

Departure Survey Report

For Fiscal Year 2011

IOWA EXECUTIVE BRANCH



**State of Iowa
January 2012**

INTRODUCTION

Purpose

- This project was initiated by the Department of Personnel, now the Department of Administrative Services (DAS)– Human Resources Enterprise (HRE), to assist executive branch agencies in determining why employees leave their employ or state government as well as provide insight into past employee perceptions of their employer. As the workforce continues to age and at the same time the available workforce declines, employers must have data to manage their turnover effectively.

Objectives

- The specific objectives for this research are to:
 - Determine the most prevalent reasons employees separate from state employment.
 - Determine if departments are utilizing exit interviews.
 - Determine past employee perceptions about compensation and benefit issues.
 - Determine past employee perceptions about employee autonomy issues.
 - Determine past employee perceptions about co-workers/supervisors.
 - Determine past employee perceptions about diversity issues.
 - Determine past employee perceptions about communication issues.

This Report

- The report that follows contains the methodology and key findings for the State of Iowa as an employer after the eleventh year of data collection. **ALL TOTAL FIGURES INCLUDE 11 YEARS WORTH OF DATA.**

METHODOLOGY

Sample

- The population for this year's survey consisted of all those executive branch employees who left state employment or made an interagency transfer over the course of fiscal year 2011. The population surveyed included 1,003 past and current employees comprised of 67 transfers, 74 retirees and early retirees, and 148 voluntary separations.

Sample Contact

- Packets were mailed throughout FY' 11 after an approximate lag period of 60 days from the date of separation. Electronic surveys are now also available, which was implemented in the last 3 months of FY' 11. Each packet included a survey and postage paid return envelope.
- As of September 30, 2011, the designated cut-off date, the total return was as follows:

	<u>FY 2010</u>	<u>FY 2011</u>	<u>Total Project</u>
Number Mailed	2,052	1,003	12,644
Returned Undeliverable	25	26	232
Net Delivered	2,027	977	12,412
Responses (n)	606	289	4,219
Response Rate	29.9%	29.6%	34.0%

Data Analysis

- The data collected in this study was edited, coded, entered and verified.
- Results have been generated to provide a total for the past 11 fiscal years.
- In addition, appropriate demographics have been provided and cross tabulations have been produced.
- The tabulated data have been thoroughly analyzed based on the purpose and objectives defined at the outset of the project.
- Frequencies have been calculated for all the questions on the survey.

KEY FINDINGS – DEMOGRAPHIC PROFILE OF TOTAL SAMPLE

Characteristics

	<u>FY 2010</u>	<u>FY 2011</u>	<u>Total Project</u>
<u>Sub-samples</u>			
Transfers	5.0%	23.2%	17.8%
Retirements	75.1%	25.6%	41.1%
Voluntary Separations	20.0%	51.2%	41.0%
<u>Gender</u>			
Male	47.6%	39.6%	41.6%
Female	52.4%	60.4%	58.4%
<u>Disability</u>			
Yes	5.1%	4.0%	5.4%
No	94.9%	96.0%	94.6%
<u>Age Group</u>			
18-29 years	3.3%	17.0%	11.2%
30-39 years	7.6%	19.8%	16.6%
40-49 years	4.5%	19.1%	16.4%
50-59 years	31.2%	29.2%	26.8%
60-69 years	50.8%	13.9%	27.5%
70+ years	2.5%	1.0%	1.6%
<u>Ethnicity</u>			
Caucasian	96.7%	95.5%	95.2%
African American	0.8%	0.7%	1.7%
Asian American	0.7%	1.4%	1.1%
Native American	0.5%	1.0%	0.6%
Latino	1.3%	1.4%	1.4%
<u>Supervisor</u>			
Yes	15.3%	12.5%	15.1%
No	84.7%	87.5%	84.9%

KEY FINDINGS – DEMOGRAPHIC PROFILE OF TOTAL SAMPLE

Characteristics

	<u>FY 2010</u>	<u>FY 2011</u>	<u>Total Project</u>
<u>Length of Employment</u>			
Less than 1 year	2.2%	13.2%	8.8%
1-5 years	12.9%	40.8%	27.9%
6-10 years	8.8%	8.0%	12.4%
11-15 years	7.8%	8.4%	8.6%
16-25 years	17.7%	13.2%	17.4%
25+ years	50.6%	16.4%	24.9%
<u>Location</u>			
Capitol Complex	15.1%	24.7%	23.3%
Regional	14.2%	16.7%	15.1%
Polk County	5.0%	5.2%	5.8%
DOT – Ames	7.5%	2.1%	3.4%
Institution	33.1%	28.1%	29.5%
Home Based	1.7%	2.8%	2.9%
Other	23.4%	20.5%	19.9%
<u>Past Dept Employer</u>			
Human Services	30.6%	31.3%	30.6%
Corrections	17.8%	15.3%	15.1%
Transportation*	15.4%	6.3%	7.0%
Workforce Development	4.3%	5.9%	5.0%
Education	2.3%	2.8%	4.0%
Natural Resources	3.7%	2.4%	3.9%
Public Safety	1.8%	3.8%	3.8%
Veteran's Home	5.0%	4.2%	3.8%
Public Health	2.7%	3.5%	3.4%
Administrative Services	1.5%	1.7%	2.6%
Inspections & Appeals	3.0%	1.7%	2.6%
Agriculture	1.8%	1.0%	2.3%
Public Defense	2.0%	5.2%	1.9%
Revenue	1.7%	1.0%	1.8%
Auditor	0.0%	3.1%	1.4%
All Others	6.5%	10.8%	10.9%

KEY FINDINGS – TOTAL SAMPLE PROFILE

Top 5 reasons for Separating from State Employment

<u>Reason</u>	Percent of respondents listing this reason in 2010	Percent of respondents listing this reason in 2011	Total percent of respondents listing this reason*
1. Working Conditions	18.5%	33.6%	28.8%
2. Quality of Supervision	16.5%	27.0%	24.4%
3. Career Advancement Opportunity	6.9%	27.3%	22.1%
4. Organization Culture	10.2%	24.2%	16.7%
5. Co-Worker Relations	9.9%	15.9%	13.9%

*Respondent could select more than one. Omits those who left because of retirement.

Length of Job Search

	<u>FY 2010</u>	<u>FY 2011</u>	<u>Total Percent</u>
Started search within the last 90 days	35.5%	27.6%	34.4%
Started search within the last 6 months	25.0%	29.9%	27.9%
Started search within the last year	20.5%	23.1%	19.2%
Started search over a year ago	19.0%	19.5%	18.5%

Employing Agency asked employee to reconsider leaving.

- 17.0% of respondents said that their previous department encouraged them to reconsider leaving in 2010. This number increased in 2011 to 26.6%.

Employing Agency encouraged employee to check other State employee career options.

- In 2010, 3.0% of respondents said that their previous department encouraged them to explore alternative state career options prior to leaving. This number increased in 2011 to 9.7%.

Employee checked into other options that would have allowed him/her to stay.

- In 2010, 24.8% of respondents said they, in fact, did check into options that would have allowed them to stay with the State prior to leaving. This number increased in 2011 to 38.4%.

Employing Agency conducted an Exit Interview.

- 28.9% of respondents said that their previous department conducted an exit interview prior to leaving in 2010, which increased to 31.1% in 2011.



Strongly Disagree -2- -3- -4- -5- Strongly Agree

Individual Survey Items

I would apply for another position with the State of Iowa if I were looking for work (35).

2010	9.8%	7.0%	6.1%	9.3%	27.1%	40.7%
2011	13.4%	7.1%	6.7%	17.7%	18.4%	36.7%
Total	10.7%	5.7%	8.2%	15.3%	22.7%	37.4%

24.6% disagreed to some degree	75.4% agreed to some degree
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Compensation & Rewards

I was recognized when I did exceptional work (1).

2010	13.7%	15.1%	13.2%	19.8%	18.9%	19.3%
2011	18.9%	15.8%	11.9%	20.7%	17.5%	15.1%
Total	16.2%	16.2%	16.4%	19.3%	17.6%	14.4%

48.7% disagreed to some degree	51.3% agreed to some degree
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The benefits I received met my expectations (2).

2010	2.3%	2.8%	4.2%	15.7%	38.4%	36.6%
2011	2.8%	2.1%	8.0%	13.6%	31.1%	42.3%
Total	2.8%	3.8%	9.0%	17.6%	35.0%	31.9%

15.5% disagreed to some degree	84.5% agreed to some degree
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I was paid fairly for the work I did (3).

2010	4.2%	7.9%	7.9%	19.9%	31.5%	28.7%
2011	9.8%	10.8%	12.2%	18.5%	25.9%	22.7%
Total	7.8%	9.9%	13.1%	19.2%	29.4%	20.6%

30.8% disagreed to some degree	69.2% agreed to some degree
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My pay was similar to employees performing the same jobs in the private sector (4).

2010	11.1%	11.6%	19.8%	22.2%	19.3%	15.9%
2011	19.1%	11.7%	22.0%	20.9%	17.0%	9.2%
Total	15.2%	15.4%	18.9%	21.1%	18.5%	11.0%

49.4% disagreed to some degree	50.6% agreed to some degree
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Strongly Disagree -2- -3- -4- -5- Strongly Agree

I was asked to do an appropriate amount of work for the amount I was paid (19).

2010	7.0%	11.7%	9.8%	22.4%	25.2%	23.8%
2011	12.3%	14.0%	16.1%	17.5%	24.9%	15.1%
Total	11.1%	13.0%	12.6%	20.0%	26.8%	16.5%

	36.8% disagreed to some degree	63.2% agreed to some degree
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Work Tools

My office environment helped me provide quality products and services (5).

2010	11.1%	13.0%	18.8%	26.4%	17.8%	13.0%
2011	15.4%	14.7%	21.9%	21.5%	16.1%	10.4%
Total	14.0%	15.5%	19.9%	22.5%	18.6%	9.5%

	49.5% disagreed to some degree	50.5% agreed to some degree
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The training I received permitted me to update and expand my skills (6).

2010	9.3%	11.2%	19.2%	23.8%	22.9%	13.6%
2011	15.8%	12.7%	20.1%	16.2%	21.5%	13.7%
Total	12.9%	14.1%	16.3%	22.9%	22.6%	11.2%

	43.3% disagreed to some degree	56.7% agreed to some degree
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The technology I was provided was sufficient to accomplish my work (7).

2010	4.2%	6.6%	11.7%	27.2%	32.9%	17.4%
2011	5.6%	11.3%	14.8%	20.8%	31.7%	15.8%
Total	6.4%	8.7%	15.3%	24.3%	31.2%	14.0%

	30.5% disagreed to some degree	69.5% agreed to some degree
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I was provided the necessary orientation and training to successfully carry out my job duties (9).

2010	6.0%	8.8%	13.5%	27.4%	27.4%	16.7%
2011	11.2%	12.9%	18.9%	20.3%	24.5%	12.2%
Total	10.1%	12.5%	17.2%	22.5%	24.8%	13.0%

	39.7% disagreed to some degree	60.3% agreed to some degree
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Strongly Disagree -2- -3- -4- -5- Strongly Agree

I was given complete and accurate information regarding my job duties prior to accepting the job I recently vacated (17).

2010	7.3%	13.1%	9.7%	23.3%	25.7%	20.9%
2011	11.4%	11.7%	18.1%	19.2%	25.3%	14.2%
Total	9.9%	11.1%	15.7%	22.7%	25.1%	15.5%

	36.7% disagreed to some degree	63.3% agreed to some degree
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Policies and procedures were clear and aided me in performing my job (24).

2010	7.5%	12.3%	16.0%	25.0%	23.6%	15.6%
2011	12.3%	15.1%	16.5%	22.1%	22.5%	11.6%
Total	11.4%	11.9%	17.0%	21.7%	24.8%	13.2%

	40.3% disagreed to some degree	59.7% agreed to some degree
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Communication

Communication was open and informative within my work unit (13).

2010	16.4%	14.0%	15.4%	15.4%	24.8%	14.0%
2011	19.9%	12.9%	19.2%	17.1%	19.6%	11.2%
Total	20.1%	15.5%	16.4%	16.8%	18.9%	12.3%

	52.0% disagreed to some degree	48.0% agreed to some degree
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My department's vision, mission, and goals were communicated to me (14).

2010	8.0%	9.4%	12.7%	20.8%	30.7%	18.4%
2011	8.8%	9.5%	16.8%	21.8%	26.0%	17.2%
Total	9.3%	8.9%	15.8%	21.6%	26.6%	17.8%

	33.9% disagreed to some degree	66.1% agreed to some degree
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I had a clear understanding of how I contributed to the mission of my department (15).

2010	6.5%	5.6%	13.6%	20.6%	32.7%	21.0%
2011	9.8%	10.8%	16.4%	18.5%	25.2%	19.2%
Total	8.8%	10.4%	15.2%	20.5%	27.1%	18.1%

	34.4% disagreed to some degree	65.6% agreed to some degree
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Strongly Disagree -2- -3- -4- -5- Strongly Agree

I received timely and effective feedback about my performance (16).

2010	12.1%	15.8%	15.8%	17.7%	23.7%	14.9%
2011	16.8%	17.2%	19.3%	17.5%	18.9%	10.2%
Total	16.5%	17.1%	18.2%	19.1%	17.7%	11.3%

51.8% disagreed to some degree	48.2% agreed to some degree
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Intrinsic Value & Autonomy

There were career advancement opportunities for me if I had chosen to stay (8).

2010	33.8%	23.3%	17.6%	11.4%	7.6%	6.2%
2011	41.8%	16.8%	12.6%	12.3%	10.5%	6.0%
Total	40.3%	21.8%	14.3%	11.2%	7.6%	4.8%

76.4% disagreed to some degree	23.6% agreed to some degree
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The work I was required to do was meaningful (18).

2010	5.6%	3.3%	8.4%	13.0%	27.4%	42.3%
2011	4.6%	7.7%	10.2%	14.4%	30.5%	32.6%
Total	3.5%	5.0%	9.4%	17.3%	31.4%	33.4%

17.9% disagreed to some degree	82.1% agreed to some degree
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The work I was required to do was enjoyable (20).

2010	4.7%	7.0%	13.1%	26.8%	25.8%	22.5%
2011	9.5%	13.0%	13.7%	21.1%	26.8%	15.8%
Total	6.3%	9.0%	13.6%	24.1%	27.7%	19.3%

28.9% disagreed to some degree	71.1% agreed to some degree
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The work I performed was consistent with my career interests (21).

2010	4.7%	4.3%	9.0%	22.7%	33.2%	26.1%
2011	8.2%	9.6%	15.6%	19.1%	28.7%	18.8%
Total	5.7%	7.7%	13.6%	21.0%	30.8%	21.3%

27.0% disagreed to some degree	73.0% agreed to some degree
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Strongly Disagree -2- -3- -4- -5- Strongly Agree

My job gave me opportunities to serve the citizens of Iowa and “make a difference” (29).

2010	3.8%	5.6%	6.6%	11.3%	36.2%	36.6%
2011	8.5%	8.1%	6.7%	18.7%	24.3%	33.8%
Total	5.2%	5.5%	9.1%	17.7%	28.8%	33.8%

19.7% disagreed to some degree	80.3% agreed to some degree
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My job met my personal expectations and was in line with my personal goals (30).

2010	5.1%	4.7%	13.1%	21.0%	30.4%	25.7%
2011	10.2%	13.0%	14.7%	19.6%	24.9%	17.5%
Total	7.8%	10.2%	15.0%	22.3%	26.9%	17.7%

33.1% disagreed to some degree	66.9% agreed to some degree
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The work I performed was consistent with my skill level (32).

2010	5.1%	7.5%	6.5%	14.5%	35.0%	31.3%
2011	11.6%	6.7%	9.8%	15.8%	29.5%	26.7%
Total	8.1%	7.3%	9.5%	16.0%	34.0%	25.2%

24.8% disagreed to some degree	75.2% agreed to some degree
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I was encouraged to develop to my maximum potential (33).

2010	13.1%	9.3%	11.2%	20.1%	28.5%	17.8%
2011	18.7%	11.3%	9.9%	21.8%	24.3%	14.1%
Total	15.4%	12.3%	14.6%	19.1%	22.2%	16.4%

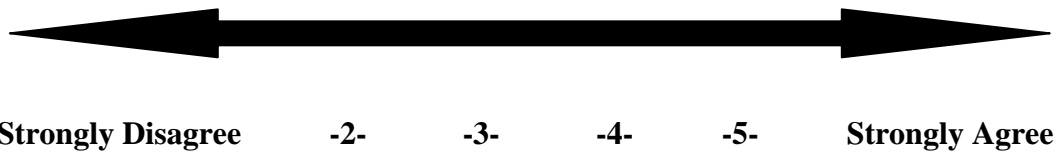
42.3% disagreed to some degree	57.7% agreed to some degree
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Organizational Culture

I was never harassed or treated poorly at work (10).

2010	21.7%	11.3%	12.3%	11.8%	20.3%	22.6%
2011	19.6%	11.9%	12.6%	14.0%	18.2%	23.8%
Total	21.0%	11.4%	11.8%	12.4%	20.5%	22.9%

44.3% disagreed to some degree	55.7% agreed to some degree
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All employees in my department were treated fairly (11).

2010	24.9%	16.0%	10.8%	16.9%	17.8%	13.6%
2011	22.8%	14.4%	16.8%	17.2%	15.8%	13.0%
Total	24.8%	16.7%	14.8%	15.7%	15.8%	12.1%

56.4% disagreed to some degree	43.6% agreed to some degree
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My department was accepting of diverse individuals and groups (12).

2010	7.0%	4.7%	14.1%	17.4%	32.4%	24.4%
2011	6.7%	8.4%	12.6%	17.2%	27.7%	27.4%
Total	9.8%	8.0%	13.4%	19.6%	28.6%	20.6%

31.2% disagreed to some degree	68.8% agreed to some degree
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Teamwork and cooperation were encouraged in my work unit (27).

2010	10.0%	10.4%	10.0%	16.6%	29.9%	23.2%
2011	11.3%	9.2%	14.8%	15.8%	26.8%	22.2%
Total	12.0%	10.4%	11.6%	17.2%	26.5%	22.4%

33.9% disagreed to some degree	66.1% agreed to some degree
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Employee complaints and problems were appropriately handled in a timely manner (28).

2010	22.1%	13.1%	13.6%	13.1%	25.8%	12.2%
2011	27.2%	11.7%	17.0%	18.0%	16.6%	9.5%
Total	24.4%	15.6%	15.7%	18.4%	16.7%	9.2%

55.7% disagreed to some degree	44.3% agreed to some degree
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Taking initiative was encouraged in my work unit (31).

2010	10.7%	9.8%	9.3%	16.8%	31.8%	21.5%
2011	16.4%	11.4%	12.1%	14.9%	25.6%	19.6%
Total	13.1%	10.7%	11.9%	17.4%	26.1%	20.8%

35.7% disagreed to some degree	64.3% agreed to some degree
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Strongly Disagree -2- -3- -4- -5- Strongly Agree

Supervisor Perceptions

I had a good working relationship with my immediate supervisor (22).

2010	16.4%	8.9%	7.5%	11.7%	25.8%	29.6%
2011	15.5%	8.1%	11.7%	16.3%	22.6%	25.8%
Total	14.4%	9.0%	9.5%	13.8%	23.6%	29.8%

	32.9% disagreed to some degree	67.1% agreed to some degree
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The supervision provided to me was effective (23).

2010	17.8%	11.3%	10.3%	17.4%	20.2%	23.0%
2011	21.0%	11.9%	11.2%	19.6%	18.5%	17.8%
Total	19.2%	11.7%	11.9%	15.8%	22.1%	19.3%

	42.8% disagreed to some degree	57.2% agreed to some degree
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My supervisor let me know that he/she valued my contributions (25).

2010	16.4%	10.7%	7.9%	16.4%	21.0%	27.6%
2011	19.8%	12.0%	10.2%	17.3%	19.4%	21.2%
Total	18.3%	11.7%	10.4%	14.9%	21.5%	23.2%

	40.3% disagreed to some degree	59.7% agreed to some degree
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Co-worker Perceptions

I had a good working relationship with my co-workers (26).

2010	5.1%	3.3%	8.4%	10.3%	33.6%	39.3%
2011	4.2%	5.6%	10.9%	9.1%	34.4%	35.8%
Total	4.0%	4.0%	6.8%	14.1%	34.5%	36.6%

	14.7% disagreed to some degree	85.3% agreed to some degree
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The State employees I knew were hard-working and took pride in the work they did (34).

2010	7.9%	5.1%	7.4%	24.1%	27.8%	27.8%
2011	7.4%	12.3%	14.4%	20.7%	23.9%	21.4%
Total	7.1%	9.3%	13.3%	21.9%	27.4%	21.0%

	29.7% disagreed to some degree	70.3% agreed to some degree
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Preference Ratings

Top 5 things past employees liked about their employment with the State

<u>Liked Most</u>	Percent of respondents in 2010	Percent of respondents in 2011	Total percent of respondents *
1. Made Multiple Choices*	10.8%	16.6%	32.6%
2. Benefits	31.8%	31.1%	24.3%
3. Retirement Benefits	22.7%	14.5%	14.2%
4. Co-Worker Relations	10.4%	11.8%	12.5%
5. Rate of Pay	8.4%	8.7%	8.5%

*Respondent was only supposed to select one. Change in form reduced multiple choices for FY08.

Top 5 things attracting past employees to their current jobs

<u>Attracting Feature</u>	Percent of respondents in 2010	Percent of respondents in 2011	Total percent of respondents *
1. Career Advancement Opportunity	9.2%	32.9%	24.7%
2. Working Conditions	9.4%	36.3%	23.5%
3. Rate of Pay	8.4%	22.8%	18.3%
4. Organizational Culture	7.9%	26.3%	14.8%
5. Opportunity for Training	5.3%	22.5%	12.2%

*Respondent could select more than one.

Top 5 things past employees liked least about their employment with the State

<u>Liked Least</u>	Percent of respondents in 2010	Percent of respondents in 2011	Total percent of respondents *
1. Made Multiple Choices*	7.3%	13.8%	23.7%
2. Quality of Supervision	24.8%	17.6%	15.6%
3. Career Advancement Opportunity	15.0%	16.6%	13.0%
4. Organizational Culture	14.0%	15.2%	12.2%
5. Working Conditions	12.0%	11.8%	11.4%

*Respondent was only supposed to select one. Change in form reduced multiple choices for FY08.

Revisit of Objectives

Determine the most prevalent reasons employees separate from state employment.

Based on the 11-year aggregate sample, respondents list the top reason for leaving to be, “Working Conditions” followed by “Quality of Supervision” and “Career Advancement Opportunity”. These three reasons were also three of the top five things listed as aspects of state employment least liked by respondents. Further, perceptions of “Career Advancement Opportunity” and “Working Conditions” provided by other employers were the top two attracting features to the respondents.

Determine if departments are utilizing exit interviews.

Unfortunately, only a little more than 31% of respondents stated that their previous state employer conducted an exit interview. There has been an overall decrease since this survey was implemented in 2001. In 2001, 34.4% of respondents stated in the affirmative their previous State employer performed this important step. In 2011, this number has dropped to 31.1%. This is a window from which a department can ascertain and provide feedback about their particular operation.

Determine past employee perceptions about compensation and benefit issues.

Based on the 11-year aggregate sample, respondents perceived their benefits in a very positive light. Over 84% of respondents felt the benefits offered met their expectations (2), and it was the single most often cited aspect of working for the State that respondents liked. On the other hand, just under half of the respondents felt they earned less than people working the same jobs in the private sector (4). Interestingly, “Rate of Pay” was not a major reason listed for leaving but it was the third highest attracting feature perceived to be offered by other employers. Most employees felt they were paid fairly (3) and asked to do an appropriate amount of work for what they were paid (19).

Determine past employee perceptions about employee autonomy and intrinsic value.

Although most respondents believe the work they performed as a state employee was meaningful (18), enjoyable (20), consistent with their career interests (21) and perceived skill levels (32), and allowed them to serve Iowa citizens and “make a difference” (29), over three-fourths of these same respondents did not believe that there were career opportunities if they had chosen to stay (8), over 76% answered negatively on item 8. This last perception is especially dangerous to the State due to the fact that perceived career advancement opportunities appear to be a major reason for leaving and a major attracting feature of other employers.

Determine past employee perceptions about co-workers/supervisors.

Respondents as a group did not provide overly negative responses to any of the questions regarding supervision (22, 23, and 25). However, it was cited as the second highest reason for leaving and one of the top five factors cited as “liked least” about employment with the State.

Determine past employee perceptions about co-workers/supervisors.

The two items dealing with co-worker perceptions (26 & 34) were two of the most positive items responded to on the survey and perceptions about co-workers was listed as one of the top 5 things liked most about state employment.

Determine past employee perceptions about diversity issues.

Two-thirds of respondents felt their past department was accepting of diverse individuals (12). A majority of the respondents, however, did not feel that all employees in their past department were treated fairly (11).

Determine past employee perceptions about communication issues.

Over half of the respondents disagreed that communication was open and informative within their past work unit (13) and that feedback was timely and effective regarding performance (16).

Conclusion

Based on the 11-year aggregate sample, it appears that out of the 35 individual items on the survey, only 14 items could be said to have received very positive responses (over 2/3rds agreement with an item). This is not too surprising as this is an exit survey and respondents are likely to be somewhat more negative/honest in their responses. Regardless, there are many positives to be found. Only five items have over 50% of the respondents disagreeing with a specific item, so in most cases the majority of respondents are answering positively to the questions. More importantly 75.4% of the respondents agreed to some degree that they would likely apply for another position with the State if they were looking.

After reviewing this report the reader should realize that all the objectives for this project have been met to some degree. The nature of this type of survey is dependent on the population of interest and as such the usefulness will grow over time as more data becomes available.