December 16, 2003

Mr. William Simon, Secretary
Department of Management Services
4050 Esplanade Way, Suite 235
Tallahassee, FL  32399-0950

Dear Secretary Simon:

This report presents the results of the Employee Climate Survey performed within the Department of Management Services. If you need additional information or have questions about these results, please contact John Davis, Audit Director, or me at 488-5285.

Sincerely,

/ s/
Steve Rumph
Inspector General

SR:jwd

cc:   Pam Pfeifer, Chief of Staff,
     Department of Management Services

Robert Hosay, Deputy Secretary,
Department of Management Services
At the Secretary’s request, the Office of Inspector General performed an Employee Climate Survey within the Department of Management Services for the period of January 2002 through January 2003. This report presents the overall results of the survey and our analysis and evaluation of the responses. Detailed results and analyses for each survey question are presented in Exhibits 1 through 14 of the report.

The survey results showed that:

- The majority of employees indicated a high level of satisfaction with their benefit packages, physical working conditions and safety.

- Employees also displayed general satisfaction with those areas relating to their individual work groups and Divisions.

- Employees indicated a high level of dissatisfaction in those areas relating to treatment, reward and recognition, leadership, and career development.

- Employees’ overall level of satisfaction with the Department was low.

- Employee attitudes were similar between Career Service and Selected Exempt Service.

- Those employees working outside the Tallahassee Capital Center Office Complex (CCOC) generally rated Department leadership lower than those employees working within the CCOC.

- Employee attitudes were similar between gender and race.

- In general, the higher the level of income the higher the satisfaction level.
The following table shows the overall response of employees to the dimensions measured in the survey. The table combines strongly agree and agree responses together and strongly disagree and disagree responses together. Those dimensions with a less than 70 percent satisfaction rate are highlighted as areas of interest.

**EMPLOYEE RESPONSES TO DIMENSIONS MEASURED**

<table>
<thead>
<tr>
<th>DIMENSION RATED</th>
<th>PERCENT RESPONDING</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>EITHER STRONGLY AGREE OR AGREE</td>
<td>EITHER STRONGLY DISAGREE OR DISAGREE</td>
<td>NO OPINION</td>
</tr>
<tr>
<td>Physical Work Conditions</td>
<td>83.20</td>
<td>9.74</td>
<td>7.06</td>
</tr>
<tr>
<td>Supervision (Work Unit)</td>
<td>76.55</td>
<td>16.20</td>
<td>7.25</td>
</tr>
<tr>
<td>Image</td>
<td>73.27</td>
<td>18.06</td>
<td>8.67</td>
</tr>
<tr>
<td>Benefits</td>
<td>73.28</td>
<td>11.46</td>
<td>15.26</td>
</tr>
<tr>
<td>Job Satisfaction (Work Unit)</td>
<td>65.12</td>
<td>25.57</td>
<td>9.31</td>
</tr>
<tr>
<td>Customer Focus (Work Unit)</td>
<td>63.29</td>
<td>19.46</td>
<td>17.25</td>
</tr>
<tr>
<td>Team Work (Work Unit)</td>
<td>62.11</td>
<td>25.73</td>
<td>12.16</td>
</tr>
<tr>
<td>Treatment of Employees</td>
<td>54.35</td>
<td>31.24</td>
<td>14.41</td>
</tr>
<tr>
<td>Reward &amp; Recognition</td>
<td>51.06</td>
<td>37.15</td>
<td>11.79</td>
</tr>
<tr>
<td>Current Leadership</td>
<td>42.94</td>
<td>28.45</td>
<td>28.61</td>
</tr>
<tr>
<td>Career Development</td>
<td>24.67</td>
<td>61.07</td>
<td>14.26</td>
</tr>
</tbody>
</table>

Table 1

The survey contained a stand alone question (question number 90) pertaining to employees’ overall satisfaction with the Department.
As shown in the above chart, over one-half of employees expressed overall dissatisfaction with the Department. Moreover, 25.24 percent of employees expressed, or declined to express, any level of satisfaction with the Department. This is important because many employees may be taking a “wait and see attitude” or are afraid to express an opinion. The attitudes of this group of employees could be critical in future surveys.
# TABLE OF CONTENTS

**EXECUTIVE SUMMARY** ................................................................. i

**INTRODUCTION AND BACKGROUND** .................................. 1
  
  - SURVEY METHODOLOGY .......................................................... 1
  - DEVELOPMENT OF THE QUESTIONNAIRE .............................. 2
  - SURVEY RESPONSE RATES ....................................................... 4
  - CONCLUSION ........................................................................... 4

**SURVEY OBSERVATIONS AND RECOMMENDATIONS** .......... 6

**EXHIBITS**

  A – RESULTS GRAPHEd BY DIMENSION

  1 – OVERALL SATISFACTION ...................................................... 9
  2 – IMAGE ............................................................................. 18
  3 – PHYSICAL WORK CONDITIONS ......................................... 27
  4 – TREATMENT OF EMPLOYEES .......................................... 36
  5 – BENEFITS PACKAGE ......................................................... 45
  6 – REWARD AND RECOGNITION ........................................... 54
  7 – CAREER DEVELOPMENT .................................................. 63
  8 – TEAM WORK ................................................................. 72
  9 – SUPERVISION ............................................................... 81
EXHIBITS CONTINUED

10 – JOB SATISFACTION ........................................................ 90
11 – CURRENT LEADERSHIP ................................................... 99
12 – CUSTOMER FOCUS ........................................................108

B – RESULTS BY QUESTION

13 – TOTAL BY RESPONDENTS .............................................117
14 – PERCENTAGE BY RESPONDENTS................................. 124
Survey Methodology

The Employee Climate Survey was conducted during October 2003. Each employee of the Department was provided with a survey questionnaire and instructions for completing the survey. The surveys were distributed and collected through proctors, who were assigned by organization code. This ensured that the questionnaires were distributed to all employees and increased the probability that the questionnaires would be returned. A control number (based on the organization code) was assigned to each questionnaire so that we would know how many questionnaires were issued and how many were returned. The surveys were returned directly to the Office of Inspector General (OIG) for confidentiality of responses and no employee could be identified by the control number.

Normally, a random sampling of employees would be sufficient to conduct a survey. However, by administering the survey to all employees, we were able to minimize the risk of “inferring” or “projecting” the results from only a sample of the population. Also, by surveying the entire population, we were able to avoid those problems associated with obtaining representative data or avoiding “biased data.” Accordingly, the data contained in this report are representative of the current employee population.

Employees were asked to comment on their attitudes during the period of January 2002 through January 2003. This retrospective survey was conducted at the request of executive management to establish a base line from which employee attitudes could be measured in the future. Results from asking an employee to comment on past attitudes are problematic. It can be surmised that some employees’ responses, whether intentionally or unintentionally, will reflect their current attitudes.

1 Only those employees who were employed by the Department during the period of January 2002 through January 2003 were surveyed.
Based on current survey literature, we concluded that the most effective method for gauging employee attitudes was by developing closed-ended questions from which the respondent picks the answer he/she likes best. The most common and easily used intensity or scaled survey uses a Likert-type answer scale\(^2\). This allows the respondent to choose one of several degrees of feeling about a statement from strong approval to strong disapproval. The answers are given scores ranging from one to the number of available answers, with the highest score going to the answer showing the most favorable attitude toward the subject of the survey. The survey required the employees to answer each question using one of the following responses:

<table>
<thead>
<tr>
<th>Response</th>
<th>Weight/Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>(5)</td>
</tr>
<tr>
<td>Agree</td>
<td>(4)</td>
</tr>
<tr>
<td>No Opinion</td>
<td>(3)</td>
</tr>
<tr>
<td>Disagree</td>
<td>(2)</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>(1)</td>
</tr>
</tbody>
</table>

The stronger the feeling, the higher (or lower) the score. This scoring is consistent with the attitude being measured. Also, by using this method of scoring, employees’ responses to each question may be totaled and an overall response percent determined.

The use of the Likert scale has some disadvantages. The subjects of the survey may or may not give an accurate assessment of their beliefs, feelings, attitudes or behaviors. Therefore, the survey results are accurate only to the extent that employees give honest responses.

\(^2\) Developed by Dr. Rensis Likert, a social psychologist, who conducted research on human behavior within organizations, particularly in the industrial situation. Dr. Likert founded and headed the Institute for Social Research at the University of Michigan.
The questionnaire consisted of:

- 89 questions grouped into the following 11 dimensions.
  - Department Image (3 questions)
  - Physical Work Conditions (5 questions)
  - Treatment of Employees (15 questions)
  - Benefits Package (3 questions)
  - Reward and Recognition (6 questions)
  - Career Development (4 questions)
  - Team Work (10 questions)
  - Supervision (12 questions)
  - Job Satisfaction (15 questions)
  - Current Leadership (8 questions)
  - Customer Focus (8 questions)

- One stand alone question (question 90) on the respondent’s overall level of satisfaction with the Department.

- A background section (which included demographic information).

- A section for respondents to provide written comments.

Survey responses were entered into a computer database and scored. The use of the database enabled us to organize and sort the data in any number of ways in order to evaluate and interpret each response.
The Employee Climate Survey was sent to each employee of the Department. Overall, 88 percent of employees responded to the survey. Response rates are shown in Table 2.

### DEPARTMENT RESPONSE RATES

<table>
<thead>
<tr>
<th>Division</th>
<th>Surveys Mailed</th>
<th>Surveys Returned</th>
<th>Percent of Surveys Returned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>82</td>
<td>78</td>
<td>95%</td>
</tr>
<tr>
<td>ADAWG</td>
<td>5</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>State Fleet</td>
<td>33</td>
<td>32</td>
<td>97%</td>
</tr>
<tr>
<td>OSD</td>
<td>16</td>
<td>13</td>
<td>81%</td>
</tr>
<tr>
<td>State Purchasing</td>
<td>46</td>
<td>43</td>
<td>93%</td>
</tr>
<tr>
<td>HRM</td>
<td>26</td>
<td>20</td>
<td>77%</td>
</tr>
<tr>
<td>DSGI</td>
<td>52</td>
<td>49</td>
<td>94%</td>
</tr>
<tr>
<td>Facilities &amp; Building Construction</td>
<td>333</td>
<td>278</td>
<td>83%</td>
</tr>
<tr>
<td>Retirement</td>
<td>156</td>
<td>149</td>
<td>96%</td>
</tr>
<tr>
<td>Department Overall</td>
<td>749</td>
<td>662</td>
<td>88%</td>
</tr>
</tbody>
</table>

Table 2

### Conclusion

We have neither drawn nor inferred any conclusions from the survey results, which stand on their own. We have, however, attempted to interpret some responses in those areas where a high percentage of employees had “no opinion” or displayed low satisfaction rates. The survey results do indicate a very low satisfaction rate on several dimensions. For example, 7 of the 11 dimensions measured received scores of less than 70 percent by the majority of employees. In addition, stand alone question number 90 indicates overall dissatisfaction towards the Department by a majority of employees.
The results of the survey are presented in a manner intended to assist management in reviewing and assessing employee attitudes on certain areas included in the survey. Responses to each survey question are presented in detail in Exhibits 1 through 14 of the report.
SURVEY OBSERVATIONS AND
RECOMMENDATIONS

Observations

The responses indicate that employees more closely relate to, or are more satisfied with their individual work groups and Divisions than with the Department overall. Based on the Department’s organizational history these results are not unexpected. Until recently, some Divisions were independent from the Department, e.g., Division of Retirement and Division of State Group Insurance. In addition, the Division of Facilities Management has a large number of employees located outside of the Tallahassee CCOC.

While employees were generally satisfied at the Work Group and Division levels, their responses demonstrated dissatisfaction toward the Department as a whole. The areas of most concern involved:

- Leadership
- Treatment of employees
- Rewards and recognition
- Career development

All employees across the spectrum (career service, select exempt service, and senior management service) indicated extreme dissatisfaction in response to stand alone survey question number 90 (overall level of satisfaction). Over 51 percent of respondents indicated their overall level of satisfaction as being either strongly dissatisfied or dissatisfied. These results may, in part, follow from the fact that employees had generally high levels of satisfaction with indicators associated with their work units and Divisions but generally lower levels of satisfaction on questions relating to
Department wide matters. Consequently, there was an underlying tone of dissatisfaction directed at the Department.

A large number of employees expressed no opinion on many questions. This may indicate (1) poorly worded survey questions, (2) the retrospective nature of the survey, (3) uncertainty or fear of responding negatively because employees felt they could be identified, or (4) employees may be withholding an opinion in order to allow the new administration time to develop and implement its management philosophy.

The fact that a survey was performed should raise employees’ satisfaction (Hawthorne Effect\(^3\)). However, decreased productivity could result should expected changes not occur.

While the Department may have little control over some of the dimensions rated low by employees, the perception exists that the Department does control these dimensions. Regardless of the gap between perception and reality, the results present a challenge for Department management to overcome.

---

**Recommendations**

As a result of conducting the survey, an employee expectation has been created that management will address areas of dissatisfaction. Consequently, we suggest that, as a minimum, Executive Management consider:

1. Presenting the results of the survey to the Department’s management team.

2. Providing a summary of the survey results to all employees.

\(^3\) This effect was first noted in studies conducted by Harvard Business School professor Elton Mayo at the Hawthorne plant of Western Electric located in Chicago, Illinois. Production increased not as a consequence of actual changes in working conditions introduced by the plant’s management but because management demonstrated interest in such improvements. Later studies showed decreased productivity when the expected positive reforms were not introduced.
3. Performing a follow-up survey.
QUESTION 90 - OVERALL SATISFACTION

Overall Department

Career Service

Select Exempt Service

Senior Management Service
QUESTION 90 - OVERALL SATISFACTION

Capital Circle Office Complex

- Very Satisfied: 12.92%
- Satisfied: 35.41%
- Neither Satisfied Nor Dissatisfied: 24.40%
- Dissatisfied: 18.66%
- Very Dissatisfied: 8.61%

Other Tallahassee Facilities

- Very Satisfied: 2.59%
- Satisfied: 30.17%
- Neither Satisfied Nor Dissatisfied: 49.14%
- Dissatisfied: 12.07%
- Very Dissatisfied: 6.03%

Facilities Outside Tallahassee

- Very Satisfied: 3.95%
- Satisfied: 15.79%
- Neither Satisfied Nor Dissatisfied: 53.94%
- Dissatisfied: 13.16%
- Very Dissatisfied: 13.16%
QUESTION 90 - OVERALL SATISFACTION

- **Very Satisfied**
- **Satisfied**
- **Neither Satisfied Nor Dissatisfied**
- **Dissatisfied**
- **Very Dissatisfied**

### Worked With Department Less Than 1 Year
- Very Satisfied: 0.00%
- Satisfied: 11.54%
- Neither Satisfied Nor Dissatisfied: 34.62%
- Dissatisfied: 38.46%
- Very Dissatisfied: 15.38%

### Worked With Department 1 to 3 Years
- Very Satisfied: 10.45%
- Satisfied: 8.95%
- Neither Satisfied Nor Dissatisfied: 25.37%
- Dissatisfied: 46.27%
- Very Dissatisfied: 8.96%

### Worked With Department 4 to 6 Years
- Very Satisfied: 6.97%
- Satisfied: 19.77%
- Neither Satisfied Nor Dissatisfied: 27.91%
- Dissatisfied: 37.21%
- Very Dissatisfied: 8.14%

### Worked With Department 7 to 9 Years
- Very Satisfied: 3.45%
- Satisfied: 18.96%
- Neither Satisfied Nor Dissatisfied: 22.41%
- Dissatisfied: 48.28%
- Very Dissatisfied: 6.90%

### Worked With Department 10 to 20 Years
- Very Satisfied: 9.66%
- Satisfied: 15.91%
- Neither Satisfied Nor Dissatisfied: 22.73%
- Dissatisfied: 44.32%
- Very Dissatisfied: 7.38%

### Worked With Department Over 21 Years
- Very Satisfied: 1.04%
- Satisfied: 11.46%
- Neither Satisfied Nor Dissatisfied: 18.75%
- Dissatisfied: 56.25%
- Very Dissatisfied: 12.50%
QUESTION 90 - OVERALL SATISFACTION

Salary under $20,000

- Very Satisfied: 2.44%
- Satisfied: 8.54%
- Neither Satisfied Nor Dissatisfied: 26.83%
- Dissatisfied: 52.44%
- Very Dissatisfied: 9.75%

Salary $20,001 - $30,000

- Very Satisfied: 3.98%
- Satisfied: 11.36%
- Neither Satisfied Nor Dissatisfied: 28.98%
- Dissatisfied: 47.16%
- Very Dissatisfied: 8.52%

Salary $30,001 - $40,000

- Very Satisfied: 6.35%
- Satisfied: 14.29%
- Neither Satisfied Nor Dissatisfied: 26.19%
- Dissatisfied: 46.82%
- Very Dissatisfied: 6.35%

Salary $40,001 - $50,000

- Very Satisfied: 10.30%
- Satisfied: 25.00%
- Neither Satisfied Nor Dissatisfied: 23.53%
- Dissatisfied: 33.82%
- Very Dissatisfied: 7.35%

Salary Over $50,001

- Very Satisfied: 17.02%
- Satisfied: 23.41%
- Neither Satisfied Nor Dissatisfied: 8.51%
- Dissatisfied: 34.04%
- Very Dissatisfied: 17.02%
QUESTION 90 - OVERALL SATISFACTION

Male Respondents

- Very Satisfied: 7.91%
- Satisfied: 16.19%
- Neither Satisfied Nor Dissatisfied: 23.38%
- Dissatisfied: 45.32%
- Very Dissatisfied: 7.20%

Female Respondents

- Very Satisfied: 4.92%
- Satisfied: 13.93%
- Neither Satisfied Nor Dissatisfied: 26.23%
- Dissatisfied: 43.85%
- Very Dissatisfied: 11.07%
QUESTION 90 - OVERALL SATISFACTION

Black Respondents

- Very Satisfied: 2.84%
- Satisfied: 12.06%
- Neither Satisfied Nor Dissatisfied: 21.27%
- Dissatisfied: 53.90%
- Very Dissatisfied: 9.93%

White Respondents

- Very Satisfied: 7.97%
- Satisfied: 16.22%
- Neither Satisfied Nor Dissatisfied: 24.78%
- Dissatisfied: 42.18%
- Very Dissatisfied: 8.85%

Hispanic Respondents

- Very Satisfied: 6.67%
- Satisfied: 13.34%
- Neither Satisfied Nor Dissatisfied: 33.33%
- Dissatisfied: 33.33%
- Very Dissatisfied: 13.33%

Asian or Pacific Islander Respondents

- Very Satisfied: 0.00%
- Satisfied: 0.00%
- Neither Satisfied Nor Dissatisfied: 50.00%
- Dissatisfied: 50.00%
- Very Dissatisfied: 0.00%

Native American or Alaskan Native Respondents

- Very Satisfied: 0.00%
- Satisfied: 20.00%
- Neither Satisfied Nor Dissatisfied: 20.00%
- Dissatisfied: 80.00%
- Very Dissatisfied: 0.00%

Other Respondents

- Very Satisfied: 0.00%
- Satisfied: 37.50%
- Neither Satisfied Nor Dissatisfied: 25.00%
- Dissatisfied: 37.50%
- Very Dissatisfied: 0.00%
Overall Department.............................Page 19
Career Service, SES, & SMS ..................Page 19
Division ..............................................Page 20
Work Location.....................................Page 22
Length of Employment .........................Page 23
Salaries..............................................Page 24
Gender ...............................................Page 25
Race....................................................Page 26
PHYSICAL WORK CONDITIONS

- Administration:
  - Very Satisfied: 0.00%
  - Satisfied: 0.00%
  - Neither Satisfied Nor Dissatisfied: 6.67%
  - Dissatisfied: 66.66%
  - Very Dissatisfied: 26.67%

- State Fleet:
  - Very Satisfied: 4.43%
  - Satisfied: 4.17%
  - Neither Satisfied Nor Dissatisfied: 1.04%
  - Dissatisfied: 43.64%
  - Very Dissatisfied: 45.45%

- State Purchasing:
  - Very Satisfied: 1.04%
  - Satisfied: 26.67%
  - Neither Satisfied Nor Dissatisfied: 6.67%
  - Dissatisfied: 55.38%
  - Very Dissatisfied: 9.23%

- Office of Supplier Diversity:
  - Very Satisfied: 1.98%
  - Satisfied: 22.37%
  - Neither Satisfied Nor Dissatisfied: 8.55%
  - Dissatisfied: 60.67%
  - Very Dissatisfied: 3.16%

- Facilities Management and Building Construction:
  - Very Satisfied: 0.00%
  - Satisfied: 1.54%
  - Neither Satisfied Nor Dissatisfied: 6.43%
  - Dissatisfied: 63.16%
  - Very Dissatisfied: 8.42%

- Human Resource Management:
  - Very Satisfied: 0.00%
  - Satisfied: 3.16%
  - Neither Satisfied Nor Dissatisfied: 1.98%
  - Dissatisfied: 8.42%
  - Very Dissatisfied: 9.05%
PHYSICAL WORK CONDITIONS

- **Capital Circle Office Complex**
  - Very Satisfied: 1.50%
  - Satisfied: 4.45%
  - Neither Satisfied Nor Dissatisfied: 4.07%
  - Dissatisfied: 56.58%
  - Very Dissatisfied: 33.40%

- **Other Tallahassee Facilities**
  - Very Satisfied: 17.31%
  - Satisfied: 60.93%
  - Neither Satisfied Nor Dissatisfied: 8.15%
  - Dissatisfied: 9.16%
  - Very Dissatisfied: 4.45%

- **Facilities Outside Tallahassee**
  - Very Satisfied: 6.74%
  - Satisfied: 8.29%
  - Neither Satisfied Nor Dissatisfied: 1.81%
  - Dissatisfied: 52.59%
  - Very Dissatisfied: 30.57%
PHYSICAL WORK CONDITIONS

- **Worked With Department Less Than 1 Year**
  - Very Satisfied: 36.92%
  - Satisfied: 48.46%
  - Neither Satisfied Nor Dissatisfied: 10.00%
  - Dissatisfied: 4.62%
  - Very Dissatisfied: 0.00%

- **Worked With Department 1 to 3 Years**
  - Very Satisfied: 32.84%
  - Satisfied: 50.29%
  - Neither Satisfied Nor Dissatisfied: 7.40%
  - Dissatisfied: 7.40%
  - Very Dissatisfied: 2.07%

- **Worked With Department 4 to 6 Years**
  - Very Satisfied: 23.78%
  - Satisfied: 56.18%
  - Neither Satisfied Nor Dissatisfied: 10.95%
  - Dissatisfied: 5.83%
  - Very Dissatisfied: 3.26%

- **Worked With Department 7 to 9 Years**
  - Very Satisfied: 26.64%
  - Satisfied: 55.36%
  - Neither Satisfied Nor Dissatisfied: 8.31%
  - Dissatisfied: 5.19%
  - Very Dissatisfied: 4.50%

- **Worked With Department 10 to 20 Years**
  - Very Satisfied: 24.01%
  - Satisfied: 59.36%
  - Neither Satisfied Nor Dissatisfied: 10.95%
  - Dissatisfied: 7.05%
  - Very Dissatisfied: 6.72%

- **Worked With Department Over 21 Years**
  - Very Satisfied: 24.60%
  - Satisfied: 61.40%
  - Neither Satisfied Nor Dissatisfied: 6.20%
  - Dissatisfied: 4.40%
  - Very Dissatisfied: 3.40%
PHYSICAL WORK CONDITIONS

- Very Satisfied
- Satisfied
- Neither Satisfied Nor Dissatisfied
- Dissatisfied
- Very Dissatisfied

Salary under $20,000:
- Very Satisfied: 1.95%
- Satisfied: 25.06%
- Neither Satisfied Nor Dissatisfied: 9.49%
- Dissatisfied: 9.24%
- Very Dissatisfied: 1.95%

Salary $20,001 - $30,000:
- Very Satisfied: 2.64%
- Satisfied: 7.03%
- Neither Satisfied Nor Dissatisfied: 5.60%
- Dissatisfied: 5.60%
- Very Dissatisfied: 2.64%

Salary $30,001 - $40,000:
- Very Satisfied: 1.77%
- Satisfied: 24.85%
- Neither Satisfied Nor Dissatisfied: 6.48%
- Dissatisfied: 9.10%
- Very Dissatisfied: 4.94%

Salary $40,001 - $50,000:
- Very Satisfied: 2.61%
- Satisfied: 1.74%
- Neither Satisfied Nor Dissatisfied: 4.35%
- Dissatisfied: 7.94%
- Very Dissatisfied: 1.77%

Salary Over $50,001:
- Very Satisfied: 44.78%
- Satisfied: 46.52%
- Neither Satisfied Nor Dissatisfied: 4.35%
- Dissatisfied: 1.74%
- Very Dissatisfied: 2.61%
PHYSICAL WORK CONDITIONS

Male Respondents

- Very Satisfied: 2.27%
- Satisfied: 59.96%
- Neither Satisfied Nor Dissatisfied: 5.38%
- Dissatisfied: 25.73%
- Very Dissatisfied: 6.66%

Female Respondents

- Very Satisfied: 3.72%
- Satisfied: 54.85%
- Neither Satisfied Nor Dissatisfied: 7.67%
- Dissatisfied: 26.17%
- Very Dissatisfied: 7.59%
PHYSICAL WORK CONDITIONS

Very Satisfied
Satisfied
Neither Satisfied Nor Dissatisfied
Dissatisfied
Very Dissatisfied

Black Respondents

White Respondents

Hispanic Respondents

Asian or Pacific Islander Respondents

Native American or Alaskan Native Respondents

Other Respondents
EXHIBIT 4 – Treatment of Employees

Overall Department ......................... Page 37
Career Service, SES, & SMS ............. Page 37
Division ....................................... Page 38
Work Location ................................ Page 40
Length of Employment ..................... Page 41
Salaries ....................................... Page 42
Gender ........................................ Page 43
Race .......................................... Page 44
TREATMENT OF EMPLOYEES

Overall Department

Career Service

Selected Exempt Service

Senior Management Service
TREATMENT OF EMPLOYEES

**Administration**
- Very Satisfied: 15.11%
- Satisfied: 40.16%
- Neither Satisfied Nor Dissatisfied: 9.23%
- Dissatisfied: 21.44%
- Very Dissatisfied: 14.06%

**State Fleet**
- Very Satisfied: 13.77%
- Satisfied: 46.76%
- Neither Satisfied Nor Dissatisfied: 10.32%
- Dissatisfied: 17.21%
- Very Dissatisfied: 11.94%

**State Purchasing**
- Very Satisfied: 6.77%
- Satisfied: 27.60%
- Neither Satisfied Nor Dissatisfied: 11.46%
- Dissatisfied: 33.86%
- Very Dissatisfied: 20.31%

**Office of Supplier Diversity**
- Very Satisfied: 9.52%
- Satisfied: 35.53%
- Neither Satisfied Nor Dissatisfied: 20.15%
- Dissatisfied: 21.25%
- Very Dissatisfied: 13.55%

**Facilities Management and Building Construction**
- Very Satisfied: 10.27%
- Satisfied: 45.06%
- Neither Satisfied Nor Dissatisfied: 16.34%
- Dissatisfied: 19.03%
- Very Dissatisfied: 9.30%

**Human Resource Management**
TREATMENT OF EMPLOYEES

Division of State Group Insurance

- Very Satisfied: 7.69%
- Satisfied: 11.40%
- Neither Satisfied Nor Dissatisfied: 25.14%
- Dissatisfied: 18.41%
- Very Dissatisfied: 37.36%

Percentages

Retirement

- Very Satisfied: 17.29%
- Satisfied: 16.06%
- Neither Satisfied Nor Dissatisfied: 16.83%
- Dissatisfied: 8.96%
- Very Dissatisfied: 40.86%

Percentages

American's with Disabilities Act Working Group

No Surveys Were Returned

Percentages
TREATMENT OF EMPLOYEES

Very Dissatisfied
Dissatisfied
Neither Satisfied Nor Dissatisfied
Satisfied
Very Satisfied

Capital Circle Office Complex

Other Tallahassee Facilities

Facilities Outside Tallahassee

DMS/OIG/IA 2004-26 Page 40
TREATMENT OF EMPLOYEES

Very Dissatisfied
Dissatisfied
Neither Satisfied Nor Dissatisfied
Satisfied
Very Satisfied

2.58% 11.86% 21.13% 45.62% 18.81%

0% 20% 40% 60% 80% 100%

Percentages

Worked With Department Less Than 1 Year

Worked With Department 1 to 3 Years

Worked With Department 4 to 6 Years

Worked With Department 7 to 9 Years

Worked With Department 10 to 20 Years

Worked With Department Over 21 Years
TREATMENT OF EMPLOYEES

Salary under $20,000

- Very Satisfied: 8.05%
- Satisfied: 40.18%
- Neither Satisfied Nor Dissatisfied: 20.93%
- Dissatisfied: 18.04%
- Very Dissatisfied: 12.80%

Salary $20,001 - $30,000

- Very Satisfied: 10.83%
- Satisfied: 44.88%
- Neither Satisfied Nor Dissatisfied: 13.88%
- Dissatisfied: 18.47%
- Very Dissatisfied: 11.94%

Salary $30,001 - $40,000

- Very Satisfied: 12.53%
- Satisfied: 41.84%
- Neither Satisfied Nor Dissatisfied: 13.62%
- Dissatisfied: 21.20%
- Very Dissatisfied: 10.81%

Salary $40,001 - $50,000

- Very Satisfied: 12.18%
- Satisfied: 41.16%
- Neither Satisfied Nor Dissatisfied: 10.51%
- Dissatisfied: 21.22%
- Very Dissatisfied: 14.93%

Salary Over $50,001

- Very Satisfied: 22.09%
- Satisfied: 42.01%
- Neither Satisfied Nor Dissatisfied: 9.89%
- Dissatisfied: 15.84%
- Very Dissatisfied: 10.17%
TREATMENT OF EMPLOYEES

Male Respondents

- Very Satisfied: 11.35%
- Satisfied: 12.86%
- Neither Satisfied Nor Dissatisfied: 20.24%
- Dissatisfied: 44.63%
- Very Dissatisfied: 10.92%

Female Respondents

- Very Satisfied: 14.79%
- Satisfied: 14.73%
- Neither Satisfied Nor Dissatisfied: 17.98%
- Dissatisfied: 40.14%
- Very Dissatisfied: 12.38%
TREATMENT OF EMPLOYEES

Black Respondents

Satisfied: 42.56%
Neither Satisfied Nor Dissatisfied: 18.90%
Dissatisfied: 17.81%
Very Satisfied: 11.03%
Very Dissatisfied: 9.70%

White Respondents

Satisfied: 43.28%
Neither Satisfied Nor Dissatisfied: 19.57%
Dissatisfied: 11.47%
Very Satisfied: 14.03%
Very Dissatisfied: 11.65%

Hispanic Respondents

Satisfied: 40.00%
Neither Satisfied Nor Dissatisfied: 17.62%
Dissatisfied: 16.67%
Very Satisfied: 12.38%
Very Dissatisfied: 13.33%

Asian or Pacific Islander Respondents

Satisfied: 53.33%
Neither Satisfied Nor Dissatisfied: 33.33%
Dissatisfied: 0.00%
Very Satisfied: 13.34%
Very Dissatisfied: 0.00%

Native American or Alaskan Native Respondents

Satisfied: 50.66%
Neither Satisfied Nor Dissatisfied: 18.67%
Dissatisfied: 14.67%
Very Satisfied: 14.67%
Very Dissatisfied: 1.33%

Other Respondents

Satisfied: 39.83%
Neither Satisfied Nor Dissatisfied: 27.97%
Dissatisfied: 16.95%
Very Satisfied: 6.78%
Very Dissatisfied: 8.47%
EXHIBIT 5 – Benefits Package

Overall Department ........................................... Page 46
Career Service, SES, & SMS .............................. Page 46
Division ........................................................... Page 47
Work Location .................................................. Page 49
Length of Employment ....................................... Page 50
Salaries ............................................................ Page 51
Gender ............................................................. Page 52
Race ............................................................... Page 53
BENEFITS PACKAGE

Administration:
- Very Satisfied: 4.76%
- Satisfied: 18.18%
- Neither Satisfied Nor Dissatisfied: 26.41%
- Dissatisfied: 46.75%

State Fleet:
- Very Satisfied: 10.10%
- Satisfied: 67.68%
- Neither Satisfied Nor Dissatisfied: 10.10%
- Dissatisfied: 9.09%

State Purchasing:
- Very Satisfied: 11.11%
- Satisfied: 0.00%
- Neither Satisfied Nor Dissatisfied: 22.22%
- Dissatisfied: 66.67%

Office of Supplier Diversity:
- Very Satisfied: 20.51%
- Satisfied: 38.46%
- Neither Satisfied Nor Dissatisfied: 23.08%
- Dissatisfied: 17.95%

Facilities Management and Building Construction:
- Very Satisfied: 2.89%
- Satisfied: 15.06%
- Neither Satisfied Nor Dissatisfied: 15.54%
- Dissatisfied: 56.63%

Human Resource Management:
- Very Satisfied: 10.53%
- Satisfied: 12.28%
- Neither Satisfied Nor Dissatisfied: 3.51%
- Dissatisfied: 52.63%
BENEFITS PACKAGE

Division of State Group Insurance

- Very Satisfied: 3.40%
- Satisfied: 7.48%
- Neither Satisfied Nor Dissatisfied: 6.12%
- Dissatisfied: 62.59%
- Very Dissatisfied: 20.41%

Retirement

- Very Satisfied: 4.09%
- Satisfied: 8.86%
- Neither Satisfied Nor Dissatisfied: 18.18%
- Dissatisfied: 47.73%
- Very Dissatisfied: 21.14%

American’s with Disabilities Act Working Group

No Surveys Were Returned

DMS/OIG/IA 2004-26 Page 48
BENEFITS PACKAGE

1.28% 21.80% 53.85% 1.28%

0% 20% 40% 60% 80% 100%
Percentages

Worked With Department Less Than 1 Year

21.79%
1.28%
1.28%

25.49% 17.65% 10.29% 1.47%

0% 20% 40% 60% 80% 100%
Percentages

Worked With Department 1 to 3 Years

15.89% 56.98% 17.65%
7.75% 3.49%

18.13% 16.37% 7.02% 2.92%

0% 20% 40% 60% 80% 100%
Percentages

Worked With Department 4 to 6 Years

16.37% 55.56% 19.14%
7.02% 2.92%

0% 20% 40% 60% 80% 100%
Percentages

Worked With Department 7 to 9 Years

17.63% 57.82% 17.62%
13.82% 9.09% 1.64%

17.82% 19.14% 6.60% 3.63%

0% 20% 40% 60% 80% 100%
Percentages

Worked With Department 10 to 20 Years

17.81% 52.81% 17.81%
9.09% 1.64%

6.60% 3.63%

0% 20% 40% 60% 80% 100%
Percentages

Worked With Department Over 21 Years
BENEFITS PACKAGE

Very Dissatisfied
Dissatisfied
Neither Satisfied Nor Dissatisfied
Satisfied
Very Satisfied

Salary under $20,000

- Very Satisfied: 12.65%
- Satisfied: 47.82%
- Neither Satisfied Nor Dissatisfied: 11.07%
- Dissatisfied: 24.90%
- Very Dissatisfied: 3.56%

Salary $20,001 - $30,000

- Very Satisfied: 14.57%
- Satisfied: 56.28%
- Neither Satisfied Nor Dissatisfied: 16.58%
- Dissatisfied: 10.02%
- Very Dissatisfied: 2.55%

Salary $30,001 - $40,000

- Very Satisfied: 24.29%
- Satisfied: 54.26%
- Neither Satisfied Nor Dissatisfied: 11.37%
- Dissatisfied: 6.98%
- Very Dissatisfied: 3.10%

Salary $40,001 - $50,000

- Very Satisfied: 16.67%
- Satisfied: 60.29%
- Neither Satisfied Nor Dissatisfied: 16.18%
- Dissatisfied: 4.41%
- Very Dissatisfied: 2.45%

Salary Over $50,001

- Very Satisfied: 37.96%
- Satisfied: 50.36%
- Neither Satisfied Nor Dissatisfied: 8.03%
- Dissatisfied: 3.65%
- Very Dissatisfied: 0.00%
BENEFITS PACKAGE

Male Respondents

Female Respondents
BENEFITS PACKAGE

Black Respondents

<table>
<thead>
<tr>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>13.51%</td>
<td>54.28%</td>
<td>22.52%</td>
<td>1.58%</td>
<td>0%</td>
</tr>
</tbody>
</table>

White Respondents

<table>
<thead>
<tr>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>21.89%</td>
<td>56.03%</td>
<td>11.58%</td>
<td>7.29%</td>
<td>3.21%</td>
</tr>
</tbody>
</table>

Hispanic Respondents

<table>
<thead>
<tr>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.63%</td>
<td>62.79%</td>
<td>11.63%</td>
<td>11.63%</td>
<td>2.32%</td>
</tr>
</tbody>
</table>

Asian or Pacific Islander Respondents

<table>
<thead>
<tr>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00%</td>
<td>83.33%</td>
<td>16.67%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

Native American or Alaskan Native Respondents

<table>
<thead>
<tr>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>20.00%</td>
<td>60.00%</td>
<td>6.67%</td>
<td>0.00%</td>
<td>13.33%</td>
</tr>
</tbody>
</table>

Other Respondents

<table>
<thead>
<tr>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>12.50%</td>
<td>54.16%</td>
<td>29.17%</td>
<td>4.17%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>
REWARD AND RECOGNITION

Overall Department

Career Service

Selected Exempt Service

Senior Management Service

DMS/OIG/IA 2004-26
REWARD AND RECOGNITION

Administration

- Very Satisfied: 13.51%
- Satisfied: 35.73%
- Neither Satisfied Nor Dissatisfied: 8.71%
- Dissatisfied: 13.94%
- Very Dissatisfied: 28.11%

State Fleet

- Very Satisfied: 14.72%
- Satisfied: 40.10%
- Neither Satisfied Nor Dissatisfied: 13.20%
- Dissatisfied: 23.86%
- Very Dissatisfied: 8.12%

State Purchasing

- Very Satisfied: 16.67%
- Satisfied: 27.78%
- Neither Satisfied Nor Dissatisfied: 5.55%
- Dissatisfied: 16.67%
- Very Dissatisfied: 33.33%

Office of Supplier Diversity

- Very Satisfied: 7.69%
- Satisfied: 20.51%
- Neither Satisfied Nor Dissatisfied: 10.26%
- Dissatisfied: 41.03%
- Very Dissatisfied: 20.51%

Facilities Management and Building Construction

- Very Satisfied: 10.82%
- Satisfied: 43.06%
- Neither Satisfied Nor Dissatisfied: 13.21%
- Dissatisfied: 23.06%
- Very Dissatisfied: 9.85%

Human Resource Management

- Very Satisfied: 8.85%
- Satisfied: 23.90%
- Neither Satisfied Nor Dissatisfied: 12.39%
- Dissatisfied: 27.43%
- Very Dissatisfied: 27.43%
REWARD AND RECOGNITION

Division of State Group Insurance

- Very Satisfied: 6.47%
- Satisfied: 33.67%
- Neither Satisfied Nor Dissatisfied: 28.91%
- Dissatisfied: 6.12%
- Very Dissatisfied: 24.83%

Retirement

- Very Satisfied: 15.82%
- Satisfied: 40.79%
- Neither Satisfied Nor Dissatisfied: 11.30%
- Dissatisfied: 9.27%
- Very Dissatisfied: 22.82%

American’s with Disabilities Act Working Group

No Surveys Were Returned
REWARD AND RECOGNITION

Very Satisfied | Satisfied | Neither Satisfied Nor Dissatisfied | Dissatisfied | Very Dissatisfied

Capital Circle Office Complex

<table>
<thead>
<tr>
<th>Category</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Dissatisfied</td>
<td>10.03%</td>
<td>34.40%</td>
<td>27.35%</td>
<td>11.21%</td>
<td>7.01%</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfied</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very Satisfied</td>
<td>11.21%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Other Tallahassee Facilities

<table>
<thead>
<tr>
<th>Category</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Dissatisfied</td>
<td>12.14%</td>
<td></td>
<td></td>
<td></td>
<td>41.33%</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfied</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very Satisfied</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Facilities Outside Tallahassee

<table>
<thead>
<tr>
<th>Category</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Dissatisfied</td>
<td>16.38%</td>
<td></td>
<td></td>
<td></td>
<td>46.12%</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfied</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very Satisfied</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

DMS/OIG/IA 2004-26
REWARD AND RECOGNITION

[Bar charts showing satisfaction levels for different salary brackets: Salary under $20,000, Salary $20,001 - $30,000, Salary $30,001 - $40,000, Salary $40,001 - $50,000, Salary Over $50,001]

Very Dissatisfied        Dissatisfied Neither Satisfied Nor Dissatisfied Satisfied Very Satisfied

Salary under $20,000
- Very Satisfied: 9.82%
- Satisfied: 41.48%
- Neither Satisfied Nor Dissatisfied: 19.84%
- Dissatisfied: 17.84%
- Very Dissatisfied: 4.12%

Salary $20,001 - $30,000
- Very Satisfied: 12.05%
- Satisfied: 43.15%
- Neither Satisfied Nor Dissatisfied: 10.95%
- Dissatisfied: 9.29%
- Very Dissatisfied: 11.02%

Salary $30,001 - $40,000
- Very Satisfied: 8.96%
- Satisfied: 37.77%
- Neither Satisfied Nor Dissatisfied: 10.17%
- Dissatisfied: 25.91%
- Very Dissatisfied: 17.19%

Salary $40,001 - $50,000
- Very Satisfied: 11.13%
- Satisfied: 38.36%
- Neither Satisfied Nor Dissatisfied: 10.87%
- Dissatisfied: 26.21%
- Very Dissatisfied: 11.13%

Salary Over $50,001
- Very Satisfied: 16.00%
- Satisfied: 36.36%
- Neither Satisfied Nor Dissatisfied: 5.82%
- Dissatisfied: 25.09%
- Very Dissatisfied: 16.73%
REWARD AND RECOGNITION

Male Respondents

Female Respondents

Percentages
REWARD AND RECOGNITION

Black Respondents

Dissatisfied: 22.34%
Satisfied: 45.13%
Very Satisfied: 9.16%
Neither Satisfied Nor Dissatisfied: 13.29%
Dissatisfied: 2.27%
Very Dissatisfied: 10.08%

White Respondents

Very Satisfied: 38.46%
Satisfied: 13.39%
Neither Satisfied Nor Dissatisfied: 10.32%
Dissatisfied: 25.56%
Very Dissatisfied: 12.27%

Hispanic Respondents

Very Satisfied: 41.66%
Satisfied: 35.29%
Neither Satisfied Nor Dissatisfied: 15.30%
Dissatisfied: 0.00%
Very Dissatisfied: 5.88%

Asian or Pacific Islande Respondents

Satisfied: 53.33%
Neither Satisfied Nor Dissatisfied: 26.67%
Dissatisfied: 0.00%
Very Dissatisfied: 0.00%

Native American or Alaskan Native Respondents

Very Satisfied: 10.42%
Satisfied: 37.50%
Neither Satisfied Nor Dissatisfied: 3.33%
Dissatisfied: 25.00%
Very Dissatisfied: 18.75%

Other Respondents
EXHIBIT 7 – Career Development

Overall Department......................................Page 64
Career Service, SES, & SMS ......................Page 64
Division ..................................................Page 65
Work Location ..........................................Page 67
Length of Employment ...............................Page 68
Salaries ....................................................Page 69
Gender .....................................................Page 70
Race .......................................................Page 71
CAREER DEVELOPMENT

<table>
<thead>
<tr>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
</tr>
</thead>
</table>

Division of State Group Insurance

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>10.77%</td>
<td>20.51%</td>
<td>40.00%</td>
<td>25.13%</td>
<td>17.83%</td>
</tr>
<tr>
<td>20%</td>
<td>3.59%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Retirement

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>13.58%</td>
<td>23.60%</td>
<td>16.30%</td>
<td>28.69%</td>
<td>17.83%</td>
</tr>
<tr>
<td>20%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

American's with Disabilities Act Working Group

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>20%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

No Surveys Were Returned
CAREER DEVELOPMENT

- **Very Satisfied**
- **Satisfied**
- **Neither Satisfied Nor Dissatisfied**
- **Dissatisfied**
- **Very Dissatisfied**

**Worked With Department Less Than 1 Year**
- **Very Satisfied**: 6.73%
- **Satisfied**: 33.65%
- **Neither Satisfied Nor Dissatisfied**: 29.81%
- **Dissatisfied**: 21.15%
- **Very Dissatisfied**: 8.66%

**Worked With Department 1 to 3 Years**
- **Very Satisfied**: 10.37%
- **Satisfied**: 32.96%
- **Neither Satisfied Nor Dissatisfied**: 10.37%
- **Dissatisfied**: 30.00%
- **Very Dissatisfied**: 16.30%

**Worked With Department 4 to 6 Years**
- **Very Satisfied**: 11.66%
- **Satisfied**: 22.74%
- **Neither Satisfied Nor Dissatisfied**: 10.20%
- **Dissatisfied**: 35.57%
- **Very Dissatisfied**: 19.83%

**Worked With Department 7 to 9 Years**
- **Very Satisfied**: 13.60%
- **Satisfied**: 21.49%
- **Neither Satisfied Nor Dissatisfied**: 14.91%
- **Dissatisfied**: 26.75%
- **Very Dissatisfied**: 23.25%

**Worked With Department 10 to 20 Years**
- **Very Satisfied**: 11.85%
- **Satisfied**: 26.72%
- **Neither Satisfied Nor Dissatisfied**: 12.67%
- **Dissatisfied**: 29.83%
- **Very Dissatisfied**: 18.87%

**Worked With Department Over 21 Years**
- **Very Satisfied**: 10.17%
- **Satisfied**: 36.23%
- **Neither Satisfied Nor Dissatisfied**: 15.14%
- **Dissatisfied**: 15.14%
- **Very Dissatisfied**: 11.91%
CAREER DEVELOPMENT

Male Respondents

Very Satisfied 10.37%
Satisfied 31.12%
Neither Satisfied Nor Dissatisfied 10.90%
Dissatisfied 29.70%
Very Dissatisfied 17.91%

Percentages

Female Respondents

Very Satisfied 11.91%
Satisfied 26.44%
Neither Satisfied Nor Dissatisfied 16.04%
Dissatisfied 28.86%
Very Dissatisfied 16.75%

Percentages
CAREER DEVELOPMENT

Black Respondents

- Very Satisfied: 8.70%
- Satisfied: 32.77%
- Neither Satisfied Nor Dissatisfied: 17.58%
- Dissatisfied: 32.77%
- Very Dissatisfied: 13.82%

White Respondents

- Very Satisfied: 12.06%
- Satisfied: 28.37%
- Neither Satisfied Nor Dissatisfied: 10.89%
- Dissatisfied: 30.48%
- Very Dissatisfied: 18.20%

Hispanic Respondents

- Very Satisfied: 8.93%
- Satisfied: 21.43%
- Neither Satisfied Nor Dissatisfied: 19.64%
- Dissatisfied: 25.00%
- Very Dissatisfied: 19.64%

Asian or Pacific Islander Respondents

- Very Satisfied: 0.00%
- Satisfied: 25.00%
- Neither Satisfied Nor Dissatisfied: 12.50%
- Dissatisfied: 62.50%
- Very Dissatisfied: 0.00%

Native American or Alaskan Native Respondents

- Very Satisfied: 10.00%
- Satisfied: 15.00%
- Neither Satisfied Nor Dissatisfied: 0.00%
- Dissatisfied: 35.00%
- Very Dissatisfied: 40.00%

Other Respondents

- Very Satisfied: 12.50%
- Satisfied: 25.00%
- Neither Satisfied Nor Dissatisfied: 3.13%
- Dissatisfied: 34.37%
- Very Dissatisfied: 25.00%
EXHIBIT 8 – Team Work

Overall Department...............................Page 73
Career Service, SES, & SMS ................Page 73
Division ..............................................Page 74
Work Location.......................................Page 76
Length of Employment ..........................Page 77
Salaries..............................................Page 78
Gender ..............................................Page 79
Race..................................................Page 80
TEAM WORK

Overall Department

Career Service

Selected Exempt Service

Senior Management Service

DMS/OIG/IA 2004-26 Page 73
TEAM WORK

Administration

State Fleet

State Purchasing

Office of Supplier Diversity

Facilities Management and Building Construction

Human Resource Management

DMS/OIG/IA 2004-26  Page 74
TEAM WORK

Capital Circle Office Complex

- Very Satisfied: 9.38%
- Satisfied: 50.14%
- Neither Satisfied Nor Dissatisfied: 11.64%
- Dissatisfied: 20.22%
- Very Dissatisfied: 8.62%

Other Tallahassee Facilities

- Very Satisfied: 13.07%
- Satisfied: 50.53%
- Neither Satisfied Nor Dissatisfied: 17.07%
- Dissatisfied: 13.11%
- Very Dissatisfied: 6.19%

Facilities Outside Tallahassee

- Very Satisfied: 14.95%
- Satisfied: 55.67%
- Neither Satisfied Nor Dissatisfied: 7.60%
- Dissatisfied: 16.24%
- Very Dissatisfied: 5.54%
TEAM WORK

Salaries

- Salary under $20,000:
  - Very Satisfied: 10.64%
  - Satisfied: 48.73%
  - Dissatisfied: 18.99%
  - Neither Satisfied Nor Dissatisfied: 16.32%
  - Very Dissatisfied: 5.32%

- Salary $20,001 - $30,000:
  - Very Satisfied: 9.66%
  - Satisfied: 53.92%
  - Dissatisfied: 12.09%
  - Neither Satisfied Nor Dissatisfied: 17.27%
  - Very Dissatisfied: 7.06%

- Salary $30,001 - $40,000:
  - Very Satisfied: 14.06%
  - Satisfied: 51.00%
  - Dissatisfied: 10.29%
  - Neither Satisfied Nor Dissatisfied: 18.66%
  - Very Dissatisfied: 5.99%

- Salary $40,001 - $50,000:
  - Very Satisfied: 8.57%
  - Satisfied: 51.02%
  - Dissatisfied: 10.32%
  - Neither Satisfied Nor Dissatisfied: 20.06%
  - Very Dissatisfied: 10.03%

- Salary Over $50,001:
  - Very Satisfied: 21.83%
  - Satisfied: 45.63%
  - Dissatisfied: 7.21%
  - Neither Satisfied Nor Dissatisfied: 17.47%
  - Very Dissatisfied: 7.86%
TEAM WORK

Very Dissatisfied
Dissatisfied
Neither Satisfied Nor Dissatisfied
Satisfied
Very Satisfied

Percentages

Male Respondents

Female Respondents

0% 20% 40% 60% 80% 100%

0% 20% 40% 60% 80% 100%

7.45%
10.83%
17.11%
9.62%
54.99%
17.11%
13.64%
13.96%
18.57%
46.65%
18.57%
7.18%

TEAM WORK

Very Dissatisfied | Dissatisfied | Neither Satisfied Nor Dissatisfied | Satisfied | Very Satisfied

Black Respondents

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.37%</td>
<td></td>
<td>4.53%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.52%</td>
<td></td>
<td>15.11%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>54.47%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

White Respondents

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>13.10%</td>
<td></td>
<td>7.78%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.53%</td>
<td></td>
<td>19.25%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>50.34%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Hispanic Respondents

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.71%</td>
<td></td>
<td>12.86%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.43%</td>
<td></td>
<td>17.14%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>47.86%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Asian or Pacific Islander Respondents

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>20.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>75.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Native American or Alaskan Native Respondents

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>68.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Other Respondents

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.19%</td>
<td></td>
<td>5.06%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21.52%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>39.24%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18.99%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Overall Department............................Page 82
Career Service, SES, & SMS ..............Page 82
Division ..........................................Page 83
Work Location ....................................Page 85
Length of Employment .......................Page 86
Salaries ............................................Page 87
Gender .............................................Page 88
Race ...............................................Page 89
SUPERVISION

![Bar charts showing supervision satisfaction percentages for different departments.](chart)

Administrations:
- Very Satisfied: 50.93%
- Satisfied: 24.15%
- Neither Satisfied Nor Dissatisfied: 6.70%
- Dissatisfied: 13.17%
- Very Dissatisfied: 4.58%

State Fleet:
- Very Satisfied: 54.96%
- Satisfied: 19.85%
- Neither Satisfied Nor Dissatisfied: 6.62%
- Dissatisfied: 13.99%
- Very Dissatisfied: 4.58%

State Purchasing:
- Very Satisfied: 33.33%
- Satisfied: 24.24%
- Neither Satisfied Nor Dissatisfied: 3.03%
- Dissatisfied: 0.00%
- Very Dissatisfied: 0.00%

Office of Supplier Diversity:
- Very Satisfied: 50.97%
- Satisfied: 14.19%
- Neither Satisfied Nor Dissatisfied: 11.61%
- Dissatisfied: 20.65%
- Very Dissatisfied: 2.58%

Facilities Management and Building Construction:
- Very Satisfied: 58.12%
- Satisfied: 19.40%
- Neither Satisfied Nor Dissatisfied: 8.08%
- Dissatisfied: 10.66%
- Very Dissatisfied: 3.74%

Human Resource Management:
- Very Satisfied: 46.22%
- Satisfied: 17.78%
- Neither Satisfied Nor Dissatisfied: 5.33%
- Dissatisfied: 19.11%
- Very Dissatisfied: 11.56%
SUPERVISION

Capital Circle Office Complex

- Very Satisfied: 17.21%
- Satisfied: 53.10%
- Neither Satisfied Nor Dissatisfied: 7.42%
- Dissatisfied: 14.53%
- Very Dissatisfied: 7.74%

Percentages: 0% 20% 40% 60% 80% 100%

Other Tallahassee Facilities

- Very Satisfied: 26.58%
- Satisfied: 54.56%
- Neither Satisfied Nor Dissatisfied: 6.81%
- Dissatisfied: 9.54%
- Very Dissatisfied: 2.51%

Percentages: 0% 20% 40% 60% 80% 100%

Facilities Outside Tallahassee

- Very Satisfied: 27.76%
- Satisfied: 57.66%
- Neither Satisfied Nor Dissatisfied: 3.65%
- Dissatisfied: 7.18%
- Very Dissatisfied: 3.75%

Percentages: 0% 20% 40% 60% 80% 100%
SUPERVISION

- Very Dissatisfied
- Dissatisfied
- Neither Satisfied Nor Dissatisfied
- Satisfied
- Very Satisfied

**Worked With Department Less Than 1 Year**
- Very Satisfied: 20.58%
- Satisfied: 54.98%
- Neither Satisfied Nor Dissatisfied: 13.18%
- Dissatisfied: 8.36%
- Very Dissatisfied: 2.90%

**Worked With Department 1 to 3 Years**
- Very Satisfied: 24.88%
- Satisfied: 48.76%
- Neither Satisfied Nor Dissatisfied: 6.81%
- Dissatisfied: 14.85%
- Very Dissatisfied: 4.70%

**Worked With Department 4 to 6 Years**
- Very Satisfied: 23.87%
- Satisfied: 55.42%
- Neither Satisfied Nor Dissatisfied: 7.48%
- Dissatisfied: 9.01%
- Very Dissatisfied: 4.22%

**Worked With Department 7 to 9 Years**
- Very Satisfied: 18.07%
- Satisfied: 56.30%
- Neither Satisfied Nor Dissatisfied: 9.78%
- Dissatisfied: 10.81%
- Very Dissatisfied: 5.04%

**Worked With Department 10 to 20 Years**
- Very Satisfied: 20.75%
- Satisfied: 53.66%
- Neither Satisfied Nor Dissatisfied: 6.67%
- Dissatisfied: 12.52%
- Very Dissatisfied: 6.40%

**Worked With Department Over 21 Years**
- Very Satisfied: 31.35%
- Satisfied: 55.69%
- Neither Satisfied Nor Dissatisfied: 3.96%
- Dissatisfied: 7.35%
- Very Dissatisfied: 1.65%
SUPERVISION

<table>
<thead>
<tr>
<th>Salary Range</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary under $20,000</td>
<td>2.85%</td>
<td>10.52%</td>
<td>18.88%</td>
<td>58.31%</td>
<td></td>
</tr>
<tr>
<td>Salary $20,001 - $30,000</td>
<td>9.44%</td>
<td>7.93%</td>
<td>22.34%</td>
<td>58.58%</td>
<td></td>
</tr>
<tr>
<td>Salary $30,001 - $40,000</td>
<td>5.63%</td>
<td>11.52%</td>
<td>26.23%</td>
<td>53.17%</td>
<td></td>
</tr>
<tr>
<td>Salary $40,001 - $50,000</td>
<td>11.52%</td>
<td>4.27%</td>
<td>19.76%</td>
<td>53.66%</td>
<td></td>
</tr>
<tr>
<td>Salary Over $50,001</td>
<td>3.09%</td>
<td>13.64%</td>
<td>34.18%</td>
<td>38.73%</td>
<td></td>
</tr>
</tbody>
</table>

DMS/OIG/IA 2004-26  Page 87
SUPERVISION

Male Respondents

- Very Satisfied: 19.59%
- Satisfied: 6.25%
- Neither Satisfied Nor Dissatisfied: 11.55%
- Dissatisfied: 4.92%
- Very Dissatisfied: 57.69%

Female Respondents

- Very Satisfied: 28.46%
- Satisfied: 7.31%
- Neither Satisfied Nor Dissatisfied: 9.96%
- Dissatisfied: 4.22%
- Very Dissatisfied: 50.05%
SUPERVISION

<table>
<thead>
<tr>
<th></th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>18.48%</td>
<td>60.56%</td>
<td>9.27%</td>
<td>8.77%</td>
<td>2.92%</td>
</tr>
<tr>
<td>White</td>
<td>25.19%</td>
<td>52.58%</td>
<td>5.60%</td>
<td>11.81%</td>
<td>4.82%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>29.17%</td>
<td>52.97%</td>
<td>3.57%</td>
<td>8.93%</td>
<td>5.36%</td>
</tr>
<tr>
<td>Asian or Pacific Islander</td>
<td>4.35%</td>
<td>13.04%</td>
<td>17.39%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Native American or Alaskan Native</td>
<td>41.67%</td>
<td>46.66%</td>
<td>0.00%</td>
<td>6.67%</td>
<td>5.00%</td>
</tr>
<tr>
<td>Other</td>
<td>26.32%</td>
<td>53.68%</td>
<td>4.21%</td>
<td>6.32%</td>
<td>9.47%</td>
</tr>
</tbody>
</table>
EXHIBIT 10 – Job Satisfaction

Overall Department .............................................Page 91
Career Service, SES, & SMS ..........................Page 91
Division ...............................................................Page 92
Work Location ...................................................Page 94
Length of Employment ........................................Page 95
Salaries ...............................................................Page 96
Gender ....................................................................Page 97
Race .......................................................................Page 98
JOB SATISFACTION

Overall Department

Career Service

Selected Exempt Service

Senior Management Service
JOB SATISFACTION

Administration

State Fleet

State Purchasing

Office of Supplier Diversity

Facilities Management and Building Construction

Human Resource Management
JOB SATISFACTION

Division of State Group Insurance

- Very Satisfied: 6.88%
- Satisfied: 46.49%
- Neither Satisfied Nor Dissatisfied: 25.31%
- Dissatisfied: 7.98%
- Very Dissatisfied: 13.34%

Retirement

- Very Satisfied: 17.62%
- Satisfied: 58.24%
- Neither Satisfied Nor Dissatisfied: 9.11%
- Dissatisfied: 9.11%
- Very Dissatisfied: 3.60%

American's with Disabilities Act Working Group

- No Surveys Were Returned
JOB SATISFACTION

Capital Circle Office Complex

Other Tallahassee Facilities

Facilities Outside Tallahassee

DMS/OIG/IA 2004-26
JOB SATISFACTION

![Chart showing job satisfaction by years worked with the department for different tenure categories:]

- **Worked With Department Less Than 1 Year**
  - Very Satisfied: 14.32%
  - Satisfied: 19.01%
  - Neither Satisfied Nor Dissatisfied: 11.72%
  - Dissatisfied: 4.95%
  - Very Dissatisfied: 50.00%

- **Worked With Department 1 to 3 Years**
  - Very Satisfied: 12.30%
  - Satisfied: 19.44%
  - Neither Satisfied Nor Dissatisfied: 10.42%
  - Dissatisfied: 8.04%
  - Very Dissatisfied: 49.80%

- **Worked With Department 4 to 6 Years**
  - Very Satisfied: 10.05%
  - Satisfied: 8.89%
  - Neither Satisfied Nor Dissatisfied: 19.09%
  - Dissatisfied: 8.65%
  - Very Dissatisfied: 53.32%

- **Worked With Department 7 to 9 Years**
  - Very Satisfied: 8.81%
  - Satisfied: 8.11%
  - Neither Satisfied Nor Dissatisfied: 20.80%
  - Dissatisfied: 7.64%
  - Very Dissatisfied: 54.64%

- **Worked With Department 10 to 20 Years**
  - Very Satisfied: 11.43%
  - Satisfied: 9.48%
  - Neither Satisfied Nor Dissatisfied: 17.96%
  - Dissatisfied: 8.41%
  - Very Dissatisfied: 52.72%

- **Worked With Department Over 21 Years**
  - Very Satisfied: 13.60%
  - Satisfied: 7.04%
  - Neither Satisfied Nor Dissatisfied: 11.61%
  - Dissatisfied: 4.51%
  - Very Dissatisfied: 63.24%


JOB SATISFACTION

Salary under $20,000

- Very Satisfied: 10.01%
- Satisfied: 52.50%
- Neither Satisfied Nor Dissatisfied: 15.97%
- Dissatisfied: 16.12%
- Very Dissatisfied: 5.40%

Salary $20,001 - $30,000

- Very Satisfied: 8.88%
- Satisfied: 58.87%
- Neither Satisfied Nor Dissatisfied: 9.83%
- Dissatisfied: 16.31%
- Very Dissatisfied: 6.11%

Salary $30,001 - $40,000

- Very Satisfied: 13.00%
- Satisfied: 54.57%
- Neither Satisfied Nor Dissatisfied: 8.07%
- Dissatisfied: 16.65%
- Very Dissatisfied: 7.71%

Salary $40,001 - $50,000

- Very Satisfied: 8.48%
- Satisfied: 58.58%
- Neither Satisfied Nor Dissatisfied: 4.58%
- Dissatisfied: 20.17%
- Very Dissatisfied: 8.19%

Salary Over $50,001

- Very Satisfied: 24.85%
- Satisfied: 41.81%
- Neither Satisfied Nor Dissatisfied: 3.66%
- Dissatisfied: 18.57%
- Very Dissatisfied: 11.11%
JOB SATISFACTION

Male Respondents
- Very Satisfied: 9.95%
- Satisfied: 7.49%
- Neither Satisfied Nor Dissatisfied: 17.94%
- Dissatisfied: 56.21%
- Very Dissatisfied: 8.41%

Female Respondents
- Very Satisfied: 13.96%
- Satisfied: 10.99%
- Neither Satisfied Nor Dissatisfied: 16.34%
- Dissatisfied: 52.42%
- Very Dissatisfied: 6.29%
JOB SATISFACTION

Black Respondents

White Respondents

Hispanic Respondents

Asian or Pacific Islander Respondents

Native American or Alaskan Native Respondents

Other Respondents
Overall Department.......................... Page 100
Career Service, SES, & SMS .............. Page 100
Division ............................................Page 101
Work Location................................... Page 103
Length of Employment ....................Page 104
Salaries.......................................... Page 105
Gender .............................................Page 106
Race................................................Page 107
CURRENT LEADERSHIP

Overall Department

Career Service

Selected Exempt Service

Senior Management Service

Percentages
CURRENT LEADERSHIP

Division of State Group Insurance

- Very Satisfied: 4.14%
- Satisfied: 17.88%
- Neither Satisfied Nor Dissatisfied: 26.68%
- Dissatisfied: 30.57%
- Very Dissatisfied: 20.73%

Retirement

- Very Satisfied: 14.03%
- Satisfied: 30.36%
- Neither Satisfied Nor Dissatisfied: 30.44%
- Dissatisfied: 13.61%
- Very Dissatisfied: 11.56%

American's with Disabilities Act Working Group

No Surveys Were Returned
CURRENT LEADERSHIP

Capital Circle Office Complex

- Very Satisfied: 10.42%
- Satisfied: 30.44%
- Neither Satisfied Nor Dissatisfied: 24.00%
- Dissatisfied: 18.88%
- Very Dissatisfied: 16.26%

Percentages

Other Tallahassee Facilities

- Very Satisfied: 10.61%
- Satisfied: 34.35%
- Neither Satisfied Nor Dissatisfied: 32.77%
- Dissatisfied: 12.34%
- Very Dissatisfied: 9.93%

Percentages

Facilities Outside Tallahassee

- Very Satisfied: 8.68%
- Satisfied: 36.34%
- Neither Satisfied Nor Dissatisfied: 30.87%
- Dissatisfied: 13.02%
- Very Dissatisfied: 11.09%

Percentages
CURRENT LEADERSHIP

- **Very Satisfied**
- **Satisfied**
- **Neither Satisfied Nor Dissatisfied**
- **Dissatisfied**
- **Very Dissatisfied**

### % Worked With Department

#### Less Than 1 Year
- **Very Satisfied**: 12.19%
- **Satisfied**: 34.15%
- **Neither Satisfied Nor Dissatisfied**: 42.93%
- **Dissatisfied**: 6.83%
- **Very Dissatisfied**: 3.90%

#### 1 to 3 Years
- **Very Satisfied**: 13.15%
- **Satisfied**: 34.82%
- **Neither Satisfied Nor Dissatisfied**: 22.96%
- **Dissatisfied**: 17.96%
- **Very Dissatisfied**: 11.11%

#### 4 to 6 Years
- **Very Satisfied**: 13.17%
- **Satisfied**: 30.68%
- **Neither Satisfied Nor Dissatisfied**: 25.62%
- **Dissatisfied**: 16.93%
- **Very Dissatisfied**: 13.60%

#### 7 to 9 Years
- **Very Satisfied**: 8.13%
- **Satisfied**: 25.06%
- **Neither Satisfied Nor Dissatisfied**: 36.48%
- **Dissatisfied**: 14.29%
- **Very Dissatisfied**: 16.04%

#### 10 to 20 Years
- **Very Satisfied**: 9.01%
- **Satisfied**: 33.40%
- **Neither Satisfied Nor Dissatisfied**: 30.21%
- **Dissatisfied**: 14.14%
- **Very Dissatisfied**: 13.24%

#### Over 21 Years
- **Very Satisfied**: 9.59%
- **Satisfied**: 38.85%
- **Neither Satisfied Nor Dissatisfied**: 26.28%
- **Dissatisfied**: 14.69%
- **Very Dissatisfied**: 10.59%
CURRENT LEADERSHIP

- **Very Dissatisfied**: 4.04%
- **Dissatisfied**: 11.23%
- **Neither Satisfied Nor Dissatisfied**: 47.91%
- **Satisfied**: 33.53%
- **Very Satisfied**: 3.29%

### Salary Distribution by Income Range

1. **Salary under $20,000**
   - Very Dissatisfied: 3.29%
   - Dissatisfied: 11.23%
   - Neither Satisfied Nor Dissatisfied: 47.91%
   - Satisfied: 33.53%
   - Very Satisfied: 3.29%

2. **Salary $20,001 - $30,000**
   - Very Dissatisfied: 9.63%
   - Dissatisfied: 12.45%
   - Neither Satisfied Nor Dissatisfied: 37.96%
   - Satisfied: 33.49%
   - Very Satisfied: 6.47%

3. **Salary $30,001 - $40,000**
   - Very Dissatisfied: 13.06%
   - Dissatisfied: 18.06%
   - Neither Satisfied Nor Dissatisfied: 25.84%
   - Satisfied: 32.72%
   - Very Satisfied: 13.78%

4. **Salary $40,001 - $50,000**
   - Very Dissatisfied: 26.45%
   - Dissatisfied: 21.21%
   - Neither Satisfied Nor Dissatisfied: 8.26%
   - Satisfied: 23.97%
   - Very Satisfied: 14.81%

5. **Salary Over $50,001**
   - Very Dissatisfied: 20.11%
   - Dissatisfied: 23.97%
   - Neither Satisfied Nor Dissatisfied: 8.26%
   - Satisfied: 21.21%
   - Very Satisfied: 26.45%
CURRENT LEADERSHIP

Male Respondents

- Very Satisfied: 8.08%
- Satisfied: 36.75%
- Neither Satisfied Nor Dissatisfied: 26.54%
- Dissatisfied: 15.67%
- Very Dissatisfied: 12.96%

Female Respondents

- Very Satisfied: 12.82%
- Satisfied: 29.38%
- Neither Satisfied Nor Dissatisfied: 31.91%
- Dissatisfied: 14.24%
- Very Dissatisfied: 11.65%
CURRENT LEADERSHIP

Black Respondents

Very Satisfied: 6.56%
Satisfied: 37.60%
Neither Satisfied Nor Dissatisfied: 38.79%
Dissatisfied: 12.19%
Very Dissatisfied: 4.86%

White Respondents

Very Satisfied: 11.94%
Satisfied: 31.89%
Neither Satisfied Nor Dissatisfied: 23.55%
Dissatisfied: 17.12%
Very Dissatisfied: 15.50%

Hispanic Respondents

Very Satisfied: 13.39%
Satisfied: 37.50%
Neither Satisfied Nor Dissatisfied: 35.71%
Dissatisfied: 8.04%
Very Dissatisfied: 5.36%

Asian or Pacific Islander Respondents

Very Satisfied: 6.25%
Satisfied: 37.50%
Neither Satisfied Nor Dissatisfied: 56.25%
Dissatisfied: 0.00%
Very Dissatisfied: 0.00%

Native American or Alaskan Native Respondents

Very Satisfied: 0.00%
Satisfied: 7.50%
Neither Satisfied Nor Dissatisfied: 45.00%
Dissatisfied: 12.50%
Very Dissatisfied: 35.00%

Other Respondents

Very Satisfied: 9.68%
Satisfied: 24.19%
Neither Satisfied Nor Dissatisfied: 29.03%
Dissatisfied: 16.13%
Very Dissatisfied: 20.97%
EXHIBIT 12 – Customer Focus

Overall Department.......................... Page 109
Career Service, SES, & SMS .............. Page 109
Division ............................................Page 110
Work Location....................................Page 112
Length of Employment ..................... Page 113
Salaries.............................................Page 114
Gender .............................................Page 115
Race..................................................Page 116
CUSTOMER FOCUS

Administration

- Very Satisfied: 14.99%
- Satisfied: 53.05%
- Neither Satisfied Nor Dissatisfied: 17.46%
- Dissatisfied: 8.73%
- Very Dissatisfied: 5.77%

State Fleet

- Very Satisfied: 18.70%
- Satisfied: 53.05%
- Neither Satisfied Nor Dissatisfied: 12.98%
- Dissatisfied: 12.22%
- Very Dissatisfied: 3.05%

State Purchasing

- Very Satisfied: 33.33%
- Satisfied: 37.50%
- Neither Satisfied Nor Dissatisfied: 25.00%
- Dissatisfied: 4.17%
- Very Dissatisfied: 0.00%

Office of Supplier Diversity

- Very Satisfied: 11.65%
- Satisfied: 40.78%
- Neither Satisfied Nor Dissatisfied: 30.10%
- Dissatisfied: 11.65%
- Very Dissatisfied: 5.82%

Facilities Management and Building Construction

- Very Satisfied: 11.46%
- Satisfied: 51.31%
- Neither Satisfied Nor Dissatisfied: 19.44%
- Dissatisfied: 13.98%
- Very Dissatisfied: 3.81%

Human Resource Management

- Very Satisfied: 18.83%
- Satisfied: 43.50%
- Neither Satisfied Nor Dissatisfied: 12.34%
- Dissatisfied: 22.08%
- Very Dissatisfied: 3.25%
CUSTOMER FOCUS

Division of State Group Insurance

- Very Satisfied: 12.82%
- Satisfied: 46.92%
- Neither Satisfied Nor Dissatisfied: 17.18%
- Dissatisfied: 16.67%
- Very Dissatisfied: 6.41%

Retirement

- Very Satisfied: 23.96%
- Satisfied: 40.53%
- Neither Satisfied Nor Dissatisfied: 21.41%
- Dissatisfied: 11.98%
- Very Dissatisfied: 2.12%

American's with Disabilities Act Working Group

No Surveys Were Returned
CUSTOMER FOCUS

Capital Circle Office Complex

- Very Satisfied: 6.66%
- Satisfied: 18.15%
- Neither Satisfied Nor Dissatisfied: 14.02%
- Dissatisfied: 48.09%
- Very Dissatisfied: 13.08%

Other Tallahassee Facilities

- Very Satisfied: 2.63%
- Satisfied: 10.66%
- Neither Satisfied Nor Dissatisfied: 17.77%
- Dissatisfied: 53.96%
- Very Dissatisfied: 13.41%

Facilities Outside Tallahassee

- Very Satisfied: 4.20%
- Satisfied: 17.77%
- Neither Satisfied Nor Dissatisfied: 10.66%
- Dissatisfied: 53.96%
- Very Dissatisfied: 13.41%
CUSTOMER FOCUS

- **Very Dissatisfied**: 3.43%
- **Dissatisfied**: 13.24%
- **Neither Satisfied Nor Dissatisfied**: 31.86%
- **Satisfied**: 40.69%
- **Very Satisfied**: 10.78%

**Worked With Department Less Than 1 Year**
- **Very Satisfied**: 10.78%
- **Satisfied**: 40.69%
- **Neither Satisfied Nor Dissatisfied**: 31.86%
- **Dissatisfied**: 13.24%
- **Very Dissatisfied**: 3.43%

**Worked With Department 1 to 3 Years**
- **Very Satisfied**: 15.24%
- **Satisfied**: 42.38%
- **Neither Satisfied Nor Dissatisfied**: 20.26%
- **Dissatisfied**: 16.54%
- **Very Dissatisfied**: 5.58%

**Worked With Department 4 to 6 Years**
- **Very Satisfied**: 18.21%
- **Satisfied**: 49.13%
- **Neither Satisfied Nor Dissatisfied**: 21.52%
- **Dissatisfied**: 14.60%
- **Very Dissatisfied**: 4.62%

**Worked With Department 7 to 9 Years**
- **Very Satisfied**: 15.65%
- **Satisfied**: 42.39%
- **Neither Satisfied Nor Dissatisfied**: 21.52%
- **Dissatisfied**: 15.44%
- **Very Dissatisfied**: 5.00%

**Worked With Department 10 to 20 Years**
- **Very Satisfied**: 12.87%
- **Satisfied**: 50.10%
- **Neither Satisfied Nor Dissatisfied**: 17.44%
- **Dissatisfied**: 15.02%
- **Very Dissatisfied**: 4.57%

**Worked With Department Over 21 Years**
- **Very Satisfied**: 18.19%
- **Satisfied**: 51.86%
- **Neither Satisfied Nor Dissatisfied**: 14.85%
- **Dissatisfied**: 12.38%
- **Very Dissatisfied**: 2.72%
CUSTOMER FOCUS

Salary under $20,000

- Very Satisfied: 8.21%
- Satisfied: 46.20%
- Neither Satisfied Nor Dissatisfied: 34.65%
- Dissatisfied: 7.90%
- Very Dissatisfied: 3.04%

Salary $20,001 - $30,000

- Very Satisfied: 12.96%
- Satisfied: 53.57%
- Neither Satisfied Nor Dissatisfied: 17.49%
- Dissatisfied: 12.55%
- Very Dissatisfied: 3.43%

Salary $30,001 - $40,000

- Very Satisfied: 19.73%
- Satisfied: 45.43%
- Neither Satisfied Nor Dissatisfied: 17.13%
- Dissatisfied: 14.34%
- Very Dissatisfied: 3.37%

Salary $40,001 - $50,000

- Very Satisfied: 16.18%
- Satisfied: 49.09%
- Neither Satisfied Nor Dissatisfied: 20.36%
- Dissatisfied: 9.64%
- Very Dissatisfied: 4.73%

Salary Over $50,001

- Very Satisfied: 26.50%
- Satisfied: 36.61%
- Neither Satisfied Nor Dissatisfied: 17.49%
- Dissatisfied: 9.56%
- Very Dissatisfied: 9.84%

DMs/OIG/IA 2004-26 Page 114
CUSTOMER FOCUS

Black Respondents

- Very Satisfied: 8.16%
- Satisfied: 51.59%
- Neither Satisfied Nor Dissatisfied: 23.43%
- Dissatisfied: 13.99%
- Very Dissatisfied: 3.43%

White Respondents

- Very Satisfied: 18.17%
- Satisfied: 46.66%
- Neither Satisfied Nor Dissatisfied: 15.54%
- Dissatisfied: 15.07%
- Very Dissatisfied: 4.56%

Hispanic Respondents

- Very Satisfied: 12.26%
- Satisfied: 55.66%
- Neither Satisfied Nor Dissatisfied: 17.93%
- Dissatisfied: 11.32%
- Very Dissatisfied: 2.83%

Asian or Pacific Islander Respondents

- Very Satisfied: 18.75%
- Satisfied: 68.75%
- Neither Satisfied Nor Dissatisfied: 0.00%
- Dissatisfied: 0.00%
- Very Dissatisfied: 0.00%

Native American or Alaskan Native Respondents

- Very Satisfied: 15.00%
- Satisfied: 50.00%
- Neither Satisfied Nor Dissatisfied: 5.00%
- Dissatisfied: 20.00%
- Very Dissatisfied: 10.00%

Other Respondents

- Very Satisfied: 15.62%
- Satisfied: 43.75%
- Neither Satisfied Nor Dissatisfied: 17.19%
- Dissatisfied: 14.06%
- Very Dissatisfied: 9.38%
Image ......................................................... Page 118
Physical Work Conditions ............... Page 118
Treatment of Employees..................... Page 118
Benefits Package.................................... Page 119
Reward and Recognition ...................... Page 119
Career Development............................ Page 120
Team Work............................................. Page 120
Supervision ........................................... Page 120
Job Satisfaction...................................... Page 121
Current Leadership............................... Page 122
Customer Focus.................................... Page 122
Overall Satisfaction............................. Page 123
<table>
<thead>
<tr>
<th>Question</th>
<th>Responded</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>No Opinion</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Did Not Answer</th>
<th>Average Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IMAGE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. I am proud to tell people that I work for the Department of Management Services.</td>
<td>649</td>
<td>106</td>
<td>297</td>
<td>79</td>
<td>117</td>
<td>50</td>
<td>17</td>
<td>3.45</td>
</tr>
<tr>
<td>2. I am familiar with the mission of the Department of Management Services.</td>
<td>644</td>
<td>129</td>
<td>380</td>
<td>44</td>
<td>72</td>
<td>19</td>
<td>22</td>
<td>3.82</td>
</tr>
<tr>
<td>3. I understand how I contribute to the Department's mission and goals.</td>
<td>645</td>
<td>158</td>
<td>350</td>
<td>45</td>
<td>71</td>
<td>21</td>
<td>21</td>
<td>3.86</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>1938</td>
<td>393</td>
<td>1027</td>
<td>168</td>
<td>260</td>
<td>90</td>
<td>60</td>
<td>3.71</td>
</tr>
<tr>
<td><strong>PHYSICAL WORK CONDITIONS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. I am satisfied with my current physical working conditions (space, noise, light, etc.)</td>
<td>660</td>
<td>153</td>
<td>364</td>
<td>21</td>
<td>87</td>
<td>35</td>
<td>6</td>
<td>3.78</td>
</tr>
<tr>
<td>5. The conference rooms, restrooms, and work areas are clean.</td>
<td>657</td>
<td>156</td>
<td>380</td>
<td>21</td>
<td>62</td>
<td>38</td>
<td>9</td>
<td>3.84</td>
</tr>
<tr>
<td>6. I feel safe entering/exiting my workplace from the parking lot.</td>
<td>656</td>
<td>178</td>
<td>408</td>
<td>19</td>
<td>35</td>
<td>16</td>
<td>10</td>
<td>4.06</td>
</tr>
<tr>
<td>7. I feel safe in my office.</td>
<td>651</td>
<td>191</td>
<td>398</td>
<td>42</td>
<td>17</td>
<td>3</td>
<td>15</td>
<td>4.16</td>
</tr>
<tr>
<td>8. I feel safe working outside the office.</td>
<td>649</td>
<td>134</td>
<td>361</td>
<td>128</td>
<td>21</td>
<td>5</td>
<td>17</td>
<td>3.92</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>3273</td>
<td>812</td>
<td>1911</td>
<td>231</td>
<td>222</td>
<td>97</td>
<td>57</td>
<td>3.95</td>
</tr>
<tr>
<td><strong>TREATMENT OF EMPLOYEES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Promotions usually go to the best-qualified people.</td>
<td>643</td>
<td>33</td>
<td>176</td>
<td>96</td>
<td>171</td>
<td>167</td>
<td>23</td>
<td>2.59</td>
</tr>
<tr>
<td>10. Compared with other Department employees in positions like mine (with equal work and responsibility), I am paid fairly.</td>
<td>652</td>
<td>27</td>
<td>222</td>
<td>78</td>
<td>203</td>
<td>122</td>
<td>14</td>
<td>2.74</td>
</tr>
<tr>
<td>11. Compared with other state employees in a position like mine (with equal work and responsibility), I am paid fairly.</td>
<td>652</td>
<td>23</td>
<td>203</td>
<td>97</td>
<td>214</td>
<td>115</td>
<td>14</td>
<td>2.70</td>
</tr>
<tr>
<td>12. I have the equipment (tools, fax machine, computer, forms, paper, pens, staples, etc) I need to do my job.</td>
<td>652</td>
<td>117</td>
<td>383</td>
<td>40</td>
<td>91</td>
<td>21</td>
<td>14</td>
<td>3.74</td>
</tr>
<tr>
<td>13. I have the computer software (necessary programs, database access, recent versions or updates, etc) I need to do my job.</td>
<td>648</td>
<td>105</td>
<td>334</td>
<td>98</td>
<td>87</td>
<td>24</td>
<td>18</td>
<td>3.63</td>
</tr>
<tr>
<td>14. I trust my immediate supervisor.</td>
<td>653</td>
<td>197</td>
<td>300</td>
<td>40</td>
<td>70</td>
<td>46</td>
<td>13</td>
<td>3.81</td>
</tr>
<tr>
<td>15. I trust my Program Manager/Director.</td>
<td>651</td>
<td>112</td>
<td>272</td>
<td>120</td>
<td>94</td>
<td>53</td>
<td>15</td>
<td>3.45</td>
</tr>
<tr>
<td>16. I see policies and rules applied the same way to all employees.</td>
<td>649</td>
<td>45</td>
<td>244</td>
<td>70</td>
<td>178</td>
<td>112</td>
<td>17</td>
<td>2.90</td>
</tr>
<tr>
<td>17. I am not aware of discrimination (race, gender, or age) in my work unit.</td>
<td>650</td>
<td>124</td>
<td>330</td>
<td>75</td>
<td>74</td>
<td>47</td>
<td>16</td>
<td>3.63</td>
</tr>
<tr>
<td>18. I observe fair treatment of each employee in my work unit.</td>
<td>641</td>
<td>93</td>
<td>294</td>
<td>54</td>
<td>129</td>
<td>71</td>
<td>25</td>
<td>3.33</td>
</tr>
<tr>
<td>19. In order to complete my work, I work extra hours.</td>
<td>647</td>
<td>102</td>
<td>251</td>
<td>91</td>
<td>168</td>
<td>35</td>
<td>19</td>
<td>3.34</td>
</tr>
<tr>
<td>Question</td>
<td>Responded</td>
<td>Strongly Agree</td>
<td>Agree</td>
<td>No Opinion</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
<td>Did Not Answer</td>
<td>Average Score</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>-----------</td>
<td>----------------</td>
<td>-------</td>
<td>------------</td>
<td>----------</td>
<td>-------------------</td>
<td>---------------</td>
<td>---------------</td>
</tr>
<tr>
<td>20. I feel I can file an official internal complaint (Sexual Harassment, etc) without negative consequences.</td>
<td>664</td>
<td>49</td>
<td>246</td>
<td>160</td>
<td>119</td>
<td>90</td>
<td>2</td>
<td>3.07</td>
</tr>
<tr>
<td>21. I feel I can file an official external complaint (EEOC, Union, etc) without negative consequences.</td>
<td>648</td>
<td>39</td>
<td>205</td>
<td>174</td>
<td>132</td>
<td>98</td>
<td>18</td>
<td>2.93</td>
</tr>
<tr>
<td>22. People in my work unit who identify problems or concerns are treated fairly.</td>
<td>655</td>
<td>56</td>
<td>303</td>
<td>121</td>
<td>121</td>
<td>54</td>
<td>11</td>
<td>3.28</td>
</tr>
<tr>
<td>23. Legal/ethical conduct is demonstrated and reinforced in my work unit.</td>
<td>649</td>
<td>84</td>
<td>332</td>
<td>92</td>
<td>92</td>
<td>49</td>
<td>17</td>
<td>3.48</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>9754</td>
<td>1206</td>
<td>4095</td>
<td>1406</td>
<td>1943</td>
<td>1104</td>
<td>236</td>
<td>3.24</td>
</tr>
<tr>
<td><strong>BENEFITS PACKAGE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24. Compared with private sector organizations, my insurance benefits are competitive.</td>
<td>658</td>
<td>118</td>
<td>355</td>
<td>110</td>
<td>51</td>
<td>24</td>
<td>8</td>
<td>3.75</td>
</tr>
<tr>
<td>25. Compared with private sector organizations, my retirement benefits are competitive.</td>
<td>658</td>
<td>105</td>
<td>338</td>
<td>108</td>
<td>83</td>
<td>24</td>
<td>8</td>
<td>3.63</td>
</tr>
<tr>
<td>26. Compared with private sector organizations, my leave/sick time benefits are competitive.</td>
<td>656</td>
<td>148</td>
<td>381</td>
<td>83</td>
<td>29</td>
<td>15</td>
<td>10</td>
<td>3.94</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>1972</td>
<td>371</td>
<td>1074</td>
<td>301</td>
<td>163</td>
<td>63</td>
<td>26</td>
<td>3.77</td>
</tr>
<tr>
<td><strong>REWARD AND RECOGNITION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27. My supervisor recognizes my work efforts and accomplishments.</td>
<td>654</td>
<td>128</td>
<td>348</td>
<td>36</td>
<td>103</td>
<td>39</td>
<td>12</td>
<td>3.65</td>
</tr>
<tr>
<td>28. My supervisor provides feedback to the work unit on employee suggestions for improvements.</td>
<td>656</td>
<td>88</td>
<td>349</td>
<td>54</td>
<td>123</td>
<td>42</td>
<td>10</td>
<td>3.48</td>
</tr>
<tr>
<td>29. Employees are usually recognized for providing high quality products and services to their customers.</td>
<td>650</td>
<td>63</td>
<td>264</td>
<td>63</td>
<td>193</td>
<td>67</td>
<td>16</td>
<td>3.10</td>
</tr>
<tr>
<td>30. Employees in my work unit are appropriately recognized for their efforts with instant awards.</td>
<td>651</td>
<td>23</td>
<td>97</td>
<td>108</td>
<td>282</td>
<td>141</td>
<td>15</td>
<td>2.35</td>
</tr>
<tr>
<td>31. Awards in my work unit are given fairly.</td>
<td>654</td>
<td>29</td>
<td>147</td>
<td>152</td>
<td>188</td>
<td>138</td>
<td>12</td>
<td>2.60</td>
</tr>
<tr>
<td>32. My direct supervisor informally recognizes me for a job well-done.</td>
<td>652</td>
<td>126</td>
<td>338</td>
<td>49</td>
<td>88</td>
<td>51</td>
<td>14</td>
<td>3.61</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>3917</td>
<td>457</td>
<td>1543</td>
<td>462</td>
<td>977</td>
<td>478</td>
<td>79</td>
<td>3.13</td>
</tr>
<tr>
<td>Question</td>
<td>Responded</td>
<td>Strongly Agree</td>
<td>Agree</td>
<td>No Opinion</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
<td>Did Not Answer</td>
<td>Average Score</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>-----------</td>
<td>----------------</td>
<td>-------</td>
<td>------------</td>
<td>----------</td>
<td>-------------------</td>
<td>---------------</td>
<td>---------------</td>
</tr>
<tr>
<td><strong>CAREER DEVELOPMENT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>33. I have access to career development training opportunities.</td>
<td>654</td>
<td>28</td>
<td>198</td>
<td>107</td>
<td>226</td>
<td>95</td>
<td>12</td>
<td>2.75</td>
</tr>
<tr>
<td>34. The only way I will be able to get a pay increase, other than annual cost of living increases, is to leave my current position.</td>
<td>651</td>
<td>34</td>
<td>72</td>
<td>56</td>
<td>267</td>
<td>222</td>
<td>15</td>
<td>2.12</td>
</tr>
<tr>
<td>35. I have reasonable opportunities for job advancement in DMS.</td>
<td>651</td>
<td>10</td>
<td>157</td>
<td>102</td>
<td>228</td>
<td>154</td>
<td>15</td>
<td>2.45</td>
</tr>
<tr>
<td>36. The Department has adequately explained the process by which I may advance my career.</td>
<td>654</td>
<td>15</td>
<td>130</td>
<td>107</td>
<td>245</td>
<td>157</td>
<td>12</td>
<td>2.39</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>2610</td>
<td>87</td>
<td>557</td>
<td>372</td>
<td>966</td>
<td>628</td>
<td>54</td>
<td>2.43</td>
</tr>
<tr>
<td><strong>TEAM WORK</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>37. I am encouraged to share my suggestions on ways to improve work conditions.</td>
<td>657</td>
<td>77</td>
<td>369</td>
<td>53</td>
<td>119</td>
<td>39</td>
<td>9</td>
<td>3.50</td>
</tr>
<tr>
<td>38. I am encouraged to share my suggestions on ways to improve work processes.</td>
<td>653</td>
<td>77</td>
<td>371</td>
<td>51</td>
<td>113</td>
<td>41</td>
<td>13</td>
<td>3.51</td>
</tr>
<tr>
<td>39. Cooperation between different work units within my Office is good.</td>
<td>651</td>
<td>67</td>
<td>368</td>
<td>59</td>
<td>119</td>
<td>38</td>
<td>15</td>
<td>3.47</td>
</tr>
<tr>
<td>40. My direct supervisor keeps me informed about important matters that affect my work unit.</td>
<td>645</td>
<td>117</td>
<td>360</td>
<td>32</td>
<td>101</td>
<td>35</td>
<td>21</td>
<td>3.66</td>
</tr>
<tr>
<td>41. Work is distributed fairly across all employees in my work unit.</td>
<td>649</td>
<td>60</td>
<td>314</td>
<td>61</td>
<td>143</td>
<td>71</td>
<td>17</td>
<td>3.23</td>
</tr>
<tr>
<td>42. In general, people in other work units are cooperative.</td>
<td>646</td>
<td>56</td>
<td>443</td>
<td>61</td>
<td>69</td>
<td>17</td>
<td>20</td>
<td>3.70</td>
</tr>
<tr>
<td>43. Headquarters (Tallahassee CCOC) employees have a good understanding of the work done by employees in the field.</td>
<td>653</td>
<td>20</td>
<td>164</td>
<td>208</td>
<td>171</td>
<td>90</td>
<td>13</td>
<td>2.77</td>
</tr>
<tr>
<td>44. I have a good understanding of the work done by employees at Headquarters (Tallahassee CCOC).</td>
<td>655</td>
<td>28</td>
<td>241</td>
<td>172</td>
<td>157</td>
<td>57</td>
<td>11</td>
<td>3.04</td>
</tr>
<tr>
<td>45. I can say what I think in my work unit.</td>
<td>653</td>
<td>69</td>
<td>316</td>
<td>61</td>
<td>130</td>
<td>77</td>
<td>13</td>
<td>3.26</td>
</tr>
<tr>
<td>46. My direct supervisor treats me with respect.</td>
<td>651</td>
<td>185</td>
<td>343</td>
<td>34</td>
<td>56</td>
<td>31</td>
<td>15</td>
<td>3.91</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>6513</td>
<td>756</td>
<td>3289</td>
<td>792</td>
<td>1180</td>
<td>496</td>
<td>147</td>
<td>3.40</td>
</tr>
<tr>
<td><strong>SUPERVISION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>47. I understand the mission of my work unit.</td>
<td>660</td>
<td>205</td>
<td>389</td>
<td>21</td>
<td>38</td>
<td>7</td>
<td>6</td>
<td>4.13</td>
</tr>
<tr>
<td>48. I receive constructive feedback from my supervisor to improve job performance.</td>
<td>655</td>
<td>110</td>
<td>364</td>
<td>50</td>
<td>108</td>
<td>23</td>
<td>11</td>
<td>3.66</td>
</tr>
<tr>
<td>49. I see evidence of my supervisor making decisions based on factual data.</td>
<td>651</td>
<td>108</td>
<td>356</td>
<td>63</td>
<td>91</td>
<td>33</td>
<td>15</td>
<td>3.64</td>
</tr>
<tr>
<td>Question</td>
<td>Responded</td>
<td>Strongly Agree</td>
<td>Agree</td>
<td>No Opinion</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
<td>Did Not Answer</td>
<td>Average Score</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>-----------</td>
<td>----------------</td>
<td>-------</td>
<td>------------</td>
<td>----------</td>
<td>-------------------</td>
<td>----------------</td>
<td>---------------</td>
</tr>
<tr>
<td>My supervisor treats me fairly, even if I make a mistake.</td>
<td>655</td>
<td>135</td>
<td>388</td>
<td>48</td>
<td>57</td>
<td>27</td>
<td>11</td>
<td>3.84</td>
</tr>
<tr>
<td>My supervisor delegates responsibility to me to complete work assignments.</td>
<td>654</td>
<td>148</td>
<td>400</td>
<td>43</td>
<td>45</td>
<td>18</td>
<td>12</td>
<td>3.94</td>
</tr>
<tr>
<td>My supervisor is available when needed.</td>
<td>649</td>
<td>148</td>
<td>378</td>
<td>30</td>
<td>68</td>
<td>25</td>
<td>17</td>
<td>3.86</td>
</tr>
<tr>
<td>In a majority of cases, my supervisor talks to me about important issues and factors before making decisions about my job.</td>
<td>645</td>
<td>118</td>
<td>322</td>
<td>49</td>
<td>115</td>
<td>41</td>
<td>21</td>
<td>3.56</td>
</tr>
<tr>
<td>My supervisor has the knowledge, skills, and abilities to do his or her job effectively.</td>
<td>654</td>
<td>189</td>
<td>335</td>
<td>40</td>
<td>58</td>
<td>32</td>
<td>12</td>
<td>3.90</td>
</tr>
<tr>
<td>My supervisor exhibits a strong commitment to do what is right for employees in my work unit.</td>
<td>649</td>
<td>144</td>
<td>301</td>
<td>60</td>
<td>93</td>
<td>51</td>
<td>17</td>
<td>3.61</td>
</tr>
<tr>
<td>My supervisor acts in a professional manner at all times in the workplace.</td>
<td>653</td>
<td>170</td>
<td>336</td>
<td>42</td>
<td>67</td>
<td>38</td>
<td>13</td>
<td>3.82</td>
</tr>
<tr>
<td>Management supports my supervisor.</td>
<td>654</td>
<td>117</td>
<td>321</td>
<td>93</td>
<td>88</td>
<td>35</td>
<td>12</td>
<td>3.61</td>
</tr>
<tr>
<td>I feel comfortable going to my supervisor for help with work.</td>
<td>654</td>
<td>170</td>
<td>344</td>
<td>29</td>
<td>76</td>
<td>35</td>
<td>12</td>
<td>3.82</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>7833</td>
<td>1762</td>
<td>4234</td>
<td>568</td>
<td>904</td>
<td>365</td>
<td>159</td>
<td>3.78</td>
</tr>
<tr>
<td><strong>JOB SATISFACTION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I feel satisfaction from my job.</td>
<td>656</td>
<td>116</td>
<td>368</td>
<td>35</td>
<td>94</td>
<td>43</td>
<td>10</td>
<td>3.64</td>
</tr>
<tr>
<td>The level of stress associated with my job is acceptable.</td>
<td>658</td>
<td>41</td>
<td>378</td>
<td>40</td>
<td>126</td>
<td>73</td>
<td>8</td>
<td>3.29</td>
</tr>
<tr>
<td>I am kept informed about matters that affect my job.</td>
<td>660</td>
<td>64</td>
<td>330</td>
<td>42</td>
<td>158</td>
<td>66</td>
<td>6</td>
<td>3.25</td>
</tr>
<tr>
<td>I have opportunities to be creative and use initiative in my job.</td>
<td>658</td>
<td>77</td>
<td>369</td>
<td>52</td>
<td>113</td>
<td>47</td>
<td>8</td>
<td>3.48</td>
</tr>
<tr>
<td>I have had adequate job-related training opportunities.</td>
<td>650</td>
<td>42</td>
<td>257</td>
<td>78</td>
<td>189</td>
<td>84</td>
<td>16</td>
<td>2.98</td>
</tr>
<tr>
<td>I am provided the time to attend training.</td>
<td>649</td>
<td>39</td>
<td>243</td>
<td>110</td>
<td>186</td>
<td>71</td>
<td>17</td>
<td>2.99</td>
</tr>
<tr>
<td>I receive written performance standards.</td>
<td>653</td>
<td>73</td>
<td>420</td>
<td>54</td>
<td>83</td>
<td>23</td>
<td>13</td>
<td>3.67</td>
</tr>
<tr>
<td>My performance standards describe what I do.</td>
<td>655</td>
<td>62</td>
<td>400</td>
<td>58</td>
<td>111</td>
<td>24</td>
<td>11</td>
<td>3.56</td>
</tr>
<tr>
<td>I am evaluated against my performance standards.</td>
<td>646</td>
<td>58</td>
<td>376</td>
<td>96</td>
<td>91</td>
<td>25</td>
<td>20</td>
<td>3.54</td>
</tr>
<tr>
<td>Most of the work I do is within my position description.</td>
<td>645</td>
<td>72</td>
<td>421</td>
<td>31</td>
<td>90</td>
<td>31</td>
<td>21</td>
<td>3.64</td>
</tr>
<tr>
<td>I have opportunities to work with my supervisor in setting realistic work objectives and goals for my job.</td>
<td>643</td>
<td>68</td>
<td>331</td>
<td>67</td>
<td>138</td>
<td>39</td>
<td>23</td>
<td>3.39</td>
</tr>
<tr>
<td>I have enough authority to carry out my job effectively.</td>
<td>660</td>
<td>102</td>
<td>402</td>
<td>34</td>
<td>94</td>
<td>28</td>
<td>6</td>
<td>3.69</td>
</tr>
<tr>
<td>My job makes good use of my skills and abilities.</td>
<td>656</td>
<td>91</td>
<td>395</td>
<td>32</td>
<td>94</td>
<td>44</td>
<td>10</td>
<td>3.60</td>
</tr>
<tr>
<td>I receive support from my supervisor to accomplish my work objectives.</td>
<td>648</td>
<td>100</td>
<td>402</td>
<td>44</td>
<td>71</td>
<td>31</td>
<td>18</td>
<td>3.72</td>
</tr>
<tr>
<td>If offered a comparable job somewhere else with the same salary and benefits, I would NOT take it.</td>
<td>651</td>
<td>88</td>
<td>189</td>
<td>138</td>
<td>127</td>
<td>109</td>
<td>15</td>
<td>3.03</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>9788</td>
<td>1093</td>
<td>5281</td>
<td>911</td>
<td>1765</td>
<td>738</td>
<td>202</td>
<td>3.43</td>
</tr>
<tr>
<td>Question</td>
<td>Responded</td>
<td>Strongly Agree</td>
<td>Agree</td>
<td>No Opinion</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
<td>Did Not Answer</td>
<td>Average Score</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>-----------</td>
<td>----------------</td>
<td>-------</td>
<td>------------</td>
<td>----------</td>
<td>-------------------</td>
<td>---------------</td>
<td>---------------</td>
</tr>
<tr>
<td><strong>CURRENT LEADERSHIP</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>74. I have confidence in the judgment of my Bureau Chief or direct</td>
<td>652</td>
<td>114</td>
<td>280</td>
<td>114</td>
<td>91</td>
<td>53</td>
<td>14</td>
<td>3.48</td>
</tr>
<tr>
<td>supervisior.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>75. I have confidence in the judgment of my Division Director.</td>
<td>653</td>
<td>89</td>
<td>249</td>
<td>158</td>
<td>96</td>
<td>61</td>
<td>13</td>
<td>3.32</td>
</tr>
<tr>
<td>76. I have confidence in the judgment of the Department's Executive</td>
<td>656</td>
<td>43</td>
<td>193</td>
<td>196</td>
<td>118</td>
<td>106</td>
<td>10</td>
<td>2.92</td>
</tr>
<tr>
<td>Management.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>77. I have confidence in the judgment of the current Secretary.</td>
<td>652</td>
<td>59</td>
<td>182</td>
<td>195</td>
<td>104</td>
<td>112</td>
<td>14</td>
<td>2.96</td>
</tr>
<tr>
<td>78. Policy changes are communicated from Department Headquarters in a</td>
<td>646</td>
<td>37</td>
<td>164</td>
<td>235</td>
<td>112</td>
<td>98</td>
<td>20</td>
<td>2.89</td>
</tr>
<tr>
<td>timely manner.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>79. Bureau Chiefs put quality first.</td>
<td>648</td>
<td>26</td>
<td>194</td>
<td>182</td>
<td>136</td>
<td>110</td>
<td>18</td>
<td>2.83</td>
</tr>
<tr>
<td>80. Department Executive Management looks to the future and plans</td>
<td>650</td>
<td>75</td>
<td>231</td>
<td>201</td>
<td>86</td>
<td>57</td>
<td>16</td>
<td>3.28</td>
</tr>
<tr>
<td>accordingly.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>81. Division Directors put quality first.</td>
<td>652</td>
<td>67</td>
<td>234</td>
<td>209</td>
<td>82</td>
<td>60</td>
<td>14</td>
<td>3.25</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>5209</td>
<td>510</td>
<td>1727</td>
<td>1490</td>
<td>825</td>
<td>657</td>
<td>119</td>
<td>3.12</td>
</tr>
<tr>
<td><strong>CUSTOMER FOCUS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>82. I know who my customers are.</td>
<td>647</td>
<td>265</td>
<td>318</td>
<td>45</td>
<td>15</td>
<td>4</td>
<td>19</td>
<td>4.28</td>
</tr>
<tr>
<td>83. I have the authority to make decisions necessary to solve customer</td>
<td>657</td>
<td>142</td>
<td>327</td>
<td>61</td>
<td>96</td>
<td>31</td>
<td>9</td>
<td>3.69</td>
</tr>
<tr>
<td>problems without going to my supervisor.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>84. I have received training and guidance in how to provide quality</td>
<td>654</td>
<td>95</td>
<td>301</td>
<td>74</td>
<td>142</td>
<td>42</td>
<td>12</td>
<td>3.41</td>
</tr>
<tr>
<td>customer service.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>85. I ask the people I serve how to improve the quality of products</td>
<td>653</td>
<td>66</td>
<td>321</td>
<td>139</td>
<td>109</td>
<td>18</td>
<td>13</td>
<td>3.47</td>
</tr>
<tr>
<td>and services provided by my work unit.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>86. I am encouraged to use suggestions from the people I serve to</td>
<td>649</td>
<td>57</td>
<td>313</td>
<td>131</td>
<td>118</td>
<td>30</td>
<td>17</td>
<td>3.38</td>
</tr>
<tr>
<td>improve the quality of products and services.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>87. My external customers (clients) have the opportunity to formally</td>
<td>652</td>
<td>62</td>
<td>263</td>
<td>185</td>
<td>111</td>
<td>31</td>
<td>14</td>
<td>3.33</td>
</tr>
<tr>
<td>evaluate the quality of products and services provided by my work unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(for example, customer satisfaction survey).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>88. My internal customers (other employees) have the opportunity to</td>
<td>652</td>
<td>48</td>
<td>317</td>
<td>161</td>
<td>97</td>
<td>29</td>
<td>14</td>
<td>3.40</td>
</tr>
<tr>
<td>formally evaluate the quality of products and services provided by my</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>work unit.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>89. The policies and procedures provided to me are sufficient to help</td>
<td>652</td>
<td>68</td>
<td>338</td>
<td>104</td>
<td>94</td>
<td>48</td>
<td>14</td>
<td>3.44</td>
</tr>
<tr>
<td>me provide quality customer service.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>5216</td>
<td>803</td>
<td>2498</td>
<td>900</td>
<td>782</td>
<td>233</td>
<td>112</td>
<td>3.55</td>
</tr>
<tr>
<td>Question</td>
<td>Number of Employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------</td>
<td>--------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OVERALL SATISFACTION</td>
<td>Responded</td>
<td>Very Satisfied</td>
<td>Satisfied</td>
<td>Neither Satisfied nor Dissatisfied</td>
<td>Dissatisfied</td>
<td>Very Dissatisfied</td>
<td>Did Not Answer</td>
<td>Average Score</td>
</tr>
<tr>
<td>90. I rate my overall level of satisfaction as: 1. Very Dissatisfied</td>
<td>618</td>
<td>43</td>
<td>100</td>
<td>156</td>
<td>265</td>
<td>54</td>
<td>48</td>
<td>2.70</td>
</tr>
</tbody>
</table>
EXHIBIT 14 – Percentage by Respondents

Image ....................................................... Page 125
Physical Work Conditions .................. Page 125
Treatment of Employees .................. Page 125
Benefits Package .............................. Page 126
Reward and Recognition .................. Page 126
Career Development ....................... Page 127
Team Work .......................................... Page 127
Supervision ........................................ Page 127
Job Satisfaction ................................. Page 128
Current Leadership ......................... Page 129
Customer Focus ............................... Page 129
Overall Satisfaction ....................... Page 130
<table>
<thead>
<tr>
<th>Question</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Responded</td>
</tr>
<tr>
<td>1. I am proud to tell people that I work for the Department of Management Services.</td>
<td>649</td>
</tr>
<tr>
<td>2. I am familiar with the mission of the Department of Management Services.</td>
<td>644</td>
</tr>
<tr>
<td>3. I understand how I contribute to the Department's mission and goals.</td>
<td>645</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>1938</td>
</tr>
<tr>
<td><strong>PHYSICAL WORK CONDITIONS</strong></td>
<td></td>
</tr>
<tr>
<td>4. I am satisfied with my current physical working conditions (space, noise, light, etc.)</td>
<td>660</td>
</tr>
<tr>
<td>5. The conference rooms, restrooms, and work areas are clean.</td>
<td>657</td>
</tr>
<tr>
<td>6. I feel safe entering/exiting my workplace from the parking lot.</td>
<td>656</td>
</tr>
<tr>
<td>7. I feel safe in my office.</td>
<td>651</td>
</tr>
<tr>
<td>8. I feel safe working outside the office.</td>
<td>649</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>3273</td>
</tr>
<tr>
<td><strong>TREATMENT OF EMPLOYEES</strong></td>
<td></td>
</tr>
<tr>
<td>9. Promotions usually go to the best-qualified people.</td>
<td>643</td>
</tr>
<tr>
<td>10. Compared with other Department employees in positions like mine (with equal work and responsibility), I am paid fairly.</td>
<td>652</td>
</tr>
<tr>
<td>11. Compared with other state employees in a position like mine (with equal work and responsibility), I am paid fairly.</td>
<td>652</td>
</tr>
<tr>
<td>12. I have the equipment (tools, fax machine, computer, forms, paper, pens, staples, etc) I need to do my job.</td>
<td>652</td>
</tr>
<tr>
<td>13. I have the computer software (necessary programs, database access, recent versions or updates, etc) I need to do my job.</td>
<td>648</td>
</tr>
<tr>
<td>14. I trust my immediate supervisor.</td>
<td>653</td>
</tr>
<tr>
<td>15. I trust my Program Manager/Director.</td>
<td>651</td>
</tr>
<tr>
<td>16. I see policies and rules applied the same way to all employees.</td>
<td>649</td>
</tr>
<tr>
<td>17. I am not aware of discrimination (race, gender, or age) in my work unit.</td>
<td>650</td>
</tr>
<tr>
<td>18. I observe fair treatment of each employee in my work unit.</td>
<td>641</td>
</tr>
<tr>
<td>19. In order to complete my work, I work extra hours.</td>
<td>647</td>
</tr>
<tr>
<td>Question</td>
<td>Number of Employees</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>20. I feel I can file an official internal complaint (Sexual Harassment, etc) without negative consequences.</td>
<td>664 7.38% 37.05% 24.10% 17.92% 13.55% 0.30%</td>
</tr>
<tr>
<td>21. I feel I can file an official external complaint (EEOC, Union, etc) without negative consequences.</td>
<td>648 6.02% 31.64% 26.85% 20.37% 15.12% 2.78%</td>
</tr>
<tr>
<td>22. People in my work unit who identify problems or concerns are treated fairly.</td>
<td>655 8.55% 46.26% 18.47% 18.47% 8.24% 1.68%</td>
</tr>
<tr>
<td>23. Legal/ethical conduct is demonstrated and reinforced in my work unit.</td>
<td>649 12.94% 51.16% 14.18% 14.18% 7.55% 2.62%</td>
</tr>
<tr>
<td>Subtotal</td>
<td>9754 12.36% 41.98% 14.41% 19.92% 11.32% 2.42%</td>
</tr>
<tr>
<td><strong>BENEFITS PACKAGE</strong></td>
<td></td>
</tr>
<tr>
<td>24. Compared with private sector organizations, my insurance benefits are competitive.</td>
<td>658 17.93% 53.95% 16.72% 7.75% 3.65% 1.22%</td>
</tr>
<tr>
<td>25. Compared with private sector organizations, my retirement benefits are competitive.</td>
<td>658 15.96% 51.37% 16.41% 12.61% 3.65% 1.22%</td>
</tr>
<tr>
<td>26. Compared with private sector organizations, my leave/sick time benefits are competitive.</td>
<td>656 22.56% 58.08% 12.65% 4.42% 2.29% 1.52%</td>
</tr>
<tr>
<td>Subtotal</td>
<td>1972 18.81% 54.46% 15.26% 8.27% 3.19% 1.32%</td>
</tr>
<tr>
<td><strong>REWARD AND RECOGNITION</strong></td>
<td></td>
</tr>
<tr>
<td>27. My supervisor recognizes my work efforts and accomplishments.</td>
<td>654 19.57% 53.21% 5.50% 15.75% 5.96% 1.83%</td>
</tr>
<tr>
<td>28. My supervisor provides feedback to the work unit on employee suggestions for improvements.</td>
<td>656 13.41% 53.20% 8.23% 18.75% 6.40% 1.52%</td>
</tr>
<tr>
<td>29. Employees are usually recognized for providing high quality products and services to their customers.</td>
<td>650 9.69% 40.62% 9.69% 29.69% 10.31% 2.46%</td>
</tr>
<tr>
<td>30. Employees in my work unit are appropriately recognized for their efforts with instant awards.</td>
<td>651 3.53% 14.90% 16.59% 43.32% 21.66% 2.30%</td>
</tr>
<tr>
<td>31. Awards in my work unit are given fairly.</td>
<td>654 4.43% 22.48% 23.24% 28.75% 21.10% 1.83%</td>
</tr>
<tr>
<td>32. My direct supervisor informally recognizes me for a job well-done.</td>
<td>652 19.33% 51.84% 7.52% 13.50% 7.82% 2.15%</td>
</tr>
<tr>
<td>Subtotal</td>
<td>3917 11.67% 39.39% 11.79% 24.94% 12.20% 2.02%</td>
</tr>
<tr>
<td>Question</td>
<td>Number of Employees</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td><strong>CAREER DEVELOPMENT</strong></td>
<td></td>
</tr>
<tr>
<td>33. I have access to career development training opportunities.</td>
<td>654</td>
</tr>
<tr>
<td>34. The only way I will be able to get a pay increase, other than annual cost of living increases, is to leave my current position.</td>
<td>651</td>
</tr>
<tr>
<td>35. I have reasonable opportunities for job advancement in DMS.</td>
<td>651</td>
</tr>
<tr>
<td>36. The Department has adequately explained the process by which I may advance my career.</td>
<td>654</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>2610</td>
</tr>
<tr>
<td><strong>TEAM WORK</strong></td>
<td></td>
</tr>
<tr>
<td>37. I am encouraged to share my suggestions on ways to improve work conditions.</td>
<td>657</td>
</tr>
<tr>
<td>38. I am encouraged to share my suggestions on ways to improve work processes.</td>
<td>653</td>
</tr>
<tr>
<td>39. Cooperation between different work units within my Office is good.</td>
<td>651</td>
</tr>
<tr>
<td>40. My direct supervisor keeps me informed about important matters that affect my work unit.</td>
<td>645</td>
</tr>
<tr>
<td>41. Work is distributed fairly across all employees in my work unit.</td>
<td>649</td>
</tr>
<tr>
<td>42. In general, people in other work units are cooperative.</td>
<td>646</td>
</tr>
<tr>
<td>43. Headquarters (Tallahassee CCOC) employees have a good understanding of the work done by employees in the field.</td>
<td>653</td>
</tr>
<tr>
<td>44. I have a good understanding of the work done by employees at Headquarters (Tallahassee CCOC).</td>
<td>655</td>
</tr>
<tr>
<td>45. I can say what I think in my work unit.</td>
<td>653</td>
</tr>
<tr>
<td>46. My direct supervisor treats me with respect.</td>
<td>651</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>6513</td>
</tr>
<tr>
<td><strong>SUPERVISION</strong></td>
<td></td>
</tr>
<tr>
<td>47. I understand the mission of my work unit.</td>
<td>660</td>
</tr>
<tr>
<td>48. I receive constructive feedback from my supervisor to improve job performance.</td>
<td>655</td>
</tr>
<tr>
<td>49. I see evidence of my supervisor making decisions based on factual data.</td>
<td>651</td>
</tr>
<tr>
<td>Question</td>
<td>Responded</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>50. My supervisor treats me fairly, even if I make a mistake.</td>
<td>655</td>
</tr>
<tr>
<td>51. My supervisor delegates responsibility to me to complete work</td>
<td>654</td>
</tr>
<tr>
<td>assignments.</td>
<td></td>
</tr>
<tr>
<td>52. My supervisor is available when needed.</td>
<td>649</td>
</tr>
<tr>
<td>53. In a majority of cases, my supervisor talks to me about important</td>
<td>645</td>
</tr>
<tr>
<td>issues and factors before making decisions about my job.</td>
<td></td>
</tr>
<tr>
<td>54. My supervisor has the knowledge, skills, and abilities to do his</td>
<td>654</td>
</tr>
<tr>
<td>or her job effectively.</td>
<td></td>
</tr>
<tr>
<td>55. My supervisor exhibits a strong commitment to do what is right for</td>
<td>649</td>
</tr>
<tr>
<td>employees in my work unit.</td>
<td></td>
</tr>
<tr>
<td>56. My supervisor acts in a professional manner at all times in the</td>
<td>653</td>
</tr>
<tr>
<td>workplace.</td>
<td></td>
</tr>
<tr>
<td>57. Management supports my supervisor.</td>
<td>654</td>
</tr>
<tr>
<td>58. I feel comfortable going to my supervisor for help with work.</td>
<td>654</td>
</tr>
<tr>
<td>Subtotal</td>
<td>7833</td>
</tr>
</tbody>
</table>

### JOB SATISFACTION

<table>
<thead>
<tr>
<th>Question</th>
<th>Responded</th>
<th>% Strongly Agree</th>
<th>% Agree</th>
<th>% No Opinion</th>
<th>% Disagree</th>
<th>% Strongly Disagree</th>
<th>% Did Not Answer</th>
<th>Average Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>59. I feel satisfaction from my job.</td>
<td>656</td>
<td>17.68%</td>
<td>56.10%</td>
<td>5.34%</td>
<td>14.33%</td>
<td>6.55%</td>
<td>1.52%</td>
<td>3.64</td>
</tr>
<tr>
<td>60. The level of stress associated with my job is acceptable.</td>
<td>658</td>
<td>6.23%</td>
<td>57.45%</td>
<td>6.08%</td>
<td>19.15%</td>
<td>11.09%</td>
<td>1.22%</td>
<td>3.29</td>
</tr>
<tr>
<td>61. I am kept informed about matters that affect my job.</td>
<td>660</td>
<td>9.70%</td>
<td>50.00%</td>
<td>6.36%</td>
<td>23.94%</td>
<td>10.00%</td>
<td>0.91%</td>
<td>3.25</td>
</tr>
<tr>
<td>62. I have opportunities to be creative and use initiative in my job.</td>
<td>658</td>
<td>11.70%</td>
<td>56.08%</td>
<td>7.90%</td>
<td>17.17%</td>
<td>7.14%</td>
<td>1.22%</td>
<td>3.48</td>
</tr>
<tr>
<td>63. I have had adequate job-related training opportunities.</td>
<td>650</td>
<td>6.46%</td>
<td>39.54%</td>
<td>12.00%</td>
<td>29.08%</td>
<td>12.92%</td>
<td>2.46%</td>
<td>2.98</td>
</tr>
<tr>
<td>64. I am provided the time to attend training.</td>
<td>649</td>
<td>6.01%</td>
<td>37.44%</td>
<td>16.95%</td>
<td>28.66%</td>
<td>10.94%</td>
<td>2.62%</td>
<td>2.99</td>
</tr>
<tr>
<td>65. I receive written performance standards.</td>
<td>653</td>
<td>11.18%</td>
<td>64.32%</td>
<td>8.27%</td>
<td>12.71%</td>
<td>3.52%</td>
<td>1.99%</td>
<td>3.67</td>
</tr>
<tr>
<td>66. My performance standards describe what I do.</td>
<td>655</td>
<td>9.47%</td>
<td>61.07%</td>
<td>8.85%</td>
<td>16.95%</td>
<td>3.66%</td>
<td>1.68%</td>
<td>3.56</td>
</tr>
<tr>
<td>67. I am evaluated against my performance standards.</td>
<td>646</td>
<td>8.98%</td>
<td>58.20%</td>
<td>14.86%</td>
<td>14.09%</td>
<td>3.87%</td>
<td>3.10%</td>
<td>3.54</td>
</tr>
<tr>
<td>68. Most of the work I do is within my position description.</td>
<td>645</td>
<td>11.16%</td>
<td>65.27%</td>
<td>4.81%</td>
<td>13.95%</td>
<td>4.81%</td>
<td>3.26%</td>
<td>3.64</td>
</tr>
<tr>
<td>69. I have opportunities to work with my supervisor in setting</td>
<td>643</td>
<td>10.58%</td>
<td>51.48%</td>
<td>10.42%</td>
<td>21.46%</td>
<td>6.07%</td>
<td>3.58%</td>
<td>3.39</td>
</tr>
<tr>
<td>realistic work objectives and goals for my job.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>70. I have enough authority to carry out my job effectively.</td>
<td>660</td>
<td>15.45%</td>
<td>60.91%</td>
<td>5.15%</td>
<td>14.24%</td>
<td>4.24%</td>
<td>0.91%</td>
<td>3.69</td>
</tr>
<tr>
<td>71. My job makes good use of my skills and abilities.</td>
<td>656</td>
<td>13.87%</td>
<td>60.21%</td>
<td>4.88%</td>
<td>14.33%</td>
<td>6.71%</td>
<td>1.52%</td>
<td>3.60</td>
</tr>
<tr>
<td>72. I receive support from my supervisor to accomplish my work</td>
<td>648</td>
<td>15.43%</td>
<td>62.04%</td>
<td>6.79%</td>
<td>10.96%</td>
<td>4.78%</td>
<td>2.78%</td>
<td>3.72</td>
</tr>
<tr>
<td>objectives.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>73. If offered a comparable job somewhere else with the same salary and</td>
<td>651</td>
<td>13.52%</td>
<td>29.03%</td>
<td>21.20%</td>
<td>19.51%</td>
<td>16.74%</td>
<td>2.30%</td>
<td>3.03</td>
</tr>
<tr>
<td>benefits, I would NOT take it.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td>9788</td>
<td>11.17%</td>
<td>53.95%</td>
<td>9.31%</td>
<td>18.03%</td>
<td>7.54%</td>
<td>2.06%</td>
<td>3.43</td>
</tr>
<tr>
<td>Question</td>
<td>Responded</td>
<td>% Strongly Agree</td>
<td>% Agree</td>
<td>% No Opinion</td>
<td>% Disagree</td>
<td>% Strongly Disagree</td>
<td>% Did Not Answer</td>
<td>Average Score</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>-----------</td>
<td>------------------</td>
<td>---------</td>
<td>--------------</td>
<td>------------</td>
<td>---------------------</td>
<td>-----------------</td>
<td>---------------</td>
</tr>
<tr>
<td><strong>CURRENT LEADERSHIP</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>74. I have confidence in the judgment of my Bureau Chief or direct supervisor.</td>
<td>652</td>
<td>17.48%</td>
<td>42.94%</td>
<td>17.48%</td>
<td>13.96%</td>
<td>8.13%</td>
<td>2.15%</td>
<td>3.48</td>
</tr>
<tr>
<td>75. I have confidence in the judgment of my Division Director.</td>
<td>653</td>
<td>13.63%</td>
<td>38.13%</td>
<td>24.20%</td>
<td>14.70%</td>
<td>9.34%</td>
<td>1.99%</td>
<td>3.32</td>
</tr>
<tr>
<td>76. I have confidence in the judgment of the Department’s Executive Management.</td>
<td>656</td>
<td>6.55%</td>
<td>29.42%</td>
<td>29.88%</td>
<td>17.99%</td>
<td>16.16%</td>
<td>1.52%</td>
<td>2.92</td>
</tr>
<tr>
<td>77. I have confidence in the judgment of the current Secretary.</td>
<td>652</td>
<td>9.05%</td>
<td>27.91%</td>
<td>29.91%</td>
<td>15.95%</td>
<td>17.18%</td>
<td>2.15%</td>
<td>2.96</td>
</tr>
<tr>
<td>78. Policy changes are communicated from Department Headquarters in a timely manner.</td>
<td>646</td>
<td>5.73%</td>
<td>25.39%</td>
<td>36.38%</td>
<td>17.34%</td>
<td>15.17%</td>
<td>3.10%</td>
<td>2.89</td>
</tr>
<tr>
<td>79. Bureau Chiefs put quality first.</td>
<td>648</td>
<td>4.01%</td>
<td>29.94%</td>
<td>28.09%</td>
<td>20.99%</td>
<td>16.98%</td>
<td>2.78%</td>
<td>2.83</td>
</tr>
<tr>
<td>80. Department Executive Management looks to the future and plans accordingly.</td>
<td>650</td>
<td>11.54%</td>
<td>35.54%</td>
<td>30.92%</td>
<td>13.23%</td>
<td>8.77%</td>
<td>2.46%</td>
<td>3.28</td>
</tr>
<tr>
<td>81. Division Directors put quality first.</td>
<td>652</td>
<td>10.28%</td>
<td>35.89%</td>
<td>32.06%</td>
<td>12.58%</td>
<td>9.20%</td>
<td>2.15%</td>
<td>3.25</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>5209</td>
<td>9.79%</td>
<td>33.15%</td>
<td>28.60%</td>
<td>15.84%</td>
<td>12.61%</td>
<td>2.28%</td>
<td>3.12</td>
</tr>
<tr>
<td><strong>CUSTOMER FOCUS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>82. I know who my customers are.</td>
<td>647</td>
<td>40.96%</td>
<td>49.15%</td>
<td>6.96%</td>
<td>2.32%</td>
<td>0.62%</td>
<td>2.94%</td>
<td>4.28</td>
</tr>
<tr>
<td>83. I have the authority to make decisions necessary to solve customer problems without going to my supervisor.</td>
<td>657</td>
<td>21.61%</td>
<td>49.77%</td>
<td>9.28%</td>
<td>14.61%</td>
<td>4.72%</td>
<td>1.37%</td>
<td>3.69</td>
</tr>
<tr>
<td>84. I have received training and guidance in how to provide quality customer service.</td>
<td>654</td>
<td>14.53%</td>
<td>46.02%</td>
<td>11.31%</td>
<td>21.71%</td>
<td>6.42%</td>
<td>1.83%</td>
<td>3.41</td>
</tr>
<tr>
<td>85. I ask the people I serve how to improve the quality of products and services provided by my work unit.</td>
<td>653</td>
<td>10.11%</td>
<td>49.16%</td>
<td>21.29%</td>
<td>16.69%</td>
<td>2.76%</td>
<td>1.99%</td>
<td>3.47</td>
</tr>
<tr>
<td>86. I am encouraged to use suggestions from the people I serve to improve the quality of products and services.</td>
<td>649</td>
<td>8.78%</td>
<td>48.23%</td>
<td>20.18%</td>
<td>18.18%</td>
<td>4.62%</td>
<td>2.62%</td>
<td>3.38</td>
</tr>
<tr>
<td>87. My external customers (clients) have the opportunity to formally evaluate the quality of products and services provided by my work unit (for example, customer satisfaction survey).</td>
<td>652</td>
<td>9.51%</td>
<td>40.34%</td>
<td>28.37%</td>
<td>17.02%</td>
<td>4.75%</td>
<td>2.15%</td>
<td>3.33</td>
</tr>
<tr>
<td>88. My internal customers (other employees) have the opportunity to formally evaluate the quality of products and services provided by my work unit.</td>
<td>652</td>
<td>7.36%</td>
<td>48.62%</td>
<td>24.69%</td>
<td>14.88%</td>
<td>4.45%</td>
<td>2.15%</td>
<td>3.40</td>
</tr>
<tr>
<td>89. The policies and procedures provided to me are sufficient to help me provide quality customer service.</td>
<td>652</td>
<td>10.43%</td>
<td>51.84%</td>
<td>15.95%</td>
<td>14.42%</td>
<td>7.36%</td>
<td>2.15%</td>
<td>3.44</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>5216</td>
<td>15.39%</td>
<td>47.89%</td>
<td>17.25%</td>
<td>14.99%</td>
<td>4.47%</td>
<td>2.15%</td>
<td>3.55</td>
</tr>
</tbody>
</table>
**Question**

**OVERALL SATISFACTION**


<table>
<thead>
<tr>
<th>% Very Satisfied</th>
<th>% Very Satisfied nor Dissatisfied</th>
<th>% Dissatisfied</th>
<th>% Very Dissatisfied</th>
<th>% Did Not Answer</th>
<th>Average Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.96%</td>
<td>16.18%</td>
<td>25.24%</td>
<td>42.88%</td>
<td>8.74%</td>
<td>7.77%</td>
</tr>
</tbody>
</table>

Number of Employees: 618