



Vancouver Coastal

**2013**

**1st Unit: Vancouver Coastal**

2nd Unit: British Columbia Health Authority Overall

**2011**

**1st Unit: Vancouver Coastal Health**

2nd Unit: British Columbia Health Authority Overall

Q<sup>12</sup><sup>®</sup>

## 2013 VCH People First Survey Results

September 2013

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## Introduction

The following pages provide a summary of employee responses to the 2013 VCH People First Survey Results. The first 13 items reflect Gallup's standard items; any remaining items are unique to your company. The survey statements were rated on a scale which required a response from among six response categories:

Strongly Disagree  
Extremely Dissatisfied

Strongly Agree  
Extremely Satisfied

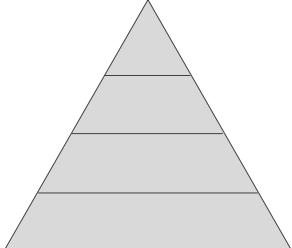
Does Not Apply  
or Don't Know



The statement or dimension averages are based on a 5-point scale, with "1" being the lowest possible average and "5" being the highest average. "Does Not Apply" or "Don't Know" responses are not scored. Your workgroup is compared to other parts of your company. Note the following definitions:

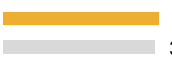

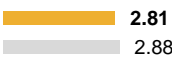

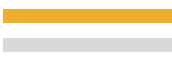
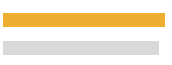
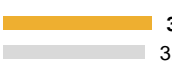
<b>Gallup Q<sup>12</sup></b>	The 12 items that Gallup has consistently found measure the aspects of Employee Engagement that link to business outcomes
<b>GrandMean</b>	The average, on a 5-point scale, across Gallup Q <sup>12</sup> items
<b>Gallup Healthcare 50th Percentile</b>	The score in Gallup's Healthcare Database (2010-2012) above which 50% of all workgroups scored
<b>Gallup Healthcare 75th Percentile</b>	The score in Gallup's Healthcare Database (2010-2012) above which 25% of all workgroups scored
<b>Top Box</b>	The percentage of "5" (Strongly Agree / Extremely Satisfied) responses
<b>Engagement Scores</b>	The average top box response percentages for statements measuring each stage of the Engagement Pyramid
<b>Accountability Index</b>	The average, on a 5 point scale, across the three accountability items
<b>VCH Safety Index</b>	The average, on a 5 point scale, across the fifteen safety items

## Summary of Q<sup>12</sup><sup>®</sup> Results

1st Unit: Vancouver Coastal		1st Unit		Comparison	
		2013	2011	Gallup Healthcare 50th %	Gallup Healthcare 75th %
Total n: 7995	Response Rate: 57%				
<b>GrandMean</b> Mean (Average) Score		<b>3.54</b>	<b>3.53</b>	4.11	4.44
<b>Overall Satisfaction</b> Top Box (% 5)		<b>13%</b>	<b>15%</b>	38%	58%
<b>Gallup Q<sup>12</sup><sup>®</sup></b> Top Box (% 5)					
	Learn & grow	<b>28</b>	<b>29</b>	50	68
	Progress	<b>15</b>	<b>15</b>	51	71
	Best friend	<b>22</b>	<b>22</b>	42	60
	Employees committed to quality	<b>38</b>	<b>36</b>	48	67
	Mission/Purpose	<b>26</b>	<b>28</b>	50	69
	Opinions count	<b>19</b>	<b>20</b>	33	55
	Development	<b>21</b>	<b>22</b>	44	64
	Cares about me	<b>34</b>	<b>35</b>	57	75
	Recognition	<b>18</b>	<b>19</b>	40	60
	Opportunity to do best	<b>27</b>	<b>27</b>	50	67
	Have materials & equipment	<b>24</b>	<b>25</b>	43	63
	Know what's expected	<b>50</b>	<b>50</b>	66	80
<b>Accountability Index</b> Mean (Average) Score		<b>2.95</b>	<b>•</b>	4.04	4.47
<b>VCH Safety Index</b> Mean (Average) Score		<b>3.77</b>			
<b>Engagement Scores</b>					
	How can we grow?	<b>22</b>	<b>22</b>	51	70
	Do I belong?	<b>26</b>	<b>27</b>	43	63
	What do I give?	<b>25</b>	<b>25</b>	48	67
	What do I get?	<b>37</b>	<b>38</b>	55	72

Accountability Index Score not shown if any of the three accountability items has n < 5. VCH Safety Index Score not shown if any of the fifteen safety items has n < 5. Item data not shown if n < 5. Workgroup data not shown to protect confidentiality.

## Gallup Item Details

Overall Satisfaction and Gallup Q <sup>12</sup> ® Items		Sample Size	Ext. Dissatisfied Strongly Disagree			Ext. Satisfied Strongly Agree		Mean (Average) Score	
			% 1	% 2	% 3	% 4	% 5	2013	2011
<b>Overall Satisfaction</b>									
	<b>Q00.</b> How satisfied are you with Vancouver Coastal Health as a place to work?	<b>7324</b> 46694	<b>4</b> 4	<b>11</b> 12	<b>28</b> 31	<b>45</b> 42	<b>13</b> 11	 <b>3.53</b> 3.45	<b>3.66</b> 3.47
<b>Gallup Q<sup>12</sup>® Items</b>									
<b>Grow</b>	<b>Q12.</b> This last year, I have had opportunities at work to learn and grow.	<b>7883</b> 47736	<b>9</b> 9	<b>10</b> 11	<b>20</b> 20	<b>33</b> 31	<b>28</b> 27	 <b>3.61</b> 3.56	<b>3.59</b> 3.52
	<b>Q11.</b> In the last six months, someone at work has talked to me about my progress.	<b>7670</b> 46883	<b>27</b> 26	<b>17</b> 17	<b>19</b> 18	<b>21</b> 21	<b>15</b> 19	 <b>2.81</b> 2.88	<b>2.74</b> 2.84
	<b>Q10.</b> I have a best friend at work.	<b>7419</b> 45373	<b>14</b> 15	<b>16</b> 17	<b>23</b> 23	<b>25</b> 24	<b>22</b> 21	 <b>3.24</b> 3.18	<b>3.21</b> 3.15
<b>Belong</b>	<b>Q09.</b> My associates or fellow employees are committed to doing quality work.	<b>7915</b> 47872	<b>2</b> 2	<b>5</b> 6	<b>17</b> 19	<b>39</b> 39	<b>38</b> 34	 <b>4.06</b> 3.96	<b>4.02</b> 3.97
	<b>Q08.</b> The mission or purpose of my organization makes me feel my job is important.	<b>7841</b> 47409	<b>7</b> 7	<b>11</b> 12	<b>21</b> 24	<b>34</b> 34	<b>26</b> 23	 <b>3.61</b> 3.52	<b>3.67</b> 3.55
	<b>Q07.</b> At work, my opinions seem to count.	<b>7911</b> 47803	<b>10</b> 11	<b>13</b> 15	<b>24</b> 25	<b>34</b> 32	<b>19</b> 17	 <b>3.40</b> 3.29	<b>3.42</b> 3.32

■ GM=3.54, 1st Unit: Vancouver Coastal  
 ■ GM=3.49, 2nd Unit: British Columbia Health Authority Overall

• Item data % 1 - % 4 not shown when n < 10, % 5 and means when n < 5. Workgroup data not shown to protect confidentiality.

↑↓ Meaningful growth or decline (0.20 mean change)

## Gallup Item Details (Continued)

Gallup Q <sup>12®</sup> Items	Sample Size	Strongly Disagree					Strongly Agree		Mean (Average) Score 2013	2011
		% 1	% 2	% 3	% 4	% 5	% 4	% 5		
Give	<b>Q06.</b> There is someone at work who encourages my development.	<b>7810</b> 47539	<b>12</b> 11	<b>15</b> 15	<b>23</b> 23	<b>29</b> 29	<b>21</b> 22	<b>3.33</b> 3.34	<b>3.30</b> 3.30	
	<b>Q05.</b> My supervisor, or someone at work, seems to care about me as a person.	<b>7821</b> 47605	<b>8</b> 8	<b>11</b> 11	<b>17</b> 18	<b>31</b> 30	<b>34</b> 34	<b>3.73</b> 3.71	<b>3.71</b> 3.72	
	<b>Q04.</b> In the last seven days, I have received recognition or praise for doing good work.	<b>7719</b> 46984	<b>25</b> 25	<b>17</b> 18	<b>18</b> 18	<b>22</b> 22	<b>18</b> 18	<b>2.90</b> 2.89	<b>2.91</b> 2.87	
	<b>Q03.</b> At work, I have the opportunity to do what I do best every day.	<b>7933</b> 47898	<b>3</b> 4	<b>9</b> 11	<b>23</b> 24	<b>38</b> 38	<b>27</b> 23	<b>3.76</b> 3.65	<b>3.76</b> 3.65	
Get	<b>Q02.</b> I have the materials and equipment I need to do my work right.	<b>7970</b> 48113	<b>3</b> 4	<b>10</b> 11	<b>23</b> 24	<b>41</b> 41	<b>24</b> 20	<b>3.73</b> 3.63	<b>3.71</b> 3.67	
	<b>Q01.</b> I know what is expected of me at work.	<b>7962</b> 48200	<b>1</b> 1	<b>3</b> 4	<b>10</b> 12	<b>36</b> 40	<b>50</b> 44	<b>4.32</b> 4.21	<b>4.32</b> 4.23	

■ GM=3.54, 1st Unit: Vancouver Coastal

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## Summary of Safety Items

1st Unit: Vancouver Coastal	1st Unit	
	2013	2011
Total n: 7995		
<b>Safety Items</b>		
Top Box (% 5)		
S01. VCH effectively balances the need for safety and the need for productivity.	18	17
S02. I am rewarded for taking quick action to identify a serious mistake.	14	12
S03. My supervisor/manager seriously considers staff suggestions for improving safety.	30	29
S04. If I made a serious error, my manager would be supportive.	25	25
S05. Staff are given feedback about changes put into place based on incident reports.	20	20
S06. If I report a safety incident, someone follows up to get more information from me.	27	26
S07. We discuss safety at work.	32	30
S08. Individuals involved in safety incidents have a way to report what happened.	51	52
S09. In my area, after an incident has happened, we think about how it came about and how to prevent the same mistake.	35	34
S10. Changes are made to reduce re-occurrence of major events.	32	31
S11. Safety is a high priority in my work area.	44	
S12. I feel I can speak up about safety issues.	47	
S13. I think my suggestions for safety improvements would be listened to.	33	
S14. I feel safe in my work environment.	34	
S15. I feel I am respected in my workplace.	29	

• Item data not shown if n < 5. Workgroup data not shown to protect confidentiality.

## Safety Item Details

Client-Specific Items	Sample Size	Strongly Disagree					Strongly Agree		Mean (Average) Score	
		% 1	% 2	% 3	% 4	% 5	2013		2011	
<b>S01.</b> VCH effectively balances the need for safety and the need for productivity.	<b>7617</b> 7687	<b>6</b> 6	<b>11</b> 11	<b>27</b> 27	<b>38</b> 38	<b>18</b> 18		<b>3.51</b> 3.51	<b>3.48</b> 3.48	
<b>S02.</b> I am rewarded for taking quick action to identify a serious mistake.	<b>6717</b> 6770	<b>13</b> 13	<b>17</b> 17	<b>30</b> 30	<b>26</b> 26	<b>14</b> 14		<b>3.10</b> 3.10	<b>2.94</b> 2.94	
<b>S03.</b> My supervisor/manager seriously considers staff suggestions for improving safety.	<b>7349</b> 7417	<b>6</b> 6	<b>9</b> 9	<b>20</b> 20	<b>35</b> 35	<b>30</b> 30		<b>3.74</b> 3.74	<b>3.66</b> 3.66	
<b>S04.</b> If I made a serious error, my manager would be supportive.	<b>6737</b> 6798	<b>10</b> 10	<b>10</b> 10	<b>21</b> 21	<b>35</b> 35	<b>25</b> 25		<b>3.56</b> 3.56	<b>3.51</b> 3.51	
<b>S05.</b> Staff are given feedback about changes put into place based on incident reports.	<b>6543</b> 6594	<b>9</b> 9	<b>13</b> 13	<b>24</b> 24	<b>33</b> 33	<b>20</b> 20		<b>3.41</b> 3.41	<b>3.35</b> 3.34	
<b>S06.</b> If I report a safety incident, someone follows up to get more information from me.	<b>6177</b> 6221	<b>7</b> 7	<b>10</b> 10	<b>20</b> 20	<b>36</b> 36	<b>27</b> 27		<b>3.65</b> 3.65	<b>3.57</b> 3.56	
<b>S07.</b> We discuss safety at work.	<b>7627</b> 7696	<b>5</b> 5	<b>9</b> 9	<b>21</b> 21	<b>33</b> 34	<b>32</b> 32		<b>3.78</b> 3.78	<b>3.71</b> 3.70	
<b>S08.</b> Individuals involved in safety incidents have a way to report what happened.	<b>7449</b> 7512	<b>1</b> 1	<b>2</b> 2	<b>10</b> 10	<b>35</b> 35	<b>51</b> 51		<b>4.33</b> 4.32	<b>4.33</b> 4.33	

■ 1st Unit: Vancouver Coastal












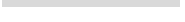

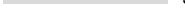
■ 2nd Unit: British Columbia Health Authority Overall

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## Safety Item Details (Continued)

Client-Specific Items	Sample Size	Strongly Disagree					Strongly Agree		Mean (Average) Score 2013	2011
		% 1	% 2	% 3	% 4	% 5				
<b>S09.</b> In my area, after an incident has happened, we think about how it came about and how to prevent the same mistake.	<b>7124</b>	<b>4</b>	<b>7</b>	<b>18</b>	<b>36</b>	<b>35</b>		<b>3.91</b>	<b>3.85</b>	
	7177	4	7	17	36	35		3.91	3.85	
<b>S10.</b> Changes are made to reduce re-occurrence of major events.	<b>7129</b>	<b>4</b>	<b>7</b>	<b>20</b>	<b>38</b>	<b>32</b>		<b>3.87</b>	<b>3.82</b>	
	7183	4	7	20	38	32		3.87	3.81	
<b>S11.</b> Safety is a high priority in my work area.	<b>7826</b>	<b>3</b>	<b>6</b>	<b>15</b>	<b>32</b>	<b>44</b>		<b>4.08</b>		
	46834	3	7	17	33	40		4.00		
<b>S12.</b> I feel I can speak up about safety issues.	<b>7821</b>	<b>3</b>	<b>5</b>	<b>12</b>	<b>33</b>	<b>47</b>		<b>4.17</b>		
	46867	3	6	14	34	43		4.09		
<b>S13.</b> I think my suggestions for safety improvements would be listened to.	<b>7705</b>	<b>6</b>	<b>9</b>	<b>18</b>	<b>34</b>	<b>33</b>		<b>3.79</b>		
	46300	7	10	20	34	28		3.67		
<b>S14.</b> I feel safe in my work environment.	<b>7883</b>	<b>3</b>	<b>6</b>	<b>18</b>	<b>39</b>	<b>34</b>		<b>3.94</b>		
	47517	3	7	19	39	31		3.87		
<b>S15.</b> I feel I am respected in my workplace.	<b>7919</b>	<b>6</b>	<b>9</b>	<b>19</b>	<b>37</b>	<b>29</b>		<b>3.75</b>		
	47885	7	10	20	37	26		3.66		

■ 1st Unit: Vancouver Coastal

■ 2nd Unit: British Columbia Health Authority Overall

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## Accountability Item Details

Client-Specific Items	Sample Size	Strongly Disagree			Strongly Agree		Mean (Average) Score		2011
		% 1	% 2	% 3	% 4	% 5	2013		
<b>C16.</b> I received feedback on the 2011 People First Safety and Engagement Survey.	<b>5147</b> 30512	<b>23</b> 25	<b>12</b> 14	<b>18</b> 19	<b>23</b> 22	<b>24</b> 20	<b>3.14</b> 2.99	• ↓ 3.28	
<b>C17.</b> My workgroup participated in an effective action planning session following the 2011 People First Safety and Engagement Survey.	<b>4632</b> 28587	<b>23</b> 30	<b>16</b> 19	<b>23</b> 22	<b>23</b> 18	<b>15</b> 11	<b>2.91</b> 2.60	• ↓ 2.88	
<b>C18.</b> My workgroup has made progress on the goals set in our action planning process after the 2011 People First Safety and Engagement Survey.	<b>4413</b> 27264	<b>24</b> 30	<b>18</b> 20	<b>25</b> 24	<b>22</b> 18	<b>11</b> 8	<b>2.79</b> 2.53	• ↓ 2.79	

- **1st Unit: Vancouver Coastal**
- 2nd Unit: British Columbia Health Authority Overall

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# Vancouver Coastal Health

## Summary of Strengths and Opportunities Team Activity

In order to create great work environments, we need to focus on items that matter to us as a team. Before deciding on action plans, as a team, let's look at the highs and lows in our results. Which highs and lows have the greatest potential to impact our workgroup's environment? Identify six statements from the survey, three strengths and three opportunities below as a starting point. Capture the discussion.

<b>Strength</b>	<b>Opportunity</b>
Q:	Q:
Notes:	Notes:
<b>Strength</b>	<b>Opportunity</b>
Q:	Q:
Notes:	Notes:
<b>Strength</b>	<b>Opportunity</b>
Q:	Q:
Notes:	Notes:

## Strengths and Opportunities Worksheet

Refer to the suggested questions below to prompt meaningful dialogue to help you choose one strength and one opportunity from the previous page.

- Do the results of any of these questions surprise you?

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- What surprises you about them?

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- Do the results from the previous page reflect how you feel now?

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- What would a “5” look like on these items?

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- Can you think of things we can do to move our score closer to a 5? (Note: we do not have to work on this item if there are other results that are more important to our unit.)

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- Can our survey results be leveraged to augment other work we are doing or could be doing? (Note: The survey results don't have to become stand-alone work projects.)

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## Preparation for Action Planning

Please use this page to identify specific steps/actions you and your team can take to address the identified strength and opportunity.

Strength
<b>Q</b>
<input type="radio"/>
<input type="radio"/>
<input type="radio"/>
<input type="radio"/>
<input type="radio"/>
<input type="radio"/>

Opportunity
<b>Q</b>
<input type="radio"/>
<input type="radio"/>
<input type="radio"/>
<input type="radio"/>
<input type="radio"/>

## Accountability

### Accountability Index

Shown below is the "Accountability Index" for your workgroup compared to the Gallup Healthcare 75th percentile. This is a composite of the mean scores for the three accountability items.

**Groups that can raise this score have the best possible opportunity to increase engagement.**

■ 1st Unit 2013    ■ Gallup Healthcare 50th  
■ Gallup Healthcare 75th

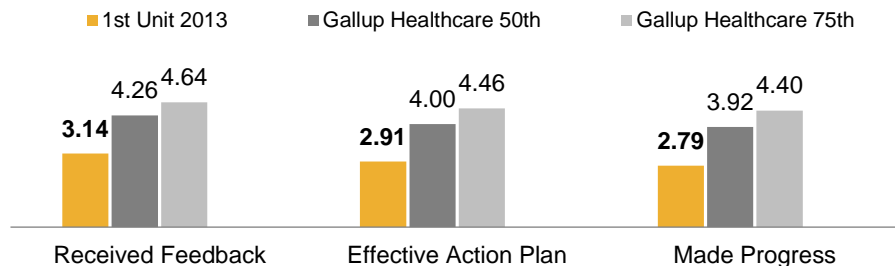


Workgroups whose index score for these three items is above Gallup Healthcare 75th percentile represent Gallup Healthcare's best practice workgroups on the Accountability Index.

- **If your score is higher than Gallup Healthcare 75th percentile, set a team goal to maintain or further increase the score by the next survey administration.**
- **If your score is below Gallup Healthcare 75th percentile, set a goal to raise your index score by the next survey administration.**

### Accountability Items

The three items listed below assess your team's experience with the Q<sup>12</sup> process. Plotted against engagement, scores on these items show the importance of using the information provided on your Q<sup>12</sup> report. When you follow through on team feedback and action planning, you increase the likelihood of obtaining higher levels of team engagement.



#### Received Feedback

Schedule a feedback session with the entire team to share the results of the survey. Hold additional meetings or hold one-on-one meetings with anyone who is unable to attend. Copies of the team scorecard should be available so everyone has survey results in hand during this session. Team discussion is encouraged during this meeting to better understand why the team responded the way they did to the survey.

#### Effective Action Plan

The entire team should continue their involvement in creating team action plans. Multiple meetings or one-on-one sessions may be required in order for all team members to be involved. Keep in mind that the action plan should be an item that the entire team works on — not an item for one person to complete. While an action plan should not be created for every item, all team members have the opportunity to share the item they are most interested in working on. Teams should discuss and debate the items. Ultimately, the team determines and creates the specific goals within the action plans.

#### Made Progress

Follow up on your plans. This item is the most predictive of engagement levels and improvement. Schedule team meetings at 30, 60, or 90 days to review the team's progress on commitments and actions. Discuss whether or not the plan is still valid and make any necessary changes to the plan. Remember that the action planning process is flexible to meet the needs of the team. Celebrate the successful completion of plans as a team.

## Resources and supports for Managers and Directors are available on VCH Connect under Employee Engagement, VCH People First Survey

### Resources

All these resources are available on the Intranet: VCH Connect>Employee Engagement>Scroll down to 2013 People First Survey

### Engagement/Safety/Quality Reading

12, The Elements of Great Managing, by Rodd Wagner & James K. Harter, Gallup Press; 2006 (book- available on loan contact VCHSafetyandEngagementSurvey@vch.ca)

Crossing the Quality Chasm - Institute of Medicine, 2001 (report)

Continuous Quality Improvement in Health Care - McLaughlin and Kaluzny (book)

First Break all the Rules: What the world's greatest managers do differently, by Marcus Buckingham and Curt Coffman, The Gallup Organization, 1999 (book)

Gallup on Employee Engagement (articles available through VCHSafetyandEngagementSurvey@vch.ca)

Getting the Board on Board: What Your Board Needs to Know about Quality and Patient Safety - The Joint Commission, 2011 (book)

The Checklist Manifesto: How to Get Things Right- Atul Gawande (book)

Understanding Patient Safety- Robert Wachter (book)

The Tipping Point- Malcolm Gladwell (book and articles)

Where Good Ideas Come From Steven Johnson (TED Talk), 2010 (video)

Where Good Ideas Come From – Steven Johnson (book), 2010 (book)

### Steps to Success for Managers: the 12 Elements\*

1. Knowing what's expected
2. Materials and equipment
3. The opportunity to do what I do best
4. Recognition and praise
5. Someone at work cares about me as a person
6. Someone at work encourages my development
7. My opinion seems to count
8. A connection with the mission of the company
9. Coworkers committed to doing quality work
10. A best friend at work
11. Talking about progress
12. Opportunities to learn and grow

\*From First, Break All the Rules: what the world's greatest managers do differently, by Marcus Buckingham and Curt Coffman, Simon & Schuster, publishers; ©The Gallup Organization 1999

### Summary of Q<sup>12</sup>® Results

1st Unit: [1st Unit]

Total n: 12

Workgroup that this report was generated for

Results from this workgroup's last administration of Q<sup>12</sup>

The workgroup's average score on a 5-point scale on the Q<sup>12</sup> items

The score in Gallup's Healthcare database above which 50% of all healthcare workgroups scored

The score in Gallup's Healthcare database above which 25% of all healthcare workgroups scored

**GrandMean**  
Mean (Average) Score

**Overall Satisfaction**  
Top Box (% 5)

**Gallup Q<sup>12</sup>®**  
Top Box (% 5)

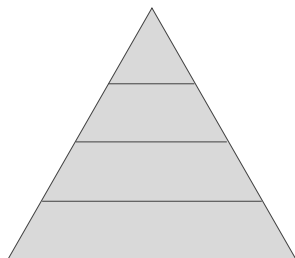
The Q<sup>12</sup> items do not include Overall Satisfaction.

The percentage of the population that answered the item with Strongly Agree or "5"

**Accountability Index**  
Mean (Average) Score

**VCH Safety Index**  
Mean (Average) Score

### Engagement Scores



The percentage of respondents who answered "5" to the items that fall into this particular stage of the Engagement Hierarchy

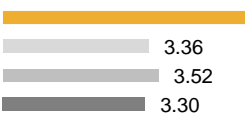
	1st Unit		Comparison	
	2013	2011	Gallup Healthcare 50th %	Gallup Healthcare 75th %
GrandMean	3.37	3.23	4.11	4.44
Overall Satisfaction	17%	10%	38%	58%
Learn & grow	33	40	50	68
Progress	25	36	51	71
Best friend	17	0	42	60
Employees committed to quality	17	11	48	67
Mission/Purpose	17	45	50	69
Opinions count	13	27	33	55
Development	33	10	44	64
Cares about me	25	10	57	75
Recognition	0	27	40	60
Opportunity to do best	8	27	50	67
Have materials & equipment	20	11	43	63
Know what's expected	17	9	66	80
Accountability Index	3.37	3.23	4.04	4.47
VCH Safety Index	3.37	3.23		
How can we grow?	29	38	51	70
Do I belong?	16	21	43	63
What do I give?	17	19	48	67
What do I get?	19	10	55	72

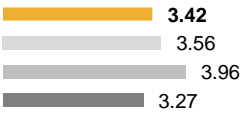
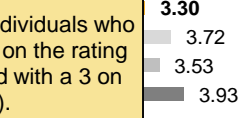
Accountability Index Score not shown if any of the three accountability items has n < 5. VCH Safety Index Score not shown if any of the fifteen safety items has n < 5. Item data not shown if n < 5. Workgroup data not shown to protect confidentiality.

### Gallup Item Details

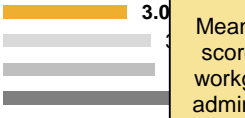
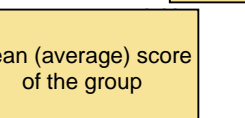
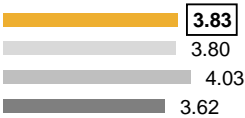
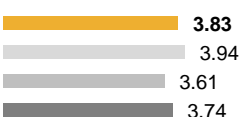
The number of people who responded to the item. Sample sizes may vary because some people may have chosen not to answer an item.

#### Overall Satisfaction and Gallup Q<sup>12®</sup> Items

	Sample Size	Ext. Dissatisfied Strongly Disagree			Ext. Satisfied Strongly Agree		Mean (Average) Score	
		% 1	% 2	% 3	% 4	% 5	2013	2011
<b>Overall Satisfaction</b>								
<b>Q00.</b> How satisfied are you with Vancouver Coastal Health as a place to work?	<b>12</b> 50 612 4368	<b>0</b> 6 2 2	<b>25</b> 14 11 7	<b>25</b> 28 29 23	<b>33</b> 42 47 47	<b>17</b> 10 10 22	 <b>5.00</b>	<b>3.10</b> 3.23 3.25 3.26

	Sample Size	Ext. Dissatisfied Strongly Disagree			Ext. Satisfied Strongly Agree		Mean (Average) Score	
		% 1	% 2	% 3	% 4	% 5	2013	2011
<b>Grow</b>								
<b>Q12.</b> This last year, I have had opportunities at work to learn and grow.	<b>12</b> 50 605 4477	<b>0</b> 6 2 14	<b>25</b> 10 6 13	<b>25</b> 22 13 24	<b>33</b> 46 58 30	<b>17</b> 16 22 19	 <b>3.42</b>	<b>3.45</b> 3.43 3.42 3.42
<b>Q11.</b> In the last six months, someone at work has talked to me about my progress.	<b>10</b> 50 609 4506						 <b>3.30</b>	<b>3.56</b> 2.68 3.32 3.85

The percentage of the total number of individuals who answered the item with a 1, 2, 3, 4, or 5 on the rating scale. So, 25% of the people responded with a 3 on item 12 (12 \* .25 = 3 people).

	Sample Size	Ext. Dissatisfied Strongly Disagree			Ext. Satisfied Strongly Agree		Mean (Average) Score	
		% 1	% 2	% 3	% 4	% 5	2013	2011
<b>Belong</b>								
<b>Q10.</b> I have a best friend at work.	<b>12</b> 50 608 4504	<b>17</b> 10 4 4	<b>8</b> 6 17 7	<b>42</b> 36 24 21	<b>25</b> 32 40 36	<b>8</b> 16 15 32	 <b>3.0</b>	<b>3.09</b> 3.21 3.30 3.31
<b>Q09.</b> My associates or fellow employees are committed to doing quality work.	<b>12</b> 50 606 4264	<b>0</b> 8 14 17	<b>25</b> 16 19 15	<b>50</b> 28 13 21	<b>25</b> 38 33 23	<b>0</b> 10 20 26	 <b>3.09</b>	<b>3.25</b> 3.25 3.28
<b>Q08.</b> The mission or purpose of my organization makes me feel my job is important.	<b>12</b> 50 603 4411	<b>0</b> 2 3 12	<b>8</b> 10 5 11	<b>25</b> 24 15 15	<b>42</b> 34 45 26	<b>25</b> 30 33 36	 <b>3.83</b>	<b>3.20</b> 3.03 3.38 3.45
<b>Q07.</b> At work, my opinions seem to count.	<b>12</b> 50 608 4368	<b>8</b> 4 5 2	<b>0</b> 6 13 7	<b>25</b> 16 21 23	<b>33</b> 40 43 47	<b>33</b> 34 19 22	 <b>3.83</b>	<b>2.80</b> 3.01 3.28 3.85

Mean (average) score from this workgroup's last administration of Q<sup>12®</sup>

Mean (average) score of the group

■ GM=3.37, 1st Unit: [1st Unit]

■ GM=3.54, 2nd Unit: [2nd Unit]

■ GM=3.60, 3rd Unit: [3rd Unit]

■ GM=4.00, 4th Unit: [4th Unit]

• Item data % 1 - % 4 not shown when n < 10, % 5 and means when n < 5. Workgroup data not shown to protect confidentiality.

↑↓ Meaningful growth or decline (0.20 mean change)