



SHRM[®]
**PEOPLE
INSIGHT**

SOUTHERN NEVADA HEALTH DISTRICT

July 2016 • Employee Job Satisfaction and Engagement Survey Report



SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

About People InSight

Our ever-changing world has made organizations look at their business sustainability protocols and the people behind their business in different ways. To help retain top performers, organizations need to develop talent management strategies that are based on their employee demographic profile and their specific needs. Through the SHRM People InSight service, employers can gauge how satisfied and engaged their employees are and benchmark their organizations against other U.S. employers. The Society for Human Resource Management (SHRM) has been conducting an annual employee job satisfaction survey since 2002. The survey explores 35 aspects of employee job satisfaction divided into four topic areas—career development, relationship with management, compensation and benefits, and work environment. In 2011, the survey was expanded to include multiple aspects of employee engagement based on the engagement theory and research¹. SHRM normative data of U.S. employees are based on the responses of 10,000 employees encompassing 22 major industries.

About SHRM

The Society for Human Resource Management (SHRM) is the world's largest association devoted to human resource management. Representing more than 250,000 members in over 140 countries, the Society serves the needs of HR professionals and advances the interests of the HR profession. Founded in 1948, SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China and India. Visit SHRM Online at www.shrm.org.

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EXECUTIVE SUMMARY

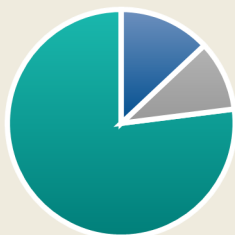
Survey Objectives

- Understand elements important to employees' job satisfaction and engagement at Southern Nevada Health District.
- Identify Southern Nevada Health District's strengths and opportunities.
- Benchmark Southern Nevada Health District's results against SHRM's database of U.S. employees, organization size by industry, sub industry when applicable and overall industry.

When reviewing Tables 1, 2 and 3, compare the responses of the employees in your organization to the responses of other U.S. employees in SHRM's database. This will provide an overall assessment of your employees against national norms. It is important, however, to also evaluate your employees alongside employees in similar industry and staff size to your organization. While comparing your organization to the national norms will provide you with useful information, you will also need to take into account the satisfaction and engagement levels of employees of competitors in your industry. Small differences should not be over-interpreted. Blank cells in tables and figures throughout the report indicate that the item was not applicable to your organization.

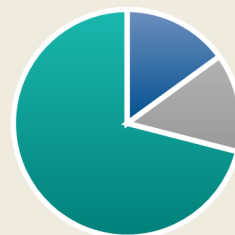
Overall Employee Job Satisfaction

Most management experts and business leaders agree that when employee satisfaction is very high, it translates into higher levels of performance, commitment and retention for organizations. Employees who are satisfied will generally rate factors that contribute to their job satisfaction as important or very important.



**Your Organization's Overall Employee
Job Satisfaction**

2016	77%	10%	13%
2015	75%	10%	15%



**Other U.S. Employees in
SHRM Database**

71%	14%	15%
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● Satisfied ● Neutral ● Dissatisfied

Note: Satisfied represents those who answered "very satisfied" and "somewhat satisfied." Dissatisfied represents those who answered "very dissatisfied" and "somewhat dissatisfied."

Compared with U.S. employees, employees at your organization are **more** satisfied overall.



EXECUTIVE SUMMARY

Table 1: Aspects of Employee Job Satisfaction

	Your Employees 2016 2015	Other U.S. Employees	Level (above, below, or same as other U.S. employees)	Organization Staff Size by Industry	Administration of human resource programs	Public administration
CAREER DEVELOPMENT						
Career advancement opportunities	38% ▲ 32%	50%	-12%	21%	49%	43%
Career development opportunities	42% ▲ 33%	52%	-10%	41%	56%	47%
Job-specific training	49% ▲ 46%	56%	-7%	37%	54%	54%
Networking	47% ▲ 38%	51%	-4%	22%	54%	47%
Opportunities to use skills and abilities	76% ▲ 71%	73%	+3%	55%	78%	71%
Paid training and tuition reimbursement programs	42% ▲ 35%	52%	-10%	33%	42%	50%
Organization's commitment to professional development	39% ▲ 30%	53%	-14%	20%	51%	48%
RELATIONSHIP WITH MANAGEMENT						
Communication between employees and senior management	46% ▲ 38%	57%	-11%	30%	62%	50%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

EXECUTIVE SUMMARY

	Your Employees 2016 2015	Other U.S. Employees	Level (above, below, or same as other U.S. employees)	Organization Staff Size by Industry	Administration of human resource programs	Public administration
Autonomy and independence	72% ▲ 62%	67%	+5%	55%	60%	65%
Management recognition of employee job performance	47% ▲ 45%	58%	-11%	45%	54%	48%
Relationship with immediate supervisor	79% ▲ 77%	72%	+7%	65%	78%	67%
COMPENSATION						
Compensation/pay	71% ▼ 72%	60%	+11%	50%	65%	63%
Base rate of pay	68% ▼ 70%	59%	+9%	50%	64%	61%
Being paid competitively with the local market	65% ▼ 68%	55%	+10%	42%	54%	54%
BENEFITS						
Benefits	89% ▲ 87%	63%	+26%	56%	76%	74%
Health care/medical benefits	85% ▼ 86%	63%	+22%	67%	84%	77%
Family-friendly benefits	65% ▲ 56%	53%	+12%	47%	47%	56%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."



EXECUTIVE SUMMARY

	Your Employees 2016 2015	Other U.S. Employees	Level (above, below, or same as other U.S. employees)	Organization Staff Size by Industry	Administration of human resource programs	Public administration
Paid time off	91% ■ 91%	70%	+21%	67%	87%	85%
Defined contribution plans (e.g., 401(k), 403(b))	72% ▲ 69%	64%	+8%	59%	71%	71%
Defined benefit pension plan	89% ■ 89%	55%	+34%	60%	79%	72%
Flexibility to balance life and work issues	56% ▲ 45%	68%	-12%	40%	68%	62%
WORK ENVIRONMENT						
Feeling safe in the work environment	66% ■ 66%	79%	-13%	85%	82%	78%
Job security	70% ▲ 52%	69%	+1%	80%	85%	81%
Meaningfulness of job	78% ▲ 75%	70%	+8%	70%	77%	73%
Organization's commitment to corporate social responsibility	45% ▲ 32%	55%	-10%	35%	49%	50%
Organization's commitment to a "green" workplace	40% ▲ 27%	48%	-8%	37%	37%	44%
Organization's financial stability	55% ▲ 31%	67%	-12%	53%	67%	61%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

EXECUTIVE SUMMARY

	Your Employees 2016 2015	Other U.S. Employees	Level (above, below, or same as other U.S. employees)	Organization Staff Size by Industry	Administration of human resource programs	Public administration
Overall corporate culture	49% ▲ 38%	64%	-15%	45%	59%	55%
Relationships with co-workers	82% ▲ 80%	77%	+5%	80%	76%	76%
Contribution of work to organization's business goals	72% ▲ 66%	71%	+1%	60%	74%	67%
The work itself	79% ■ 79%	72%	+7%	55%	65%	69%
Variety of work	70% ▼ 72%	68%	+2%	53%	66%	66%
Diverse and inclusive workforce	61% ▲ 52%	59%	+2%	40%	56%	54%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."



EXECUTIVE SUMMARY

Your Organization's Strengths

Top Five Areas of Satisfaction	Your Employees 2016 2015	Organization Staff Size by Industry Difference	Other U.S. Employees Difference
Paid time off	91% ■ 91%	+24%	+21%
Defined benefit pension plan	89% ■ 89%	+29%	+34%
Benefits, the overall package	89% ▲ 87%	+33%	+26%
Health care/medical benefits	85% ▼ 86%	+18%	+22%
Relationships with co-workers	82% ▲ 80%	+2%	+5%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied."

Your Organization's Opportunities

Top Five Areas of Dissatisfaction	Your Employees 2016 2015	Organization Staff Size by Industry Difference	Other U.S. Employees Difference
Communication between employees and senior management	40% ▼ 46%	+16%	-11%
Career development opportunities for learning and professional growth	38% ▼ 44%	+1%	-10%
Career advancement opportunities within the organization	38% ▼ 43%	+17%	-12%
The organization's overall commitment to professional development	37% ▼ 47%	+19%	-14%
Overall corporate culture	31% ▼ 41%	+4%	-15%

Note: Table represents those who answered "very dissatisfied" and "somewhat dissatisfied."



EXECUTIVE SUMMARY

Employee Engagement

Personal engagement is defined by feelings of urgency, focus, enthusiasm and intensity. It is the energized feeling that an employee has about work. Engagement in an organization can also be described by employees behaviors that have a positive impact on the success of the organization. Employees with high engagement will generally agree or strongly agree with aspects of employee engagement.

Table 2: Level of Agreement - Engagement Areas

	Your Employees 2016 2015	Other U.S. Employees	Level (above, below, or same as other U.S. employees)	Organization Staff Size by Industry	Administration of human resource programs	Public administration
ENGAGEMENT OPINIONS						
Urgency						
Determined to accomplish work goals	90% ▲ 89%	87%	+3%	90%	85%	84%
Highly motivated by work goals	78% ▲ 76%	70%	+8%	70%	73%	66%
Focus						
Wrapped up in work	72% ▲ 67%	64%	+8%	65%	70%	55%
Completely plugged in at work	64% ▲ 59%	54%	+10%	60%	63%	45%

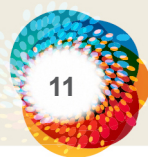
Note: Table represents those who answered "strongly agree" and "agree." Percentages are based on a scale where 1 = "strongly disagree" and 5 = "strongly agree."



EXECUTIVE SUMMARY

	Your Employees 2016 2015	Other U.S. Employees	Level (above, below, or same as other U.S. employees)	Organization Staff Size by Industry	Administration of human resource programs	Public administration
Enthusiasm						
Volunteer for activities beyond job requirements	64% ▼ 65%	56%	+8%	50%	55%	57%
Passionate and excited about work	76% ▼ 78%	63%	+13%	65%	60%	60%
Intensity						
Putting all effort into work	82% ▲ 81%	70%	+12%	65%	70%	65%
Completely focused on work projects	84% ▲ 81%	69%	+15%	75%	73%	66%
ENGAGEMENT BEHAVIORS						
Persistence						
Colleagues adapt to challenging or crisis situations	68% ■ 68%	61%	+7%	70%	65%	62%
Work group never gives up	63% ▲ 60%	60%	+3%	65%	65%	62%

Note: Table represents those who answered "strongly agree" and "agree." Percentages are based on a scale where 1 = "strongly disagree" and 5 = "strongly agree."



EXECUTIVE SUMMARY

	Your Employees 2016 2015	Other U.S. Employees	Level (above, below, or same as other U.S. employees)	Organization Staff Size by Industry	Administration of human resource programs	Public administration
Proactive						
Employees take action when a problem or opportunity arises	55% ▲ 45%	66%	-11%	50%	60%	58%
Work group anticipates next challenge	55% ▲ 50%	53%	+2%	65%	55%	53%
Expand Roles						
Employees in organization embrace unexpected responsibilities	40% ▲ 33%	47%	-7%	50%	53%	43%
Employees in organization volunteer for new projects	40% ▲ 36%	42%	-2%	45%	35%	38%
Adaptability						
Work group is flexible in expanding scope of work	63% ▲ 57%	53%	+10%	53%	51%	50%
Employees in organization are flexible in unpredictable work situations	55% ▲ 47%	58%	-3%	70%	60%	60%

Note: Table represents those who answered "strongly agree" and "agree." Percentages are based on a scale where 1 = "strongly disagree" and 5 = "strongly agree."



EXECUTIVE SUMMARY

Conditions for Engagement

There are certain conditions under which employee engagement is much more likely to occur. Employees need the capacity to engage, reasons to engage and the feeling that they are free to engage. This section provides information on the organization's conditions for engagement. Employees who view the conditions as positive for the facilitation of engagement will be very, or at least somewhat, satisfied with the items in this section. (Note: These are items from the job satisfaction section of the report. They indicate conditions under which engagement can be maximized.)

Table 3: Level of Satisfaction

	Your Employees 2016 2015	Other U.S. Employees	Level (above, below, or same as other U.S. employees)	Organization Staff Size by Industry	Administration of human resource programs	Public administration
EMPLOYEE CAPACITY TO ENGAGE						
Career advancement opportunities	38% ▲ 32%	50%	-12%	21%	49%	43%
Career development opportunities	42% ▲ 33%	52%	-10%	41%	56%	47%
Job-specific training	49% ▲ 46%	56%	-7%	37%	54%	54%
Organization's commitment to professional development	39% ▲ 30%	53%	-14%	20%	51%	48%
Relationships with co-workers	82% ▲ 80%	77%	+5%	80%	76%	76%
Organization's financial stability	55% ▲ 31%	67%	-12%	53%	67%	61%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

EXECUTIVE SUMMARY

	Your Employees 2016 2015	Other U.S. Employees	Level (above, below, or same as other U.S. employees)	Organization Staff Size by Industry	Administration of human resource programs	Public administration
REASONS TO ENGAGE						
Networking	47% ▲ 38%	51%	-4%	22%	54%	47%
Opportunities to use skills and abilities	76% ▲ 71%	73%	+3%	55%	78%	71%
Meaningfulness of job	78% ▲ 75%	70%	+8%	70%	77%	73%
Contribution of work to organization's business goals	72% ▲ 66%	71%	+1%	60%	74%	67%
The work itself	79% ■ 79%	72%	+7%	55%	65%	69%
Variety of work	70% ▼ 72%	68%	+2%	53%	66%	66%
FEEL FREE TO ENGAGE						
Communication between employees and senior management	46% ▲ 38%	57%	-11%	30%	62%	50%
Autonomy and independence	72% ▲ 62%	67%	+5%	55%	60%	65%
Management recognition of employee job performance	47% ▲ 45%	58%	-11%	45%	54%	48%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

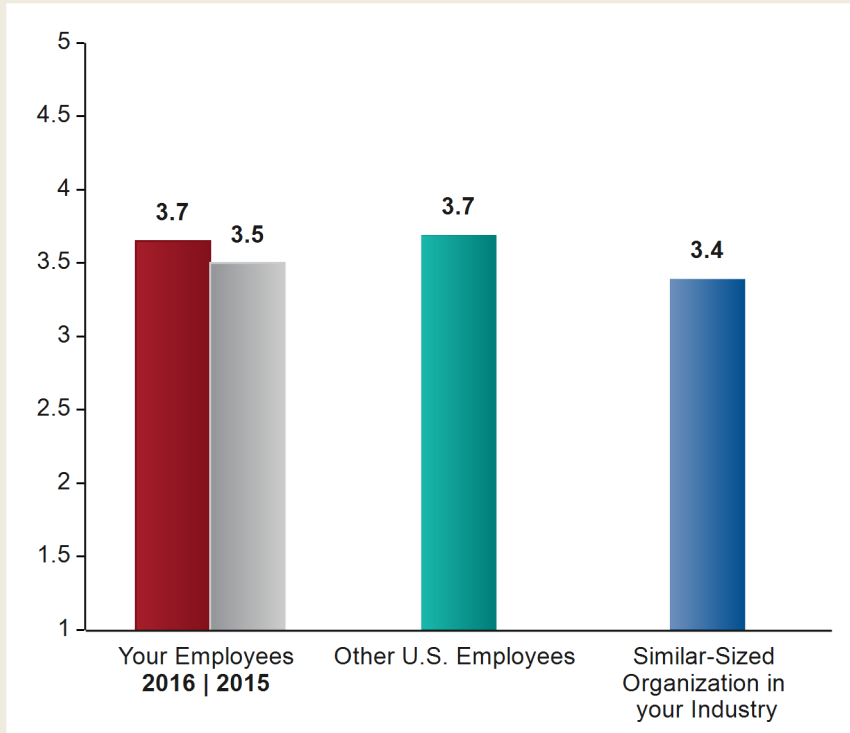
EXECUTIVE SUMMARY

	Your Employees 2016 2015	Other U.S. Employees	Level (above, below, or same as other U.S. employees)	Organization Staff Size by Industry	Administration of human resource programs	Public administration
Relationship with immediate supervisor	79% ▲ 77%	72%	+7%	65%	78%	67%
Organization's commitment to corporate social responsibility	45% ▲ 32%	55%	-10%	35%	49%	50%
Overall corporate culture	49% ▲ 38%	64%	-15%	45%	59%	55%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

EXECUTIVE SUMMARY

Overall Employee Engagement



Note: Engagement is based on a scale where 1.0 = "not engaged," 3.0 = "moderately engaged" and 5.0 = "highly engaged."

Your Organization's Overall Employee Engagement

Overall employee engagement is the average of all engagement items (engagement opinions, engagement behaviors and conditions for engagement) using a scale of 1 = "strongly disagree" or "very dissatisfied" and 5 = "strongly agree" or "very satisfied." Employee engagement is based on the following scale: 1.0 = "not engaged," 3.0 = "moderately engaged" and 5.0 = "highly engaged."

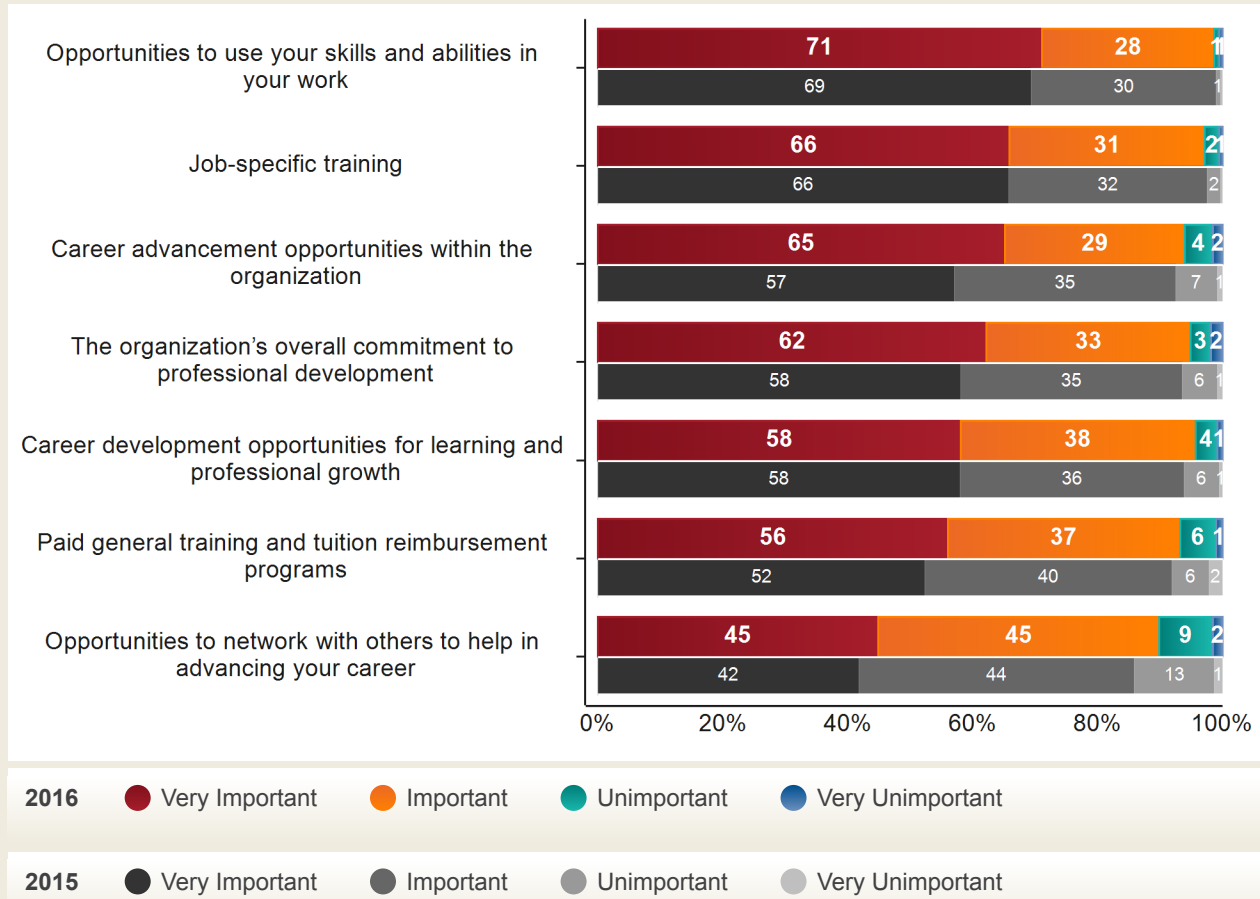
Overall Employee Engagement

Compared with other U.S. employees, employees at your organization are **equally** engaged. Compared with employees at similar sized organizations in your industry, your employees are **more** engaged.

CAREER DEVELOPMENT

Career development encompasses employees continually taking part in more advanced or diverse activities (e.g., training, networking, etc.) that result in employees improving their skills, gaining new skills, taking greater responsibility at work and improving performance, status and income levels.

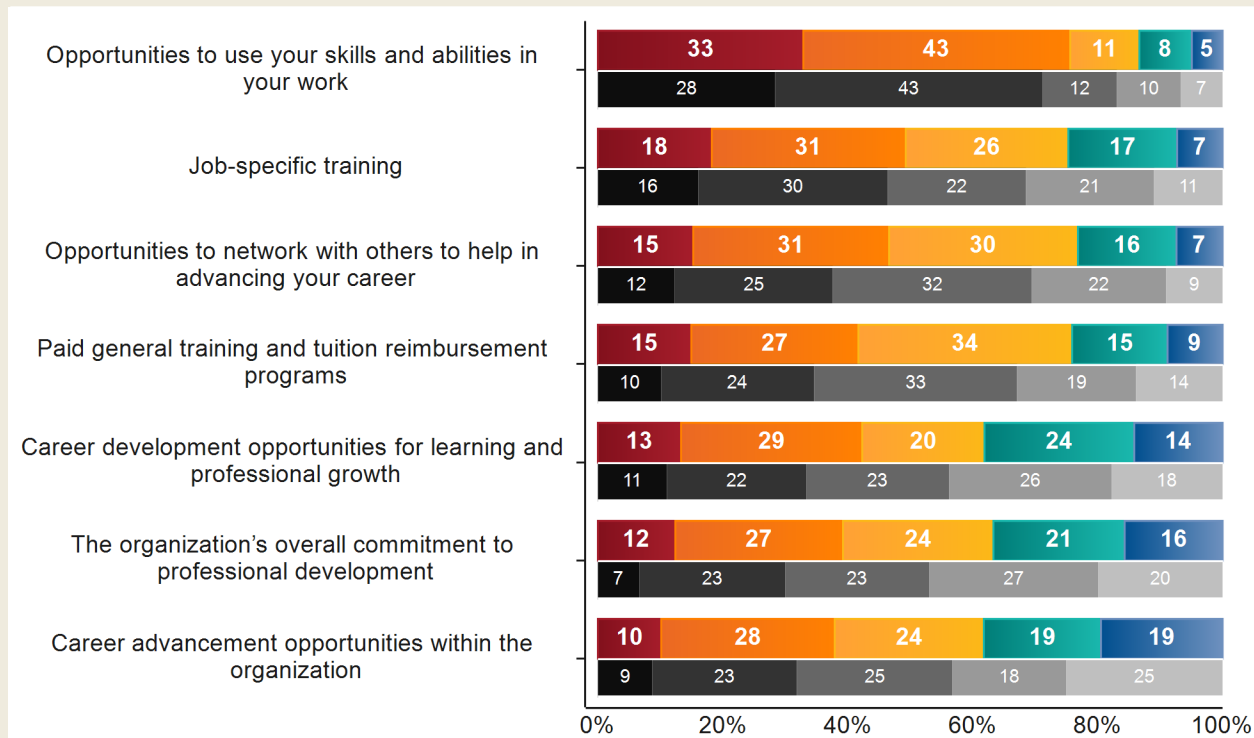
Figure 1: Importance of Career Development



Note: Percentages may not total 100% due to rounding.

CAREER DEVELOPMENT

Figure 2: Satisfaction With Career Development



2016 ● Very Satisfied ● Somewhat Satisfied ● Neutral/Neither Satisfied nor Dissatisfied
 ● Somewhat Dissatisfied ● Very Dissatisfied

2015 ● Very Satisfied ● Somewhat Satisfied ● Neutral/Neither Satisfied nor Dissatisfied
 ● Somewhat Dissatisfied ● Very Dissatisfied

Note: Percentages may not total 100% due to rounding.

Strengths	Opportunities
Aspects with which your employees are satisfied	Aspects with which your employees are dissatisfied
Opportunities to use your skills and abilities in your work	Career development opportunities for learning and professional growth
	Career advancement opportunities within the organization
	The organization's overall commitment to professional development

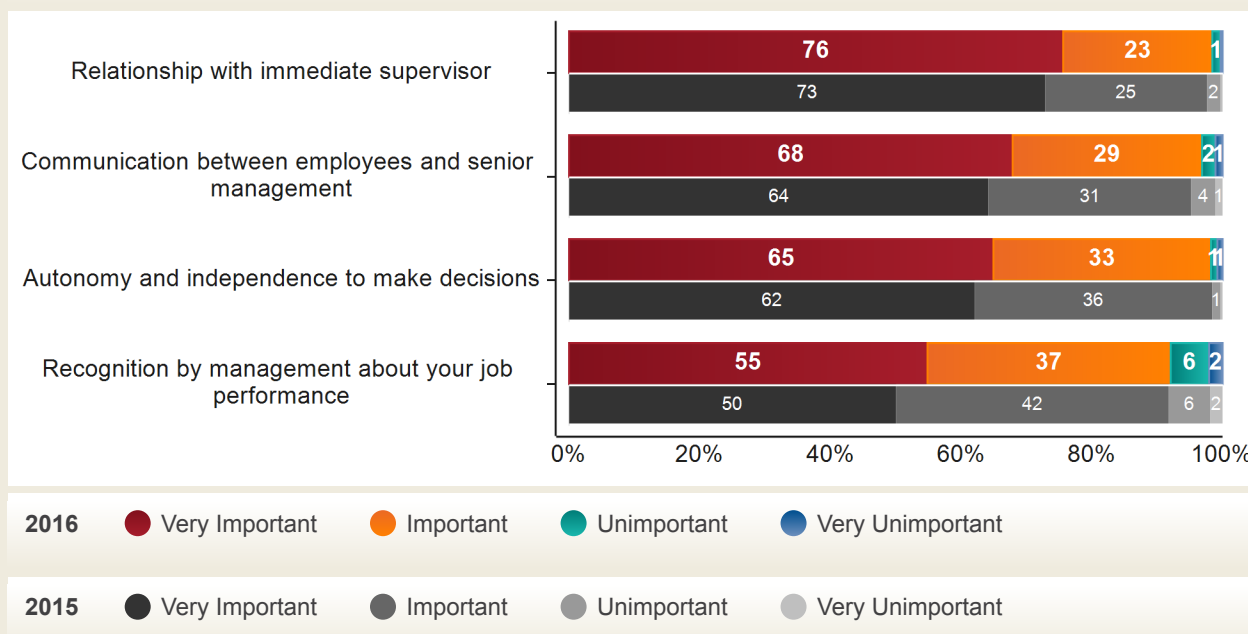
CAREER DEVELOPMENT

Strengths Aspects with which your employees are satisfied	Opportunities Aspects with which your employees are dissatisfied
	Job-specific training

EMPLOYEE RELATIONSHIP WITH MANAGEMENT

The relationship an employee has with his or her supervisor is a central element to the employee's affiliation to the organization, and it has been argued that many employee behaviors are largely a function of the way they are managed by their supervisor. When there are open lines of communication (e.g., encouraging an open-door policy), supervisors can respond more effectively to the needs and problems of their employees. Effective communication from senior management can provide the workforce with direction, dispel rumors and promote trust. Additionally, management recognition of employees' performance through praise (private or public), awards and incentives is a cost-effective way of increasing employee morale, productivity and competitiveness.

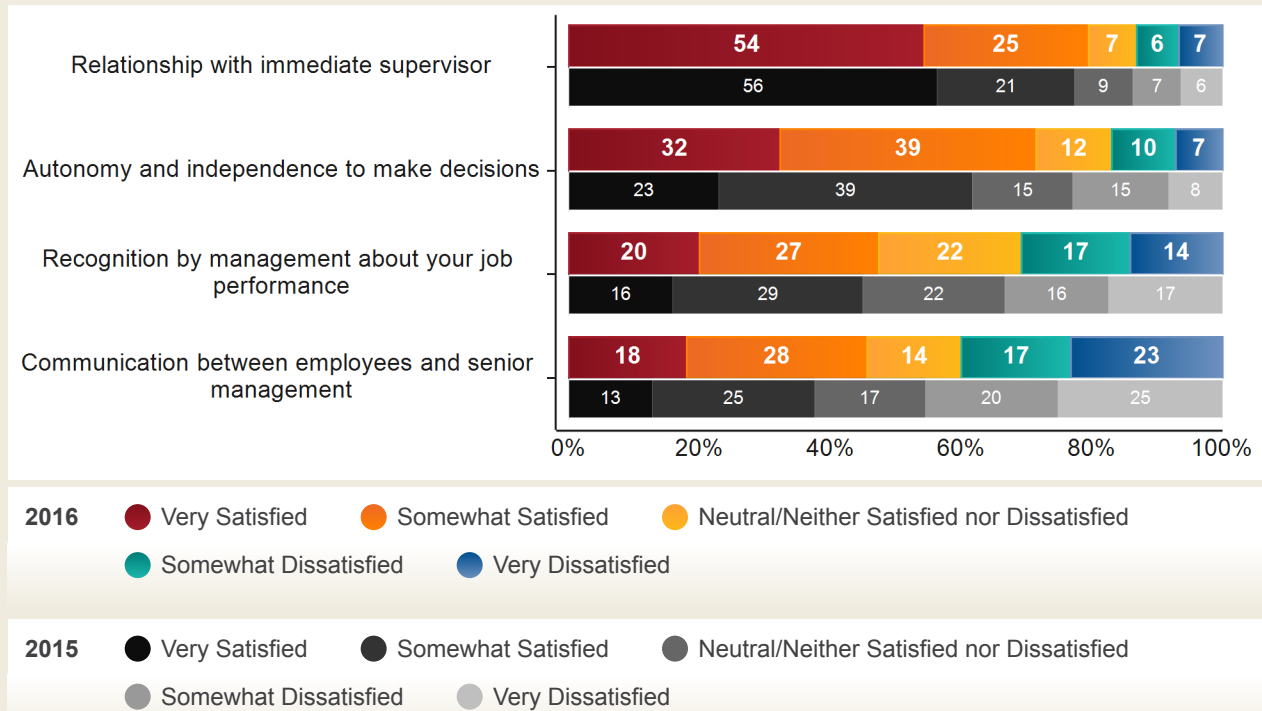
Figure 3: Importance of Relationship With Management



Note: Percentages may not total 100% due to rounding.

EMPLOYEE RELATIONSHIP WITH MANAGEMENT

Figure 4: Satisfaction With Relationship With Management



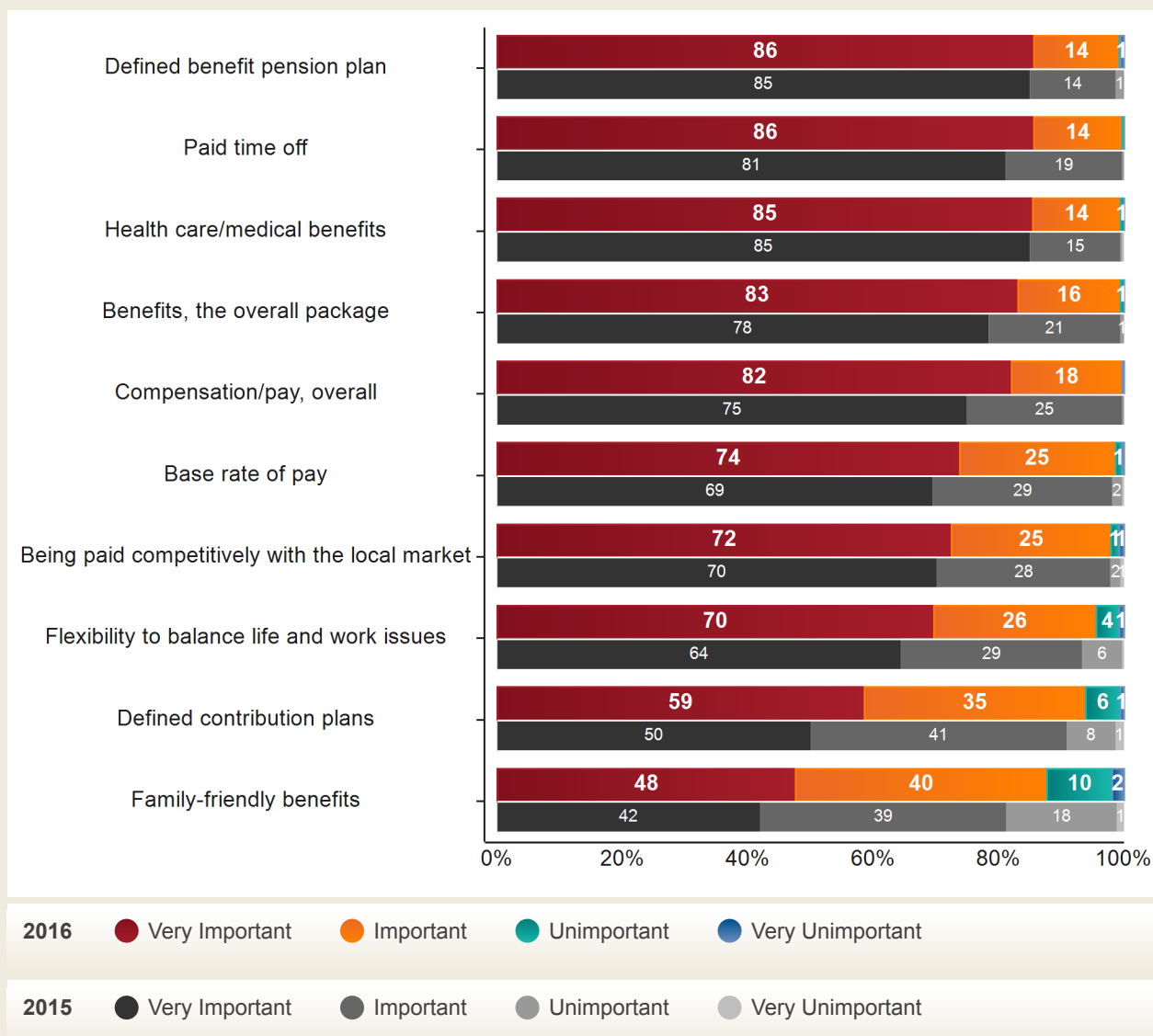
Note: Percentages may not total 100% due to rounding.

Strengths Aspects with which your employees are satisfied	Opportunities Aspects with which your employees are dissatisfied
Relationship with immediate supervisor	Communication between employees and senior management
	Recognition by management about your job performance

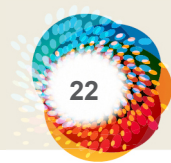
COMPENSATION AND BENEFITS

To attract the best employees, companies must research the market in their area as well as their industry to ensure that their salaries and benefits match up against their competitors. Effective compensation program also ensures that pay levels are equitable internally. Benefits for employees can include a wide array of perks and other offerings; however, of primary importance to many employees are health care, paid time off, retirement and family-friendly benefits.

Figure 5: Importance of Compensation and Benefits

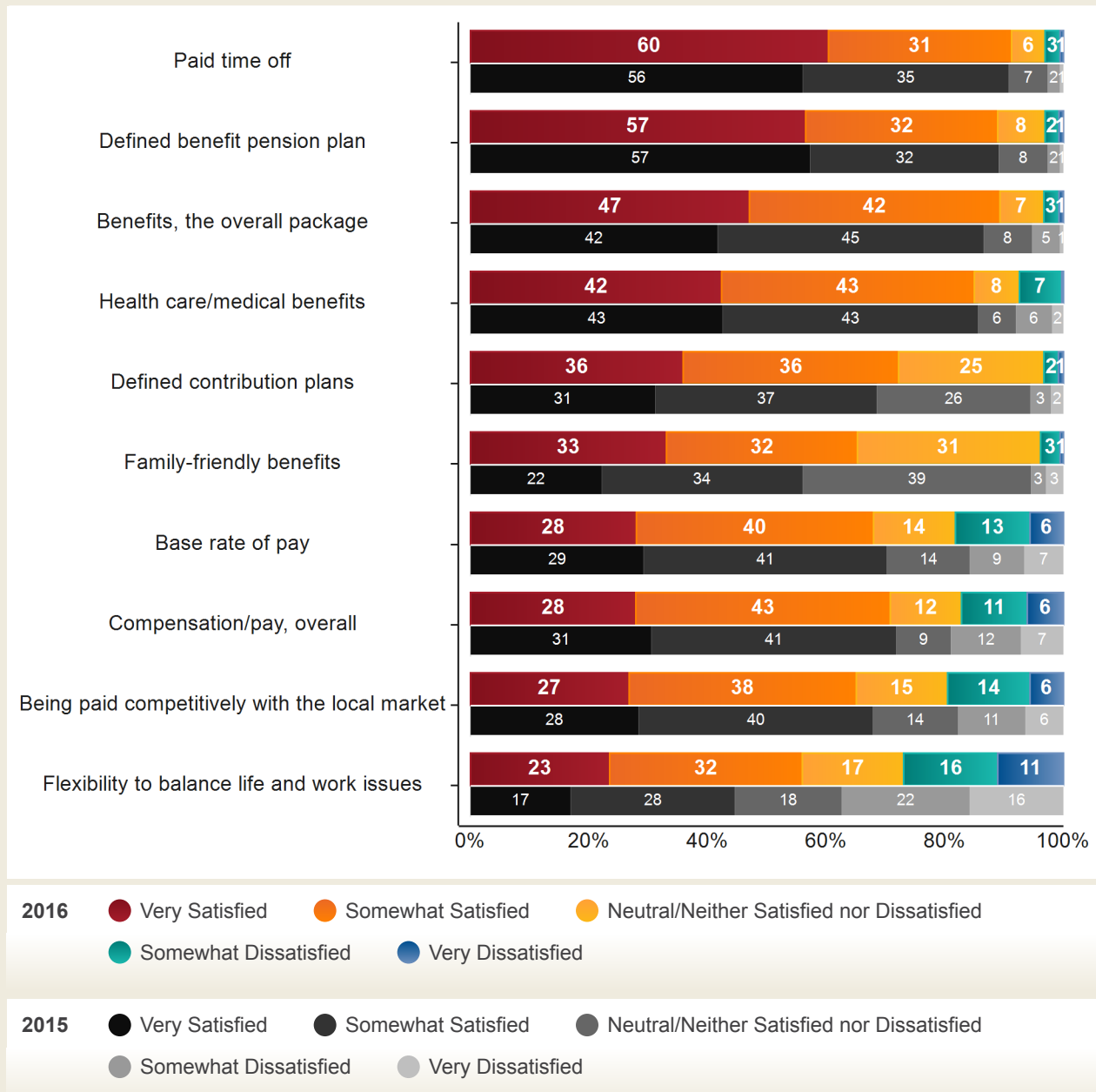


Note: Percentages may not total 100% due to rounding.

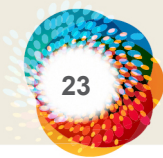


COMPENSATION AND BENEFITS

Figure 6: Satisfaction With Compensation and Benefits



Note: Percentages may not total 100% due to rounding.



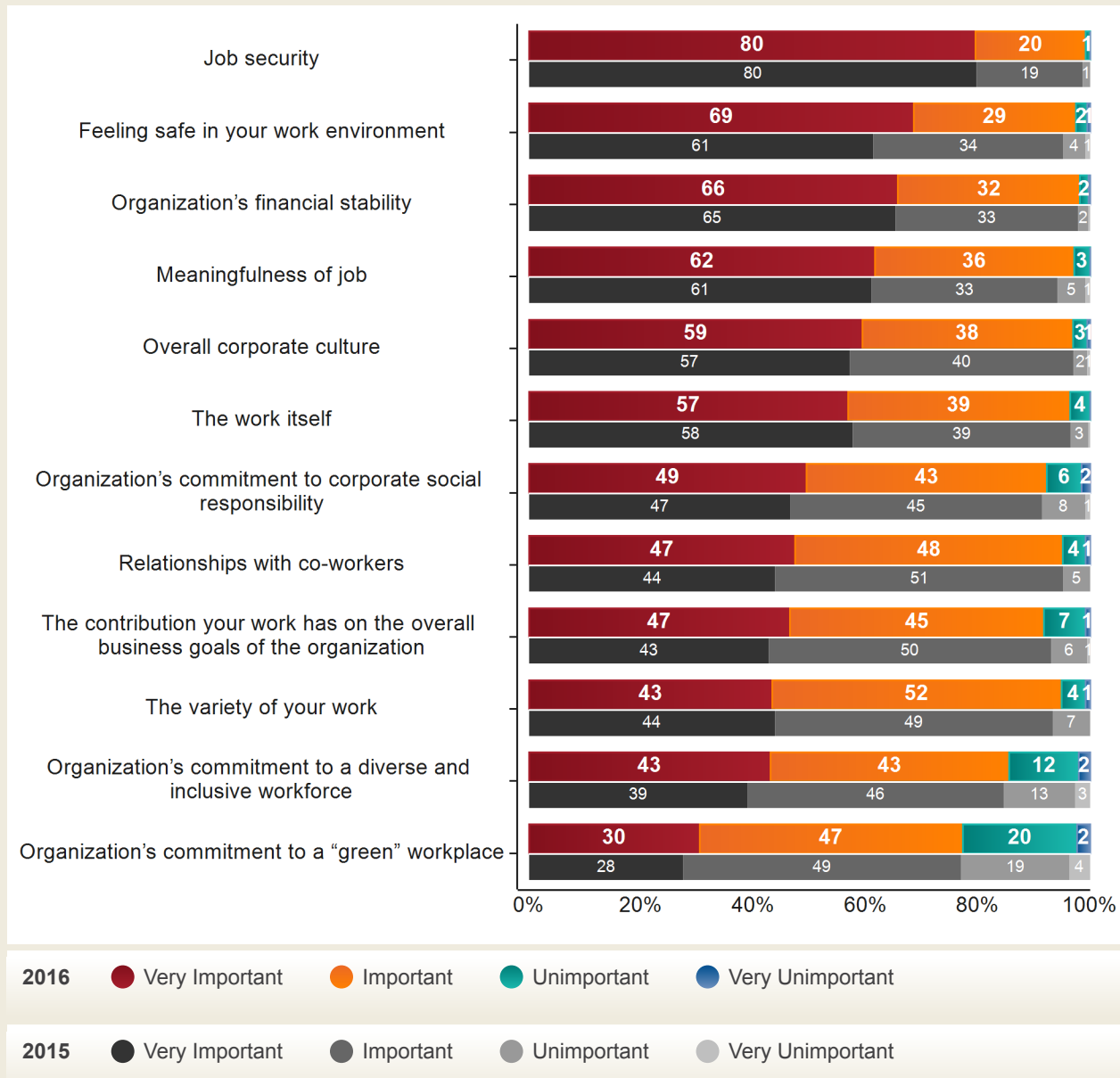
COMPENSATION AND BENEFITS

Strengths Aspects with which your employees are satisfied	Opportunities Aspects with which your employees are dissatisfied
Paid time off	Flexibility to balance life and work issues
Benefits, the overall package	
Defined benefit pension plan	
Health care/medical benefits	

WORK ENVIRONMENT

Employers understand that employees spend a fair amount of their time at work and take steps to ensure the work environment is conducive for employees to be productive and satisfied at work.

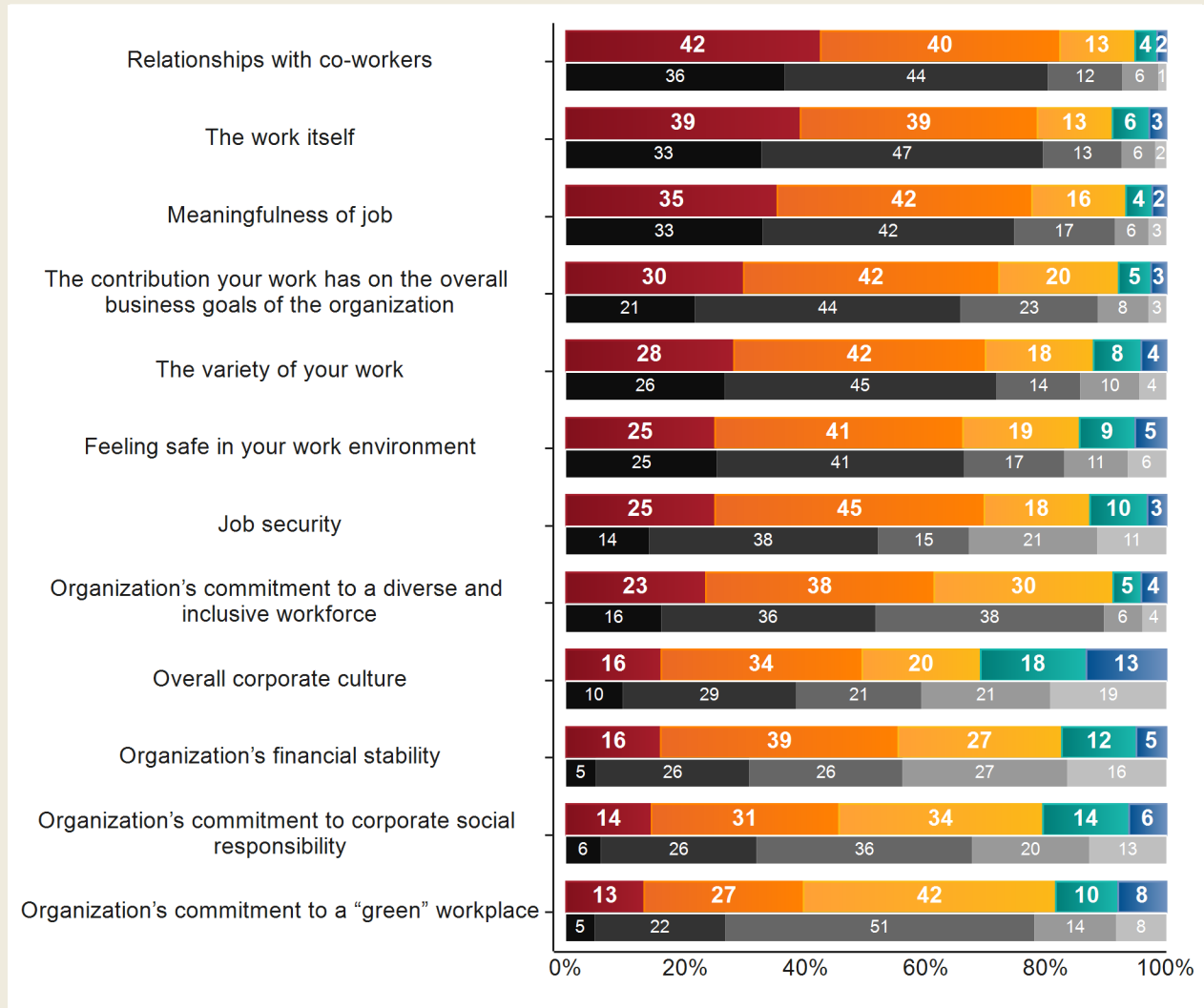
Figure 7: Importance of Work Environment



Note: Percentages may not total 100% due to rounding.

WORK ENVIRONMENT

Figure 8: Satisfaction With Work Environment



2016 ● Very Satisfied ● Somewhat Satisfied ● Neutral/Neither Satisfied nor Dissatisfied
 ● Somewhat Dissatisfied ● Very Dissatisfied

2015 ● Very Satisfied ● Somewhat Satisfied ● Neutral/Neither Satisfied nor Dissatisfied
 ● Somewhat Dissatisfied ● Very Dissatisfied

Note: Percentages may not total 100% due to rounding.

WORK ENVIRONMENT

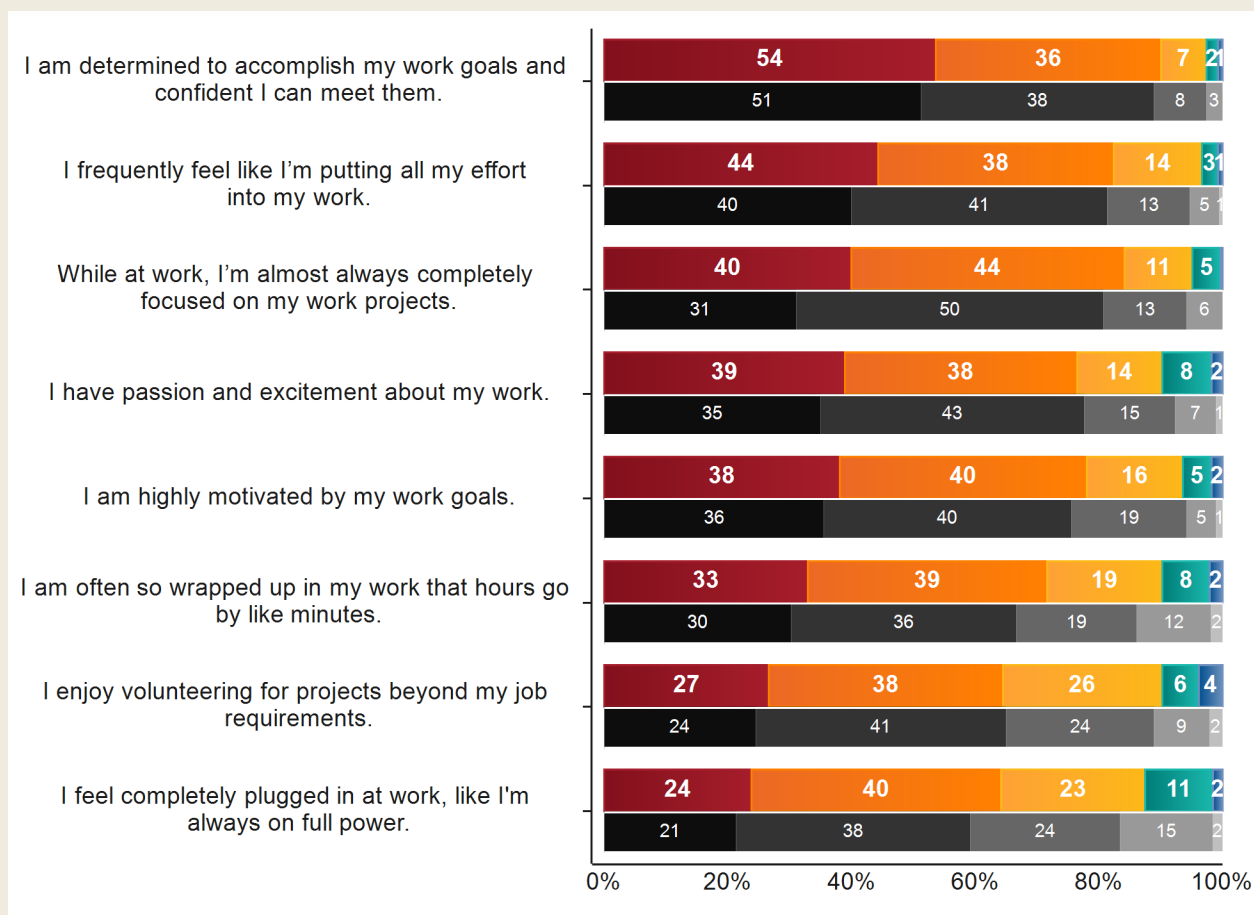
Strengths Aspects with which your employees are satisfied	Opportunities Aspects with which your employees are dissatisfied
Relationships with co-workers	Overall corporate culture
The work itself	
Meaningfulness of job	

ENGAGEMENT OPINIONS

Engagement Opinions: The "Feel" of Employee Engagement

Personal engagement is defined by feelings of urgency, focus, enthusiasm, and intensity. It is the energized feeling that an employee has about work. Employees with high engagement will generally agree or strongly agree with the eight items in this section.

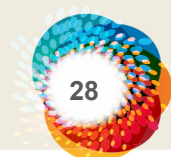
Figure 9: Level of Agreement - Engagement Opinions



2016 ● Strongly Agree ● Agree ● Neutral/Neither Agree nor Disagree ● Disagree
● Strongly Disagree

2015 ● Strongly Agree ● Agree ● Neutral/Neither Agree nor Disagree ● Disagree
● Strongly Disagree

Note: Percentages may not total 100% due to rounding.



ENGAGEMENT OPINIONS

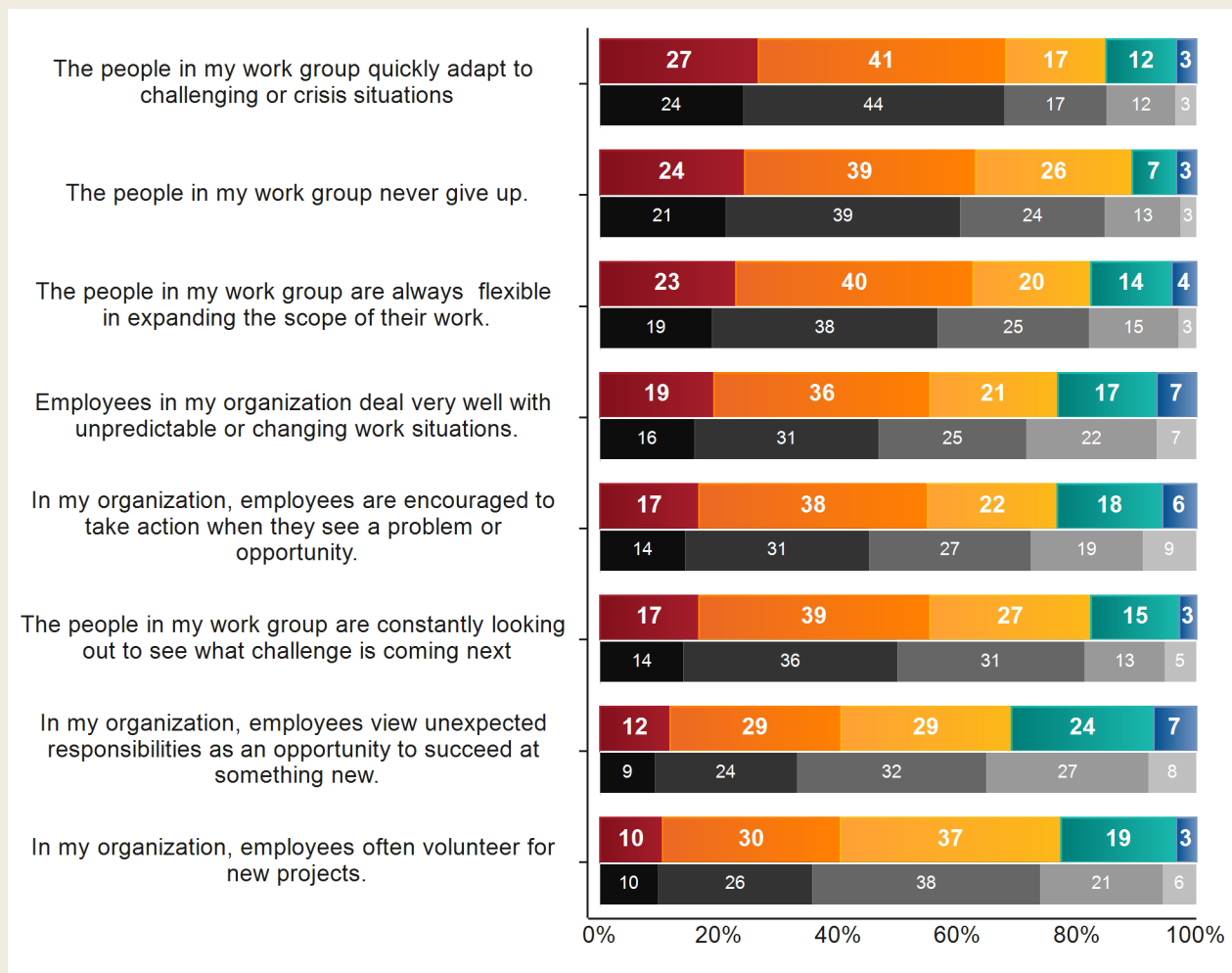
Strengths Areas in which your employees are engaged	Opportunities Areas in which your employees are disengaged
I am determined to accomplish my work goals and confident I can meet them.	
While at work, I'm almost always completely focused on my work projects.	
I frequently feel like I'm putting all my effort into my work.	
I am highly motivated by my work goals.	
I have passion and excitement about my work.	

ENGAGEMENT BEHAVIORS

Engagement Behaviors: The "Look" of Employee Engagement

Engagement in an organization also can be described by employee behaviors that have a positive impact on the success of the organization. Organizations with highly engaged employees will find that employees agree or strongly agree with the eight items in this section.

Figure 10: Level of Agreement - Engagement Behaviors



2016 ● Strongly Agree ● Agree ● Neutral/Neither Agree nor Disagree ● Disagree
● Strongly Disagree

2015 ● Strongly Agree ● Agree ● Neutral/Neither Agree nor Disagree ● Disagree
● Strongly Disagree

ENGAGEMENT BEHAVIORS

Note: Percentages may not total 100% due to rounding.

Strengths Areas in which your employees are engaged	Opportunities Areas in which your employees are disengaged
	In my organization, employees view unexpected responsibilities as an opportunity to succeed at something new.

CONDITIONS FOR ENGAGEMENT

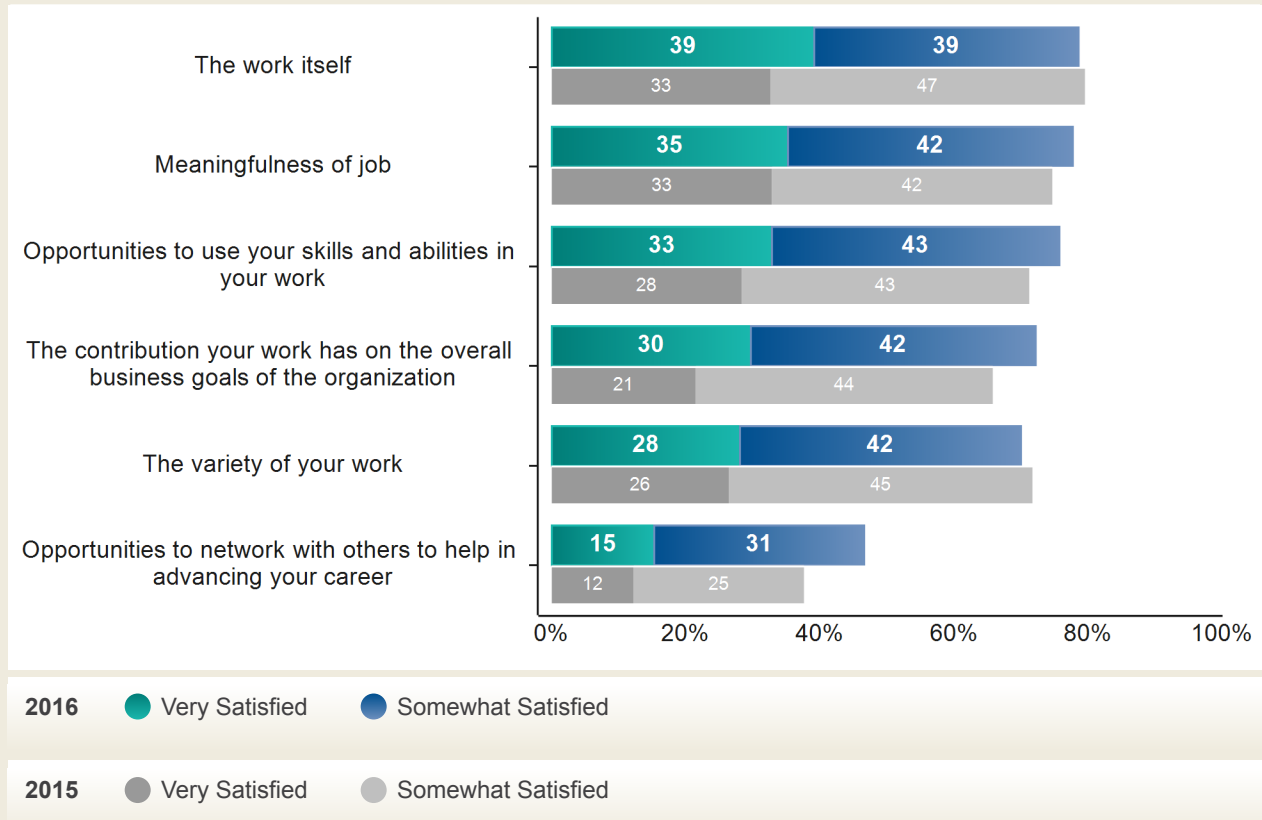
There are certain conditions under which employee engagement is much more likely to occur. Employees need the capacity to engage, reasons to engage and the feeling that they are free to engage. This section provides information on Southern Nevada Health District’s conditions for engagement. Employees who view the condition as positive for the facilitation of engagement will be very or at least somewhat satisfied with the items in this section. (Note: These are items from the job satisfaction section of the report. They indicate conditions under which engagement can be maximized.)

Figure 11: Level of Satisfaction – Employee Capacity to Engage



CONDITIONS FOR ENGAGEMENT

Figure 12: Level of Satisfaction – Reason to Engage



CONDITIONS FOR ENGAGEMENT

Figure 13: Level of Satisfaction – Feel Free to Engage



Comparison of Aspects of Employee Job Satisfaction

Above	Below
Defined benefit pension plan (i.e., PERS Retirement)	Overall corporate culture (organization’s reputation, work ethics, values, working conditions, etc.)
Benefits, the overall package	The organization’s overall commitment to professional development
Health care/medical benefits	Feeling safe in your work environment (i.e., physical safety, taking measures to prevent violence in the workplace, acts of terrorism, etc.)
Paid time off (vacation, holidays, sick days, personal days, etc.)	Organization’s financial stability
Family-friendly benefits (e.g., employee assistance program, domestic partner benefits, subsidized childcare, eldercare referral service, etc.)	Flexibility to balance life and work issues (alternative work arrangements including job sharing, flex schedules, telecommuting, etc.)
Compensation/pay, overall	Career advancement opportunities within the organization
Being paid competitively with the local market	Communication between employees and senior management
Base rate of pay	Recognition by management about your job performance (feedback, incentives, rewards)
Meaningfulness of job	Career development opportunities for learning and professional growth (mentorships, cross training, etc.)
Defined contribution plans (e.g., 401(k), 403(b), or similar type plan)	Organization’s commitment to corporate social responsibility (balance financial performance with contributions to the quality of life of their employees, the local community and society at large)
The work itself	Paid general training and tuition reimbursement programs
Relationship with immediate supervisor	Organization’s commitment to a “green” workplace (environmentally sensitive and resource efficient)

Note: Only results that are 5% above or below other U.S. employees are reported. Items are sorted in descending order by difference.

COMPARISONS: YOUR ORGANIZATION TO OTHER U.S. EMPLOYEES

Above	Below
Autonomy and independence to make decisions	Job specific training
Relationships with co-workers	

Note: Only results that are 5% above or below other U.S. employees are reported. Items are sorted in descending order by difference.

Comparison of "Agree" Aspects of Employee Engagement

Above	Below
While at work, I'm almost always completely focused on my work projects.	In my organization, employees are encouraged to take action when they see a problem or opportunity.
I have passion and excitement about my work.	In my organization, employees view unexpected responsibilities as an opportunity to succeed at something new.
I frequently feel like I'm putting all my effort into my work.	
The people in my work group are always flexible in expanding the scope of their work.	
I feel completely plugged in at work, like I'm always on full power.	
I am often so wrapped up in my work that hours go by like minutes.	
I am highly motivated by my work goals.	
I enjoy volunteering for projects beyond my job requirements.	
The people in my work group quickly adapt to challenging or crisis situations	

Note: Only results that are 5% above or below other U.S. employees are reported. Items are sorted in descending order by difference.

Comparison of "Satisfied" Aspects of Conditions for Engagement

COMPARISONS: YOUR ORGANIZATION TO OTHER U.S. EMPLOYEES

Above	Below
Meaningfulness of job	Overall corporate culture (organization's reputation, work ethics, values, working conditions, etc.)
Relationship with immediate supervisor	The organization's overall commitment to professional development
The work itself	Career advancement opportunities within the organization
Relationships with co-workers	Organization's financial stability
Autonomy and independence to make decisions	Recognition by management about your job performance (feedback, incentives, rewards)
	Communication between employees and senior management
	Career development opportunities for learning and professional growth (mentorships, cross training, etc.)
	Organization's commitment to corporate social responsibility (balance financial performance with contributions to the quality of life of their employees, the local community and society at large)
	Job specific training

Note: Only results that are 5% above or below other U.S. employees are reported. Items are sorted in descending order by difference.

CONCLUSIONS: LOOKING AHEAD AND NEXT STEPS

No doubt the past several years have been unique in the degree to which the overall economic environment has influenced the workplace and many of the factors that contribute to employee job satisfaction and engagement. But whatever the broader business climate, organizations' success will always depend on their ability to *attract*, *retain* and *develop* top talent. Creating an environment where employees are satisfied with their jobs and are fully engaged with their work is crucial to achieving any of these three objectives.

Planning Your Next Steps

Understanding the factors that are most influential in determining how satisfied employees are with their jobs is a necessary first step in making improvements. Addressing these findings through a series of specific and thoughtful actions is the next step. It is critical for employees to feel that changes will be made as a result of these job satisfaction and engagement survey findings. When employees are skeptical that any meaningful changes will be made to address the problem areas identified in the survey, they are likely to grow frustrated and therefore will be less likely to take future surveys seriously.

The following is a list of suggestions for getting started and taking action after you've thoroughly reviewed this report.

- Focus on a limited number of priority issues identified in the survey.
- Depending on your organization's staff size, target a limited number of lower-performing units. Conversely, identify high-performing units and see what lessons can be learned from them and applied elsewhere in your organization.
- Consider using focus groups or other qualitative approaches to get more detailed information on the identified priority issues.
- Whenever possible, involve employees in finding solutions and, at minimum, give employees the opportunity to make suggestions anonymously.
- Work with your business leaders to draw up an action plan that identifies the priority issues and the steps needed to address these key issues.
- Clearly communicate the action plan to employees and follow up on accomplishments related to the plan frequently.
- Track the actions being taken. This will help you measure results later, after the action plan has been implemented, and will help you learn from any successes or failures.
- Repeat the survey annually to track improvements or declines in employee satisfaction and engagement over time.
- Track external issues that could influence employee job satisfaction and consider possible strategies for preparing for and responding to broader trends.

CONCLUSIONS: LOOKING AHEAD AND NEXT STEPS

The Influence of the Broader Environment

In addition to variables within the workplace, a wide range of broader social, economic and demographic trends can influence both employee job satisfaction and employee engagement. For example, if the economy continues to improve, organizations may be better positioned to offer more competitive compensation and benefits packages. At the same time, a more robust economy could mean that employee expectations around compensation and benefits also will rise. In organizations that fail to meet or effectively address these expectations, employees may become dissatisfied with the financial aspects of job satisfaction. A greater proportion of total compensation dedicated to health care benefits may leave fewer funds available for wage increases. This trend, along with a general rise in living costs, could also influence employee satisfaction around compensation and pay.

Demographic trends are another external factor that could influence job satisfaction in the years ahead. An aging population will result in a higher proportion of older workers in the workplace. Older workers may value slightly different job satisfaction factors than younger workers do and organizations will need to respond wisely to these varying calls for resources. Another key demographic trend that may influence employee job satisfaction is a growing gender divide in educational achievement. In the United States, women now obtain more bachelor's, master's and doctorate degrees than men. As a result, more employers may decide to tailor work practices to offer greater workplace flexibility in order to attract more qualified women to their organization. SHRM's research on job satisfaction trends has found that there is general agreement on most of the factors that men and women value. Therefore, organizations implementing more flexible working practices or other strategies to attract and retain qualified female employees will also benefit in their efforts to attract and retain male employees.

The Importance of Intangibles

Because a wide range of internal and external issues can influence employee job satisfaction and engagement, both the factors that influence job satisfaction and those that employees are most or least satisfied with can change over time. One issue to consider is whether the long recession and its continuing impact on the labor market has had an influence on the kinds of factors employees rated favorably and unfavorably. An argument could be made that in a time of scarcity of jobs, employees will be less satisfied with job satisfaction aspects involving pay and benefits and more focused on and satisfied with the intangible rewards of the work experience.

Such a theory appears to be supported by an analysis of SHRM's normative database of approximately 10,000 U.S. employees; employees are currently most satisfied with these kinds of intangible aspects, such as their relationships with their co-workers, a feeling of personal safety in the work environment,

CONCLUSIONS: LOOKING AHEAD AND NEXT STEPS

opportunities to use their skills and abilities and the inherent satisfaction with the work itself. At the same time, most of the areas U.S. employees are dissatisfied with involve compensation or benefits. Moving forward, employers may need to pay more attention to addressing these financial aspects, without forgetting to continue to reinforce and support the intangible factors that most employees already report being very satisfied with.

A fuller understanding of the unique issues that drive your organization's employees' job satisfaction and engagement empowers you to take action. Building a solid action plan will help you to continue to move forward and to improve your organization's work environment. An awareness of the potential impact of external factors will help you prepare for the future. Taken together, these steps will help you build an organization where employees are satisfied, motivated, engaged and effective.

METHODOLOGY

Methodology

Response rate = 82%.

392 of Southern Nevada Health District employees participated.

Survey administered online to all Southern Nevada Health District employees from 7/1/2016 – 7/22/2016.

Reminder e-mails were sent to boost response rate.

For department/group level data shown in Appendix A, please keep in mind that with small sample sizes, the responses of one survey participant can affect the overall percentage considerably; this should be noted when making interpretations of the data, particularly when interpreting percentage differences between departments/groups.

METHODOLOGY

Demographics

Your Employees		Other U.S. Employees	
JOB TENURE		2016 2015	
2 years or less	17% ▲ 16%	2 years or less	29%
3 to 5 years	17% ▲ 11%	3 to 5 years	20%
6 to 10 years	27% ▼ 39%	6 to 10 years	21%
11 to 15 years	23% ▲ 21%	11 to 15 years	13%
16 or more years	16% ▲ 13%	16 or more years	17%

Note: Percentages may not total 100% due to rounding.

JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

Level of Satisfaction: Career Development

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
CAREER DEVELOPMENT						
Career advancement opportunities	38% ▲ 32%	31% 27%	44% 33%	36% 26%	40% 42%	50%
Career development opportunities	42% ▲ 33%	35% 27%	49% 47%	40% 19%	44% 46%	52%
Job-specific training	49% ▲ 46%	35% 29%	53% 60%	55% 44%	50% 55%	56%
Networking	47% ▲ 38%	30% 34%	51% 59%	49% 30%	53% 38%	51%
Opportunities to use skills and abilities	76% ▲ 71%	76% 67%	81% 78%	73% 70%	74% 72%	73%
Paid training and tuition reimbursement programs	42% ▲ 35%	42% 30%	47% 38%	41% 30%	38% 42%	52%
Organization's commitment to professional development	39% ▲ 30%	41% 24%	42% 41%	31% 27%	45% 32%	53%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

* Departments 1 - 4

- 1 Administration
- 2 Community Health
- 3 Environmental Health
- 4 Clinical Services

JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

Level of Satisfaction: Relationship With Management

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
RELATIONSHIP WITH MANAGEMENT						
Communication between employees and senior management	46% ▲ 38%	53% 38%	48% 46%	34% 27%	52% 44%	57%
Autonomy and independence	72% ▲ 62%	64% 51%	73% 64%	78% 65%	69% 65%	67%
Recognition by management about your job performance	47% ▲ 45%	47% 41%	58% 53%	43% 39%	44% 51%	58%
Relationship with immediate supervisor	79% ▲ 77%	78% 70%	83% 85%	86% 85%	70% 71%	72%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

* Departments 1 - 4

- 1 Administration
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- 4 Clinical Services

JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

Level of Satisfaction: Compensation and Benefits

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
COMPENSATION						
Compensation/pay	71% ▼ 72%	70% 64%	74% 69%	76% 79%	62% 71%	60%
Base rate of pay	68% ▼ 70%	70% 67%	69% 66%	76% 77%	57% 67%	59%
Being paid competitively with the local market	65% ▼ 68%	64% 59%	66% 69%	73% 77%	56% 64%	55%
BENEFITS						
Benefits	89% ▲ 87%	82% 88%	93% 86%	90% 85%	91% 87%	63%
Health care/medical benefits	85% ▼ 86%	83% 88%	87% 88%	87% 83%	82% 85%	63%
Family-friendly benefits	65% ▲ 56%	69% 54%	70% 58%	56% 49%	70% 63%	53%
Paid time off	91% ■ 91%	87% 95%	92% 93%	93% 89%	92% 88%	70%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

* Departments 1 - 4

- 1 Administration
- 2 Community Health
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- 4 Clinical Services

JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
Defined contribution plans (e.g., 401(k), 403(b))	72% ▲ 69%	72% 67%	72% 73%	69% 68%	77% 69%	64%
Defined benefit pension plan	89% ■ 89%	82% 87%	96% 92%	90% 88%	88% 91%	55%
Flexibility to balance life and work issues	56% ▲ 45%	57% 45%	54% 40%	63% 38%	48% 54%	68%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

* Departments 1 - 4

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- 4 Clinical Services

JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

Level of Satisfaction: Work Environment

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
WORK ENVIRONMENT						
Feeling safe in your work environment	66% ■ 66%	62% 57%	77% 85%	62% 68%	65% 61%	79%
Job security	70% ▲ 52%	64% 44%	68% 55%	73% 64%	72% 42%	69%
Meaningfulness of job	78% ▲ 75%	69% 52%	79% 84%	84% 79%	76% 82%	70%
Organization's commitment to corporate social responsibility	45% ▲ 32%	47% 31%	51% 39%	36% 22%	50% 40%	55%
Organization's commitment to a "green" workplace	40% ▲ 27%	37% 29%	35% 28%	34% 16%	53% 36%	48%
Organization's financial stability	55% ▲ 31%	63% 29%	55% 45%	45% 19%	62% 38%	67%
Overall corporate culture	49% ▲ 38%	53% 38%	48% 44%	40% 27%	58% 48%	64%
Relationships with co-workers	82% ▲ 80%	76% 74%	86% 90%	85% 83%	81% 77%	77%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

* Departments 1 - 4

- 1 Administration
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JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
Contribution of work to organization's business goals	72% ▲ 66%	73% 66%	72% 69%	71% 61%	73% 69%	71%
The work itself	79% ■ 79%	69% 65%	87% 85%	80% 81%	78% 86%	72%
Variety of work	70% ▼ 72%	66% 69%	76% 85%	68% 65%	70% 75%	68%
Diverse and inclusive workforce	61% ▲ 52%	60% 51%	59% 50%	55% 48%	71% 57%	59%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

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- 4 Clinical Services

JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

Level of Agreement: Engagement Opinions

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
URGENCY						
Determined to accomplish work goals	90% ▲ 89%	88% 91%	92% 92%	87% 84%	93% 92%	87%
Highly motivated by work goals	78% ▲ 76%	81% 69%	88% 80%	69% 74%	78% 81%	70%
FOCUS						
Wrapped up in work	72% ▲ 67%	73% 60%	78% 68%	66% 70%	73% 68%	64%
Completely plugged in at work	64% ▲ 59%	68% 51%	71% 61%	52% 58%	70% 66%	54%
ENTHUSIASM						
Volunteer for activities beyond job requirements	64% ▼ 65%	57% 64%	62% 63%	66% 61%	71% 72%	56%
Passionate and excited about work	76% ▼ 78%	70% 71%	84% 80%	74% 78%	78% 81%	63%
INTENSITY						

Note: Table represents those who answered "strongly agree" and "agree." Percentages are based on a scale where 1 = "strongly disagree" and 5 = "strongly agree."

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- 4 Clinical Services

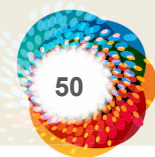
JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
Putting effort into work	82% ▲ 81%	76% 76%	87% 81%	80% 83%	87% 84%	70%
Completely focused on work projects	84% ▲ 81%	87% 76%	85% 86%	75% 80%	91% 83%	69%

Note: Table represents those who answered "strongly agree" and "agree." Percentages are based on a scale where 1 = "strongly disagree" and 5 = "strongly agree."

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- 3 Environmental Health
- 4 Clinical Services



JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

Level of Agreement: Engagement Behaviors

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
PERSISTENCE						
Colleagues adapt to challenging or crisis situations	68% ■ 68%	69% 63%	79% 83%	71% 71%	54% 60%	61%
Work group never gives up	63% ▲ 60%	64% 56%	71% 75%	66% 63%	52% 53%	60%
PROACTIVE						
Employees take action when a problem or opportunity arises	55% ▲ 45%	56% 44%	62% 56%	53% 43%	51% 43%	66%
Work group anticipates next challenge	55% ▲ 50%	55% 39%	70% 69%	51% 53%	48% 44%	53%

Note: Table represents those who answered "strongly agree" and "agree." Percentages are based on a scale where 1 = "strongly disagree" and 5 = "strongly agree."

* Departments 1 - 4

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JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
EXPAND ROLES						
Employees in organization embrace unexpected responsibilities	40% ▲ 33%	43% 22%	46% 48%	34% 31%	41% 37%	47%
Employees in organization volunteer for new projects	40% ▲ 36%	27% 23%	46% 42%	50% 41%	34% 36%	42%
ADAPTABILITY						
Work group is flexible in expanding scope of work	63% ▲ 57%	62% 49%	70% 68%	71% 59%	47% 54%	53%
Employees in organization are flexible in unpredictable work situations	55% ▲ 47%	49% 38%	62% 56%	59% 50%	51% 45%	58%

Note: Table represents those who answered "strongly agree" and "agree." Percentages are based on a scale where 1 = "strongly disagree" and 5 = "strongly agree."

* Departments 1 - 4

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JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

Level of Satisfaction: Conditions for Engagement

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
EMPLOYEE CAPACITY TO ENGAGE						
Career advancement opportunities	38% ▲ 32%	31% 27%	44% 33%	36% 26%	40% 42%	50%
Career development opportunities	42% ▲ 33%	35% 27%	49% 47%	40% 19%	44% 46%	52%
Job-specific training	49% ▲ 46%	35% 29%	53% 60%	55% 44%	50% 55%	56%
Organization's commitment to professional development	39% ▲ 30%	41% 24%	42% 41%	31% 27%	45% 32%	53%
Relationships with co-workers	82% ▲ 80%	76% 74%	86% 90%	85% 83%	81% 77%	77%
Organization's financial stability	55% ▲ 31%	63% 29%	55% 45%	45% 19%	62% 38%	67%
REASONS TO ENGAGE						
Networking	47% ▲ 38%	30% 34%	51% 59%	49% 30%	53% 38%	51%
Opportunities to use skills and abilities	76% ▲ 71%	76% 67%	81% 78%	73% 70%	74% 72%	73%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

* Departments 1 - 4

- 1 Administration
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- 4 Clinical Services

JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
Meaningfulness of job	78% ▲ 75%	69% 52%	79% 84%	84% 79%	76% 82%	70%
Contribution of work to organization's business goals	72% ▲ 66%	73% 66%	72% 69%	71% 61%	73% 69%	71%
The work itself	79% ■ 79%	69% 65%	87% 85%	80% 81%	78% 86%	72%
Variety of work	70% ▼ 72%	66% 69%	76% 85%	68% 65%	70% 75%	68%
FEEL FREE TO ENGAGE						
Communication between employees and senior management	46% ▲ 38%	53% 38%	48% 46%	34% 27%	52% 44%	57%
Autonomy and independence	72% ▲ 62%	64% 51%	73% 64%	78% 65%	69% 65%	67%
Recognition by management about your job performance	47% ▲ 45%	47% 41%	58% 53%	43% 39%	44% 51%	58%
Relationship with immediate supervisor	79% ▲ 77%	78% 70%	83% 85%	86% 85%	70% 71%	72%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

* Departments 1 - 4

- 1 Administration
- 2 Community Health
- 3 Environmental Health
- 4 Clinical Services

JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
Organization's commitment to corporate social responsibility	45% ▲ 32%	47% 31%	51% 39%	36% 22%	50% 40%	55%
Overall corporate culture	49% ▲ 38%	53% 38%	48% 44%	40% 27%	58% 48%	64%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

* Departments 1 - 4

- 1 Administration
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- 3 Environmental Health
- 4 Clinical Services

The following 35 elements of job satisfaction and 34 elements of employee engagement are examined in this report:

Aspects of Job Satisfaction

● Career Development

1. Organization's commitment to professional development
2. Career advancement opportunities within the organization
3. Career development opportunities for learning and professional growth (mentorships, cross-training, etc.)
4. Job-specific training
5. Opportunities to network with others (within or outside the organization) to help in advancing one's career
6. Opportunities to use skills and abilities in work
7. Paid training and tuition reimbursement programs

● Relationship With Management

8. Communication between employees and senior management
9. Autonomy and independence to make decisions
10. Management recognition of employee job performance (feedback, incentives, rewards)
11. Relationship with immediate supervisor

● Compensation and Benefits

12. Compensation/pay overall
13. Base rate of pay
14. Opportunities for variable pay (bonuses, commissions, other variable pay, monetary rewards for ideas or suggestions)**
15. Stock options**
16. Being paid competitively with the local market
17. Benefits
18. Health care/medical benefits
19. Family-friendly benefits (life insurance for dependents, subsidized child care, elder care referral service, etc.)
20. Paid time off (vacation, holidays, sick days, personal days, etc.)
21. Defined contribution plans such as 401(k)
22. Defined benefit pension plans
23. Flexibility to balance life and work issues (alternative work arrangements, including job-sharing, flex schedules, telecommuting, etc.)

● Work Environment

24. Feeling safe in the work environment
25. Job security
26. Meaningfulness of job (understanding how job contributes to society as a whole)
27. Organization's commitment to corporate social responsibility (balance financial performance with contributions to the quality of life of its employees, the local community and society at large)
28. Organization's commitment to a 'green' workplace (environmentally sensitive and resource-efficient)
29. Overall corporate culture (organization's reputation, work ethics, values, working conditions, etc.)
30. Relationships with co-workers
31. Contribution of work to organization's business goals
32. The work itself (it is interesting, challenging, exciting, etc.)
33. Variety of work (working on different projects, using different skills)
34. Organization's financial standing
35. Organization's commitment to a diverse and inclusive workforce

Elements of Employee Engagement

● Engagement Opinions

1. Determined to accomplish work goals
2. Highly motivated by work goals
3. Wrapped up in work
4. Completely plugged in at work
5. Volunteer for activities beyond job requirements
6. Passionate and excited about work
7. Putting effort into work
8. Completely focused on work projects

● Engagement Behaviors

9. Colleagues adapt to challenging or crisis situations
10. Work group never gives up
11. Employees take action when a problem or opportunity arises
12. Work group anticipates next challenge
13. Employees in organization embrace unexpected responsibilities
14. Employees in organization volunteer for new projects
15. Work group is flexible in expanding scope of work
16. Employees in organization are flexible in unpredictable work situations

● Conditions for Engagement

17. Career advancement opportunities
18. Career development opportunities
19. Job-specific training
20. Organization's commitment to professional development
21. Relationships with co-workers
22. Organization's financial stability
23. Networking
24. Opportunities to use your skills and abilities
25. Meaningfulness of job
26. Contribution of work organization's business goals
27. The work itself
28. Variety of work
29. Communication between employees and senior management
30. Autonomy and independence
31. Management recognition of employee job performance
32. Relationship with immediate supervisor
33. Organization's commitment to corporate social responsibility
34. Overall corporate culture

Note: Double asterisk (**) denotes element was not examined in this report.

- i Macey, W. H., Scheider, B., Barbera, K. M., Young, S. A. (2009). *Employee engagement: Tools for analysis, practice, and competitive advantage*. Hoboken, NJ: Wiley-Blackwell.



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