the agency was a good place to work. In contrast, they indicated that they had higher levels of influence in decision-making and were happier with their supervision.

Data from the regions drove the survey results. Seventy-five percent of the responses were from employees in one of the regions, so there were no significant variances from the overall data. Employees who worked in the SCFC headquarters were generally more satisfied with achieving career goals, communication, safety issues, and the role and actions of senior management. In addition, they were more positive about the agency being a good place to work, had motivated co-workers, and were prouder to be an SCFC employee. In contrast, employees in the HQ were less positive about their agency providing equal opportunity for all employees.

The most interesting differences related to the types of jobs employees held in the agency. People who identified themselves as fire fighters, were less negative about their career opportunities and more positive about training they received. They seemed surer of the agency mission and prouder of their affiliation with it. They were more likely to recommend the agency to a friend as a good place to work as well. They were slightly less negative about pay issues and more positive about communication, recognition, the application of policies and decision-making. They were significantly more likely to indicate that people were held accountable for their performance.

Non-management professionals were more negative about almost everything and did not have a significantly more positive response as a group to a single statement. They were more negative about pay, recognition, supervisory trust, fairness and communication, safety training, decision-making and equal opportunity. Further, they were less likely to indicate that the agency was a good place to work, were less proud to be an SCFC employee, and showed greater job dissatisfaction.

Employees who indicated that they were in a management position were generally more negative than the overall results, but not in every area. They were more negative related to advancement, orientation and training, recognition, supervisory communication and feedback, work-life balance, equipment and tool quality and availability, policies, and their perceptions of senior management. However, they indicated they wanted more information about the agency's goals and objectives, found their jobs more interesting and challenging and work more likely to be positive about agency communication through *Tree Country*.

Senior level management was more positive generally. They indicated higher satisfaction with career opportunities, equipment, and tool availability. They also were more positive about the agency as a good place to work, liked their jobs more, and found their colleagues more motivated than other groups. However, they were more negative about pay issues, internal agency communication, accountability of the workforce, and safety training.

Category by Category Analysis

Career Development and Training

Six statements were asked in this category. Participants responses were mixed about whether working at SCFC had allowed them to progress toward their career goals. Overall, 51% replied positively, but results varied a great deal when looking at different sub-groups. Females in the organization replied positively only 40% of the time. Employees who worked in the State Forests also had a 40% positive response rate. Employees who worked at the SCFC Headquarters replied positively 66% of the time. Not surprisingly, Senior Level Management also replied positively on 68% of the surveys.

Only 26% of those who responded indicated that they were satisfied with their chances of getting ahead in the SCFC in the future. Females and staff who work in the State Forests replied to the survey positively only 13% of the time. Interestingly, employees who identified themselves as “Management Level” replied negatively to this statement 62% of the time.

Employee responses to statements about agency training were consistent overall. Statements related to the adequacy of the orientation for new employees, whether employees got adequate training for their jobs, and whether SCFC provides sufficient training to employees all received positive responses of between 47%-49% and negative responses of between 29%-32%. Female employees were positive in their responses at a rate of only 35-38% on these statements. Employees in the State Forests and those identified as Management were also somewhat less positive.

When we asked employees if the training they had received had been sufficient for them to perform successfully, the responses were more positive than the overall average for all but employees in the State Forests and Management employees. Overall, the positive response rate to this statement was 61%. Fire Fighters and employees who had been with the agency for longer than 20 years, replied positively at a rate of 75% and 73% respectively. So, one may conclude that many employees believe that the training that they personally received was sufficient, but that the training “others” received was less so.

Motivation and Commitment

The survey also asked six statements related to employee motivation and commitment to the organization. Fewer than half of employees (46%) indicated that they were proud to be employees of the agency. Employees in the SCFC headquarters and Fire Fighters were more positive at rates of 62% and 61% respectively. Employees identifying as Management replied positively only 34% of the time. Similarly, 44% of employees were positive in their response to the statement “I would recommend that my friend seek employment with SCFC.” Fire Fighters and employees at SCFC Headquarters responded positively on 59% of the surveys. Management employees (27%) and employees in State Forests (22%) were much less positive in their responses to this statement.

Two statements received highly positive responses in this category. Employees throughout the organization were exceptionally positive (94%) in their responses to the statement “I like working with other members of my work group.” This is the highest level of positive response the author has ever witnessed regarding this statement in any organization. In addition, 60% of employees positively indicated that they looked forward to coming to work each day while just 15% of employees responded negatively to the statement. These responses indicate a fairly high level of daily employee engagement overall.

One area of concern relates to the statement that asked employees whether their co-workers were highly motivated. Only 50% responded positively and there was considerable variance among groups. Females responded positively at a 34% rate, Management level employees recorded positive responses 38% of the time. Employees at SCFC headquarters were the most positive at 60%.

Compensation, Rewards and Recognition

The responses to the statements related to compensation, rewards and recognition were extraordinarily negative. Only 7% of employees thought the current pay system rewarded exceptional performance. Similarly, 7% positively responded when asked if they believed their pay was competitive to similar organizations in their community. Just 8% positively indicated that SCFC rewards people for doing a quality job. These are among the lowest scores to any employee engagement survey statement that the author has ever conducted and indicate an extreme level of dissatisfaction with compensation in the agency. Dissatisfaction levels at this high level are likely to lead to both employee recruitment and retention problems, especially among employees with less than 10 years of service with the state.

Responses to the two statements related to employee recognition were somewhat more positive. Overall, 45% of employees responded positively to the statement “I receive recognition and praise for good work.” Fire Fighters were the most positive at 56%. Once again, employees in the State Forests and those identified as Non-Managers responded more negatively with a negative response rate of 35% compared to 20% for the SCFC overall. Management level employees were less positive than the overall rate (32%) and the most

negative (38%). Overall, 58% of employees responded positively when asked if their supervisor let upper management know about their effective performance. Fire Fighters were once again more positive (68%) while disturbingly, Females were much less positive (43%).

Communication and Information Flow

Responses in this category were decidedly mixed. On the positive side, 72% of the employees at SCFC said they had access to information needed to do their jobs. This was even higher for Fire Fighters (84%) and employees who worked in Headquarters (92%). However, only 51% of Female employees responded positively, indicating a very significant gender gap in responses. This is an issue that should be further explored by Senior Leadership to determine the cause(s) of such a disparity. Responses to the open-ended questions did little to shed light on this type of response.

Employees were generally satisfied with communications from their supervisors. Overall, 73% indicated that their supervisor keeps them informed about things they need to know. Fire Fighters replied most positively at an 86% level. Less positive responses came from Non-Management employees (62%), Female employees (61%) and Senior Level Management (54%). Also, 68% of employees were positive in response to the statement “My supervisor communicates the reasons for important decisions to my work group.” Again, Fire Fighters were the most positive (86%), while Non-Management employees (58%), Female employees (50%) were significantly less positive.

Employees were less impressed with the communication from the higher levels of the organization. Only 43% indicated that they thought the organization generally tried to keep employees well-informed while 38% of employees responded negatively to this. Headquarters employees (62%), Senior Level Management employees (59%), and Fire Fighters (54%) were more positive in response to this statement. Management Level employees (33%), State Forest employees (30%) and Female employees (24%) were much less positive. In addition, only 31% of employees overall responded positively to the statement “Communication is a two-way street, upper management listens as well as talks.” Nearly half of all employees (49%) responded negatively to this statement.

Employees want more information about the SCFC’s goals and objectives. Overall, 92% of employees responded either positively or neutrally to this statement. Management level employees had the highest positive response rate (68%) and employees with Greater than 20 Years of Service (41%) had the least positive responses.

The effectiveness of communication to employees via the newsletter *Tree Country* was mixed. Overall 58% replied positively to the statement. Management Level employees (70%) and employees with Greater than 20 Years of Service (68%) had the most positive responses.

State Forest employees (45%) had the lowest positive response rate. Interestingly, Senior Level Management had the most negative response rate (23%) compared to 10% overall.

Work Environment

We asked five statements related to the overall work environment at SCFC. These statements should be reviewed in conjunction with the statements on motivation and commitment to get a full perspective on the role the day-to-day agency climate affects engagement. Responses in this category varied significantly from statement to statement.

Employees indicated a high degree of satisfaction with the work-life balance they have been able to obtain from working at SCFC. Overall, 76% of employees responded favorably while only 13% responded negatively. State Forest employees were the highest positive respondents (83%) while Management Level employees were the lowest (63%). Employees also thought that SCFC was generally a good place to work (61% positive). However, the variation among groups was considerable. The most positive groups were Headquarters employees (78%), Fire Fighters (75%), employees with Greater than 20 Years of Service (74%), and Senior Level Management (72%). The least positive categories of employees were Non-Management employees (51%), Female employees (48%), employees with 11-20 Years of Service (47%), and State Forest employees (39%).

Most employees responded that they were treated with dignity and respect (54%), but the overall negative response rate to this statement was 26% as well. Female employees were the least positive in response to this statement (30%) and indicated the greatest negative response rate (50%). In addition, State Forest employees (39%) and Non-Management (37%) had much higher negative response rates to this statement.

Employees had a rather low opinion of the level of accountability of employees in the organization for producing quality work. Overall, only 38% indicated that they thought employees were held accountable for doing a good job, while 27% responded negatively to this statement. The response differences among employee categories was also noteworthy:

| Employee Category | % Positive Responses | % Negative Responses |
|-------------------------|----------------------|----------------------|
| Female | NA | 46% |
| 11-20 Yrs. of Service | NA | 46% |
| State Forest | 17% | 48% |
| Senior Level Management | 14% | 50% |
| Management Level | 28% | 44% |
| Non-Management | NA | 43% |
| Fire Fighters | 58% | NA |

*only differences of > 10% for the overall average indicated, otherwise indicated as NA

When asked if the SCFC had a real interest in the welfare and satisfaction of employees who worked there, only 31% responded positively and 42% responded negatively. This response pattern indicates that many employees have become cynical about the organization's ability to meet their needs and should be of great concern to senior leadership going forward as it may have an impact on the agency's ability to mobilize the workforce around changes being contemplated. Once again, the variance among groups was considerable. The least positive groups were State Forest employees (9%), Management Level employees (20%), Non-Management Level employees and employees with 11-20 Years of Service (21%). The most positive groups were Senior Level Management (45%) and Headquarters employees (43%), but even these response rates are not particularly positive overall.

Safety and Equipment

Overall, responses in this grouping of statements was somewhat positive about both safety and equipment. However, many negative observations about equipment were made in response to the open-ended questions later in the survey, an interesting disconnect. Overall, 70% of employees indicated that safety was a top priority for the agency. Headquarters employees (92%) and employees with Greater than 20 Years of Service (80%) were the most positive. Only Female employees were less certain of the agency's commitment to safety with a 57% positive response rate. In addition, 65% of employees responded positively to the statement "I have been adequately trained in safety practices and procedures." However, 16% of employees also responded negatively to that statement. Several sub-groups also expressed a less positive view of the statement. Female employees (45%), Senior Level Management

(50%), Non-Management employees and Headquarters employees (54%) had lower positive response rates.

More concern was expressed by employees regarding whether safety problems were resolved quickly once identified (60% positive). In addition, only 46% of employees overall indicated that their equipment was safe and well-maintained while 25% responded negatively to this statement. Female employees (26%), employees with 10 Years of Service or Less (36%), Management Level employees (33%), and State Forest employees (35%) had less positive responses than the overall population. Headquarters employees (62%), employees with Greater than 20 Years of Service (61%), and Senior Level Management (60%) were more positive on this statement.

The most positive overall response in this section was 68% to the statement “I have the materials, tools and equipment I need to do my work correctly. Senior Level Management (86%) and Headquarters employees (78%) had higher levels of positive responses. Interestingly, both categories also had a 0% negative response rate to the statement. Employees who were identified as Management Level had both the lowest positive response rate at 58% and the largest negative response rate at 28%.

Mission and Direction

The statements in this category had positive response rates that were variable from statement to statement. The most positive responses came to the statement “I have confidence and trust in my supervisor” at 77% overall. At the high end of positive response rates were employees who work in State Forests (91%) and Fire Fighters (88%). Non-Management employees had less positive feelings at (66%). Employees were also reasonably positive regarding the idea that the agency continually tries to improve services to the public at 59%. Employees with Greater than 20 Years of Service were the most positive at 74% and Non-Management employees were the least positive at 48%.

The responses were similarly positioned on the statement “The agency’s policies help you provide good service to the public.” Overall, 53% of responses were positive and only 13% were negative to this item. However, there was variance among different categories of employees. Fire Fighters (70%) and employees with Greater than 20 Years of Service (68%) had the most positive responses. State Forest employees had the lowest positive response rate at 39%, while Senior Level Management replied positively at a rate of 41% and negatively at a rate of 23%.

Overall, 57% of the SCFC workforce indicated that the mission of the agency was well understood. The positive responses across all categories of employees was reasonably uniform, with Fire Fighters having the highest level of agreement (67%) and Female employees having the lowest level of agreement with this statement (44%).

Two statements in this section had very low positive response rates. Both statements related to Senior Level Management. Overall, 27% of employees responded positively and 41% of the employees responded negatively to the statement “Senior Management has clearly communicated the future direction of the organization.” There was no significant variance among groups in the agency. Also, only 31% of the employees responded positively and 36% responded negatively to the statement “I have trust and confidence in Senior Management.” The least positive groups were State Forest employees (9%). The most positive responses came from Senior Level Management (41%) and Headquarter employees (43%). The most negative responses came from Management Level employees (52%).

Your Job

The survey asked ten statements that related to how people perceived their individual jobs at SCFC. Overall, employees felt that their job duties were generally well defined (80% positive). Two categories of employees were significantly less positive, Female employees (60%) and State Forest employees (65%). Also, 77% of employees overall indicated that their job made good use of their skills and abilities. Additionally, 75% of employees overall responded positively about their understanding of SCFC’s policies, procedures, and work rules that affect their jobs. There was some variance on this statement. Employees with Greater than 20 Years of Service were more positive (87%) and employees with 11-20 Years of Service and Management Level employees were less positive (65%). Employees also responded that their written position description was accurate at a 69% level with only Female employees (52%) and State Forest employees (50%) being significantly less positive toward this statement. These responses should be regarded as quite positive by SCFC when compared to responses to similar statements posed in other state agency surveys.

Four statements related to supervisory interaction on a day-to-day basis all came back positively as well. First, employees responded positively that their supervisors treated all subordinates fairly (78%). However, there was a significant variance among Female employees (52% positive), Senior Level Management (59% positive), and Non-Management employees (68% positive). On the other hand, 89% of Fire Fighters responded positively to this statement. On the second supervisor statement, 85% of employees responded positively to the statement “My supervisor is available when I need him or her.” Employees of the State Forests were even more positive at 96%. Also, 69% of employees overall indicated that they felt free to speak up and express their views at work. Once again, State Forest employees were even more positive on this statement at 86%. Lastly, 68% of all survey respondents indicated that they get adequate feedback about their job performance. Fire fighters were the most positive (84%) and Management Level employees were the least positive (56%).

Overall, 69% of SCFC employees responded positively to the statement “I find my job interesting and challenging.” Several employee groups were even more positive in response to

this statement: State Forest employees (86%); Fire Fighters (85%); Senior Level Management (82%); Employees with Greater than 20 Years of Service (81%); and Employees with 10 or Fewer Years of Service (80%). The lowest positive response rate in this category was 58% overall to the statement “I can influence decisions that affect my job.” While State Forest employees (74%), and Headquarters employees and Senior Level Management employees (68%) were considerably higher in positive responses, Female employees responded positively only 35% of the time.

Policies and Practices

When asked if the SCFC valued a diverse workforce, 61% of employees responded positively and only 10% responded negatively to the statement. Fire Fighters shared the highest percentage of positive responses (73%), while Female employees (48%) and Management Level employees (50%) were less favorable. Similarly we asked for responses to the statement “SCFC has been effective in providing equal employment opportunities for all persons .” Overall 64% responded positively and 15% negatively, but with slightly greater variation in responses among employee groups. Fire Fighters were the most positive (77%) and Senior Level Management (73%) was also more positive. However, Female employees (48% positive and 29% negative), Non-Management employees (52% positive and 25% negative), and Headquarters employees (54% positive) were less likely to strongly agree or agree with the statement.

Two statements related to the administration of policies and practices. The employees responded to the statement “SCFC deals with harassment/discrimination issues promptly and fairly” in a somewhat neutral manner. Overall, 47% responded positively, but 41% responded “neither agree nor disagree.” This may be an indicator that many employees are unfamiliar with how these issues are resolved by the agency. There were some variances in the responses to this statement. Only 36% of Female employees responded positively and 27% responded negatively. State Forest employees had a positive response rate of just 35%. Employees who have been with the agency for Ten Years or Fewer had a 64% positive response rate and Fire Fighters responded positively 58% of the time.

Also, when responding to the statement “Human Resources policies are administered fairly and consistently,” 39% responded positively and the same percentage of employees responded, “neither agree nor disagree.” The least positive groups of employees for this statement were State Forest employees (13%), Management Level employees (24% positive and 35% negative), and employees who have been employed by SCFC from 11-20 Years (26%). More positive responses came from Fire Fighters and employees with Greater than 20 Years of Service (51%) for both groups.

Leadership

Overall, this was the least positive of all the sections of the engagement survey. Not one of the six statements received greater than a 50% positive response and only one was close to that level. Responses to the statement “Senior level management trusts employees to do their jobs” received an overall 49% positive response rate and a 32% negative response rate. There was more variation on this statement among groups than any other statement on the survey. However, it appears that only Fire Fighters and employees with Greater than 20 Years of Service have a highly positive view of this issue. See below:

| Group Category | Positive Response Rate | Negative Response Rate |
|----------------------------|------------------------|------------------------|
| Fire Fighters | 69% | 15% |
| >20 Yrs. Of Service | 59% | 18% |
| 11-20 Yrs. Of Service | 38% | 46% |
| Headquarters Employees | 36% | 47% |
| Senior Level Management | 36% | 46% |
| Female Employees | 31% | 43% |
| Management Level Employees | 28% | 46% |
| State Forest Employees | 22% | 43% |

Unfortunately, responses to the other statements in this section were even less positive. Only 39% of employees had confidence in the fairness of Senior Level Management while 35% responded negatively to this statement. Female employees replied negatively at a rate of 57%. Other groups that were significantly more negative were Management Level employees at 56% and Employees with 11-20 Years of Service (48%). Employees with Greater than 20 Years of Service were the most positive with a 50% response rate versus a 25% negative response rate. State Forest employees had the least positive response rate (18%) and Fire Fighters had the lowest negative response rate (19%) on this survey item.

Positive employee responses when asked if they can believe what they hear from senior level management were also quite low. Only 37% strongly agreed or agreed with this statement and 34% disagreed or strong disagreed. Once again, Female employees (23%) and State Forest and Management Level employees (22% for both) had the least positive responses. Employees with 11-20 Years of Services had a 49% negative response rate to the statement. The most positive groups were Senior Level Management (55%) and Headquarters employees (47%). A similar pattern exists in response to the statement “Senior level management is aware of the problems at my level of the organization.” Overall, only 35% responded positively and 39% responded negatively. Headquarters employees and Senior Level Management were once again the most positive (56% and 54% respectively) while State Forest employees were the least positive (22%) and Management Level employees (57%) were the most negative in response to this statement.

The lowest positive response rates were reserved for the statements that addressed senior management decision-making. When asked to respond to the statement “Senior level management is open to new ideas and suggestions” 23% of employees responded positively overall while 38% responded negatively. State Forest employees were the least positive (9%) and employees that identified as having between 11 and 20 Years of Service (49%) and Management Level employees (52%) had the highest levels of negative replies. No group was significantly more positive in their responses. In addition, employees were even less positive overall in response to the statement “Decisions are made at the levels in this organization where the most adequate and accurate information is available.” Only 27% of employees replied in a positive manner while 41% responded negatively. The least positive employee groups were State Forest employees (0% with 52% negative), Female employees (11%) and Non-Management Level employees (15%). Fire Fighters (41%) and Employees with Greater than 20 Years of Service (37%) were the only employee groups that had significantly higher positive response rates.

The responses to this entire section clearly indicates a significant credibility gap on the part of senior SCFC management with the rest of the employees of the agency. While the causes of this gap are unclear from the responses to the multiple-choice statements, many clues can be gathered from the replies to the open-ended statements, which are summarized on later pages of this report. Rebuilding credibility should be a top priority for the new State Forester and his direct reports in the coming year.

Supervision

Responses to the six statements in this section of the survey could not have been more opposite than those from the prior section. Survey responses were overwhelmingly positive related to the day-to-day supervision received by employees and their relationships with their immediate supervisors. The author has never completed an engagement survey that gathered such high levels of positive responses about employee's supervisors. The numbers speak for themselves:

| Statement | Positive Responses | Neutral Responses | Negative Responses | Comments |
|--|--------------------|-------------------|--------------------|---|
| My supervisor demonstrates honesty and integrity | 87% | 10% | 3% | Female employees (76%) positive State Forest employees (100%) positive |
| My supervisor helps me find solutions to problems. | 86% | 11% | 3% | State Forest employees (96%) positive |
| My supervisor respects employees as individuals. | 88% | 8% | 4% | Female employees (75%) positive |
| My supervisor clearly communicates performance expectations. | 79% | 13% | 8% | Female employees (68%) positive |
| My supervisor gives me open and honest feedback on my performance. | 81% | 12% | 7% | Fire Fighters (92%) positive |
| My supervisor trusts employees to do their job. | 87% | 9% | 4% | Fire Fighters (97%) positive Senior Level Mgt. (73%) positive (18%) negative |

Several conclusions can be drawn from the comparison of the final two sections of the survey. First, direct supervisors have an excellent relationship with their employees at almost every level of the organization. This has likely been a powerful deterrent to employee turnover considering the negative responses to the survey statements about compensation and rewards. The number one cause of employee turnover in most organizations is a poor relationship between the employee and their immediate supervisor. Second, the lack of organizational cohesion among senior leaders and front-line managers is concerning. Many responses from management level employees (supervisors) to statements about senior leadership, training, employee satisfaction, decision-making, motivation, and materials and equipment indicate a level of dissatisfaction with their ability to influence senior leadership. This can have two negative effects: 1) Disgruntlement and resentment of supervisors toward senior leadership, and 2) Stimulation of supervisors to vent about their frustrations with senior leadership to their employees. If either, or both, of these are happening at SCFC, it could be creating a polarizing effect where employees feel they must choose a side on issues. Since the credibility of the supervisor is so much greater, it is likely that they employees will side with their manager in most cases and view senior leadership as “the problem” rather than as a partner to solving problems. SCFC senior leadership must begin bridging the credibility gap identified from the survey responses.

Open-Ended Question Responses

Summarized below are the most common responses to each of the open-ended questions. The numbers in parentheses (#) indicate the frequency of responses that fell into the category summaries.

What are the three (3) most positive things about working for SCFC?

- The other people that I work with/my team (121)
- Retirement/Benefits/Leave offered by the State (72)
- Flexibility (schedules, work from home etc.) (64)
- Working with the public/Serving the public and community/Making a difference or impact/helping landowners (62)
- My supervisor (34)
- Relaxed, positive, family-like agency atmosphere of agency/work environment (31)
- Working outdoors (30)
- Enjoy my job/work (30)
- Protecting forests and natural resources (24)
- Job task diversity/Do not get bored (14)
- Fighting fires (13)
- Job security (13)
- Traveling to assist other areas/western detail work (12)
- Getting newer equipment (11)
- Agency image/credibility (7)
- Emphasis on safety (7)
- Able to work another job or do other things (6)
- I get a paycheck (6)
- Proud of my work (5)
- Getting valuable training (5)
- Future career growth (4)
- Agency leadership (3)
- Partnerships with other agencies and local fire departments (3)

The themes track very closely with the responses to the multiple-choice statements. There were several other items mentioned 1-2 times by individuals that are not recorded here.

What are the three (3) biggest challenges facing the SCFC?

- Pay rates/Pay scales/Salaries for employees (156) Rising costs of state benefits (6)
- Old equipment/Equipment in poor repair (trucks, tractors, radios, office equipment) (65)
- Recruiting and retention of new employees (63)
- Low employee morale (46)
- Lack of agency funding/Poor communication with General Assembly on budget (39)
- Divide between HQ and field/Micromanagement from headquarters or region/Lack of trust of senior management (36)
- Lack of career opportunities and career mobility (30)
- Inadequate or poor communication from headquarters to employees (24)
- Decline in good training over last 10 years (22)
- Staying relevant to the state and public (19)
- Too many vacant positions/Too long to fill vacant positions (17)
- Poor or slow decision-making by senior management (14)
- Urbanization/Prescribed burning/Relationships with local fire departments (11)
- Loss of seasoned employees/Inexperience of new employees (11)
- Being on call 24/7 or on duty on call for fire fighters and the schedule (10)
- Regional differences in how agency is managed (10)
- New equipment (esp. new tractors) not as good/safe as older units (9)
- Poor fitness or safety practices (9)
- Human Resources difficult to deal with or not helpful (9)
- Unwillingness to change how agency does things (6)
- Lack of employee recognition (6)
- Lack of accountability for some employees (5)
- Poor supervision (5)
- Old or poorly applied agency policies (5)
- Climate change/weather change (3)
- Lack of equal treatment of female employees (3)

Once again, the responses tracked consistently with the responses to the multiple-choice statements and offer some insight regarding why the statements were responded to either negatively or positively.

What are the biggest barriers to your effective job performance?

- Lack of right equipment or equipment in good repair (i.e. new tractors, cell phones that cannot be used to communicate with all needed parties, pull plows instead of drop plows, radios, waiting on repair parts or additional equipment) (36)
- Spread too thin/workload/coverage areas too big/too many job responsibilities (30)
- Availability of good/adequate training (20)
- Micromanagement and lack of timely decisions from headquarters (18)
- Inadequate pay (14)
- Poor morale (10)
- Lack of internal communication (10)
- My supervisor (8)
- No incentives for good work or career growth (6)
- HR inconsistent/policies not followed or changed (6)
- Hiring process too slow (6)
- Lack of appropriate agency funding (6)
- Needless paperwork in field (4)
- Lack of employee recognition (3)
- Points system in the field (3)
- All employees who should be in PORS are not in the system (3)
- Changes in procurement practices (3)

Many employees did not respond to this question (perhaps they believed that they had already address their concerns in the previous question). Similarly, twenty-seven (27) employees responded “none” or “I have no barriers” or “I find ways around them.”

If you were the State Forester for a day, what one change would you put into effect that would have the greatest impact on the agency?

- Issue pay increases (49)
- Hold accountable/reassign or fire non-performing employees (30)
- Create career paths/create incentives and rewards (16)
- Reorganize (multiple different ideas mostly focused on HQ and Dispatch) (16)
- Improve the training offered in the agency (13)
- Involve non-management employees more often in decisions (10) *see note below*
- Show more appreciation to employees (9)
- Communicate more with the field employees directly (9)
- Ensure employees have the tools and equipment they need to do their jobs (8)
- See/meet with all employees more frequently (6)
- Find more agency funding (5)
- Improve uniform clothing (better fit, t-shirts) (5)
- Ensure more uniform operations in the regions (5)
- Emphasize safety more (4)
- Eliminate pack test, walking test (4)
- Get more people (foresters/state forest employees) into PORS (4)
- Help more small landowners (3)
- Give more responsibility to employees and hold them accountable (3)
- Overlap outgoing and incoming employees (3)
- Greater community presence for the agency/make people aware of underutilized services (3)
- Examine forester qualifications for new hires (2)
- Create more diversity in the agency (2)

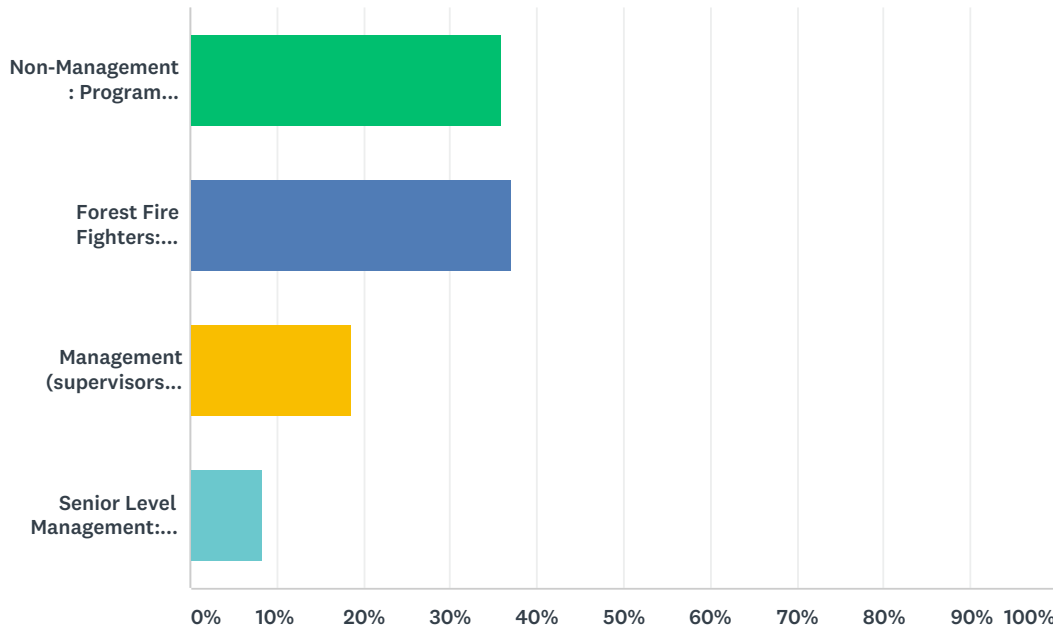
The need for senior level management to be more visible to the field personnel was a theme that ran through several of the above categories of comments. Employees in the field want to be communicated with more often, involved in decisions that affect their jobs (like choosing and purchasing equipment and tools for work), and most of all feel that they have been listened to by upper management. The credibility gap mentioned in the responses to the multiple-choice statements (Senior Leadership section) could likely be addressed by acting in these areas.

What other comments do you have?

The comments in this section were primarily elaborations on issues surfaced elsewhere in the report. They provided additional detail or specific examples of points that the respondents wanted to make about an issue. Also, this section was used by approximately a dozen employees to vent about the actions or behaviors of other employees, senior leadership, or their supervisors in an unfavorable way. No patterns emerged other than those previously documented.

Q1 What is your job category?

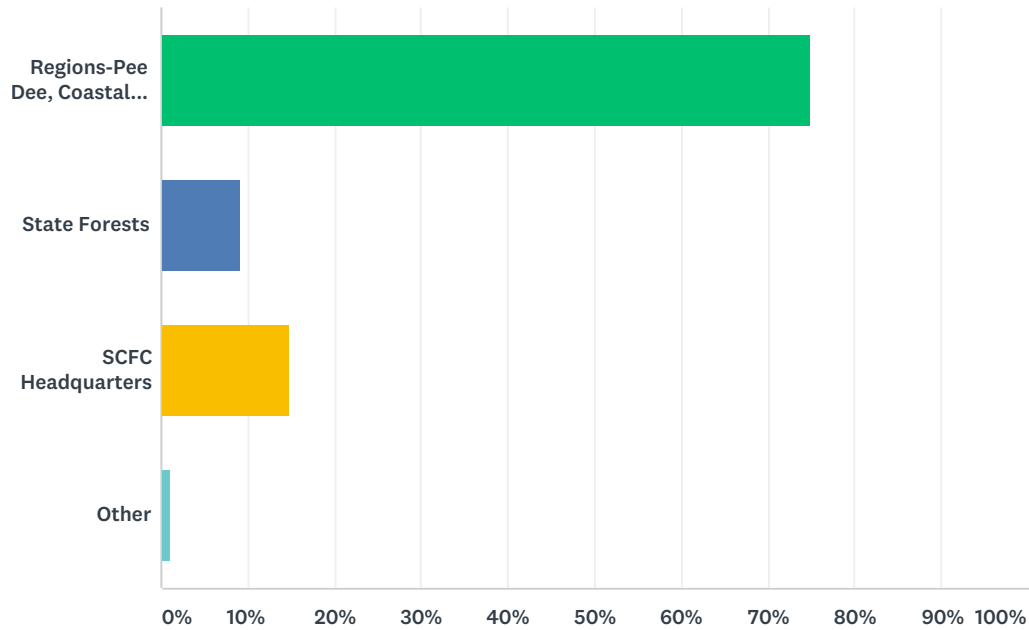
Answered: 264 Skipped: 5



| ANSWER CHOICES | RESPONSES |
|---|------------|
| Non-Management : Program Coordinator I; Program Coordinator II; Communication Specialist; Administrative Specialist; Administrative Assistant; Administrative Coordinator; Human Resources Specialist; Fiscal Tech; Procurement Manager I; Public Information Coordinator; Foresters (FIA, Project, Specialty); Pilot; Forestry Technician II (State Forests & FIA); Equipment Operator; Mechanic; Trade Specialist III; Forestry Technician III (Nurseries); Communication Technician; Communication Coordinator; IT Technician III; Investigator IV | 35.98% 95 |
| Forest Fire Fighters: Forestry Technicians I; Forestry Wardens | 37.12% 98 |
| Management (supervisors/middle managers):Forestry Supervisor; Forestry Technicians II & III (supervisors); Human Resources Manager; Accounting/Fiscal Analyst II; Communication Coordinator; IT Manager I; Administrative Assistant; Trade Specialist V; Trades Specialist IV | 18.56% 49 |
| Senior Level Management: Exec Comp position; Program Manager II; Program Manager I; Public Information Director; Human Resources Director; Accounting/Fiscal Manager; Investigator V; Program Coordinator II (Dispatch); Build/Grounds Supervisor | 8.33% 22 |
| TOTAL | 264 |

Q2 What location do you work in?

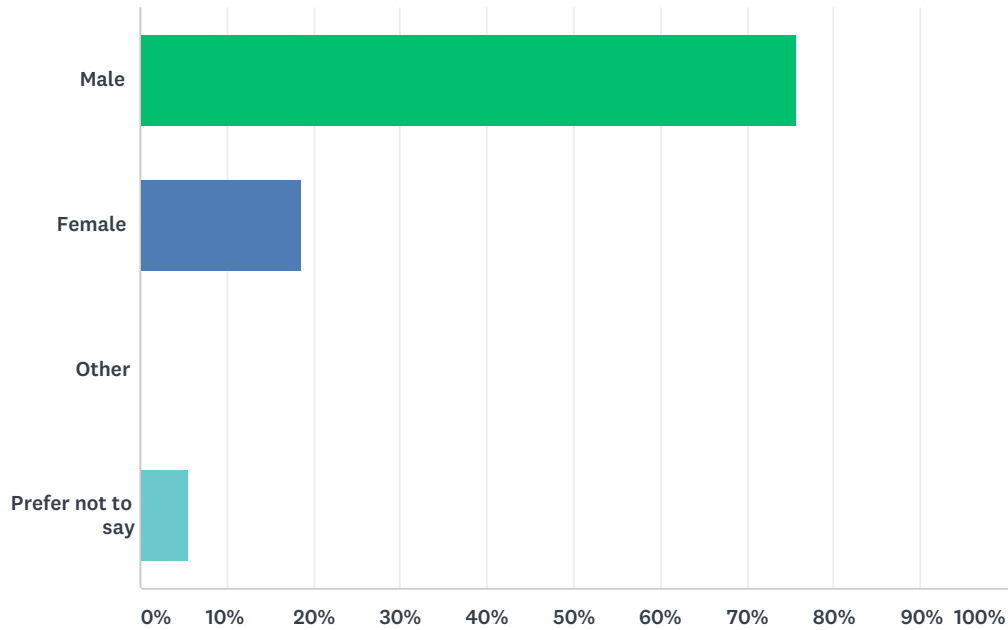
Answered: 263 Skipped: 6



| ANSWER CHOICES | RESPONSES | |
|------------------------------------|-----------|-----|
| Regions-Pee Dee, Coastal, Piedmont | 74.90% | 197 |
| State Forests | 9.13% | 24 |
| SCFC Headquarters | 14.83% | 39 |
| Other | 1.14% | 3 |
| TOTAL | | 263 |

Q3 What gender do you identify yourself as?

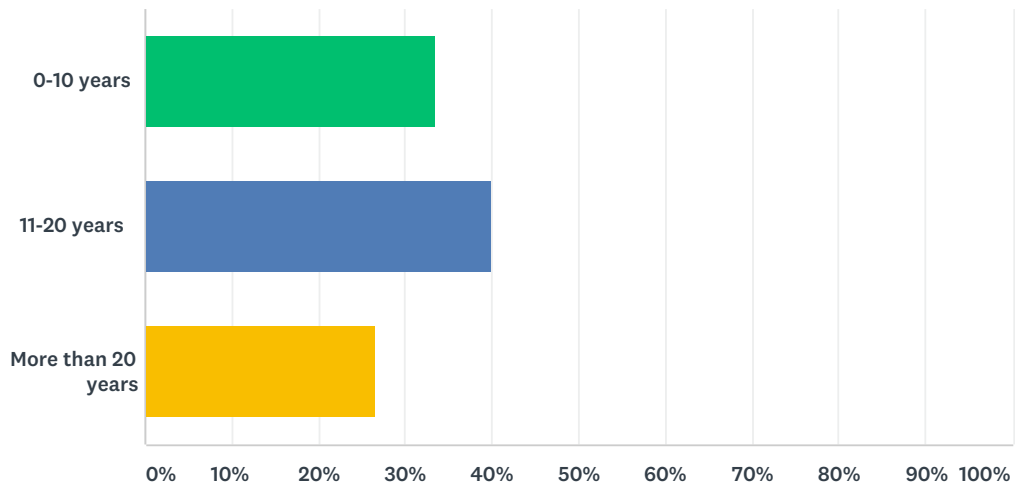
Answered: 263 Skipped: 6



| ANSWER CHOICES | RESPONSES | |
|-------------------|-----------|------------|
| Male | 75.67% | 199 |
| Female | 18.63% | 49 |
| Other | 0.00% | 0 |
| Prefer not to say | 5.70% | 15 |
| TOTAL | | 263 |

Q4 How long have you worked for the South Carolina Forestry Commission?

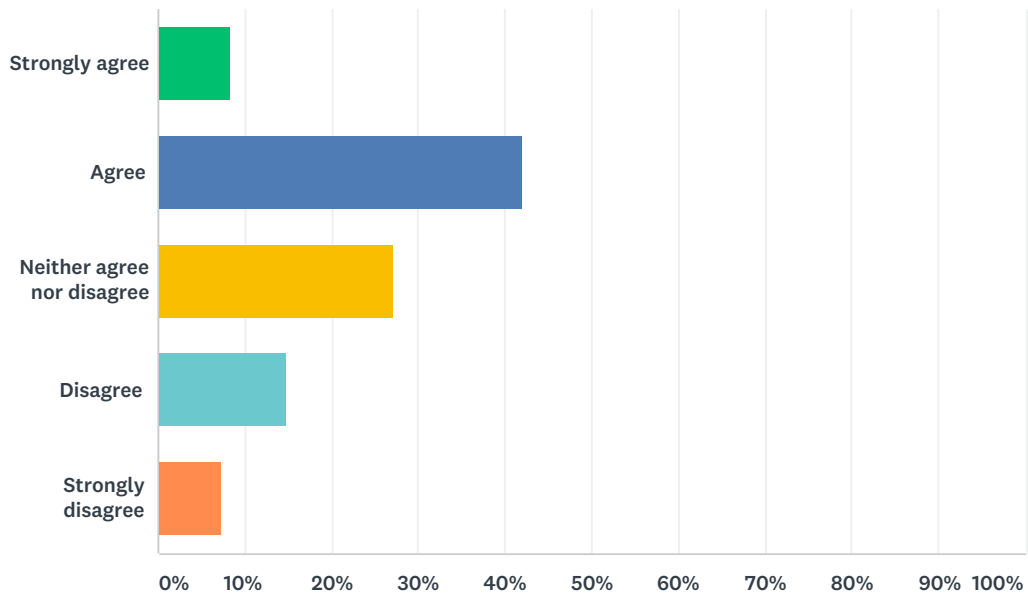
Answered: 263 Skipped: 6



| ANSWER CHOICES | RESPONSES |
|--------------------|------------|
| 0-10 years | 33.46% 88 |
| 11-20 years | 39.92% 105 |
| More than 20 years | 26.62% 70 |
| TOTAL | 263 |

Q5 Working in this organization has allowed me to progress toward my career goals.

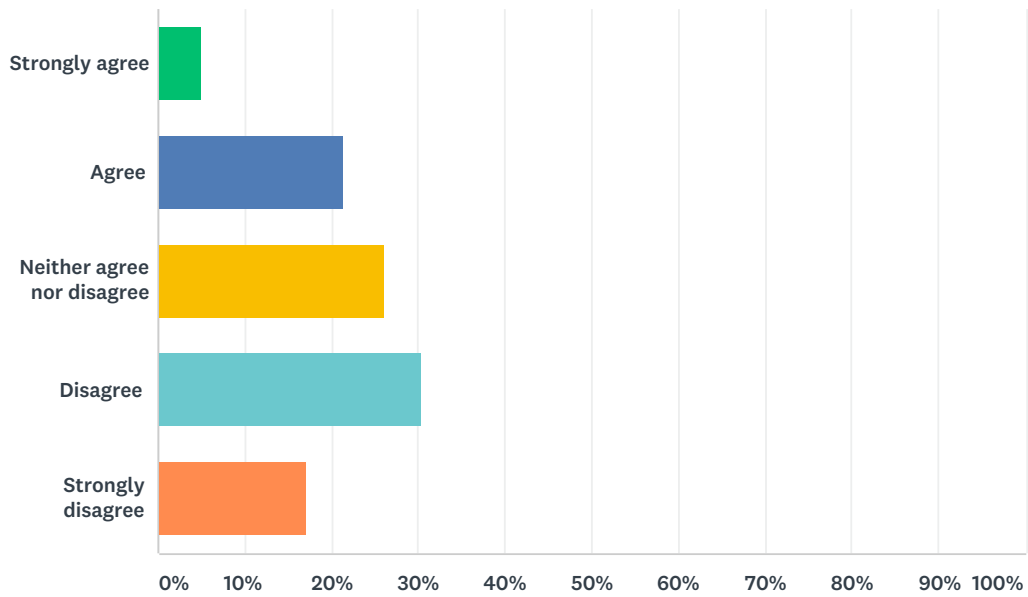
Answered: 261 Skipped: 8



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 8.43% | 22 |
| Agree | 42.15% | 110 |
| Neither agree nor disagree | 27.20% | 71 |
| Disagree | 14.94% | 39 |
| Strongly disagree | 7.28% | 19 |
| TOTAL | | 261 |

Q6 I am satisfied with my chances for getting ahead in this organization in the future.

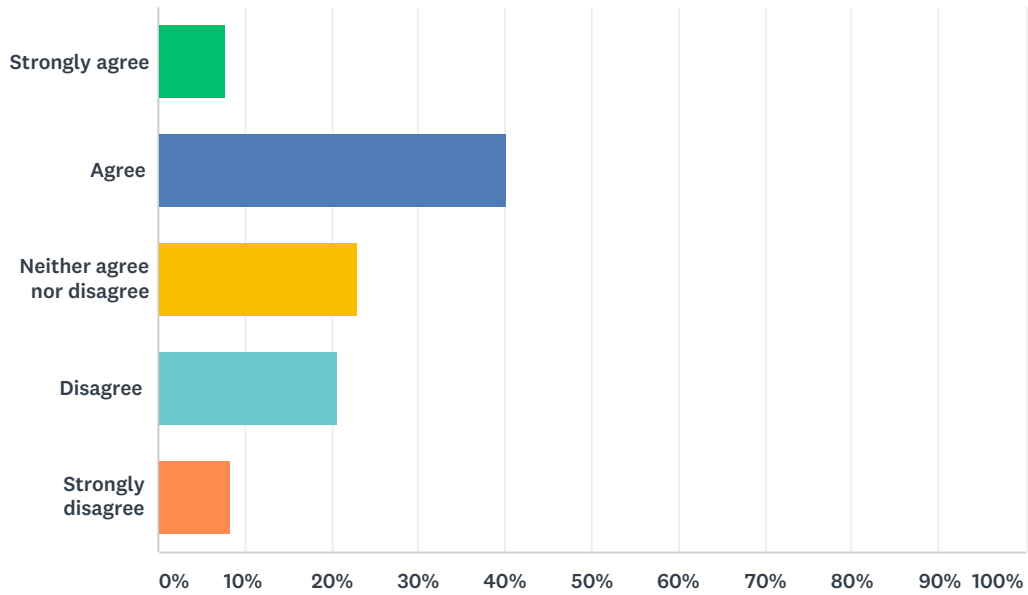
Answered: 263 Skipped: 6



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 4.94% | 13 |
| Agree | 21.29% | 56 |
| Neither agree nor disagree | 26.24% | 69 |
| Disagree | 30.42% | 80 |
| Strongly disagree | 17.11% | 45 |
| TOTAL | | 263 |

Q7 This organization provides adequate orientation for new employees.

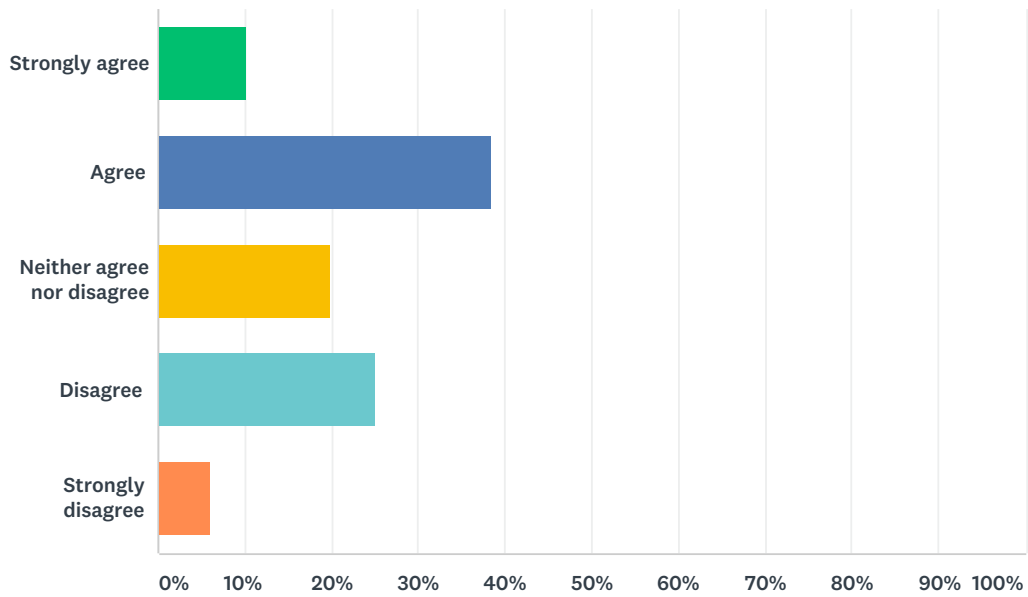
Answered: 261 Skipped: 8



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 7.66% | 20 |
| Agree | 40.23% | 105 |
| Neither agree nor disagree | 22.99% | 60 |
| Disagree | 20.69% | 54 |
| Strongly disagree | 8.43% | 22 |
| TOTAL | | 261 |

Q8 New employees are provided the necessary training to perform their job.

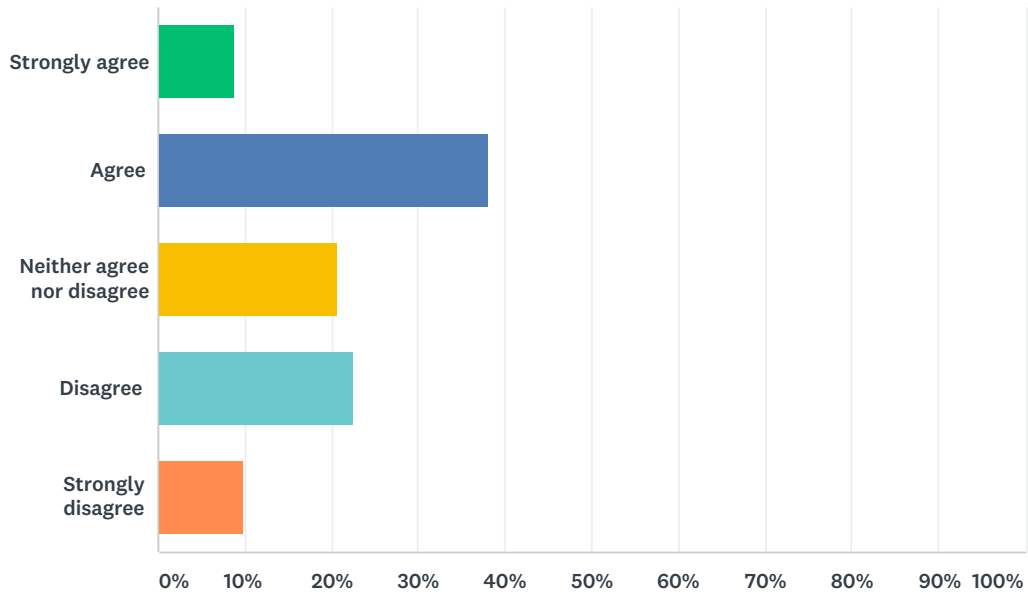
Answered: 262 Skipped: 7



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 10.31% | 27 |
| Agree | 38.55% | 101 |
| Neither agree nor disagree | 19.85% | 52 |
| Disagree | 25.19% | 66 |
| Strongly disagree | 6.11% | 16 |
| TOTAL | | 262 |

Q9 The SCFC provides sufficient training for its employees.

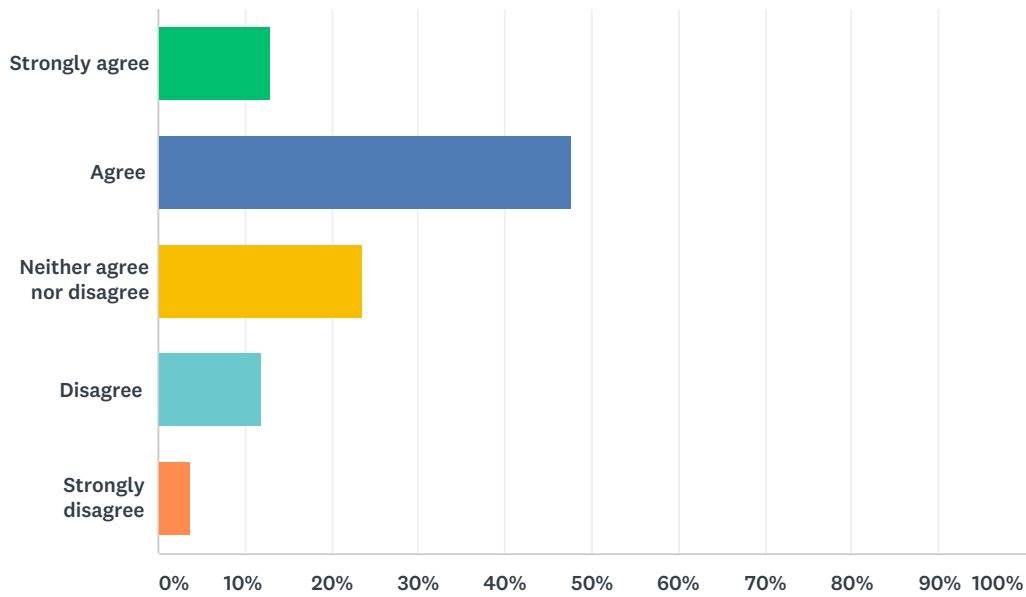
Answered: 262 Skipped: 7



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 8.78% | 23 |
| Agree | 38.17% | 100 |
| Neither agree nor disagree | 20.61% | 54 |
| Disagree | 22.52% | 59 |
| Strongly disagree | 9.92% | 26 |
| TOTAL | | 262 |

Q10 The training I have received has been sufficient for me to perform well in my job.

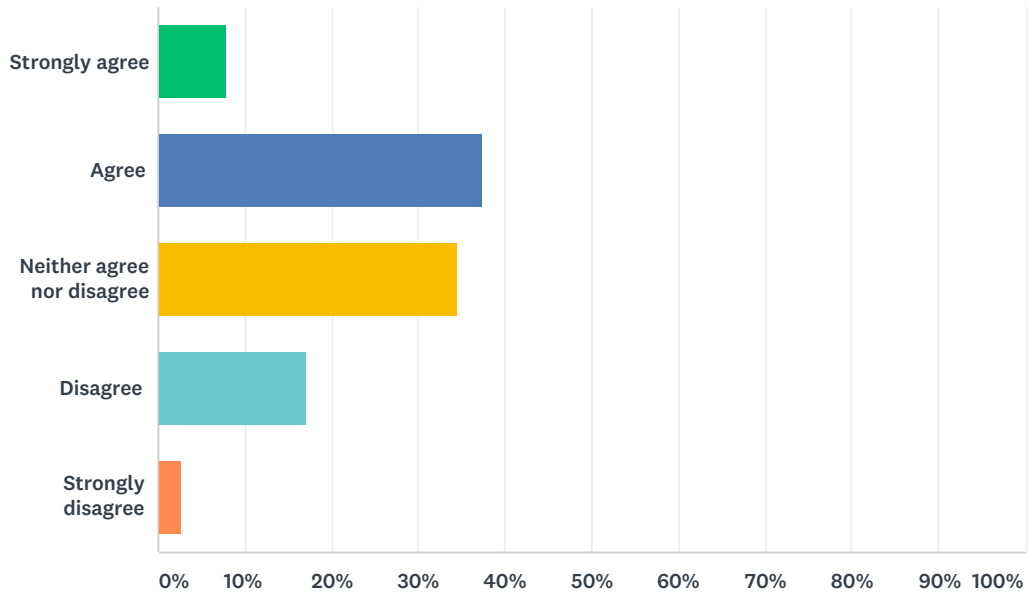
Answered: 262 Skipped: 7



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 12.98% | 34 |
| Agree | 47.71% | 125 |
| Neither agree nor disagree | 23.66% | 62 |
| Disagree | 11.83% | 31 |
| Strongly disagree | 3.82% | 10 |
| TOTAL | | 262 |

Q11 Employees are proud to belong to this organization.

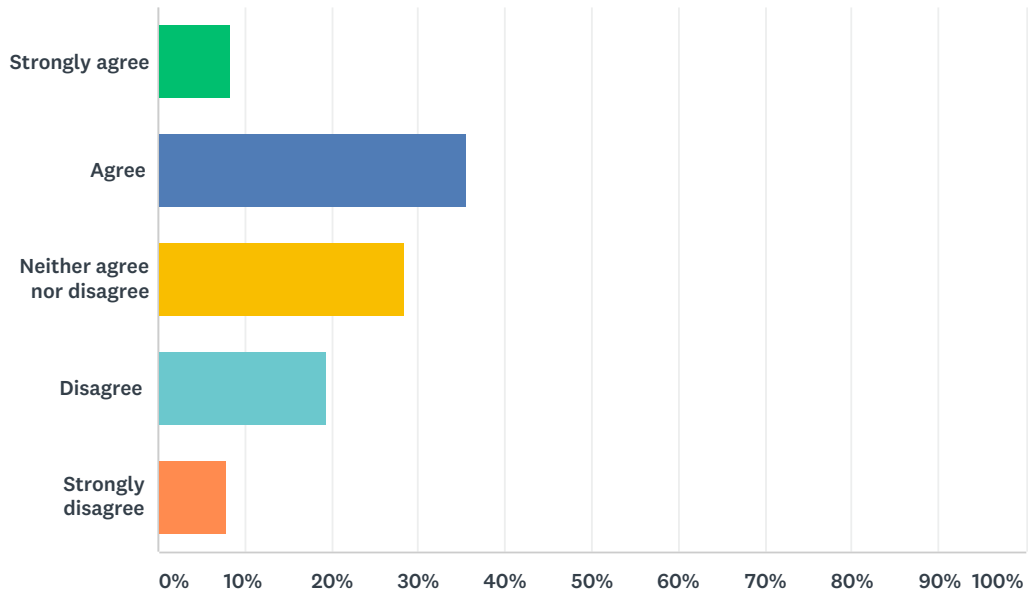
Answered: 261 Skipped: 8



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 8.05% | 21 |
| Agree | 37.55% | 98 |
| Neither agree nor disagree | 34.48% | 90 |
| Disagree | 17.24% | 45 |
| Strongly disagree | 2.68% | 7 |
| TOTAL | | 261 |

Q12 I would recommend that a friend seek employment with the SCFC.

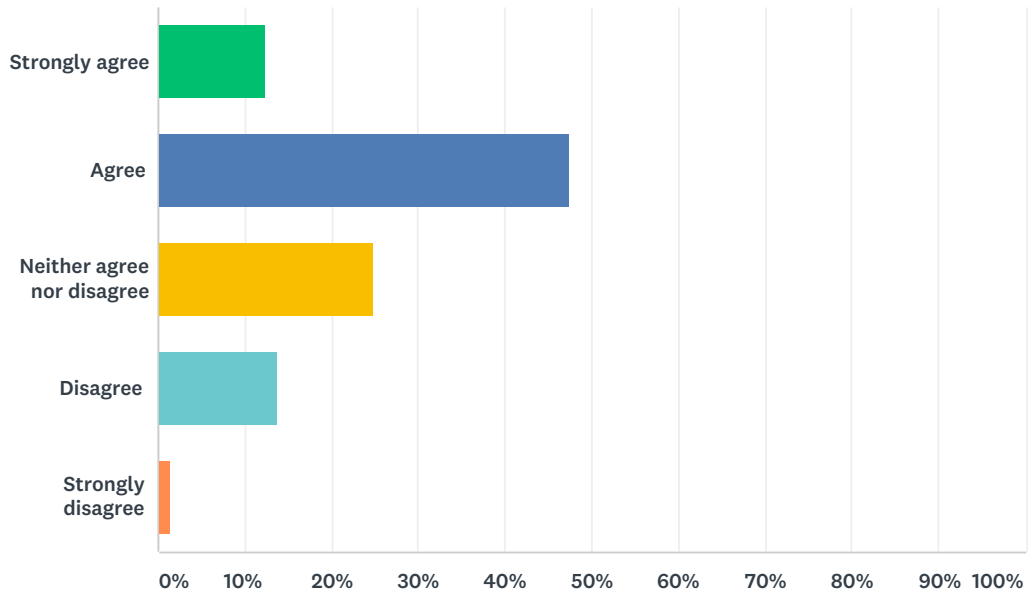
Answered: 261 Skipped: 8



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 8.43% | 22 |
| Agree | 35.63% | 93 |
| Neither agree nor disagree | 28.35% | 74 |
| Disagree | 19.54% | 51 |
| Strongly disagree | 8.05% | 21 |
| TOTAL | | 261 |

Q13 I look forward to coming to work each day.

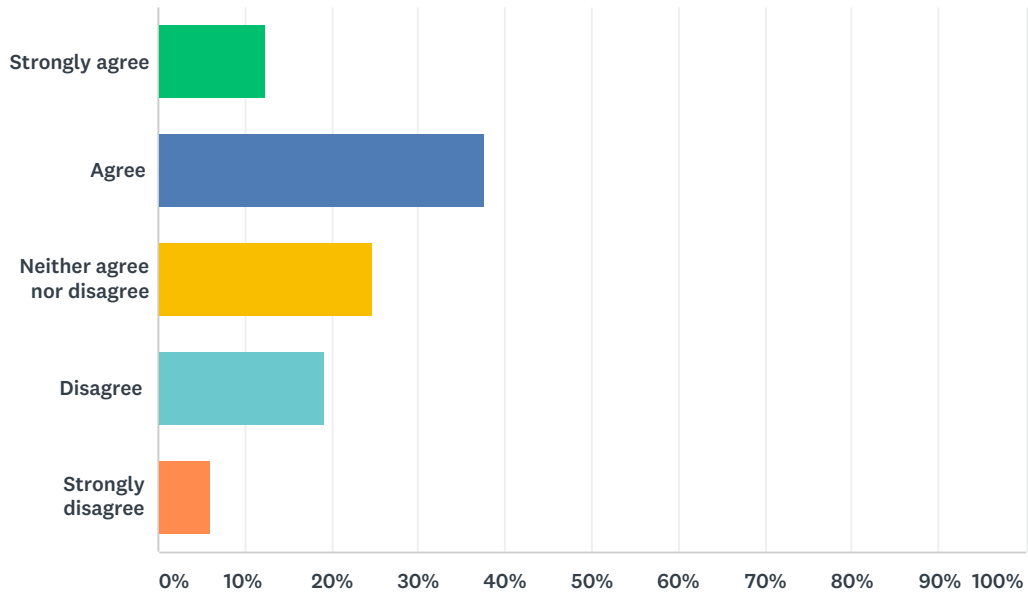
Answered: 261 Skipped: 8



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 12.26% | 32 |
| Agree | 47.51% | 124 |
| Neither agree nor disagree | 24.90% | 65 |
| Disagree | 13.79% | 36 |
| Strongly disagree | 1.53% | 4 |
| TOTAL | | 261 |

Q14 The members of my work group are highly motivated.

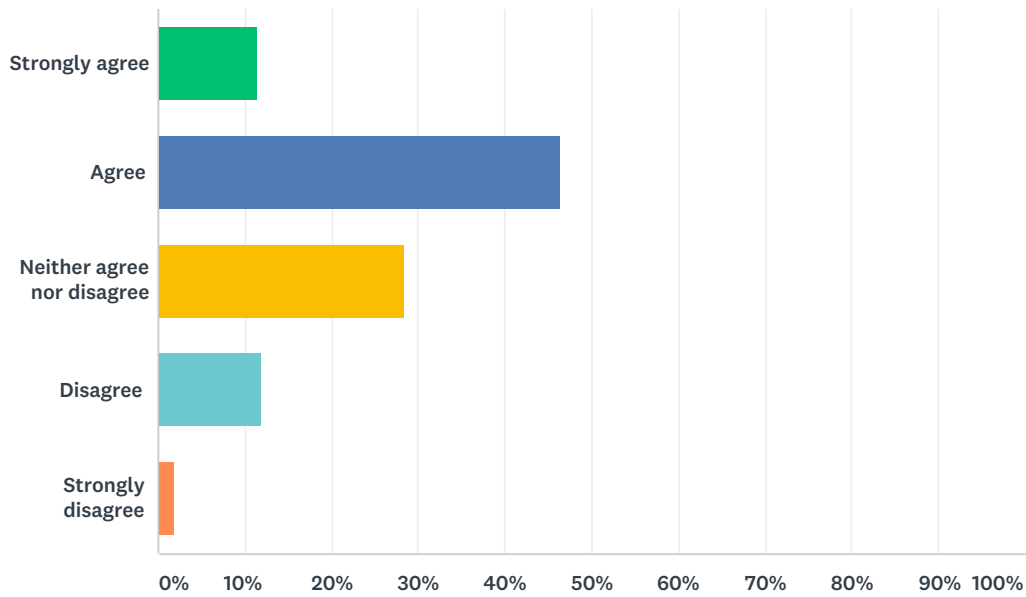
Answered: 260 Skipped: 9



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 12.31% | 32 |
| Agree | 37.69% | 98 |
| Neither agree nor disagree | 24.62% | 64 |
| Disagree | 19.23% | 50 |
| Strongly disagree | 6.15% | 16 |
| TOTAL | | 260 |

Q15 Concern for this organization's public image affects the performance of employees in your work group.

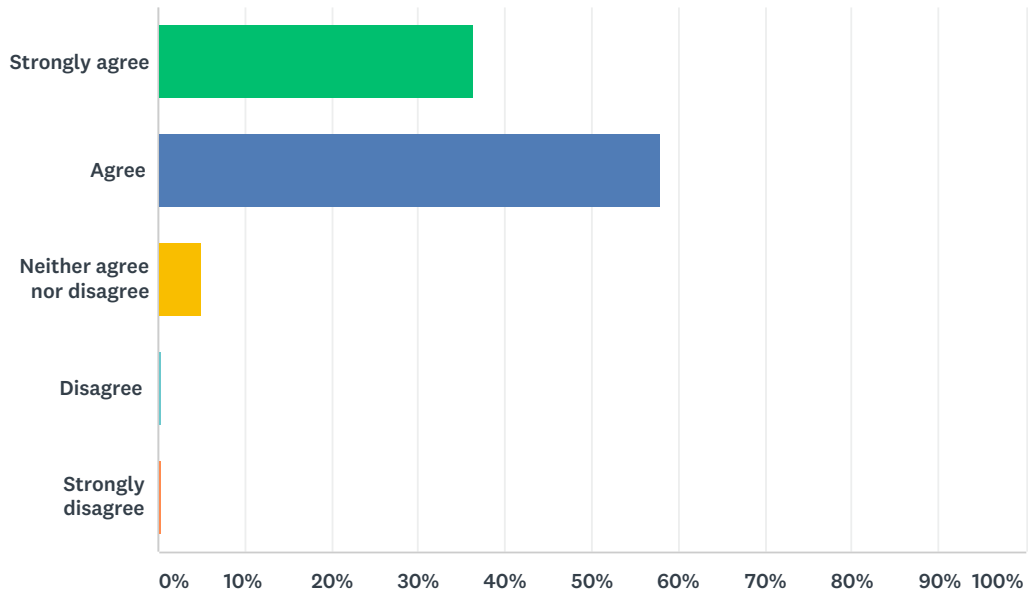
Answered: 261 Skipped: 8



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 11.49% | 30 |
| Agree | 46.36% | 121 |
| Neither agree nor disagree | 28.35% | 74 |
| Disagree | 11.88% | 31 |
| Strongly disagree | 1.92% | 5 |
| TOTAL | | 261 |

Q16 I like working with the other members of my work group.

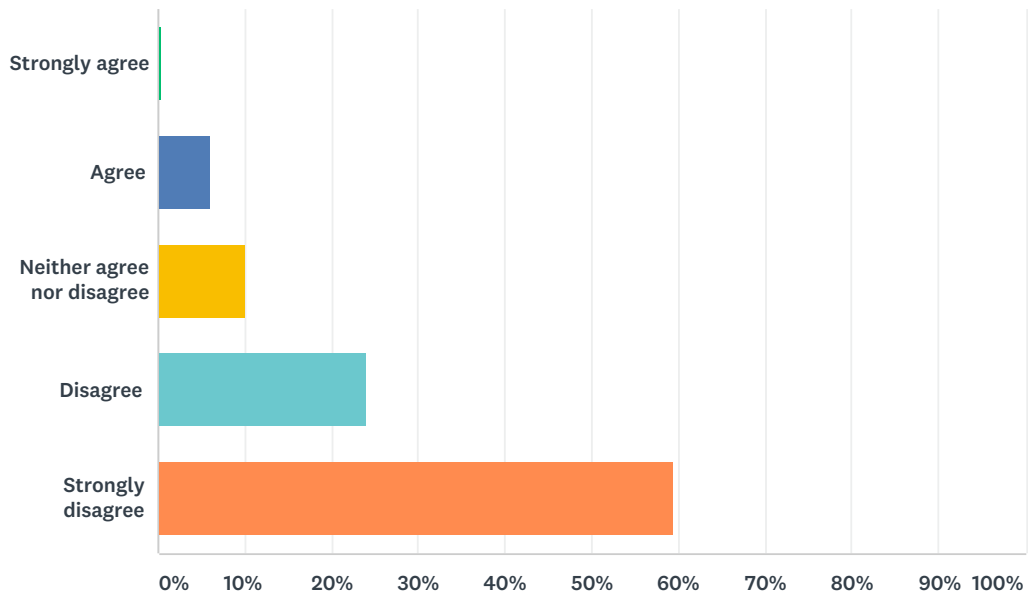
Answered: 261 Skipped: 8



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 36.40% | 95 |
| Agree | 57.85% | 151 |
| Neither agree nor disagree | 4.98% | 13 |
| Disagree | 0.38% | 1 |
| Strongly disagree | 0.38% | 1 |
| TOTAL | | 261 |

Q17 Under the present pay system, exceptional job performance is recognized adequately.

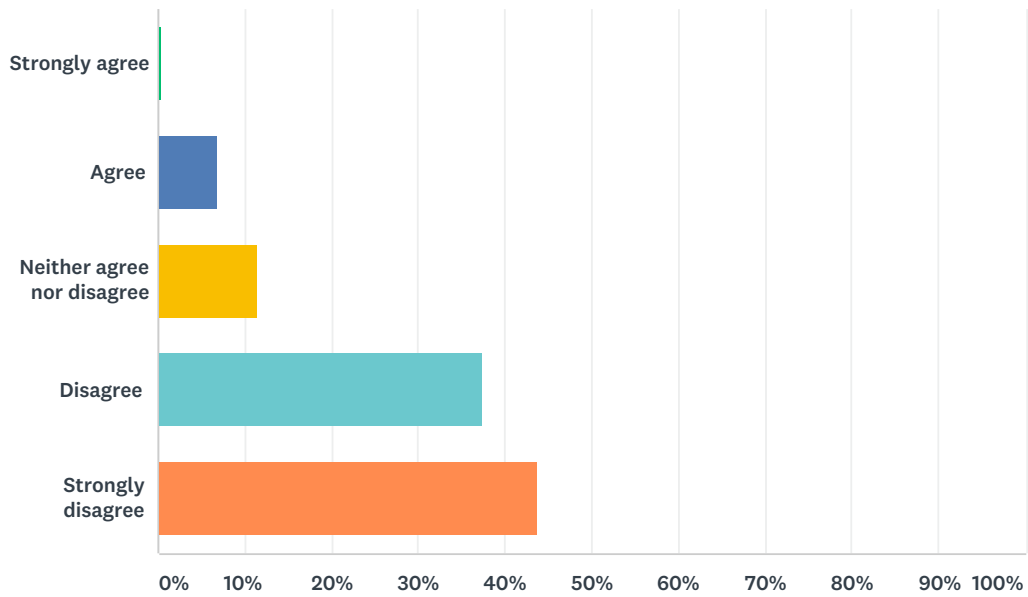
Answered: 261 Skipped: 8



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|-----|
| Strongly agree | 0.38% | 1 |
| Agree | 6.13% | 16 |
| Neither agree nor disagree | 9.96% | 26 |
| Disagree | 24.14% | 63 |
| Strongly disagree | 59.39% | 155 |
| TOTAL | | 261 |

Q18 My pay is competitive with the pay offered by other similar organizations in my community.

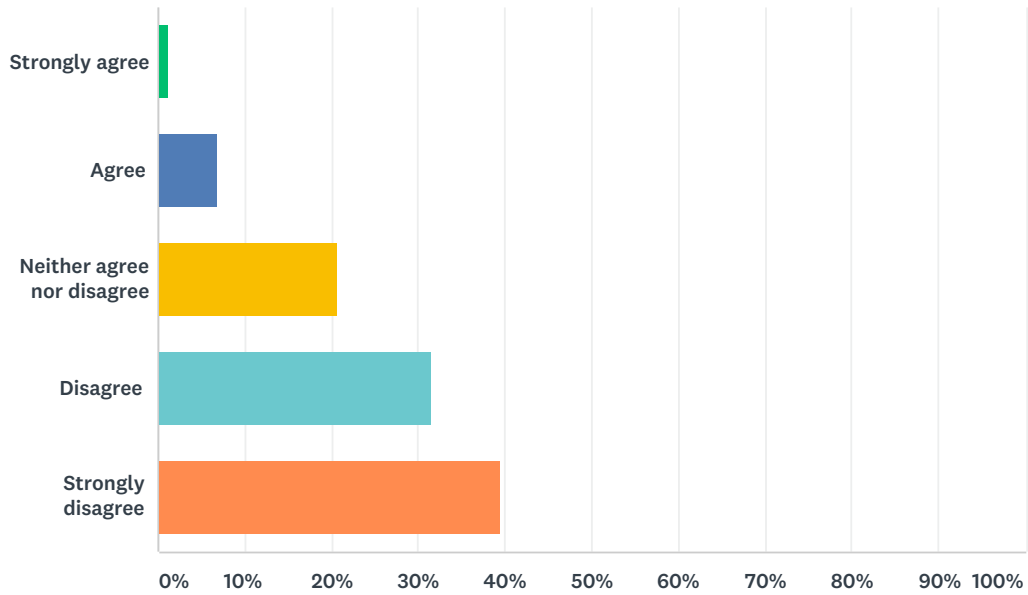
Answered: 261 Skipped: 8



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|-----|
| Strongly agree | 0.38% | 1 |
| Agree | 6.90% | 18 |
| Neither agree nor disagree | 11.49% | 30 |
| Disagree | 37.55% | 98 |
| Strongly disagree | 43.68% | 114 |
| TOTAL | | 261 |

Q19 This organization rewards people for doing a quality job.

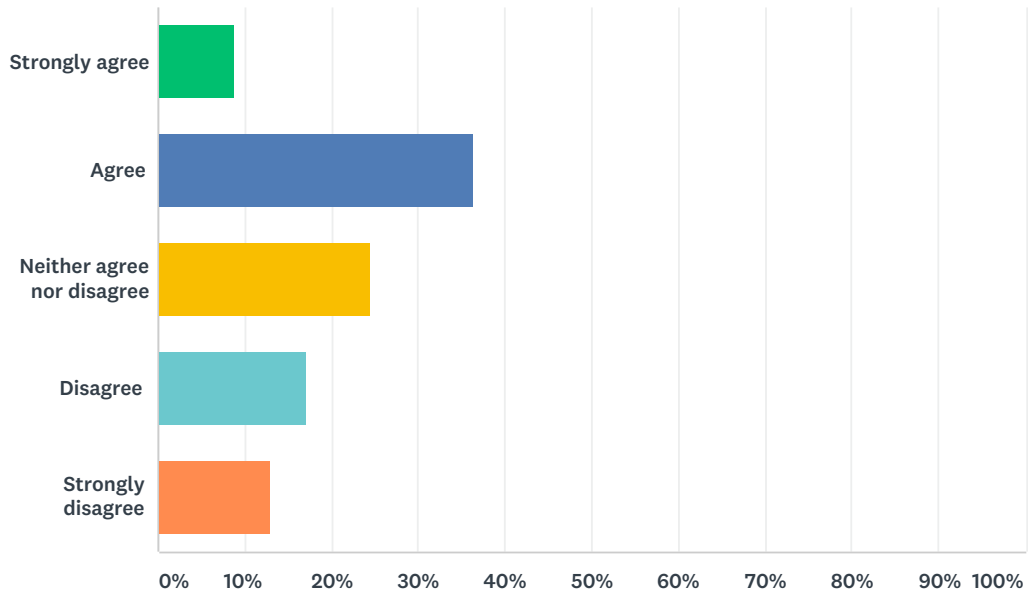
Answered: 260 Skipped: 9



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 1.15% | 3 |
| Agree | 6.92% | 18 |
| Neither agree nor disagree | 20.77% | 54 |
| Disagree | 31.54% | 82 |
| Strongly disagree | 39.62% | 103 |
| TOTAL | | 260 |

Q20 I receive recognition and praise for good work.

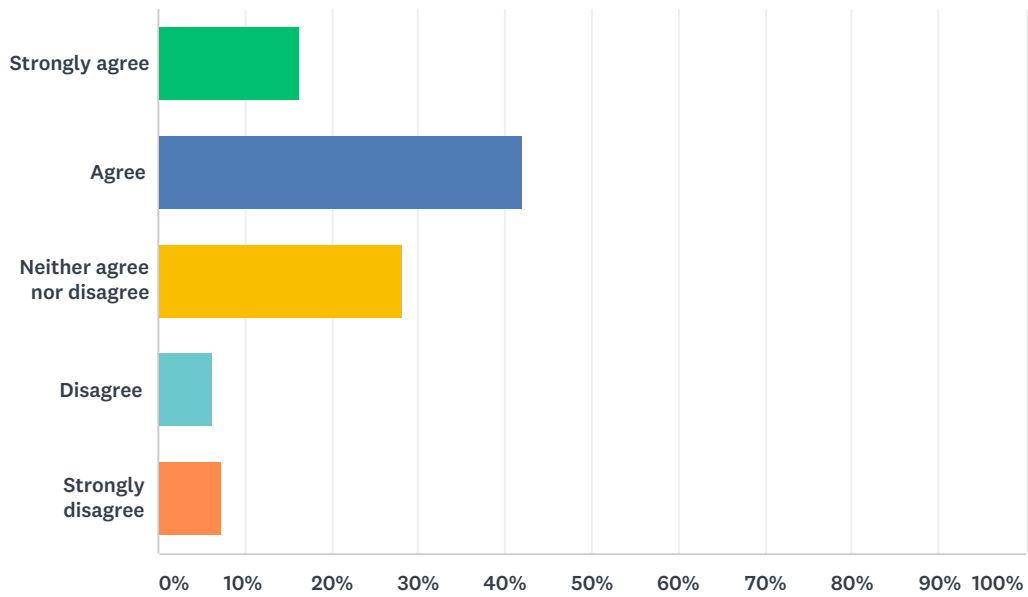
Answered: 261 Skipped: 8



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 8.81% | 23 |
| Agree | 36.40% | 95 |
| Neither agree nor disagree | 24.52% | 64 |
| Disagree | 17.24% | 45 |
| Strongly disagree | 13.03% | 34 |
| TOTAL | | 261 |

Q21 My supervisor lets upper management know about the effectiveness of his/her employees.

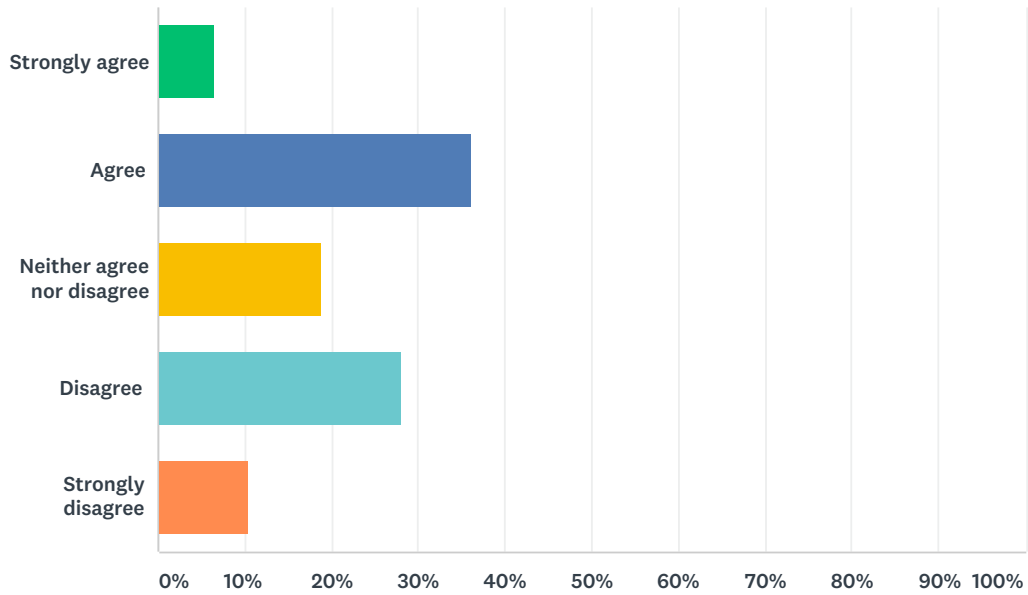
Answered: 259 Skipped: 10



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 16.22% | 42 |
| Agree | 42.08% | 109 |
| Neither agree nor disagree | 28.19% | 73 |
| Disagree | 6.18% | 16 |
| Strongly disagree | 7.34% | 19 |
| TOTAL | | 259 |

Q22 This organization generally tries to keep employees well-informed.

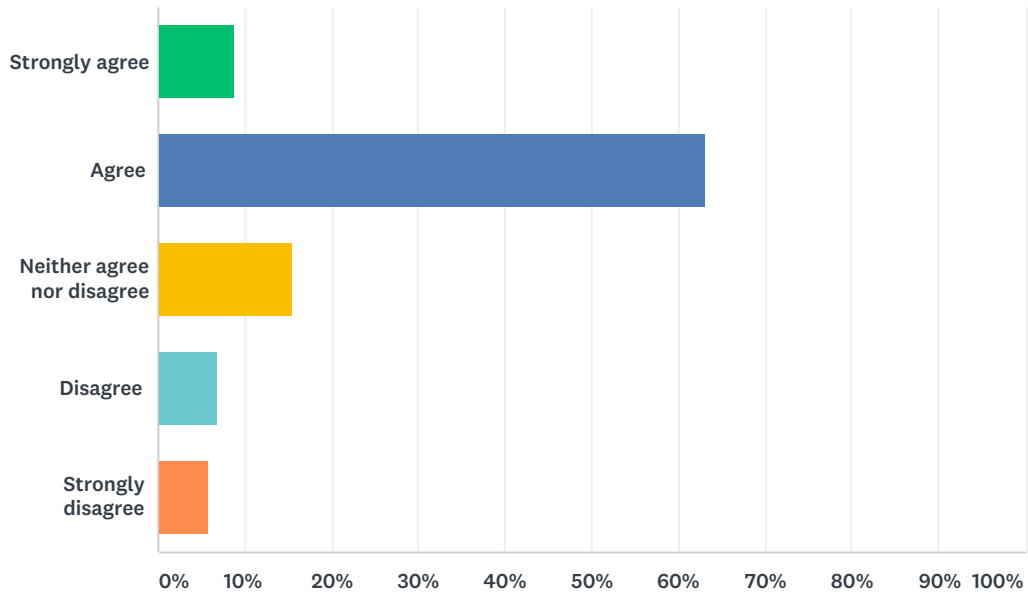
Answered: 260 Skipped: 9



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 6.54% | 17 |
| Agree | 36.15% | 94 |
| Neither agree nor disagree | 18.85% | 49 |
| Disagree | 28.08% | 73 |
| Strongly disagree | 10.38% | 27 |
| TOTAL | | 260 |

Q23 I have access to information needed to do my job.

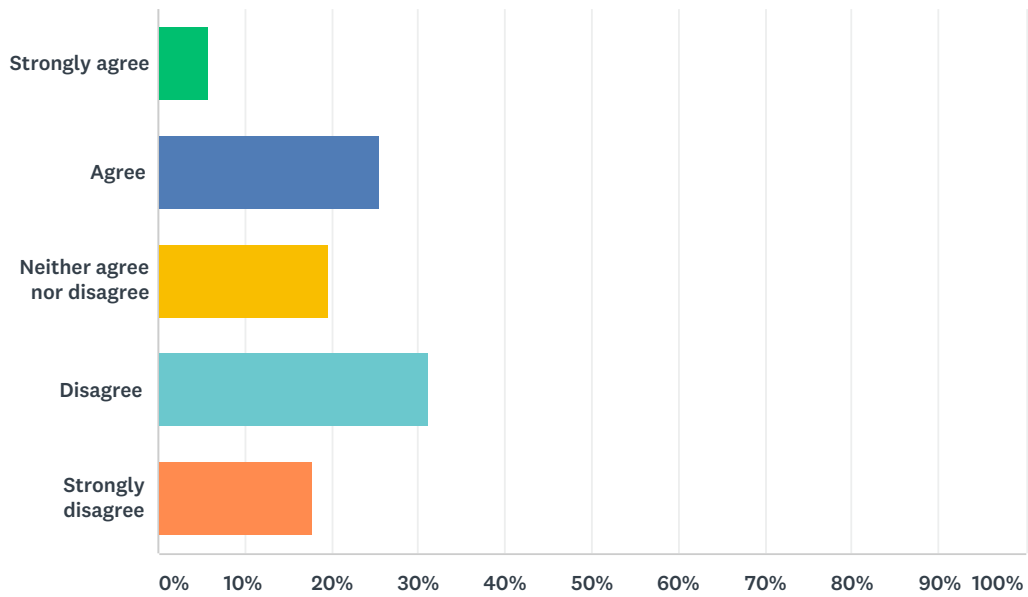
Answered: 260 Skipped: 9



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 8.85% | 23 |
| Agree | 63.08% | 164 |
| Neither agree nor disagree | 15.38% | 40 |
| Disagree | 6.92% | 18 |
| Strongly disagree | 5.77% | 15 |
| TOTAL | | 260 |

Q24 Communication is a two-way street; upper management listens as well as talks.

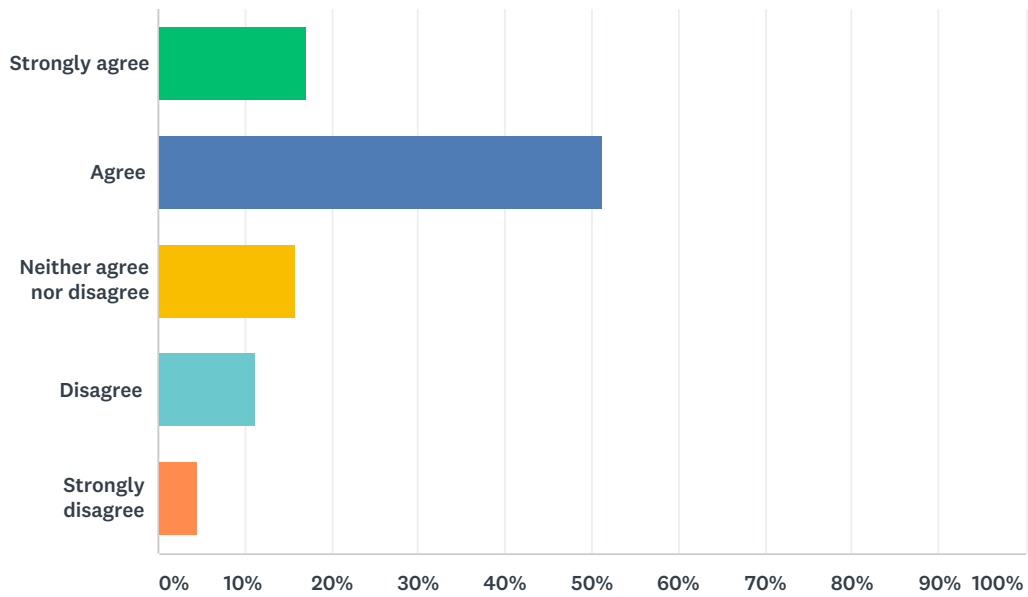
Answered: 259 Skipped: 10



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 5.79% | 15 |
| Agree | 25.48% | 66 |
| Neither agree nor disagree | 19.69% | 51 |
| Disagree | 31.27% | 81 |
| Strongly disagree | 17.76% | 46 |
| TOTAL | | 259 |

Q25 My supervisor communicates the reasons for important decisions to my work group.

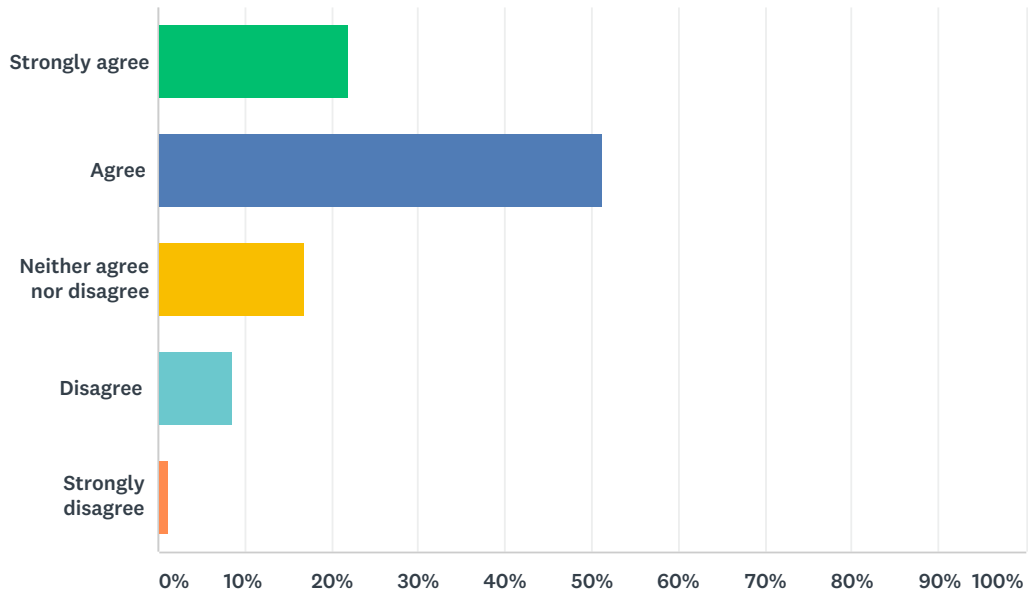
Answered: 258 Skipped: 11



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|-----|
| Strongly agree | 17.05% | 44 |
| Agree | 51.16% | 132 |
| Neither agree nor disagree | 15.89% | 41 |
| Disagree | 11.24% | 29 |
| Strongly disagree | 4.65% | 12 |
| TOTAL | | 258 |

Q26 My supervisor keeps me informed about the things I need to know.

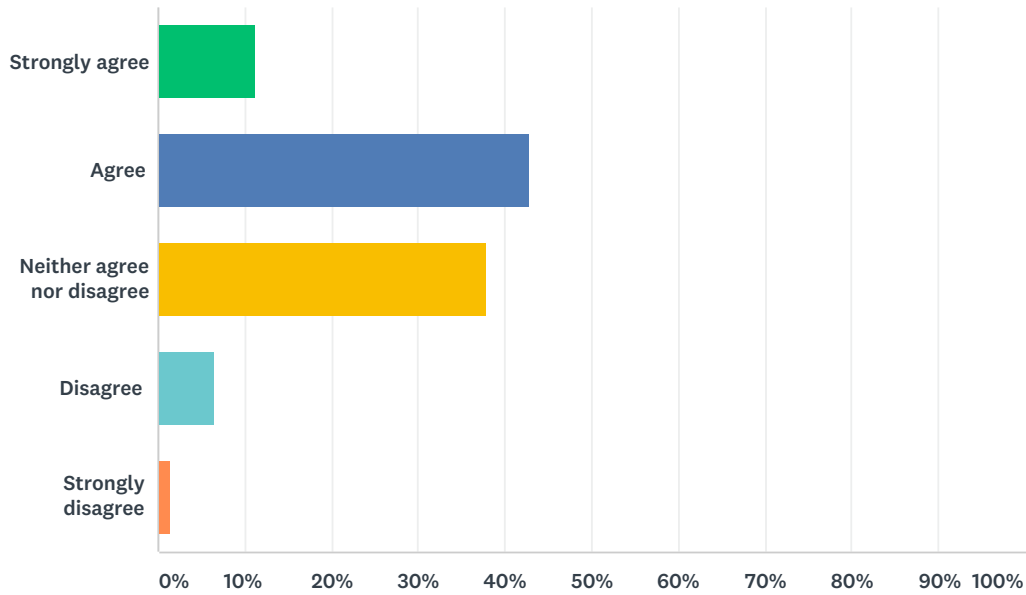
Answered: 259 Skipped: 10



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 22.01% | 57 |
| Agree | 51.35% | 133 |
| Neither agree nor disagree | 16.99% | 44 |
| Disagree | 8.49% | 22 |
| Strongly disagree | 1.16% | 3 |
| TOTAL | | 259 |

Q27 I want additional information about the SCFC's goals and objectives.

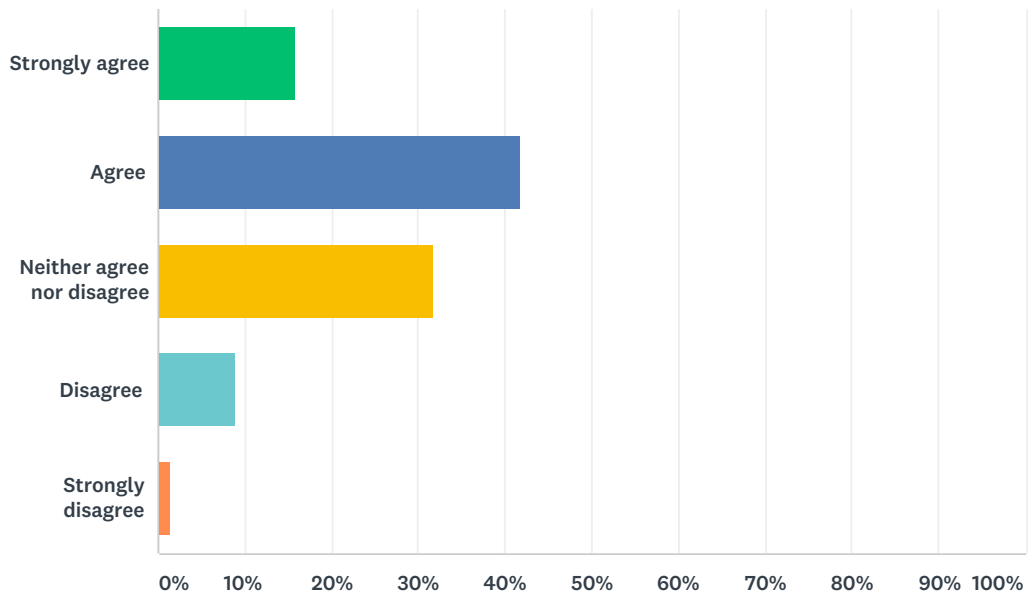
Answered: 259 Skipped: 10



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 11.20% | 29 |
| Agree | 42.86% | 111 |
| Neither agree nor disagree | 37.84% | 98 |
| Disagree | 6.56% | 17 |
| Strongly disagree | 1.54% | 4 |
| TOTAL | | 259 |

Q28 Tree Country is an effective means of communicating with employees.

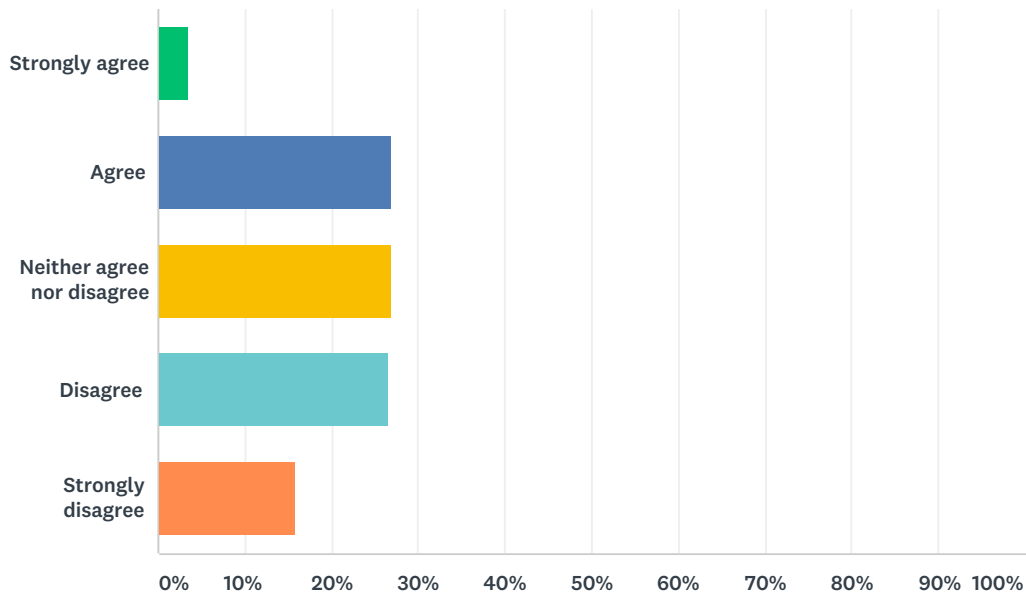
Answered: 258 Skipped: 11



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 15.89% | 41 |
| Agree | 41.86% | 108 |
| Neither agree nor disagree | 31.78% | 82 |
| Disagree | 8.91% | 23 |
| Strongly disagree | 1.55% | 4 |
| TOTAL | | 258 |

Q29 The SCFC has a real interest in the welfare and satisfaction of those who work here.

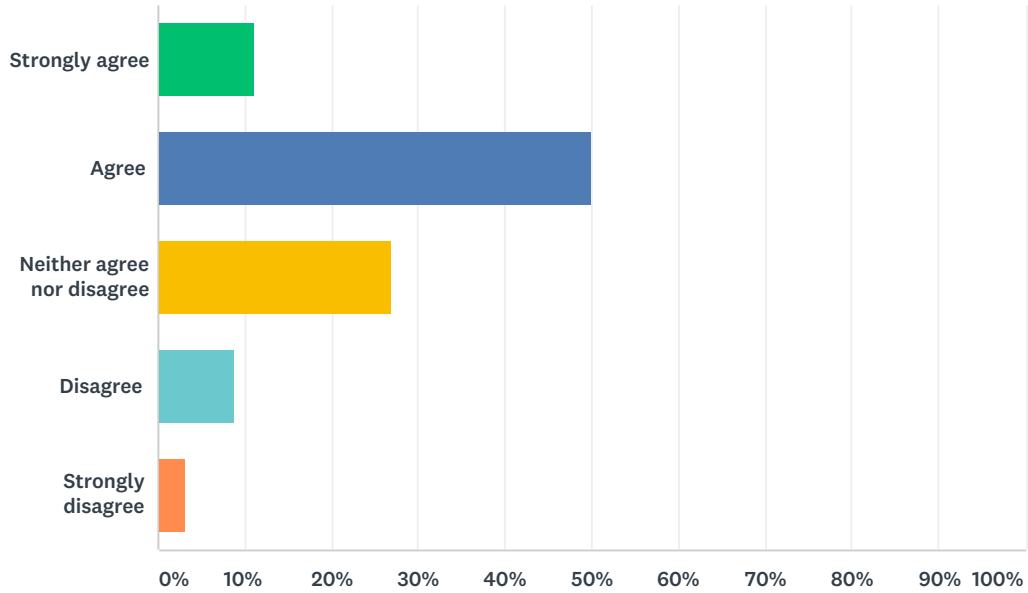
Answered: 259 Skipped: 10



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 3.47% | 9 |
| Agree | 27.03% | 70 |
| Neither agree nor disagree | 27.03% | 70 |
| Disagree | 26.64% | 69 |
| Strongly disagree | 15.83% | 41 |
| TOTAL | | 259 |

Q30 This organization is a good place to work.

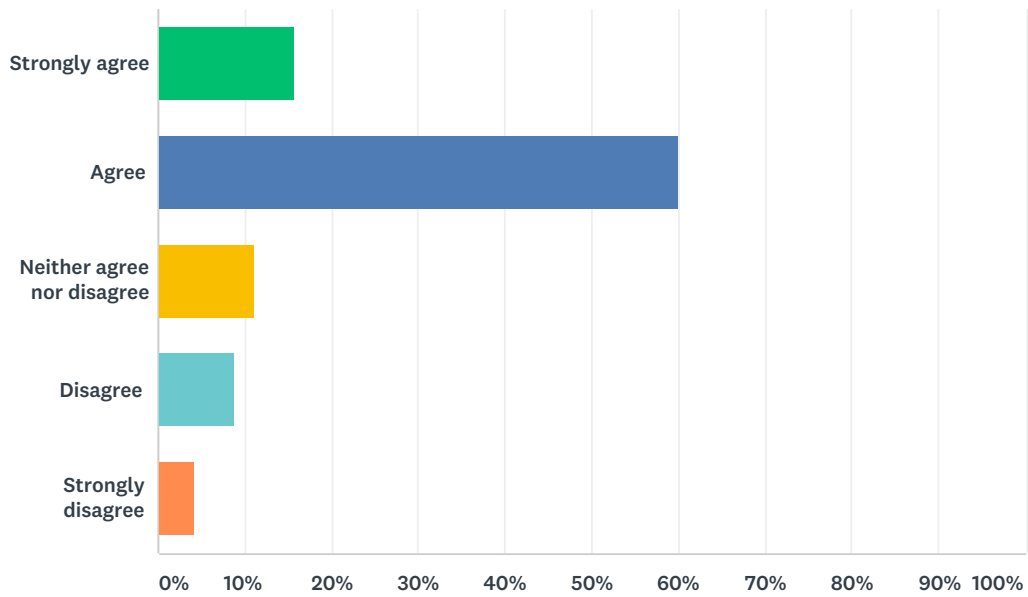
Answered: 260 Skipped: 9



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 11.15% | 29 |
| Agree | 50.00% | 130 |
| Neither agree nor disagree | 26.92% | 70 |
| Disagree | 8.85% | 23 |
| Strongly disagree | 3.08% | 8 |
| TOTAL | | 260 |

Q31 I am able to effectively balance my job requirements and other parts of my life.

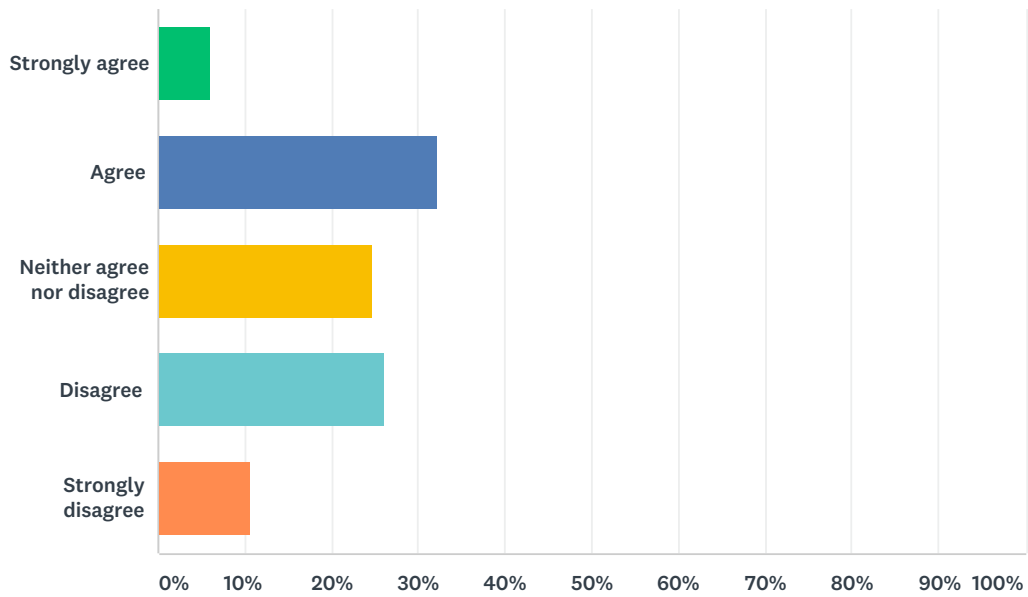
Answered: 260 Skipped: 9



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 15.77% | 41 |
| Agree | 60.00% | 156 |
| Neither agree nor disagree | 11.15% | 29 |
| Disagree | 8.85% | 23 |
| Strongly disagree | 4.23% | 11 |
| TOTAL | | 260 |

Q32 People in this organization are held accountable for producing quality work.

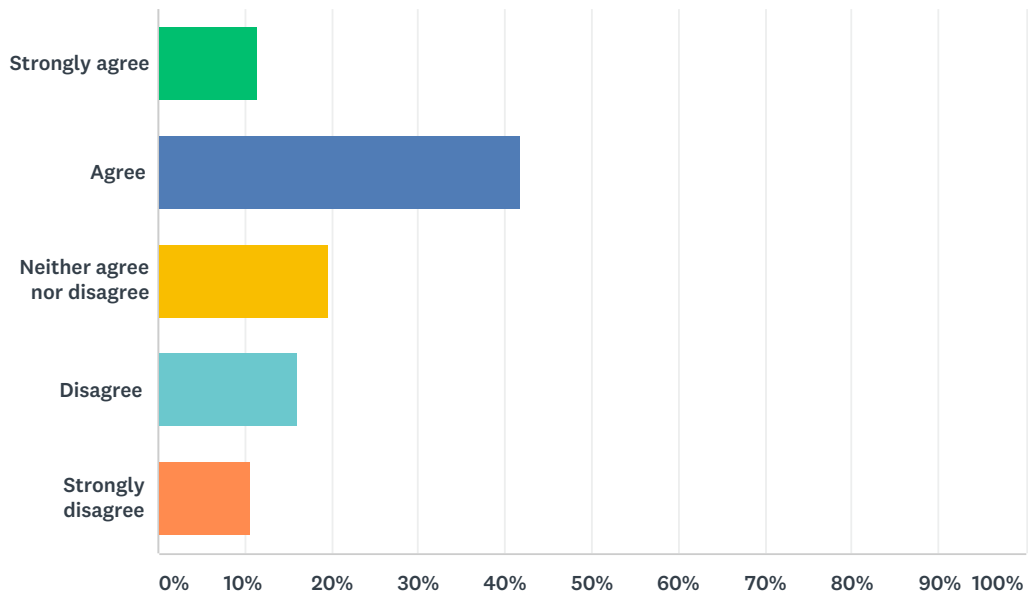
Answered: 260 Skipped: 9



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 6.15% | 16 |
| Agree | 32.31% | 84 |
| Neither agree nor disagree | 24.62% | 64 |
| Disagree | 26.15% | 68 |
| Strongly disagree | 10.77% | 28 |
| TOTAL | | 260 |

Q33 People in this organization are treated with dignity and respect, regardless of their job level.

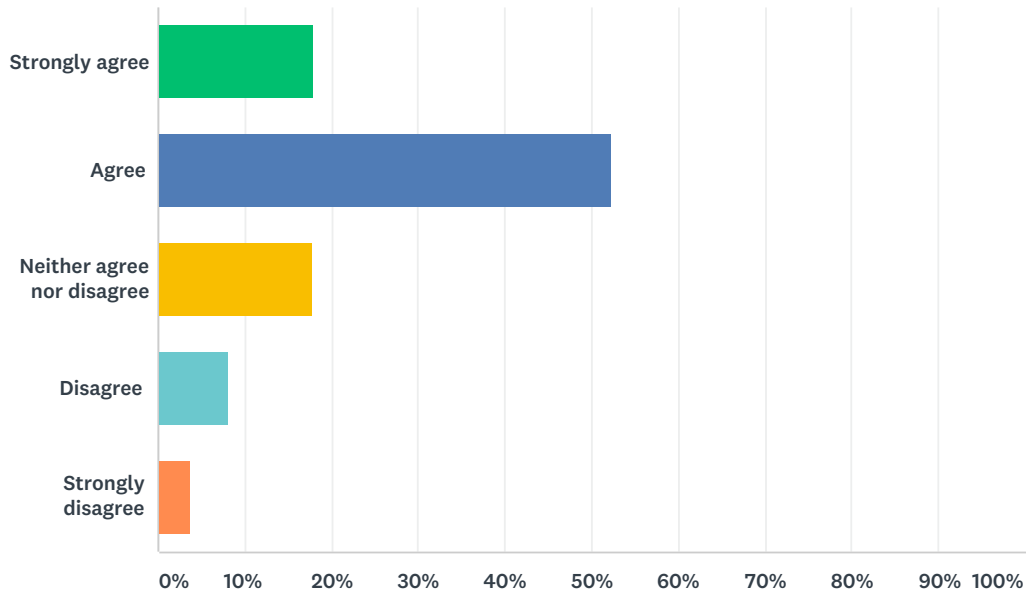
Answered: 260 Skipped: 9



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 11.54% | 30 |
| Agree | 41.92% | 109 |
| Neither agree nor disagree | 19.62% | 51 |
| Disagree | 16.15% | 42 |
| Strongly disagree | 10.77% | 28 |
| TOTAL | | 260 |

Q34 This organization makes safety a top priority.

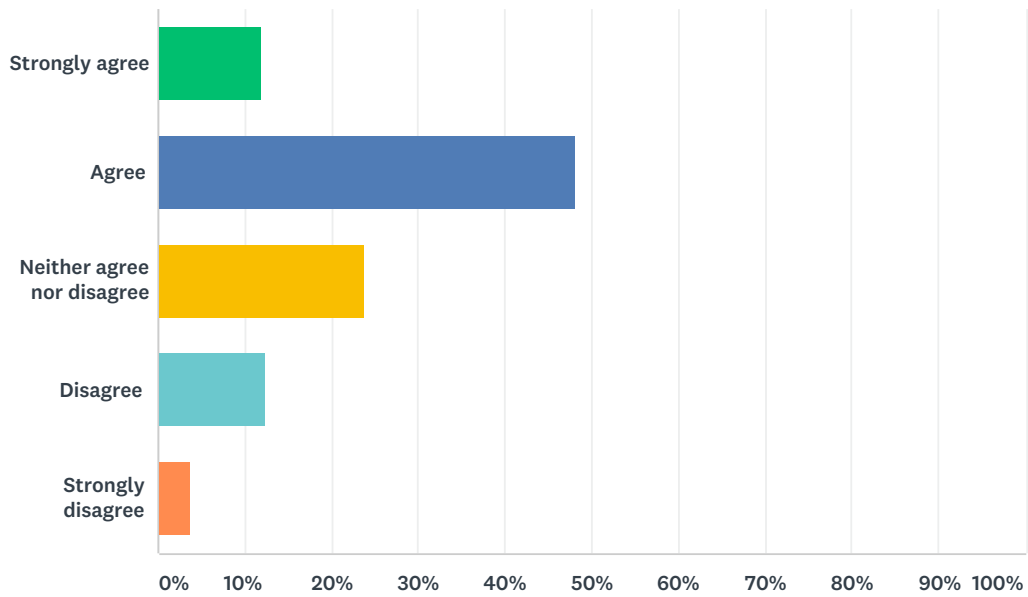
Answered: 260 Skipped: 9



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 18.08% | 47 |
| Agree | 52.31% | 136 |
| Neither agree nor disagree | 17.69% | 46 |
| Disagree | 8.08% | 21 |
| Strongly disagree | 3.85% | 10 |
| TOTAL | | 260 |

Q35 When safety problems or hazards are identified, quick action is taken to resolve them.

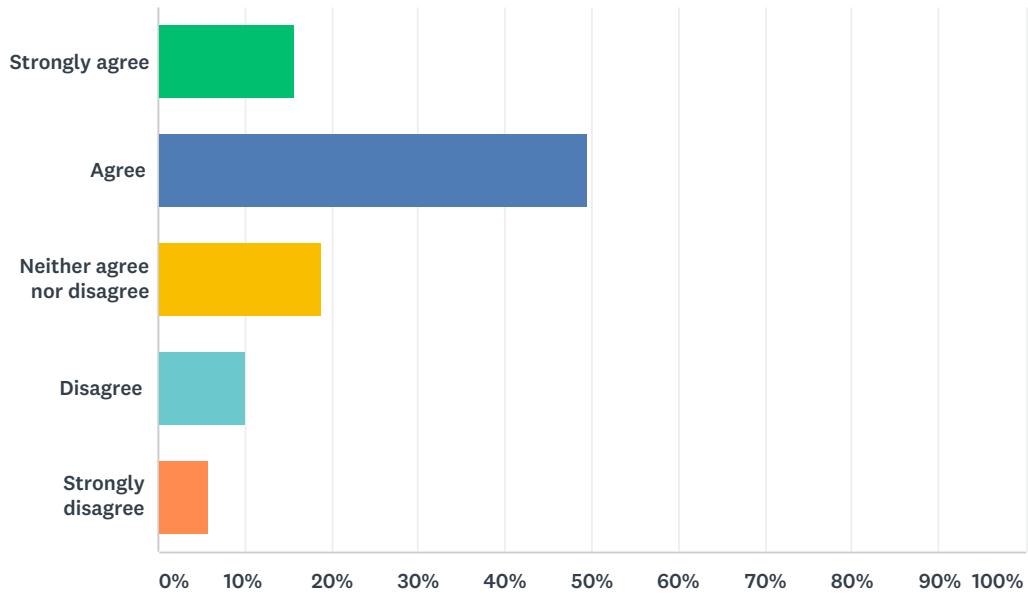
Answered: 260 Skipped: 9



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 11.92% | 31 |
| Agree | 48.08% | 125 |
| Neither agree nor disagree | 23.85% | 62 |
| Disagree | 12.31% | 32 |
| Strongly disagree | 3.85% | 10 |
| TOTAL | | 260 |

Q36 I have been adequately trained in safety practices and procedures.

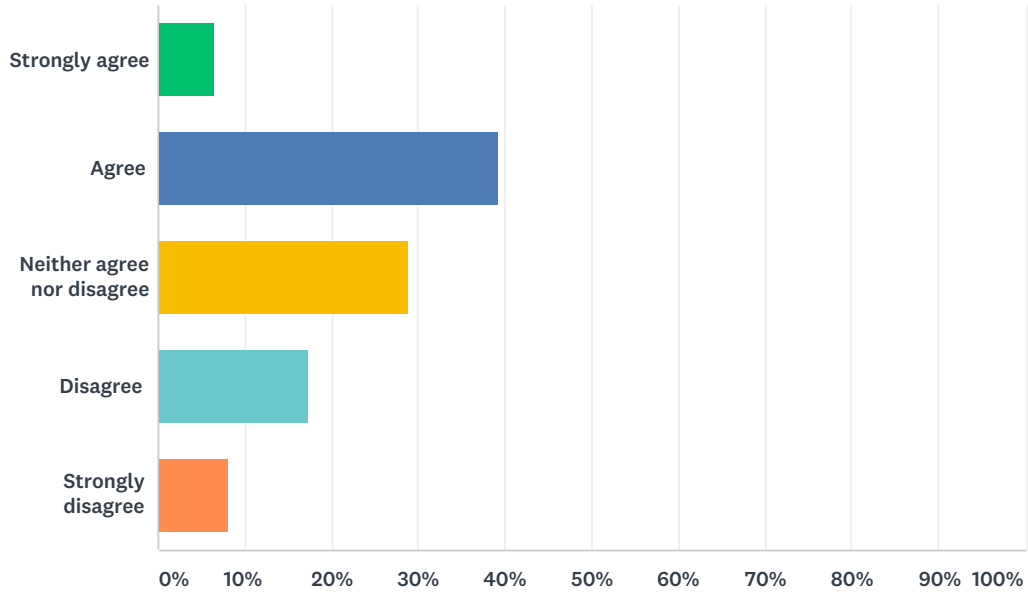
Answered: 260 Skipped: 9



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 15.77% | 41 |
| Agree | 49.62% | 129 |
| Neither agree nor disagree | 18.85% | 49 |
| Disagree | 10.00% | 26 |
| Strongly disagree | 5.77% | 15 |
| TOTAL | | 260 |

Q37 Equipment is safe and well maintained in this organization.

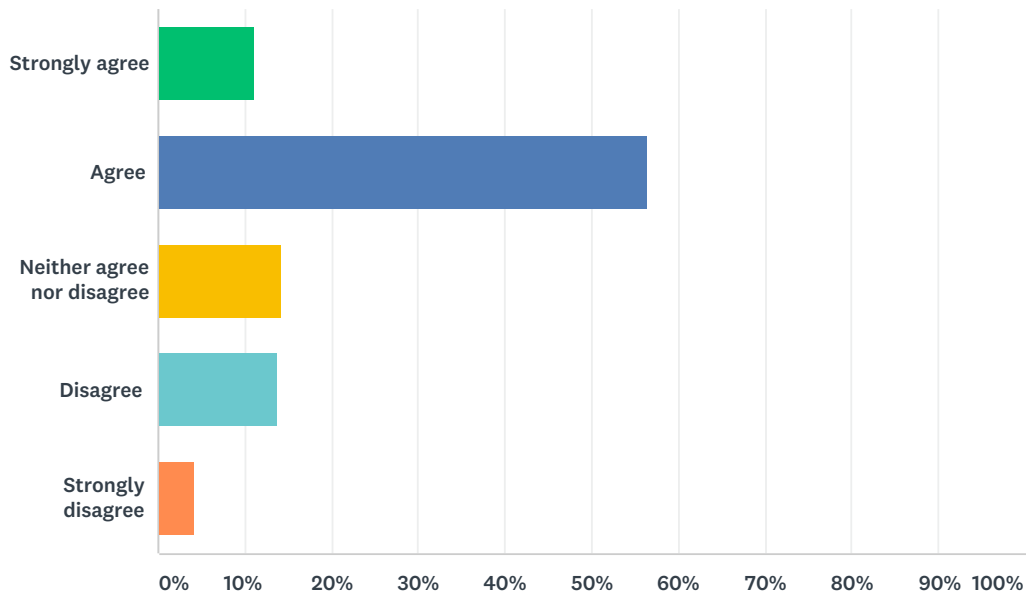
Answered: 260 Skipped: 9



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 6.54% | 17 |
| Agree | 39.23% | 102 |
| Neither agree nor disagree | 28.85% | 75 |
| Disagree | 17.31% | 45 |
| Strongly disagree | 8.08% | 21 |
| TOTAL | | 260 |

Q38 I have the materials, tools and equipment I need to do my work correctly.

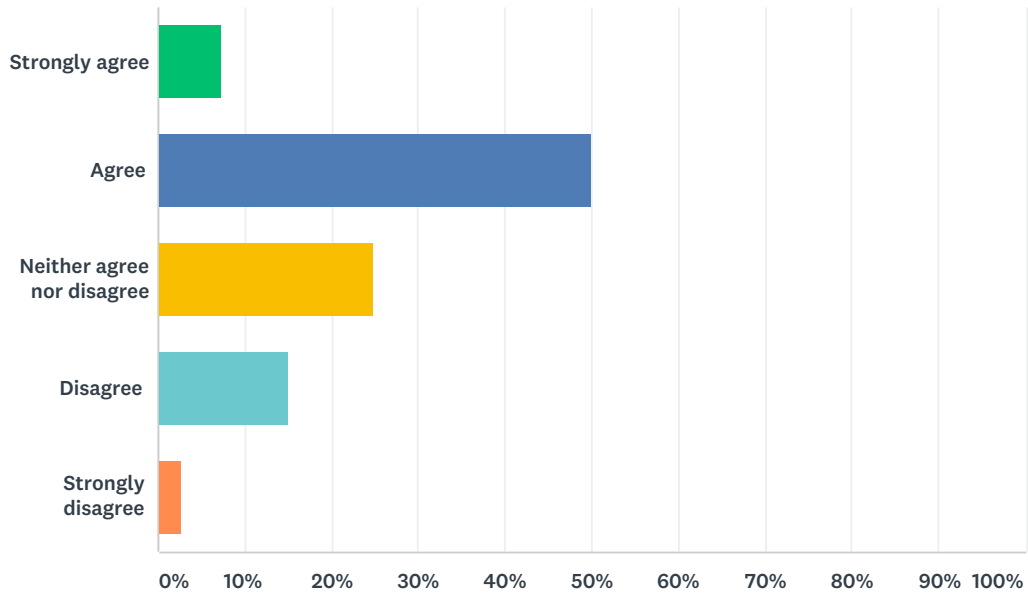
Answered: 260 Skipped: 9



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 11.15% | 29 |
| Agree | 56.54% | 147 |
| Neither agree nor disagree | 14.23% | 37 |
| Disagree | 13.85% | 36 |
| Strongly disagree | 4.23% | 11 |
| TOTAL | | 260 |

Q39 The mission of the SCFC is well understood by employees.

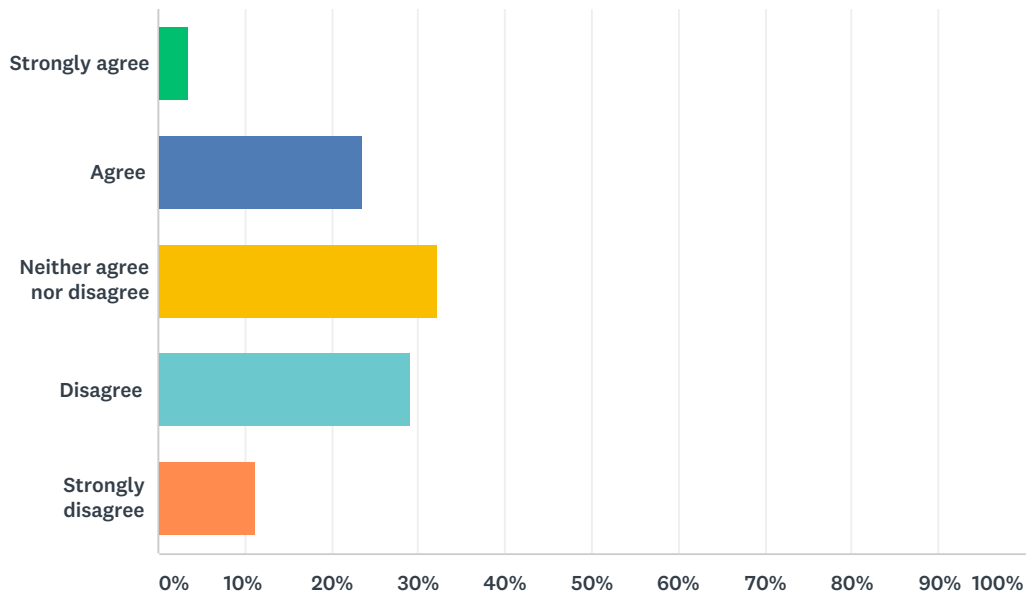
Answered: 258 Skipped: 11



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 7.36% | 19 |
| Agree | 50.00% | 129 |
| Neither agree nor disagree | 24.81% | 64 |
| Disagree | 15.12% | 39 |
| Strongly disagree | 2.71% | 7 |
| TOTAL | | 258 |

Q40 Senior level management has clearly communicated the future direction of this organization.

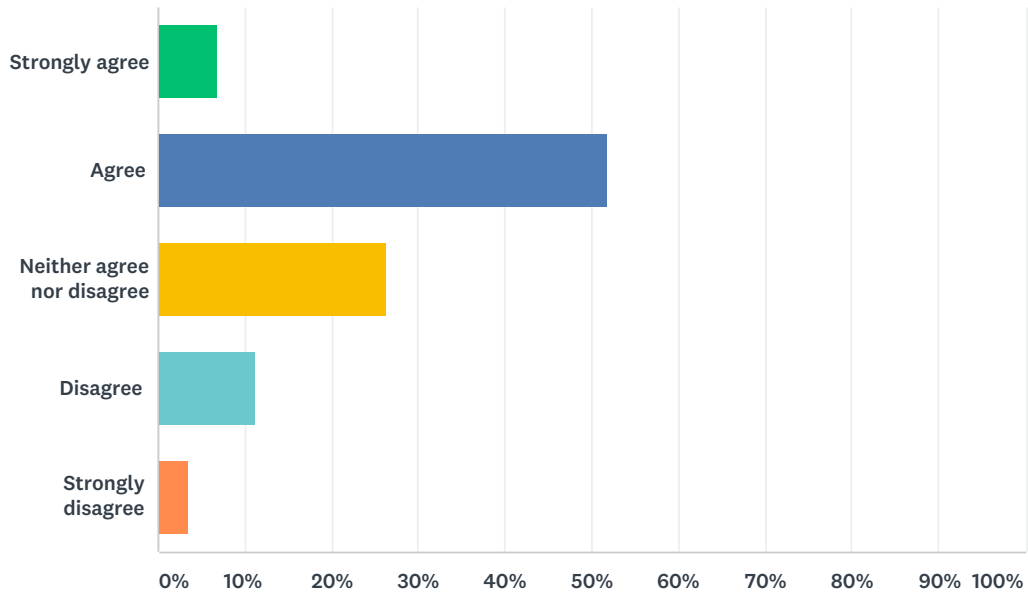
Answered: 257 Skipped: 12



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 3.50% | 9 |
| Agree | 23.74% | 61 |
| Neither agree nor disagree | 32.30% | 83 |
| Disagree | 29.18% | 75 |
| Strongly disagree | 11.28% | 29 |
| TOTAL | | 257 |

Q41 The agency continually tries to improve services to the public.

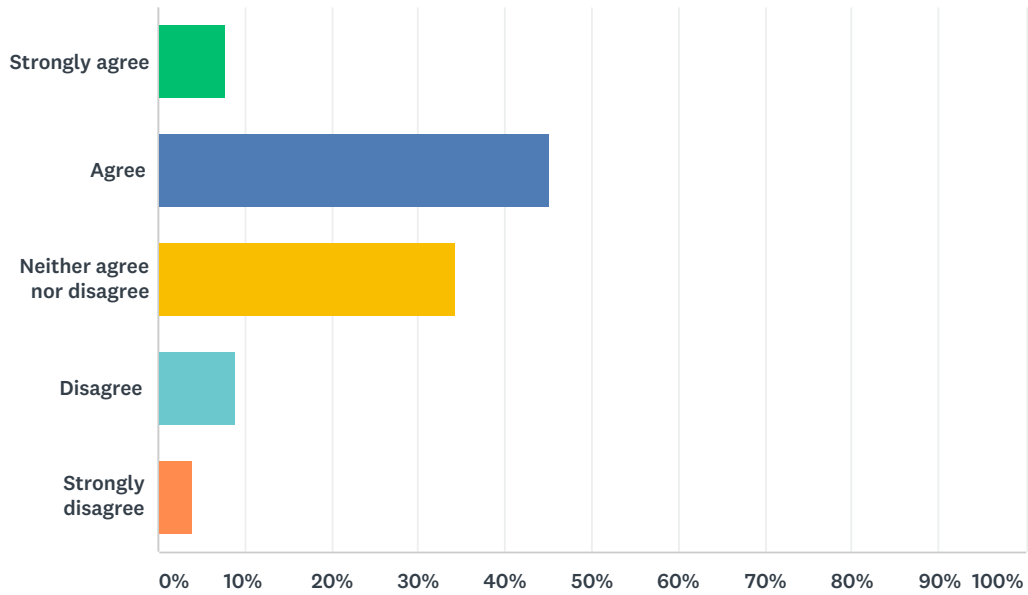
Answered: 258 Skipped: 11



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 6.98% | 18 |
| Agree | 51.94% | 134 |
| Neither agree nor disagree | 26.36% | 68 |
| Disagree | 11.24% | 29 |
| Strongly disagree | 3.49% | 9 |
| TOTAL | | 258 |

Q42 The agency's policies help you provide good service to the public.

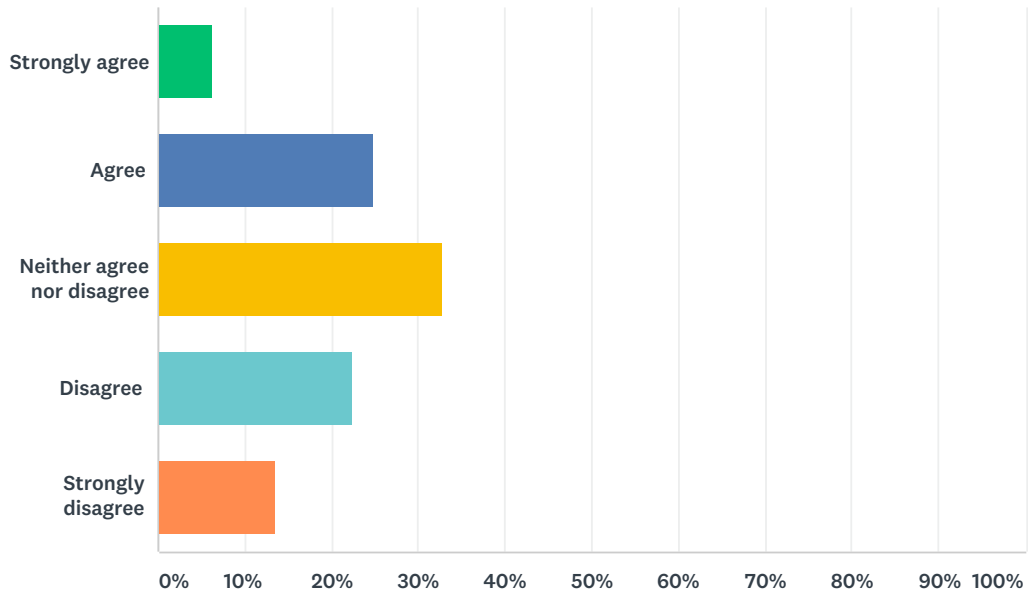
Answered: 257 Skipped: 12



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 7.78% | 20 |
| Agree | 45.14% | 116 |
| Neither agree nor disagree | 34.24% | 88 |
| Disagree | 8.95% | 23 |
| Strongly disagree | 3.89% | 10 |
| TOTAL | | 257 |

Q43 I have trust and confidence in senior level management.

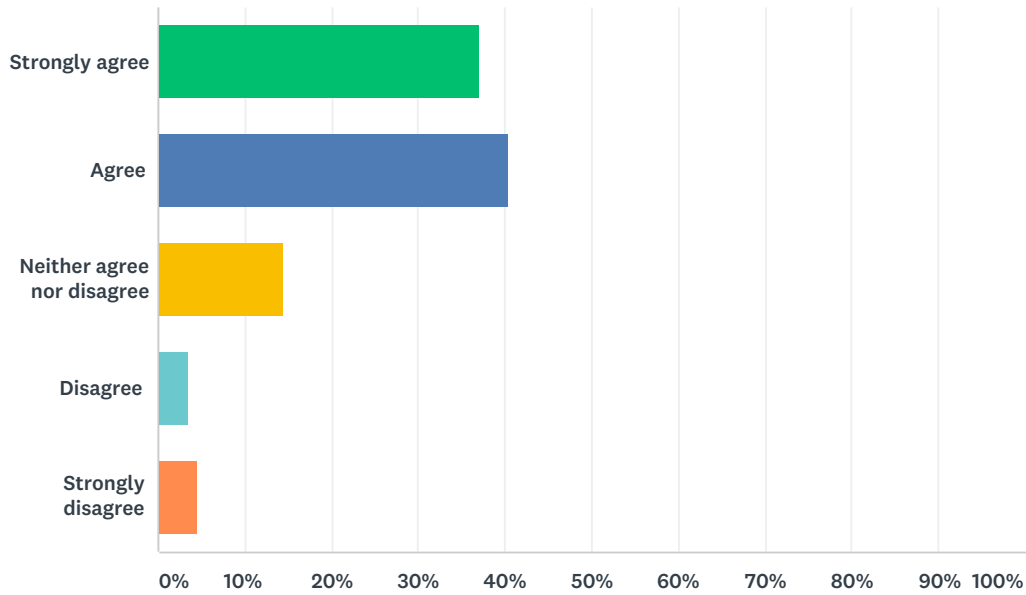
Answered: 258 Skipped: 11



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 6.20% | 16 |
| Agree | 24.81% | 64 |
| Neither agree nor disagree | 32.95% | 85 |
| Disagree | 22.48% | 58 |
| Strongly disagree | 13.57% | 35 |
| TOTAL | | 258 |

Q44 I have confidence and trust in my supervisor.

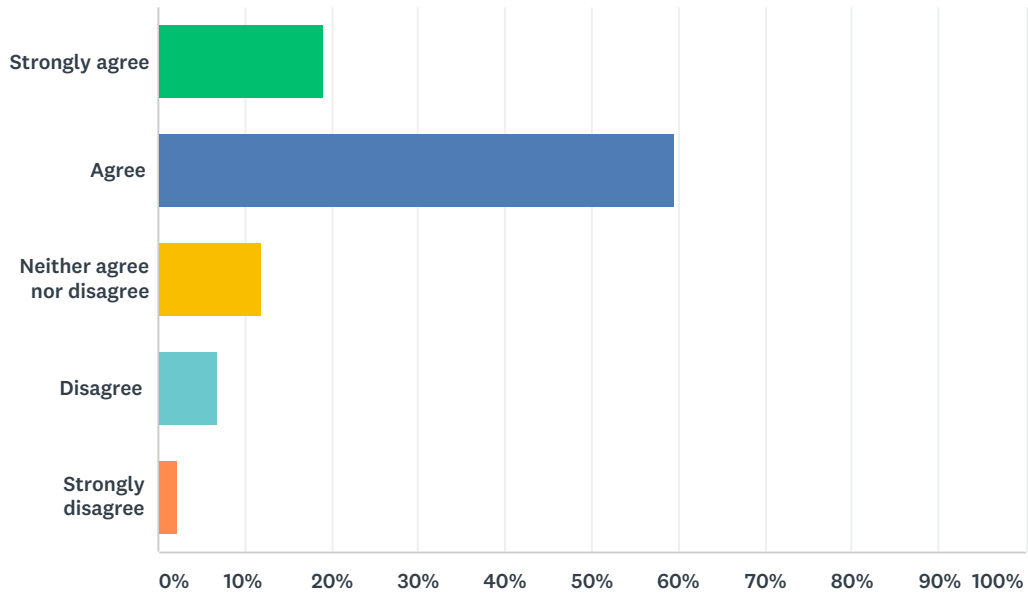
Answered: 257 Skipped: 12



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 36.96% | 95 |
| Agree | 40.47% | 104 |
| Neither agree nor disagree | 14.40% | 37 |
| Disagree | 3.50% | 9 |
| Strongly disagree | 4.67% | 12 |
| TOTAL | | 257 |

Q45 My job responsibilities are defined clearly and specifically.

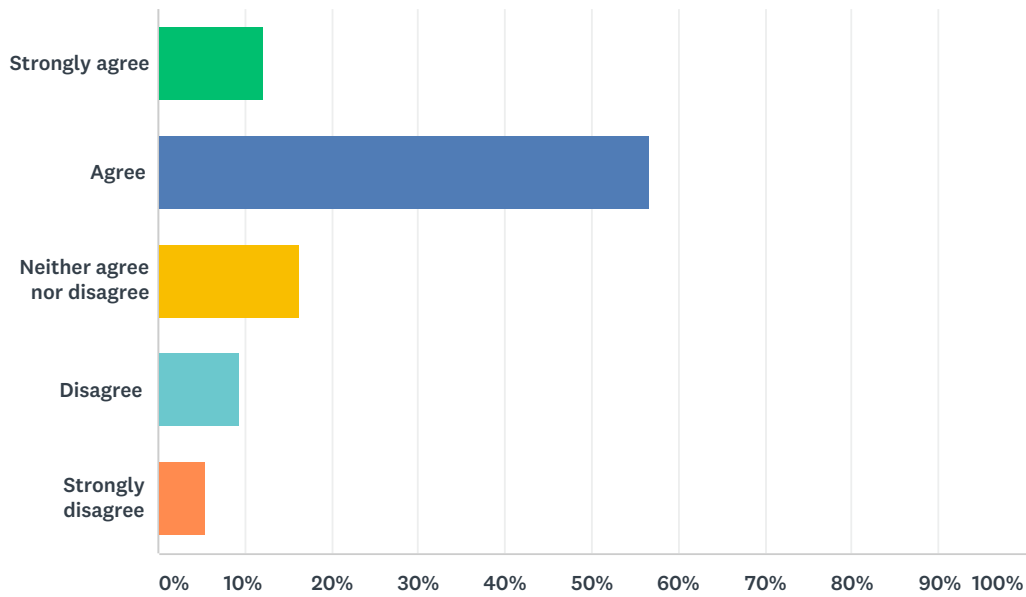
Answered: 258 Skipped: 11



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 18.99% | 49 |
| Agree | 59.69% | 154 |
| Neither agree nor disagree | 12.02% | 31 |
| Disagree | 6.98% | 18 |
| Strongly disagree | 2.33% | 6 |
| TOTAL | | 258 |

Q46 My written position description is an accurate reflection of the duties and responsibilities I perform in my job.

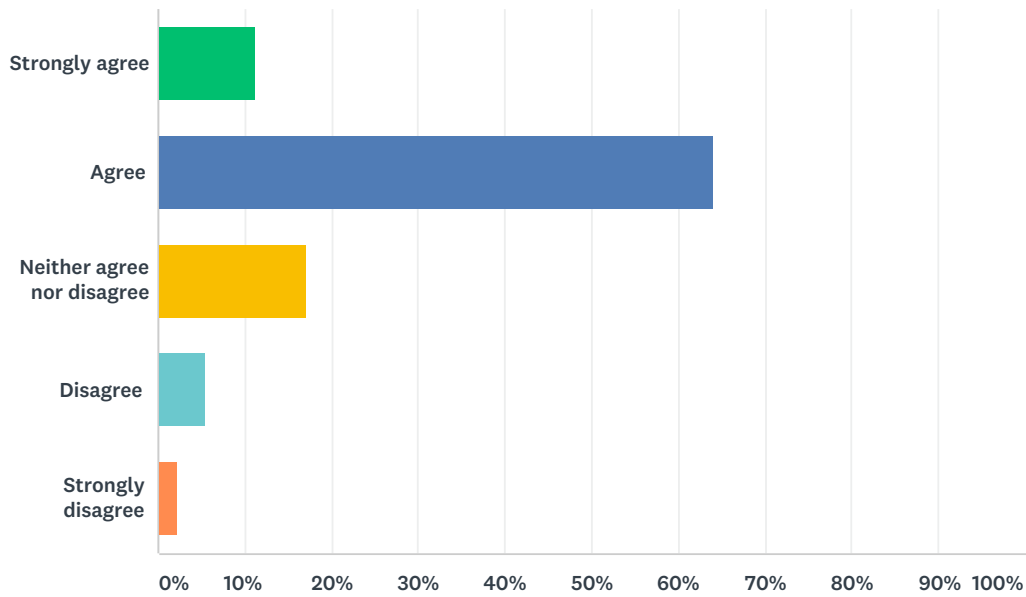
Answered: 256 Skipped: 13



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 12.11% | 31 |
| Agree | 56.64% | 145 |
| Neither agree nor disagree | 16.41% | 42 |
| Disagree | 9.38% | 24 |
| Strongly disagree | 5.47% | 14 |
| TOTAL | | 256 |

Q47 I understand SCFC's policies, procedures, and work rules that affect my job.

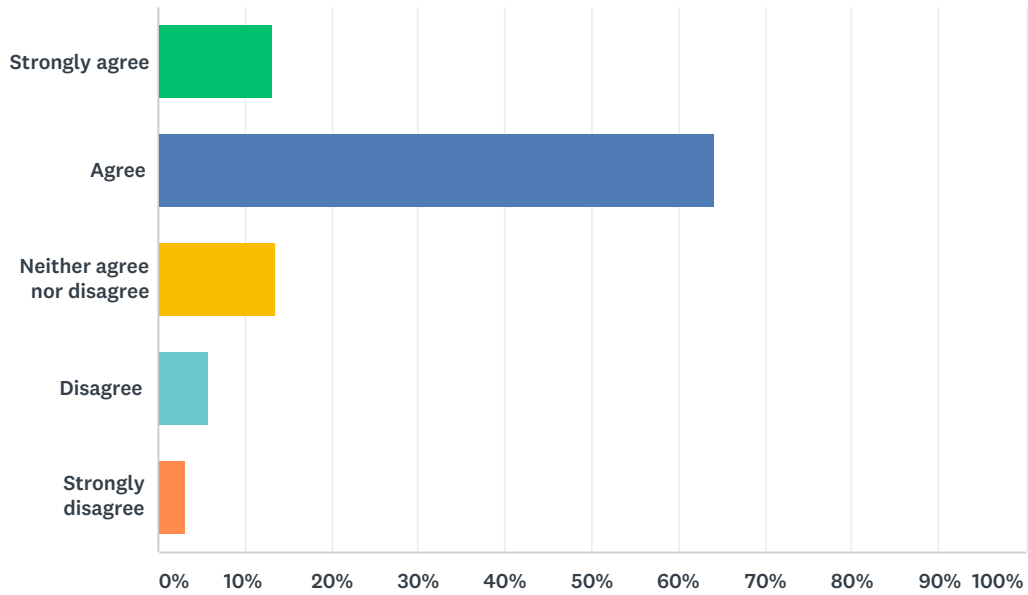
Answered: 258 Skipped: 11



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 11.24% | 29 |
| Agree | 63.95% | 165 |
| Neither agree nor disagree | 17.05% | 44 |
| Disagree | 5.43% | 14 |
| Strongly disagree | 2.33% | 6 |
| TOTAL | | 258 |

Q48 My job makes good use of my skills and abilities.

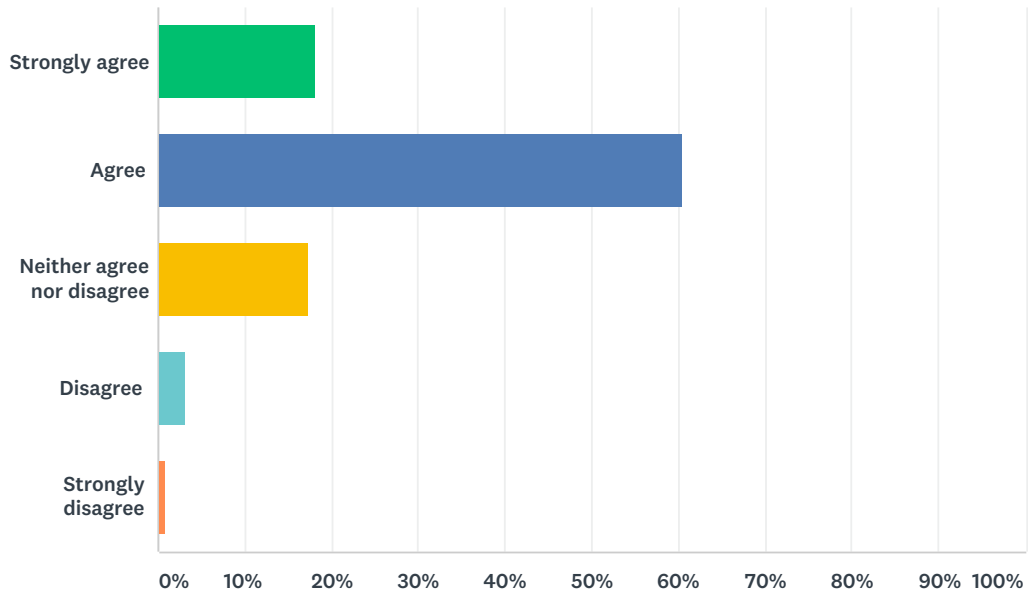
Answered: 257 Skipped: 12



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 13.23% | 34 |
| Agree | 64.20% | 165 |
| Neither agree nor disagree | 13.62% | 35 |
| Disagree | 5.84% | 15 |
| Strongly disagree | 3.11% | 8 |
| TOTAL | | 257 |

Q49 I find my job interesting and challenging.

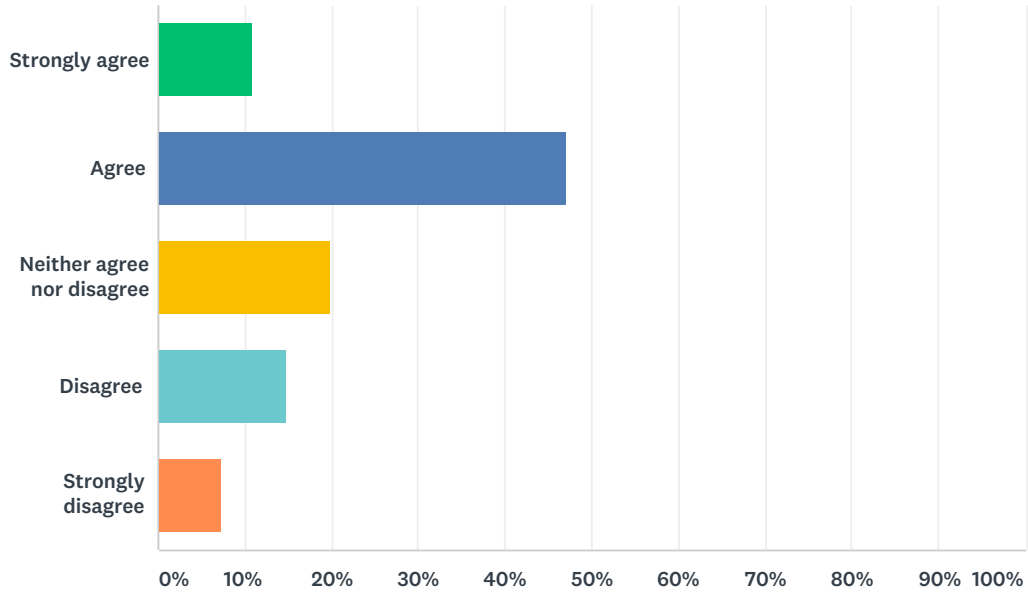
Answered: 258 Skipped: 11



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 18.22% | 47 |
| Agree | 60.47% | 156 |
| Neither agree nor disagree | 17.44% | 45 |
| Disagree | 3.10% | 8 |
| Strongly disagree | 0.78% | 2 |
| TOTAL | | 258 |

Q50 I can influence decisions that affect my job.

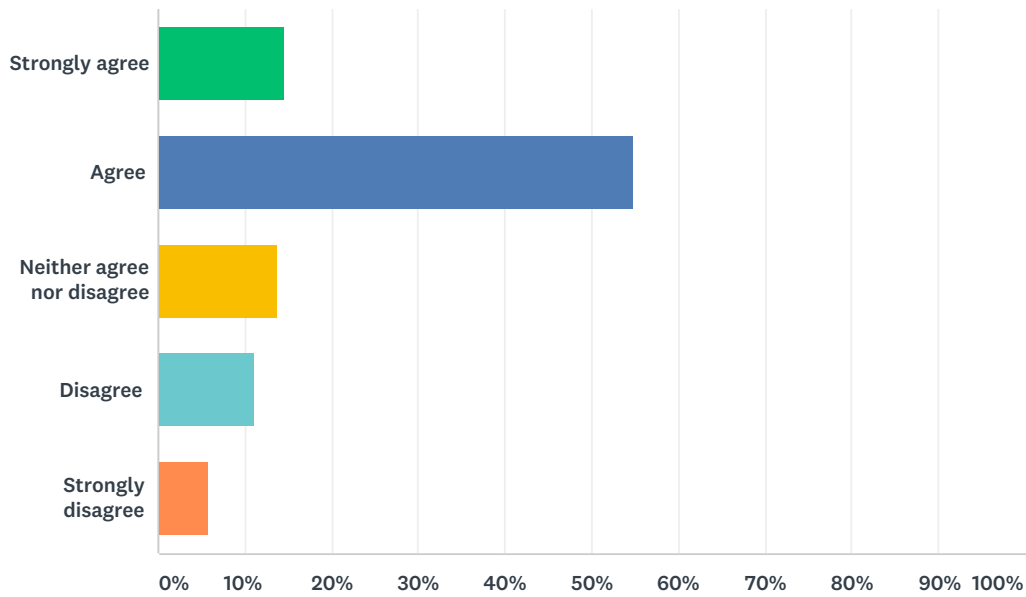
Answered: 257 Skipped: 12



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 10.89% | 28 |
| Agree | 47.08% | 121 |
| Neither agree nor disagree | 19.84% | 51 |
| Disagree | 14.79% | 38 |
| Strongly disagree | 7.39% | 19 |
| TOTAL | | 257 |

Q51 I feel free to speak up and express my views on matters that are important to me.

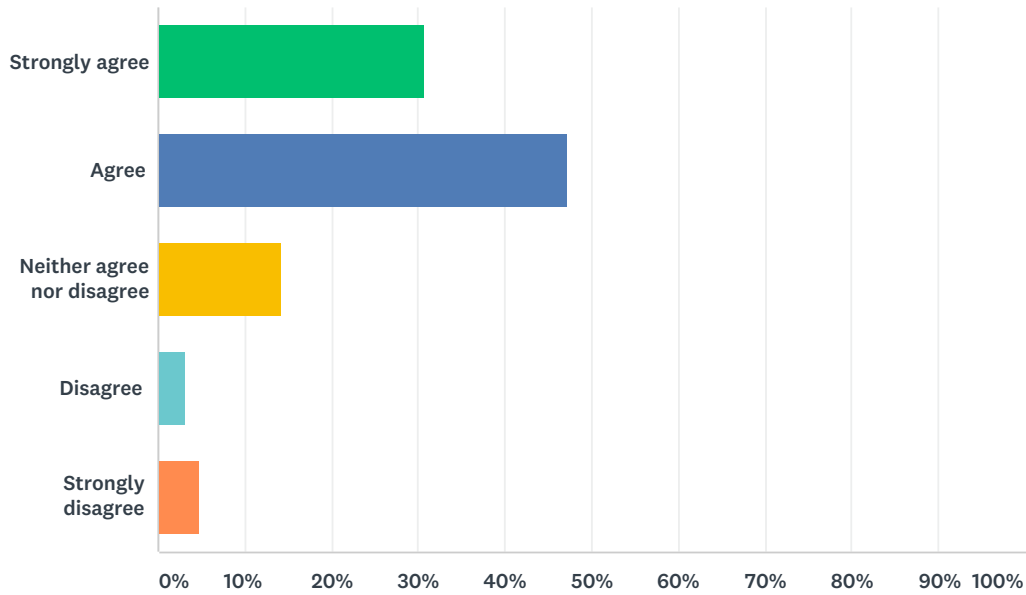
Answered: 254 Skipped: 15



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 14.57% | 37 |
| Agree | 54.72% | 139 |
| Neither agree nor disagree | 13.78% | 35 |
| Disagree | 11.02% | 28 |
| Strongly disagree | 5.91% | 15 |
| TOTAL | | 254 |

Q52 My supervisor treats all subordinates fairly.

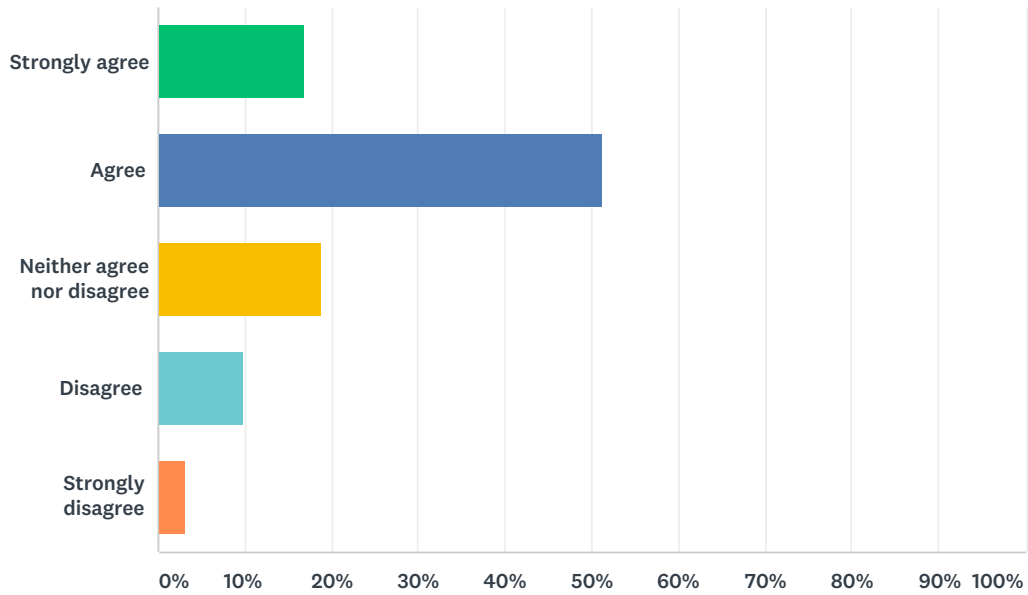
Answered: 254 Skipped: 15



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 30.71% | 78 |
| Agree | 47.24% | 120 |
| Neither agree nor disagree | 14.17% | 36 |
| Disagree | 3.15% | 8 |
| Strongly disagree | 4.72% | 12 |
| TOTAL | | 254 |

Q53 I get adequate feedback about how I am doing my job.

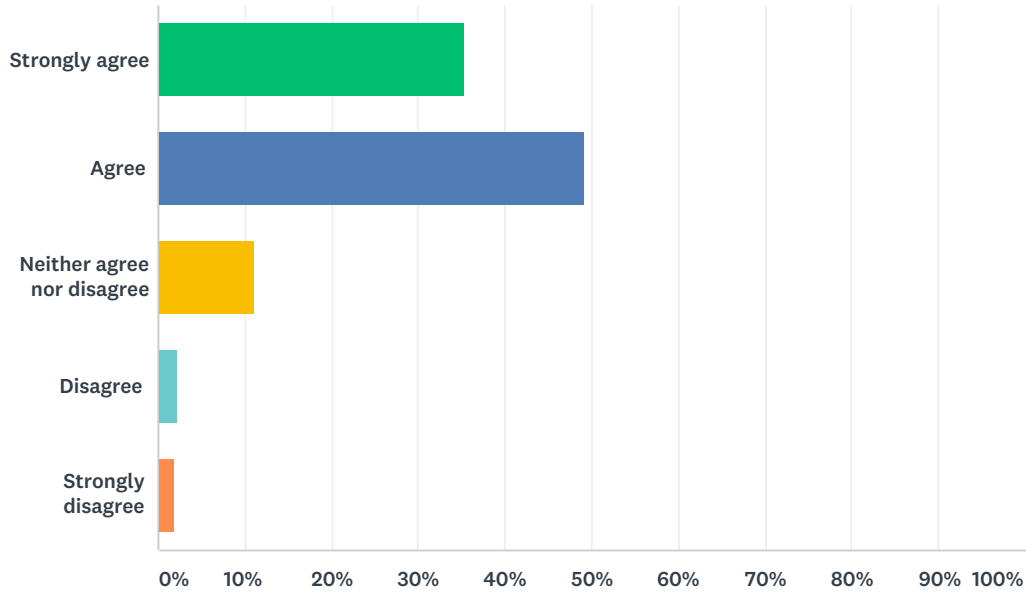
Answered: 254 Skipped: 15



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 16.93% | 43 |
| Agree | 51.18% | 130 |
| Neither agree nor disagree | 18.90% | 48 |
| Disagree | 9.84% | 25 |
| Strongly disagree | 3.15% | 8 |
| TOTAL | | 254 |

Q54 My supervisor is available when I need him/her.

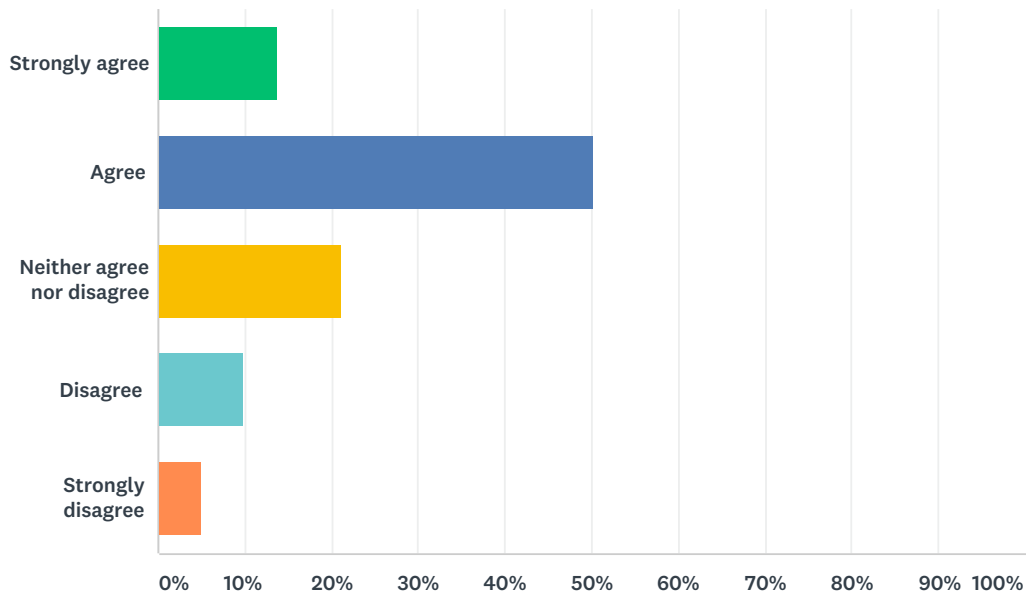
Answered: 254 Skipped: 15



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 35.43% | 90 |
| Agree | 49.21% | 125 |
| Neither agree nor disagree | 11.02% | 28 |
| Disagree | 2.36% | 6 |
| Strongly disagree | 1.97% | 5 |
| TOTAL | | 254 |

Q55 SCFC has been effective in providing equal employment opportunities for all persons.

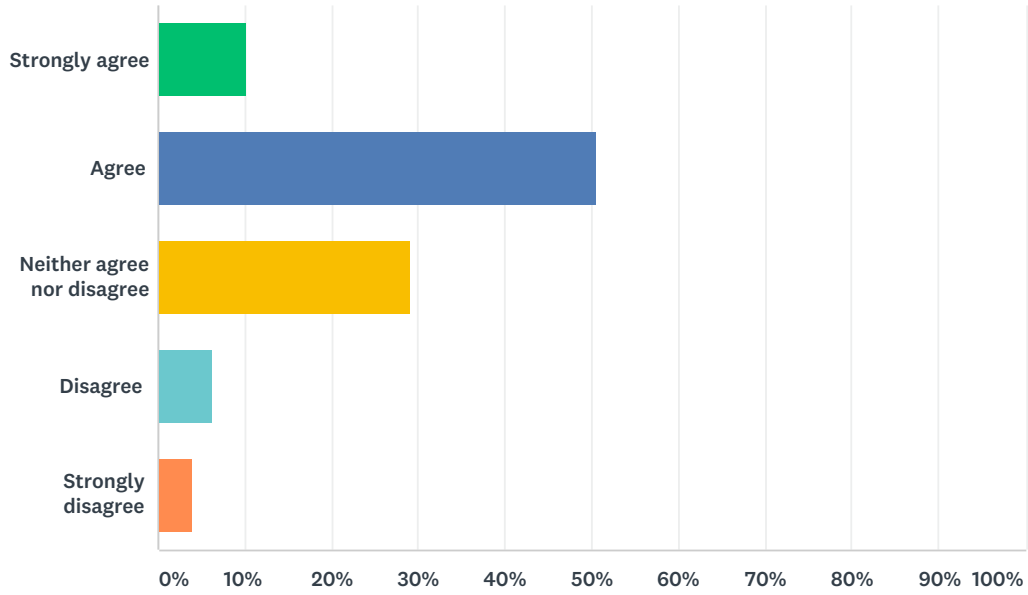
Answered: 255 Skipped: 14



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 13.73% | 35 |
| Agree | 50.20% | 128 |
| Neither agree nor disagree | 21.18% | 54 |
| Disagree | 9.80% | 25 |
| Strongly disagree | 5.10% | 13 |
| TOTAL | | 255 |

Q56 This organization values a diverse workforce.

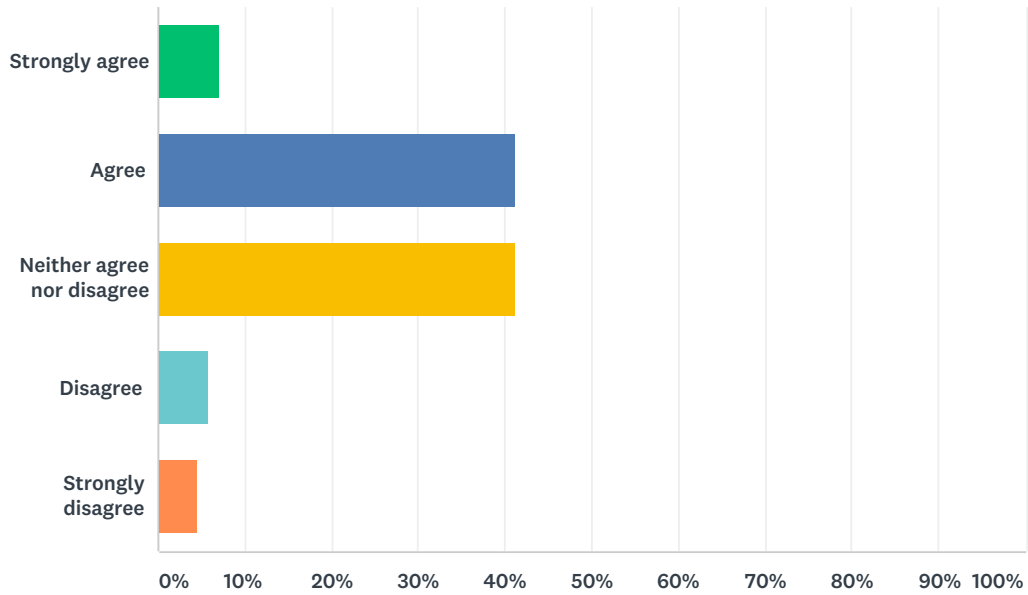
Answered: 255 Skipped: 14



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 10.20% | 26 |
| Agree | 50.59% | 129 |
| Neither agree nor disagree | 29.02% | 74 |
| Disagree | 6.27% | 16 |
| Strongly disagree | 3.92% | 10 |
| TOTAL | | 255 |

Q57 SCFC deals with harassment/discrimination issues promptly and fairly.

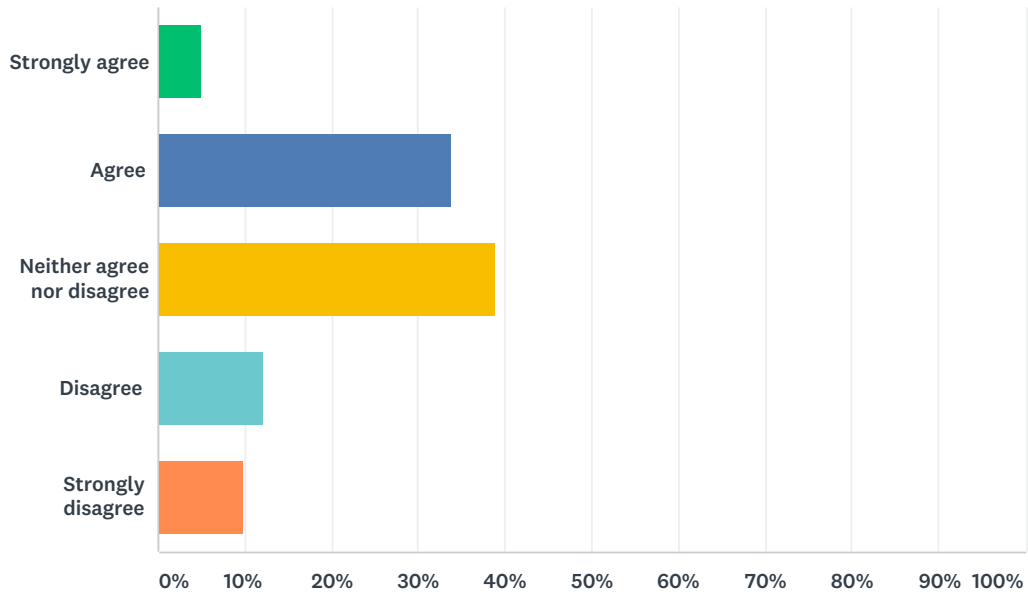
Answered: 255 Skipped: 14



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 7.06% | 18 |
| Agree | 41.18% | 105 |
| Neither agree nor disagree | 41.18% | 105 |
| Disagree | 5.88% | 15 |
| Strongly disagree | 4.71% | 12 |
| TOTAL | | 255 |

Q58 Human Resources policies are administered fairly and consistently.

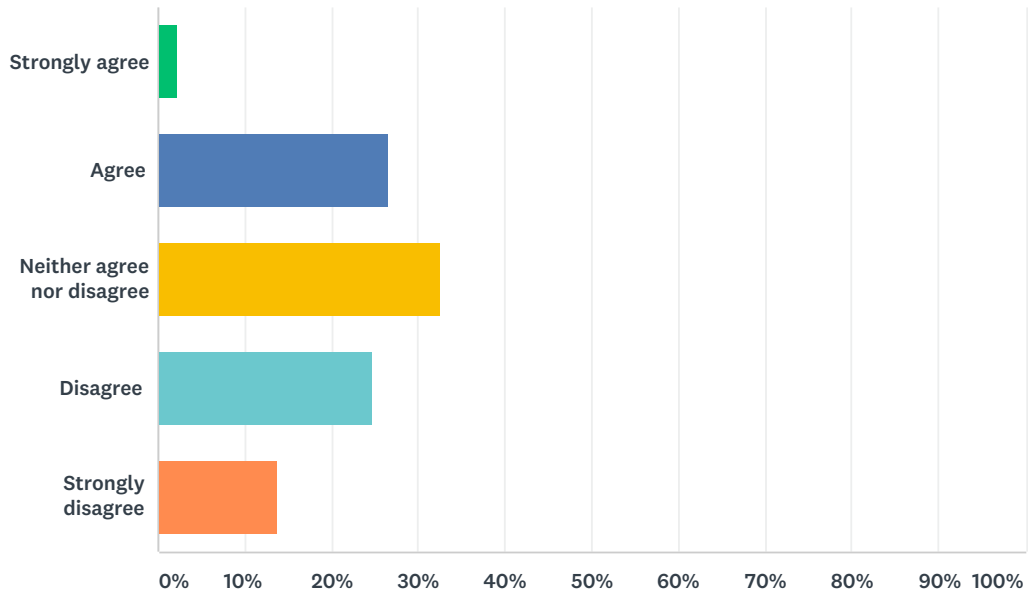
Answered: 254 Skipped: 15



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 5.12% | 13 |
| Agree | 33.86% | 86 |
| Neither agree nor disagree | 38.98% | 99 |
| Disagree | 12.20% | 31 |
| Strongly disagree | 9.84% | 25 |
| TOTAL | | 254 |

Q59 Senior level management is open to new ideas and suggestions.

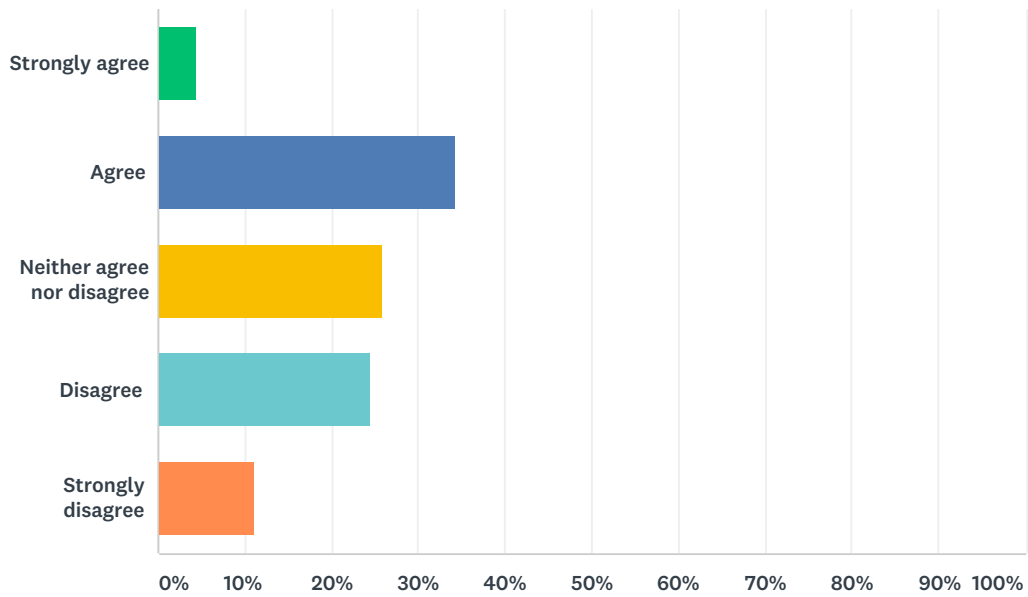
Answered: 255 Skipped: 14



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 2.35% | 6 |
| Agree | 26.67% | 68 |
| Neither agree nor disagree | 32.55% | 83 |
| Disagree | 24.71% | 63 |
| Strongly disagree | 13.73% | 35 |
| TOTAL | | 255 |

Q60 I have confidence in the fairness of SCFC's senior level management.

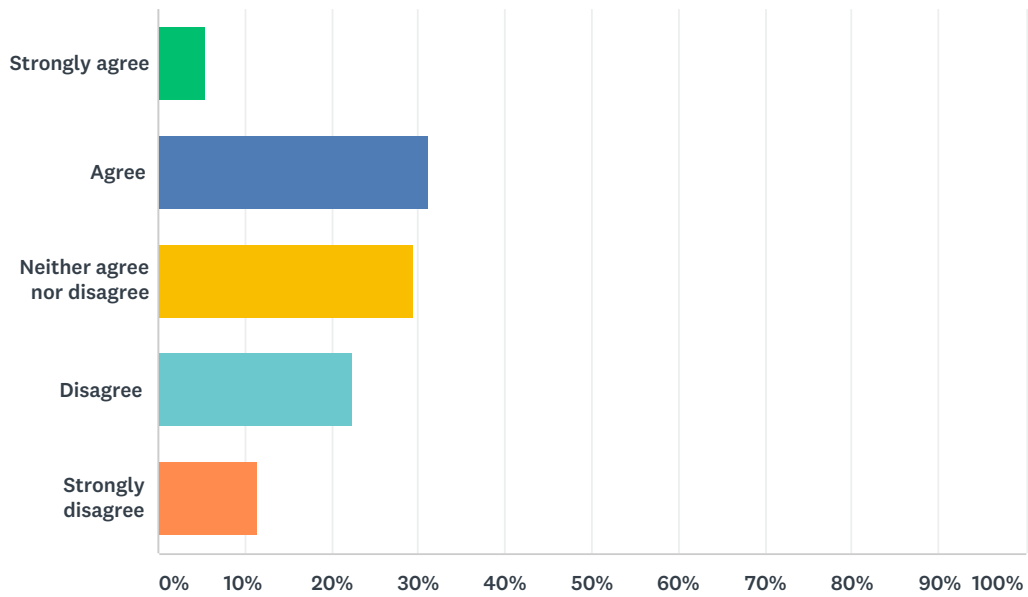
Answered: 254 Skipped: 15



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 4.33% | 11 |
| Agree | 34.25% | 87 |
| Neither agree nor disagree | 25.98% | 66 |
| Disagree | 24.41% | 62 |
| Strongly disagree | 11.02% | 28 |
| TOTAL | | 254 |

Q61 Employees can believe what they hear from senior level management.

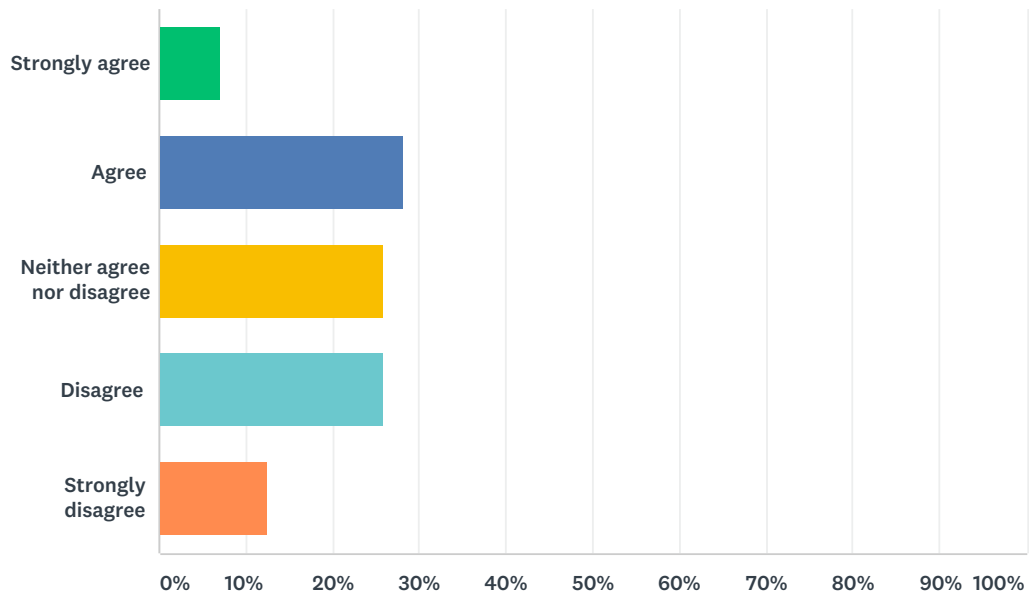
Answered: 254 Skipped: 15



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 5.51% | 14 |
| Agree | 31.10% | 79 |
| Neither agree nor disagree | 29.53% | 75 |
| Disagree | 22.44% | 57 |
| Strongly disagree | 11.42% | 29 |
| TOTAL | | 254 |

Q62 Senior level management is aware of the problems at my level of the organization.

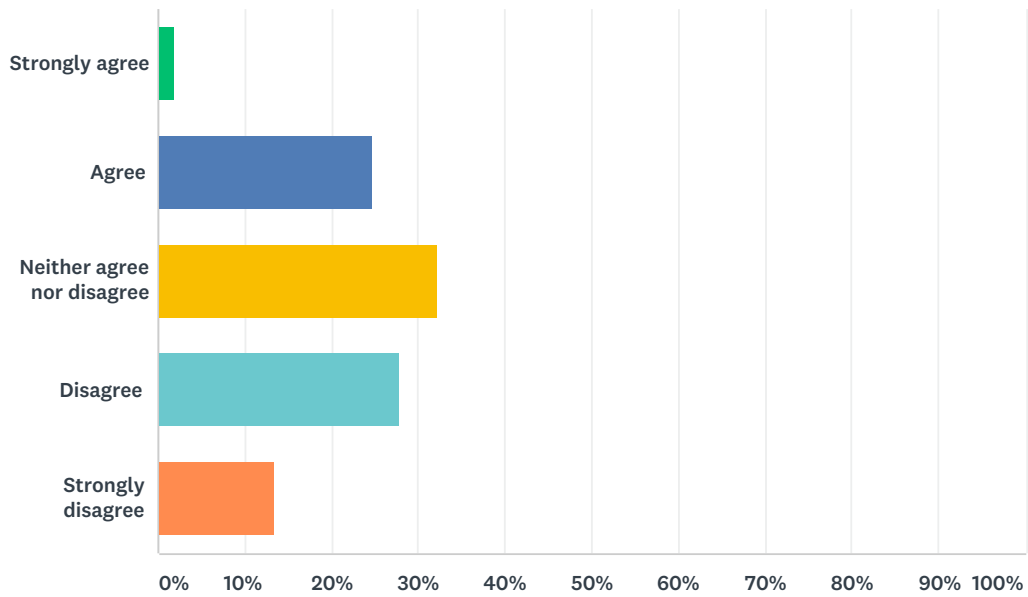
Answered: 254 Skipped: 15



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 7.09% | 18 |
| Agree | 28.35% | 72 |
| Neither agree nor disagree | 25.98% | 66 |
| Disagree | 25.98% | 66 |
| Strongly disagree | 12.60% | 32 |
| TOTAL | | 254 |

Q63 Decisions are made at the levels in this organization where the most adequate and accurate information is available.

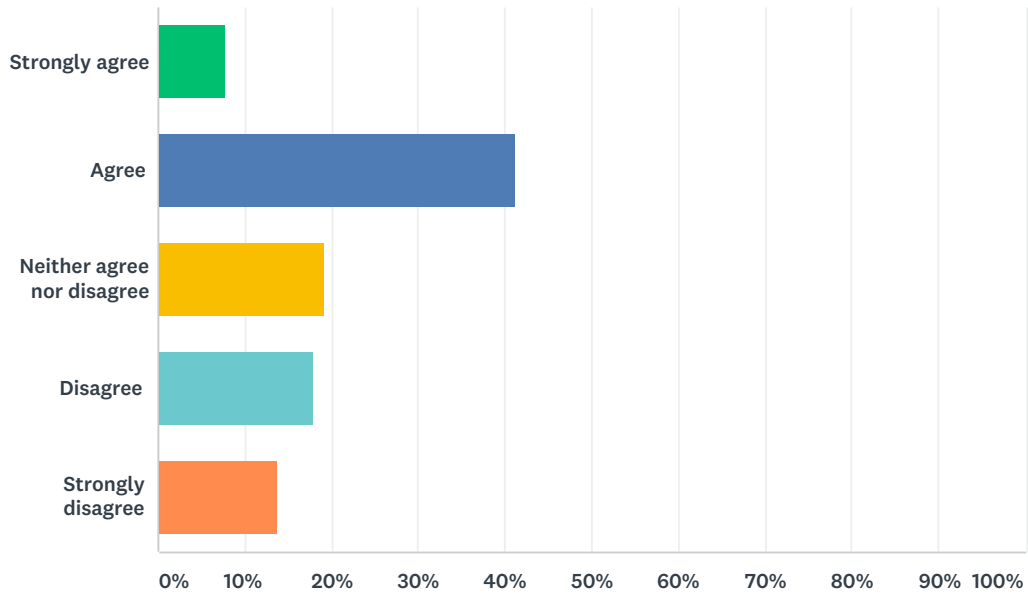
Answered: 255 Skipped: 14



| ANSWER CHOICES | RESPONSES |
|----------------------------|------------|
| Strongly agree | 1.96% 5 |
| Agree | 24.71% 63 |
| Neither agree nor disagree | 32.16% 82 |
| Disagree | 27.84% 71 |
| Strongly disagree | 13.33% 34 |
| TOTAL | 255 |

Q64 Senior level management trusts employees to do their job.

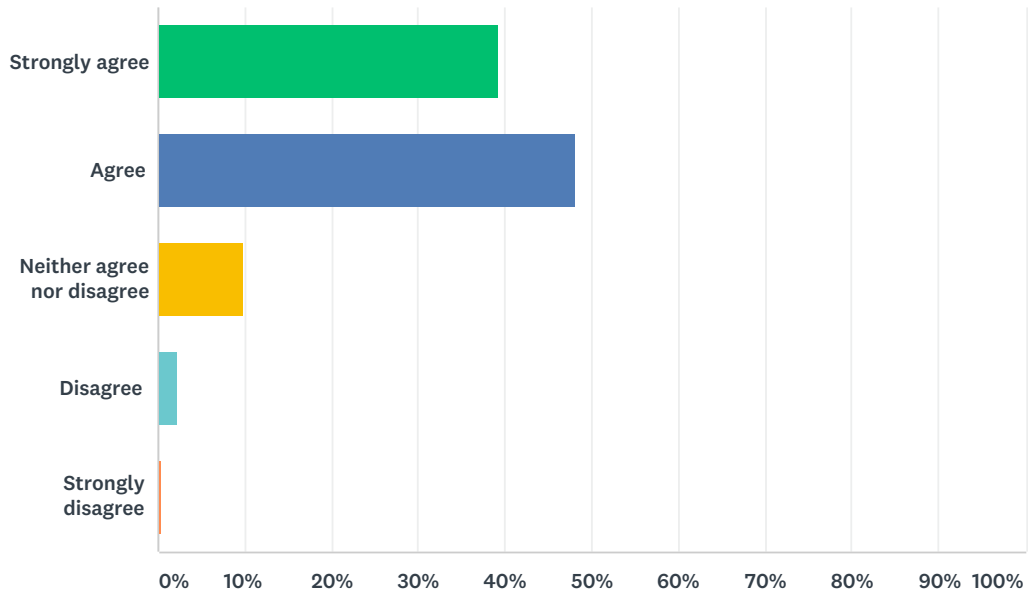
Answered: 255 Skipped: 14



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 7.84% | 20 |
| Agree | 41.18% | 105 |
| Neither agree nor disagree | 19.22% | 49 |
| Disagree | 18.04% | 46 |
| Strongly disagree | 13.73% | 35 |
| TOTAL | | 255 |

Q65 My supervisor demonstrates honesty and integrity.

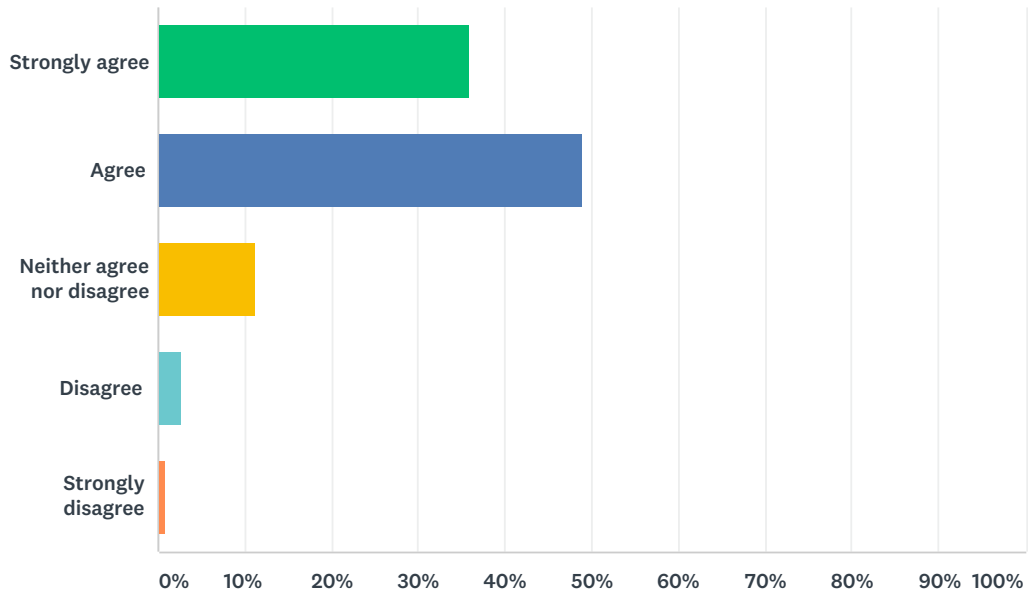
Answered: 254 Skipped: 15



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 39.37% | 100 |
| Agree | 48.03% | 122 |
| Neither agree nor disagree | 9.84% | 25 |
| Disagree | 2.36% | 6 |
| Strongly disagree | 0.39% | 1 |
| TOTAL | | 254 |

Q66 My supervisor helps me find solutions to problems.

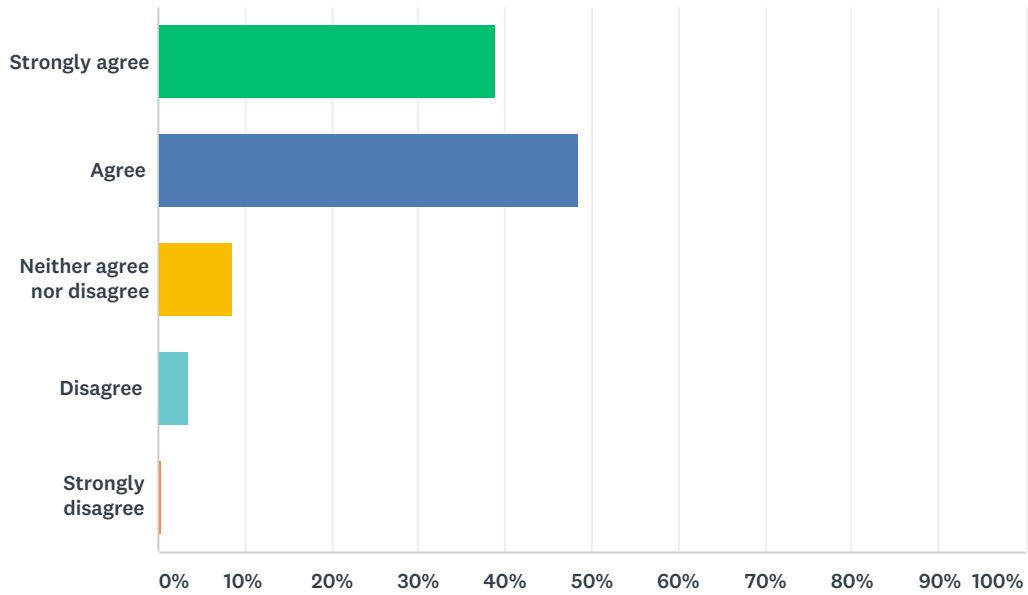
Answered: 255 Skipped: 14



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 36.08% | 92 |
| Agree | 49.02% | 125 |
| Neither agree nor disagree | 11.37% | 29 |
| Disagree | 2.75% | 7 |
| Strongly disagree | 0.78% | 2 |
| TOTAL | | 255 |

Q67 My supervisor respects employees as individuals.

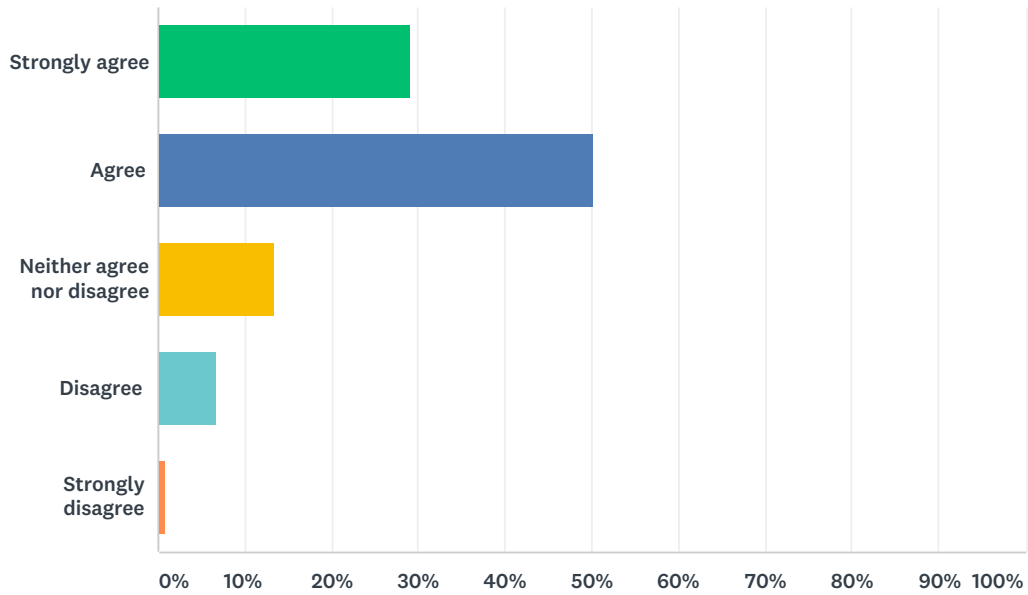
Answered: 255 Skipped: 14



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 38.82% | 99 |
| Agree | 48.63% | 124 |
| Neither agree nor disagree | 8.63% | 22 |
| Disagree | 3.53% | 9 |
| Strongly disagree | 0.39% | 1 |
| TOTAL | | 255 |

Q68 My supervisor clearly communicates performance expectations.

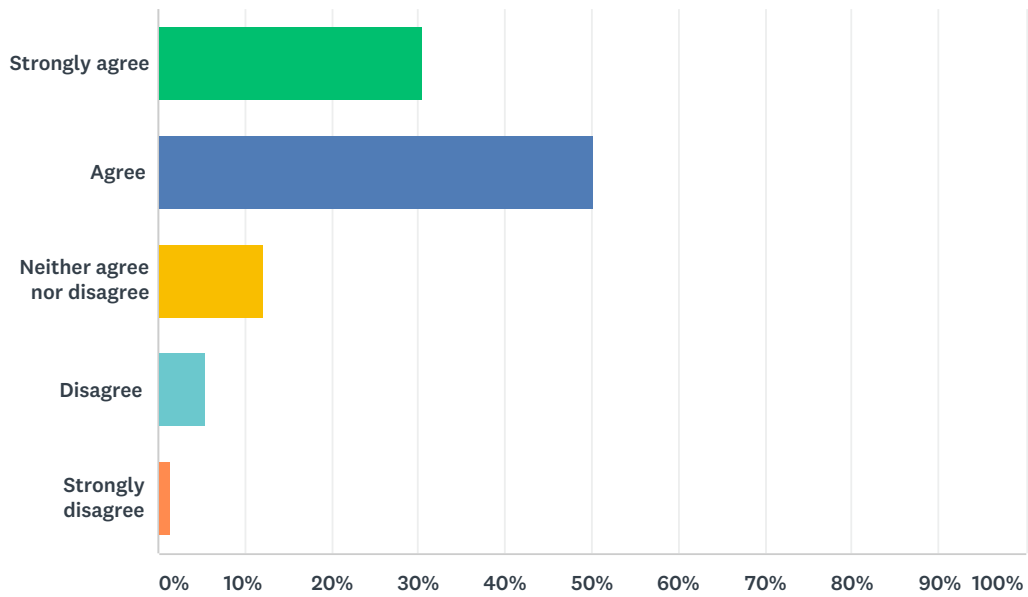
Answered: 255 Skipped: 14



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 29.02% | 74 |
| Agree | 50.20% | 128 |
| Neither agree nor disagree | 13.33% | 34 |
| Disagree | 6.67% | 17 |
| Strongly disagree | 0.78% | 2 |
| TOTAL | | 255 |

Q69 My supervisor gives me open and honest feedback on my performance.

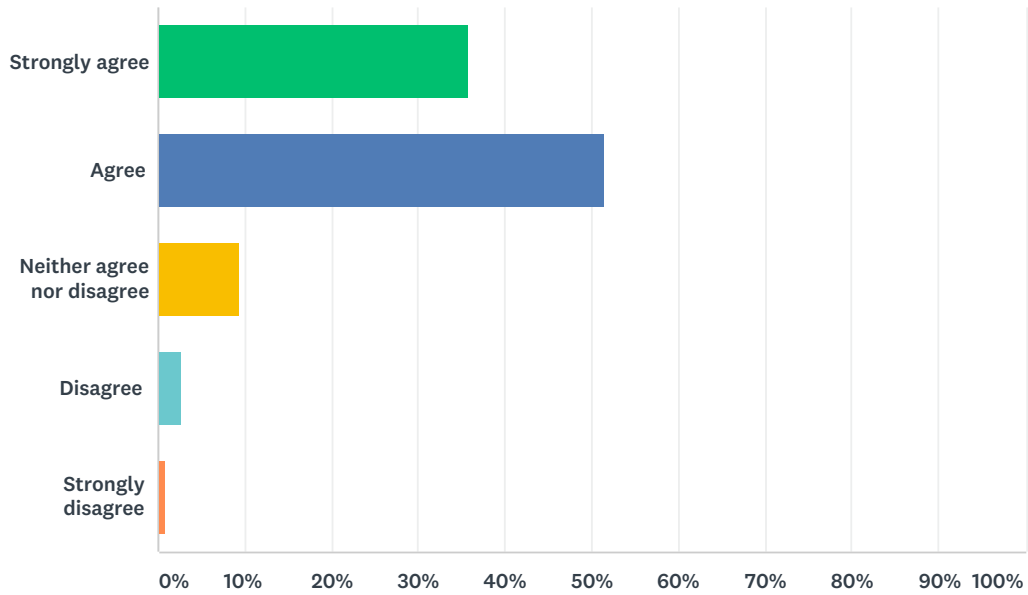
Answered: 255 Skipped: 14



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 30.59% | 78 |
| Agree | 50.20% | 128 |
| Neither agree nor disagree | 12.16% | 31 |
| Disagree | 5.49% | 14 |
| Strongly disagree | 1.57% | 4 |
| TOTAL | | 255 |

Q70 My supervisor trusts employees to do their job.

Answered: 255 Skipped: 14



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 35.69% | 91 |
| Agree | 51.37% | 131 |
| Neither agree nor disagree | 9.41% | 24 |
| Disagree | 2.75% | 7 |
| Strongly disagree | 0.78% | 2 |
| TOTAL | | 255 |

Q71 What are the three (3) most positive things about working for SCFC?

Answered: 218 Skipped: 51

| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----|
| Item one | 99.54% | 217 |
| Item two | 93.12% | 203 |
| Item three | 77.98% | 170 |

Q72 What are the three (3) biggest challenges facing the SCFC?

Answered: 225 Skipped: 44

| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----|
| Challenge 1 | 99.56% | 224 |
| Challenge 2 | 93.33% | 210 |
| Challenge 3 | 82.67% | 186 |

Q73 What are the biggest barriers to your effective job performance?

Answered: 140 Skipped: 129

Q74 If you were the State Forester for a day, what one change would you put into effect that would have the greatest impact on the agency?

Answered: 145 Skipped: 124

Q75 What other comments do you have?

Answered: 119 Skipped: 150

SCFC Survey Responses Quick Reference

Legend

Highlighted if agree or disagree is 10% higher or lower than SCFC-All percentages.

Examples: 52%+ (indicates the positive response rate for the subgroup) 37%- (indicates the negative response rate for the subgroup)

Variance color code

Male employee (no variance)

Female employees

>20yrs. Service

11-20yrs. Service

0-10yrs. Service

Works in HQ

Regions (no variance)

State Forests

Sr. Mgt.

Management

Non-Mgt

Firefighter

| Question | Positive responses | Neutral Responses | Negative Responses | Variances |
|-------------------------------|--------------------|-------------------|--------------------|--|
| Progress toward career goals | 51% | 27% | 32% | F-40%+ >20-21%- HQ 66%+ 16%- SF40%+43%- Sr.68%+13%- FF21%- |
| Chances to get ahead | 26% | 26% | 48% | F-13%+ SF13%+70%- Sr.32%- Mgt62%- FF37%- |
| Orientation adequate | 48% | 23% | 29% | F-36%+ 010-60%+ 1120-30%+ Mgt36%+40%- FF59%+ |
| New ees adequate job training | 49% | 20% | 31% | >20-64%+ 19%- FF61%+ |
| Sufficient training to ees | 47% | 21% | 32% | F-35%+ SF30%+43%- Mgt.32%+ FF63%+20%- |
| My training sufficient | 61% | 24% | 15% | >20-73%+ SF48%+26%- Mgt47%+30%- FF75%+ |
| Proud Employees | 46% | 34% | 21% | HQ62%+ Mgt34%+ NM36%+ FF61%+ |
| Friend Employment | 44% | 28% | 28% | HQ59%+ SF22%+48%- Mgt.27%+ FF59%+ |

| | | | | |
|---|-----|-----|-----|--|
| Look forward to work | 60% | 25% | 15% | 1120-50%+ NM49%+ |
| Work group highly motivated | 50% | 25% | 25% | F-34%+ HQ60%+ Sr.5%- Mgt38%+ NM14%- |
| Concern for public image | 58% | 28% | 14% | F-45%+ |
| Like my work group | 94% | 5% | 1% | |
| Exceptional performance recognized | 7% | 10% | 83% | SF95%- Sr. 0%+95%- FF71%- |
| Pay competitive | 7% | 12% | 81% | NM90%- FF70%- |
| Rewarded for quality job | 8% | 21% | 71% | SF92%- Sr.0%+ Mgt81%- NM81%- FF56%- |
| Recognition and praise | 45% | 25% | 20% | SF35%- Mgt32%+38%- NM35%- FF56%+ |
| Super lets Mgt know of ee effectiveness | 58% | 28% | 14% | F-43%+ FF68%+ |
| Tries to keep ees well informed | 43% | 19% | 38% | F-24%+ HQ62%+19%- SF30%+ Sr.59%+18%- Mgt33%+48%- FF54%+ |
| Access to needed information | 72% | 15% | 13% | F-51%+ HQ92%3%- FF84%+ |
| Mgt. listens as well as talks | 31% | 20% | 49% | F-20%+ >20-35%-HQ38%- Mgt59%- |
| Super comm reasons for decisions | 68% | 16% | 16% | F-50%+ HQ27%- NM58%+ FF86%+ |
| Super keeps me informed | 73% | 17% | 10% | F-61%+ Sr. 54%+ NM62%+ FF86%+ |
| Want additional information about g&o | 54% | 38% | 8% | >20-41%+ Mgt68%+ |
| Tree Country is effective | 58% | 32% | 10% | >20-68%+ SF45%+ Sr. 23%- Mgt70%+ |
| SCFC interested in satisfaction of ees | 31% | 27% | 42% | F-62%- 1120-21%+ HQ43%+29%- SF9%+61%- Sr. 45%+27%- Mgt20%+54%- NM21%+53%- FF42%+29%- |
| Good place to work | 61% | 27% | 12% | F-48%+ 1120-47%+ >74%+ HQ78%+ SF39%+ Sr.72%+ Mgt46%+ NM51%+ FF75%+ |
| Can balance job and life | 76% | 11% | 13% | SF83%+ Mgt63%+ |
| People held accountable | 38% | 25% | 27% | F-46%-1120-46%-SF17%+48%- Sr.14%+50%- Mgt 28%+44%- NM43%- FF58%+ |
| Treated with dignity and respect | 54% | 20% | 26% | F-30%+ 50%-SF39%- NM37%- |
| Safety a top priority | 70% | 18% | 12% | F-57%+ >20-80%+HQ92%+2%- |
| Safety probs resolved quickly | 60% | 24% | 16% | F-46%+HQ78%+0%- |
| Adequate safety training | 65% | 19% | 16% | F-45%+HQ54%+ Sr.50%+27%- NM54%+ |
| Equipment safe and well maintained | 46% | 29% | 25% | F-26%+ 010-36%+ >20-61%+HQ62%+ SF35%+ Sr.60%+9%- Mgt33%+37%- |

| | | | | |
|--|-----|-----|-----|---|
| Have materials, tools and equip I need | 68% | 14% | 18% | HQ78%+0%- Sr.86%+0%- Mgt58%+28%- |
| Mission of SCFC well understood | 57% | 25% | 18% | F-44%+ FF67%+ |
| Sr. Mgt clearly comm. Direction for future | 27% | 32% | 41% | |
| Agency continually improves services | 59% | 26% | 15% | >20-74% NM48%+ |
| Policies help provide services | 53% | 34% | 13% | 1120-43%+ >20-68% SF39%+ Sr.41%+23%- Mgt43%+ FF70%+ |
| Trust and confidence in Sr. Mgt | 31% | 33% | 36% | HQ43%+ SF9%+ Sr.41%+ Mgt52%- FF22%- |
| Confidence and trust in supervisor | 77% | 14% | 8% | SF91%+ NM66%+ FF88%+ |
| My Job responsibilities well defined | 80% | 12% | 9% | F-60%+ SF65%+ Mgt19%- |
| My written PD is accurate | 69% | 16% | 15% | F-52%+ SF50%+ |
| Understand p, p, rules that effect my job | 75% | 17% | 7% | 1120-65%+ >20-87%+ Mgt65%+22%- |
| My job makes good use of my skills and abilities | 77% | 14% | 9% | |
| Job is interesting and challenging | 69% | 17% | 4% | 0-10-80%+ >20-81% SF86%+ Sr.82%+ Mgt80%+ FF85%+ |
| I can influence decisions that affect my job | 58% | 20% | 22% | F-35%+ HQ68%+ SF74%+ Sr.68%+ |
| I feel free to speak up and express my views | 69% | 14% | 17% | SF86%+ |
| Supervisor treats people fairly | 78% | 14% | 8% | F-52%+ Sr. 59%+ NM68%+ FF89%+ |
| I get adequate feedback | 68% | 19% | 13% | Mgt56%+ FF84%+ |
| Supervisor available when I need them | 85% | 11% | 4% | SF96%+ |
| SCFC provides EEO for all | 64% | 21% | 15% | F-48%+29%-HQ54%+ Sr.73%+ NM52%+25%- FF77%+ |
| Values a diverse workforce | 61% | 29% | 10% | F-48%+ Mgt50%+ FF73%+ |
| Deals with harassment and discrimination prompt and fair | 47% | 41% | 12% | F-36%+27%- >10-64%+ SF35%+ FF58%+3%- |
| HR policies administer fairly and consistent | 39% | 39% | 22% | 1120-26%+ >20-51%+ SF13%+ Mgt24%+35%- FF51%+11%- |
| Sr. Mgt. open to new ideas | 29% | 33% | 38% | 1120-49%- >20-19%- SF9%+ Mgt52%- |
| Confidence in the fairness of sr. mgt. | 39% | 26% | 35% | F-57%- 1120-27%+ 48%- >20-50%+ 25%- SF18%+ Mgt28%+56%- FF19%- |
| Can believe what you hear from sr. mgt. | 37% | 29% | 34% | F-23%+ 1120-49%-HQ47%+ SF22%+48%- Sr. 55%+22%- Mgt22%+ |
| Sr. Mgt. aware of problems at my level | 35% | 26% | 39% | >20-27%-HQ56%+14%-SF22%+ Sr.54%+17%- Mgt57%- |
| Decisions made at appropriate level | 27% | 32% | 41% | F-11%+ 1120-54%- >20-37%+ SF0%+52%- Mgt54%- NM15%+ FF41%+30%- |

| | | | | |
|--|-----|-----|-----|--|
| Sr. Mgt trust employees | 49% | 19% | 32% | F-31%+43%- 1120-38%+ 46%- >20-18%-HQ36%+47%- SF22%+43%- Sr.36%+46%- Mgt28%+46%- FF69%+15%- |
| Supervisor is honest and has integrity | 87% | 10% | 3% | F-76%+ SF100%+ |
| Supervisor helps me find solutions | 86% | 11% | 3% | SF96%+ |
| Supervisor respects employees | 88% | 8% | 4% | F-75%+ |
| Supervisor clearly communicates expectations | 79% | 13% | 8% | F-68%+ |
| Supervisor gives me open and honest feedback | 81% | 12% | 7% | FF92%+ |
| Supervisor trusts employees to do the job | 87% | 9% | 4% | Sr.73%+18%- FF97%+ |