

# 2013 Vocational Rehabilitation Climate Survey

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## Final Report

**Bureau of Planning and Performance - Continuous Improvement Unit**

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## TABLE OF CONTENTS

Executive Summary and Recommendations.....	iii
Introduction.....	1
Interpretation of Tables..	2
Methodology .....	3
Climate Survey Item Comparison .....	4
Demographics.....	6
Vocational Rehabilitation Overall.....	11
Headquarters Results .....	16
Field Services Results.....	23
Headquarters and Field Services Comparison .....	41
Findings and Recommendations Linked to Strategic Plan .....	47

## EXECUTIVE SUMMARY AND RECOMMENDATIONS

The Florida Division of Vocational Rehabilitation (VR) has conducted employee climate surveys approximately every two years since 2002. During January 2013, VR conducted a division-wide employee climate survey, with a response rate of approximately 80%. Analysis was conducted for VR Overall, VR Headquarters, and VR Field Services. There was a great deal of convergence regarding *what is working well*. First, VR HQ Leadership should continue to advance VR's mission and goals. Additionally, VR employees should continue to focus on the mission and vision of VR, and to support the process of helping individuals with disabilities reach their employment goal. These factors helped employees to:

- Be proud of what VR does to help people;
- Meet the expectations of customers;
- Identify what must be done to successfully complete job duties;
- Understand how individual performance contributes to VR's success; and
- Identify customer successes and participate in team activities that impact customer services and improve performance.

Based on survey results, there are also overall *recommendations for improvement*. VR should improve the processes for on-boarding, mentoring, training, career-pathing, leadership development, and succession management for all VR employees. VR teams are currently in the process of implementing a Learning Management System (LMS), which will provide structured support for:

- Increased opportunities for career advancement that would provide employees higher pay;
- Improved training provided by VR;
- Continuation of a positive VR work environment; and
- Continuation of employees positive feelings about VR as a place to work.

Additionally, VR should promote the use of multiple flex-scheduling options for employees, in order to support them in balancing their work life and personal life. This must take place within the allowable Department of Education (DOE) framework.

What follows are *additional recommendations for improvement, based on unique results provided by Headquarters and Field Services staff*.

## HEADQUARTERS

- VR Headquarters should continue to improve work location accommodations and accessibility, including facilities, technologies, programs and communications.
  - VR will complete the successful transition HQ offices from Old St. Augustine Road to the Southwood location. In addition, VR HQ staff will continue to work with DOE leasing to ensure that HQ's Southwood location and VR field offices provide adequate accommodations for accessibility.
- VR HQ should continue to improve communication across the division. This includes improving the effectiveness of communications relating to policy changes, progress on major strategic projects, and other key events. VR should increase the transparency of decision-making, increase opportunities for two-way communication between the field and HQ, and increase opportunities for employees to participate in activities designed to improve business processes. VR should use the VRiNet to more effectively share such information across the division.
- VR Headquarters supervisors should provide continuous and useful feedback to employees about their job performance. VR should continue to provide training to supervisors and implement the leadership development curriculum. This can assist in improving communication to employees about how work habits impact performance, behaviors that enhance or prevent employee career advancement, and the attainment of professional and performance goals.

## FIELD SERVICES

- The Bureau of Planning and Performance should work with Field Services to coordinate and conduct core process design and improvement projects to identify and eliminate unnecessary steps/requirements in the process. In addition, the Bureau will analyze factors that contribute to employee turnover.
- Training and work experiences should be offered to enhance employee perceptions of emotional safety in the work environment. The Division may reduce work stress and improve the emotional safety of the work environment by:
  - Improving the business processes;
  - Encouraging employee autonomy;
  - Encouraging the use of flex-scheduling;

- Increasing employee recognition;
  - Providing useful feedback to employees; and
  - Revising employee performance evaluation expectations to consider the current trends and economic conditions, so that goals are more attainable.
- The division should implement an approach for VR employees to provide input into the organizational work processes and encourage employees to identify better ways of doing things at work. In addition, employees should be encouraged to participate in team activities that impact customer services and improve performance.
  - VR leadership will encourage HQ senior leaders to spend more time in the field throughout the state (e.g., visit work units while traveling).
  - HQ and Area Leadership should consider revising performance expectations, because the current economic status negatively affects the number of people with disabilities obtaining employment. Area Leadership should conduct meetings that focus on how to improve performance, as opposed to meeting specific production goals.
  - A workgroup might explore ways to decrease the number of individuals accepted for services with VR that have no intention of obtaining employment. For some, better information about VR's mission and vision at the time of application might be helpful, but others are referred by attorneys or friends for the specific purpose of obtaining assessments or services they might not otherwise obtain. This is frustrating for field staff, and negatively impacts their performance.

**Additional solutions that will lead to increased satisfaction and better customer outcomes can be identified through local work groups. People who do the work often have the best ideas about how to improve it, and we anticipate much involvement by staff in finding these solutions during the coming year.**

## INTRODUCTION

The Florida Division of Vocational Rehabilitation (VR) has conducted employee climate surveys approximately every two years since 2002. Employee climate surveys are studies of employees' perspectives of an organization. They address satisfaction and concerns that help the organization make positive changes, identifying possible solutions for high staff turnover, poor communication, or low productivity. Climate surveys also give VR employees a voice to assist in making necessary changes to the organization. VR leadership, in turn, must communicate climate survey results with employees. VR leaders must also ensure that changes made as a result of climate survey are positive and beneficial to VR employees, customers, and other stakeholders. Additionally, VR climate surveys can set benchmarks for future surveys, which will allow more in-depth comparative analysis.

During January 2013, VR conducted a division-wide employee climate survey. A total of 1,007 surveys were distributed, and 809 surveys were completed – a response rate of 80%. VR used online survey software designed to ensure confidentiality of employee responses. The VR employee newsletter and emails were used to notify employees of the survey, and employees used a secure link to access and complete the survey.

The survey consisted of 46 items, which respondents rated on a 4-point scale of agreement (Strongly Disagree = 1; Somewhat Disagree = 2; Somewhat Agree = 3; Strongly Agree = 4). Each item also had a “Not Applicable” response option. Employees had the opportunity to provide written feedback regarding specific climate items. The survey also included two open-ended questions requesting feedback on the most satisfying and most dissatisfying aspects of working for VR.

Four methods were used to analyze the climate results by sections of VR (the division overall, headquarters (HQ), and the field). These methods were demographic, quadrant, regression, and text analyses. Analysis of each section focused on items indicating most satisfaction and most dissatisfaction, items that have the most potential to improve overall satisfaction, and items determined to be the most important drivers of overall satisfaction. Following the analyses is a chart linking the findings and recommendations linked to the VR Strategic Plan.

## INTERPRETATION OF TABLES

The tables throughout this report show average satisfaction scores and the percent satisfied. Individual items are compared using total average scores and percent satisfied for the areas and bureaus. Analysis of bureaus only includes HQ personnel and analysis of areas includes all personnel who work in the field (not just Field Services personnel). Numbers in parenthesis throughout this report reference the survey item number, unless otherwise noted.

“Overall satisfaction” (42) is presented in the quadrant analysis tables so readers can compare overall satisfaction between the areas, bureaus, and other quadrant items. It is important to remember that “overall satisfaction” (42) is not a quadrant item, rather, it is the reference item influenced by the quadrant items.

There are also a series of tables that may have an asterisk next to a score, which indicates a statistically significant difference. Statistical significance at the .05 level means the resulting difference has a 95% chance of being a real, true difference and a 5% or less chance of not being a real, true difference. Therefore, the result is not likely to have happened by chance. Even though significance shows that a real difference is likely to exist, managers looking at the data should consider other influences, contexts, and specific events prior to taking action on a specific item (e.g., implementation of Order of Selection, spike in counselor caseloads, implementation of a new law or regulation, major changes in local economic conditions, extremely high local employee turnover rates, major failure of technological support, catastrophic weather events, etc.).

The 2013 climate survey was analyzed using four types of analysis that include: 1) demographic analysis; 2) quadrant analysis; 3) regression analysis; and 4) text analysis.

Demographic analysis was conducted to study the population and culture of VR employees. Demographic analysis identifies trends in characteristics and statistically significant differences in the VR employee population over time.

Quadrant analysis was conducted to focus on items that have the most potential to improve overall satisfaction. Quadrant analysis identifies items that have a higher correlation with overall satisfaction, but have below average scores in satisfaction. Identifying and addressing those items provide good opportunities to improve overall satisfaction and positively impact organizational climate.

Regression analysis was conducted to determine the statistically significant items that are important drivers of overall satisfaction. Regression analysis is considered to be an accurate predictor of importance for overall satisfaction, because it attempts to determine the strength of the relationship between “overall satisfaction” (42) and other items to explain or predict the outcome of overall satisfaction. Items in the regression analysis were ranked by importance according to their contribution as drivers of the “overall satisfaction” (42) score.

Text (qualitative) analysis was conducted using a computer program specifically designed to code and compile employee comment patterns. Employee comment themes were then determined for the aggregated data. The text analysis was also used to provide validation to statistical analyses, as the results converged.

## CLIMATE SURVEY ITEM COMPARISON

In 2013, a total of 1,007 surveys were distributed and 809 surveys were completed, representing an approximate overall response rate of 80%. This is a 19% increase from the 2010 response rate of 67%. The average overall satisfaction score for all VR employees was 3.36, with 87% indicating agreement, or strong agreement, with the statement “Overall, I am satisfied with VR as a place to work” (42).

Thirty survey items were new or significantly reworded from the previous survey, in order to improve the analysis of elements related to overall satisfaction. There were 16 survey items comparable to the 2010 survey. Of the 16 survey items, 13 (81%) showed improvement in the 2013 survey.

Table 1 (see page 5) shows the results for all survey items compared with climate survey results since 2003. The far right column indicates the percentage change from 2010 to the current survey. Items added since 2010 are labeled as “NA” in the percent change column. Satisfaction is inferred by the degree employees “somewhat agree” or “strongly agree” for each climate survey item. Percentages were calculated to include the combination of employees who somewhat agreed or strongly agreed.

Over time, VR employees have indicated that they are increasingly satisfied with VR as a place to work (42). In 2013, the overall satisfaction rate was 87%. Employees were most satisfied with “being proud of what VR does to help people” (20), at 97%, “identifying what must be done to successfully complete job duties” (28), at 97%, and “knowing what to do to meet expectations of customers . . .” (2), at 97%. Employees were least satisfied with “opportunities for career advancement” (15), at 69%, “achieving a work/personal life balance” (34), at 76%, and “fair compensation for job duties” (10), at 32%.

The greatest percent change increase was “VR’s organizational values . . . are promoted by Headquarters Senior Leadership Team” (30), at 11%. This increase followed a 2% decrease in 2010. The greatest percent change decrease was the ability to “achieve a work/personal life balance” (34), at -2%.

**Table 1: Climate Survey Items Comparison**

Item #	2013 VR Climate Survey Items	2003	2005	2007	2010	2013	Percent Point Difference 2010/2013	Percent Change
1	I have the equipment and resources necessary to perform quality work.	62.50%	61.40%	74.88%	79.06%	82.66%	3.60%	4.55%
2	I know what I need to do to meet the expectations of my customers (those who use my products/services).	89.20%	96.10%	97.02%	96.81%	96.71%	-0.10%	-0.11%
3	I am encouraged to use my skills to perform my work.					90.78%	NA	NA
4	My work location provides adequate accommodations for accessibility.					85.34%	NA	NA
5	My supervisor promotes a work environment that fosters trustworthy relationships.		69.70%	75.67%	77.99%	82.75%	4.76%	6.10%
6	I feel encouraged to come up with new and better ways of doing things at work.					77.37%	NA	NA
7	VR communications, such as the VR Employee Newsletter and VR-Inet, enable me to stay informed about news and events within VR.	59.30%	77.20%	83.99%	90.12%	94.57%	4.45%	4.94%
8	In the past 2 years, VR has provided me opportunities to learn and grow.					83.61%	NA	NA
9	My supervisor promotes a work environment that fosters productivity.		69.70%	75.67%	82.63%	84.97%	2.34%	2.83%
10	The salary and benefits I receive are fair compensation for my job duties.					31.92%	NA	NA
11	I am satisfied with the training provided by VR.					77.19%	NA	NA
12	My supervisor provides clear and consistent expectations regarding my job duties.	74.80%	79.90%	84.46%	83.92%	86.79%	2.87%	3.42%
13	I regularly receive useful feedback about my job performance.					81.46%	NA	NA
14	I participate in making decisions that affect how I perform my job duties.					79.29%	NA	NA
15	VR provides employees with opportunities for career advancement and promotion.					68.67%	NA	NA
16	Overall, decisions by VR Headquarters Senior Leadership Team are based on that which advances our mission and goals.		62.70%	76.30%	83.92%	86.36%	2.44%	2.90%
17	My work environment is physically safe.					81.94%	NA	NA
18	My work environment is emotionally safe.					77.44%	NA	NA
19	VR's strategic plan goals and initiatives have been communicated to me.	66.80%	80.20%	84.46%	88.02%	92.55%	4.53%	5.15%
20	I am proud of what VR does to help people.					97.29%	NA	NA
21	I am afforded the decision-making autonomy I need to do my job well.					84.49%	NA	NA
22	VR Headquarters Senior Leadership Team has set realistic performance expectations.					79.86%	NA	NA
23	The resources (information, people, answers, decisions) necessary to effectively perform my job duties are available when I need them.					82.86%	NA	NA
24	My supervisor, or someone at work, seems to care about me as a person.					89.83%	NA	NA
25	I receive recognition (formal or informal) for doing good work.					82.65%	NA	NA
26	I am part of a team at work.					89.44%	NA	NA
27	In my work unit, we ask the people who use our products and services (our internal and external customers) what they require from us.					91.78%	NA	NA
28	I can identify what I must do to successfully complete my job duties.	88.60%	91.50%	94.03%	96.81%	96.75%	-0.06%	-0.07%
29	Someone at work encourages my development.	68.40%	67.80%	73.94%	77.09%	83.66%	6.57%	8.52%
30	VR's organizational values (Respect, Integrity, Teamwork, Customer Service, and Continuous Learning & Continuous Improvement) are promoted by Headquarters Senior Leadership Team.		71.70%	82.57%	80.46%	89.63%	9.17%	11.40%
31	In my work unit, cooperation between employees is encouraged.					87.99%	NA	NA
32	VR's mission and vision make me feel that my job is important.					94.09%	NA	NA
33	VR Headquarters Senior Leadership Team promotes ethical behavior.		71.70%	82.57%	88.80%	92.73%	3.93%	4.42%
34	My workload enables me to balance my work and personal life.				77.69%	75.98%	-1.71%	-2.20%
35	My work environment allows me opportunities to develop friendships.					86.13%	NA	NA
36	I understand how my individual performance contributes to VR's success.	73.90%	82.00%	90.11%	95.15%	96.35%	1.20%	1.26%
37	My input seems to matter when I provide it at work.					79.10%	NA	NA
38	My coworkers are committed to doing quality work.					89.21%	NA	NA
39	In my work unit, we regularly use data and information to improve performance.				83.46%	89.09%	5.63%	6.75%
40	I am encouraged to take initiative in my work unit.					85.58%	NA	NA
41	New employees receive a useful orientation to VR.					81.77%	NA	NA
42	Overall, I am satisfied with VR as a place to work.	66.30%	66.50%	77.39%	86.12%	87.01%	0.89%	1.03%
A1*	VR's organizational values (Respect, Integrity, Teamwork, Customer Service, and Continuous Learning & Continuous Improvement) are promoted by my Area's Leadership Team.					84.36%	NA	NA
A2*	Overall, decisions by my Area's Leadership Team are based on that which advances our mission and goals.					78.25%	NA	NA
A3*	My Area's Leadership Team promotes ethical behavior.					87.61%	NA	NA
A4*	My Area's Leadership Team has set realistic performance expectations.					84.58%	NA	NA

\*Denotes Area items only

## DEMOGRAPHICS

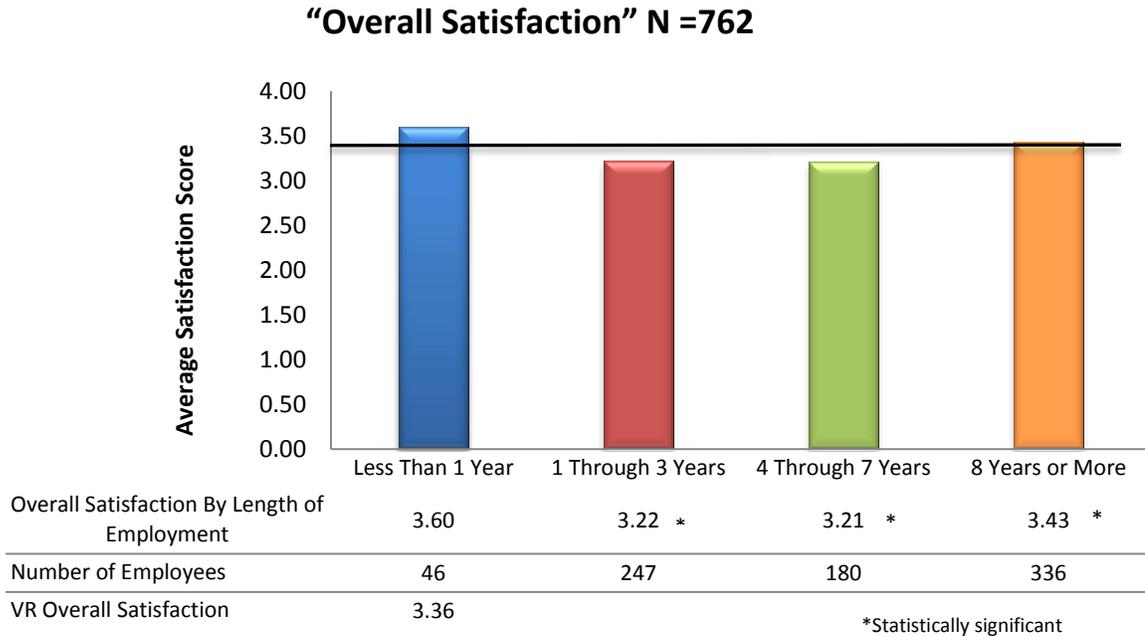
Demographics describe the characteristics of employees who responded to the climate survey and may influence how employees respond to the survey. Additionally, changes in demographics might have helped explaining changes in the climate survey from 2010 to 2013. However, little change in demographics occurred from 2010 to 2013. The demographics analysis only considered 762 employees (80% of all VR employees) who answered the item pertaining to “overall satisfaction” (42).

Note that the analysis of “Length of Service as a VR Employee” is based on a comparison of each service-length group to the overall average satisfaction score. All other demographics analyses are based on between-group comparisons (e.g., comparisons between males and females; comparisons between different age groups).

## Length of Service as a VR Employee

Figure 1 is a comparison of overall satisfaction by length of service as a VR employee. The black line on the chart shows the average VR “overall satisfaction” score (3.36). The chart shows that employees who served less than one year were most satisfied. Employees who served from one to seven years were less satisfied. This mirrors the pattern from the 2010 Climate Survey. All groups except those who served less than one year had statistically significant differences from the overall average satisfaction score.

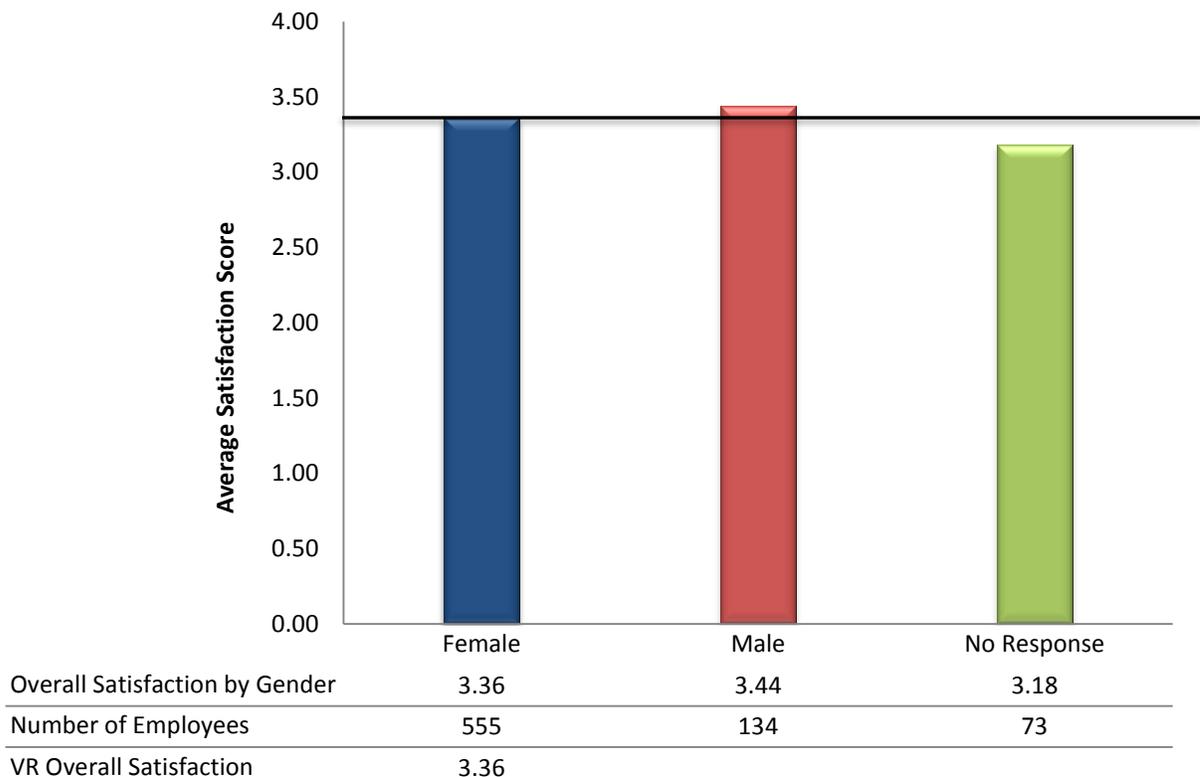
**Figure 1: Average Satisfaction Score by Length of Employment Compared to VR**



## Gender

Figure 2 is a comparison of overall satisfaction by gender of VR employees. The back line on the chart shows the average VR “overall satisfaction” score (3.36). The chart shows that the female satisfaction score was exactly the same as the “overall satisfaction” (3.36) score. The average satisfaction score for males was higher than average, while individuals who did not list a gender had a below average satisfaction score. This mirrors the pattern from the 2010 Climate Survey. There were no statistically significant differences in average satisfaction between males and females. However, the average satisfaction score for males was significantly different than employees who did not list a gender.

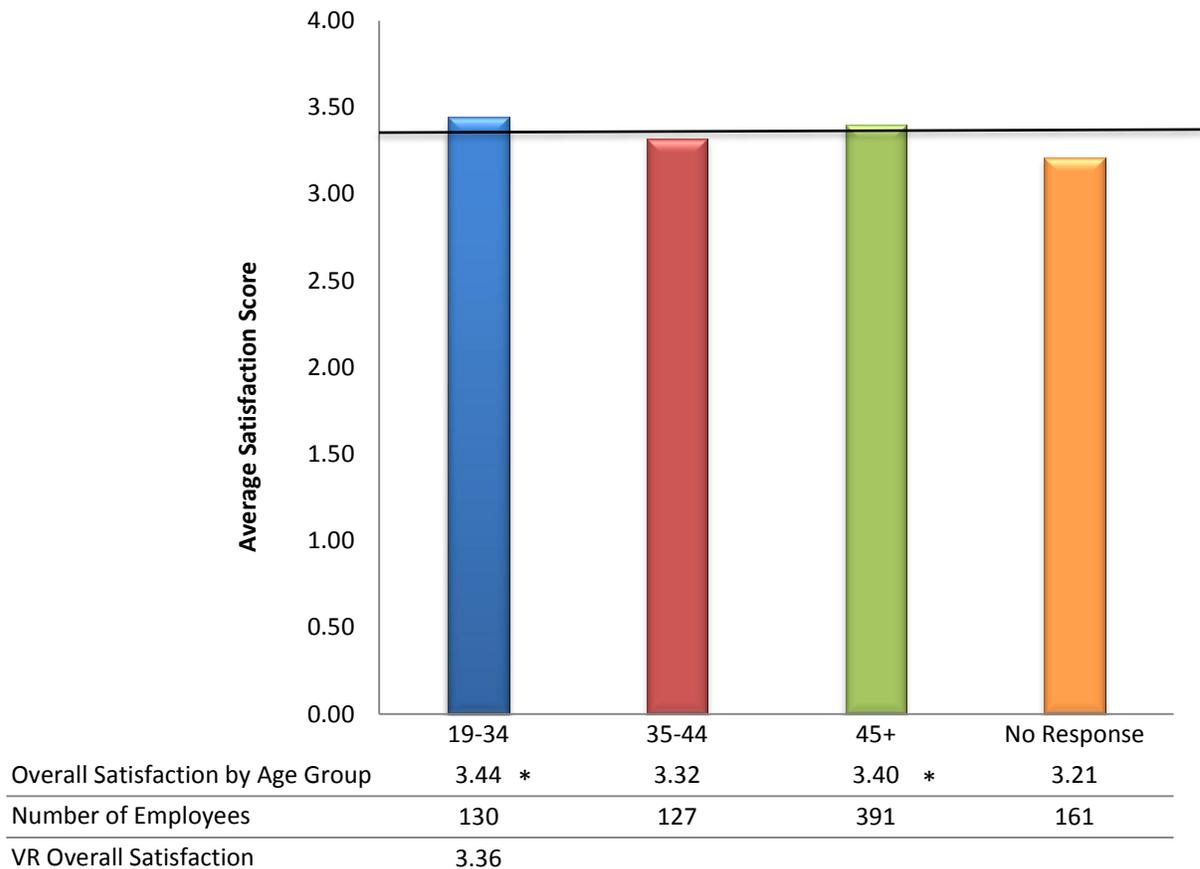
**Figure 2: Average Satisfaction Score by Gender Compared to VR “Overall Satisfaction” N=762**



## Age

Figure 3 is a comparison of overall satisfaction by age of VR employees. The black line shows the average VR “overall satisfaction” score (3.36). The chart shows that individuals between the ages 19 and 34 were most satisfied, followed by those who were 45 or older. Employees between the ages 35 and 44 were less satisfied. Those who did not answer the age question were least satisfied. This is different from the 2010 Climate Survey where individuals age 45 or older were the most satisfied group. Employees in age categories between 19 and 34, and 45 or older, showed statistically significant differences in overall average satisfaction in comparison to the “No Response” group.

**Figure 3: Average Satisfaction Score by Age Group Compared to VR “Overall Satisfaction” N=762**



\*Statistically significant

## Non-Supervisors/Supervisors

Table 2 is a comparison of average satisfaction for supervisors and non-supervisors. Supervisors were more satisfied than non-supervisors, with a difference of 0.34 points. This pattern is similar to the 2010 Climate Survey. Supervisors and non-supervisors had significantly different average satisfaction scores from each other.

**Table 2: Average Satisfaction Score by Supervisor Category**

Categories	Average Overall Satisfaction	N
Non-Supervisors	3.32*	675
Supervisors	3.66*	87

N = Total responses to overall satisfaction

\*Statistically significant

## Education

Table 3 is a comparison of average satisfaction by education level. Education was not a significant or effective predictor of average satisfaction; therefore, caution should be applied in considering the impact of education in satisfaction. Generally, employees who had lower levels of education were more satisfied than those who had higher levels of education. In 2010, the patterns were somewhat different; employees with a graduate degree were the second most satisfied group. The results of the current survey indicate that employees with graduate degrees were the third most satisfied group.

**Table 3: Average Satisfaction Score by Education Level**

Categories	Average Overall Satisfaction	N
High School Education or Equivalent	3.51	51
Some College	3.46	138
Graduate Degree	3.35	307
Bachelor's Degree	3.34	139
No Response	3.22	55
Some Graduate Education	3.22	72

N = Total responses to overall satisfaction

## VOCATIONAL REHABILITATION OVERALL

Data from the VR overall analysis was used to identify the most satisfied and least satisfied average satisfaction scores and to conduct a quadrant analysis to identify items that have the most potential to improve overall satisfaction. All statistical analyses findings are supported with text analysis, based on comment themes.

Table 4 shows the average satisfaction score sorted by most to least satisfied. Overall, employees were satisfied with VR as a place to work (42), with a score of 3.36 (highlighted in yellow). Two common themes resulting from the text analysis of “overall satisfaction” (42) were: 1) employees like VR as a place to work; and 2) the pay is too low.

**Table 4: VR Overall Average Satisfaction Scores Sorted by Most to Least Satisfied**  
**N = 809**

Item #	Item Description	Score
20	Proud of what VR does	3.81
2	Meet expectations of customers	3.77
36	Individual performance contributes success	3.70
28	Successfully complete job duties	3.70
33	Ethical behavior is promoted by HQ Leadership	3.63
32	Feel job is important	3.63
3	Encouraged to use skills	3.59
24	Someone at work cares about me	3.55
27	Unit asks for customer requirements	3.53
7	Enabled to stay informed about news and events	3.53
26	I am part of a team	3.49
19	VR strategic plan has been communicated to me	3.49
38	Coworkers are committed to doing quality work	3.46
31	Cooperation between employees is encouraged	3.46
30	Organizational values are promoted by HQ Leadership	3.45
39	Regularly use data to improve performance	3.44
12	Clear & consistent expectations	3.42
9	Environment fosters productivity	3.42
4	Adequate accommodations for accessibility	3.41
40	Encouraged to take initiative	3.40
42	Overall satisfaction	3.36

Item #	Item Description	Score
5	Environment fosters trustworthy relationships	3.36
17	Environment is physically safe	3.34
29	Encourages my development	3.31
21	Autonomy to do job well	3.31
16	HQ Leadership advances mission and goals	3.30
8	VR provided opportunities to learn & grow	3.28
13	Receive useful feedback	3.27
41	Receive useful orientation to VR	3.25
35	Opportunities to develop friendships	3.25
25	Receive recognition	3.25
1	Resources necessary to perform quality work	3.23
23	Resources are available when needed	3.21
14	Participate in decision making	3.19
37	Input seems to matter	3.18
22	VR HQ Leadership set realistic expectations	3.13
18	Environment is emotionally safe	3.12
6	Encouraged to think of better ways to do things	3.12
34	Enable to balance work/personal life	3.10
11	Satisfied with training provided by VR	3.09
15	Opportunities for career advancement	2.92
10	Fair compensation for job duties	1.99

In Table 4, employees were most satisfied with “being proud of what VR does” (20) with a score of 3.81, “meeting the expectations of customers” (2), with a score of 3.77, “understanding how individual performance contributes to VR’s success” (36), and “identify what must be done to successfully complete job duties,” with scores of 3.70. Employees were least satisfied with “training provided by VR” (11), with a score of 3.09, “opportunities for career advancement” (15), with a score of 2.92, and “fair compensation for job duties” (10), with a score of 1.99.

The text analysis below is from the open-ended questions asking employees what they like most and least about working for VR. Analyses of text responses make it possible to replicate best practices and to focus on items that have the most impact on overall satisfaction.

All VR employees responded they were most satisfied with the following aspects about working for VR:

- **Helping people (referenced 551 times)** - was focused on the mission of VR and supporting the goal or process of helping individuals with disabilities reach their employment goals. Helping people was mentioned in almost every response as what employees like most about VR.
  - **Coworkers (referenced 72 times)** - were mentioned based on friendships in the workplace, e.g., that there was a “team” atmosphere, or that VR was like “family.” This theme was typically tied to a positive work environment.
  - **Work environment (referenced 30 times)** - was based on positive references about employees’ supervisors or coworkers. Work environment here was tied to an overall view of happiness and positive experience in the workplace.

All VR employees responded that they were least satisfied with the following aspects of working for VR:

- **Pay (referenced 276 times)** - based on the lack of pay raises, 3% taken out of salary for benefits, and the lack of cost of living adjustments (COLA).
- **Promotional opportunities (referenced 36 times)** - typically mentioned with pay. Employees were dissatisfied with not receiving bonuses or COLAs, and that there were limited career advancements that would provide employees higher pay.

Figure 4 is a quadrant analysis conducted to identify items that have the most potential to improve overall satisfaction. Items in the quadrant analysis are referenced as “Northwest”

quadrant items (colored gray), because these items appear in the upper-left quadrant of the graph. In order for an item to appear in the “Northwest” quadrant, the item must meet two requirements: the item must have a higher correlation with overall satisfaction, and have a below average score in satisfaction.

**Figure 4: VR Overall Quadrant Analysis**

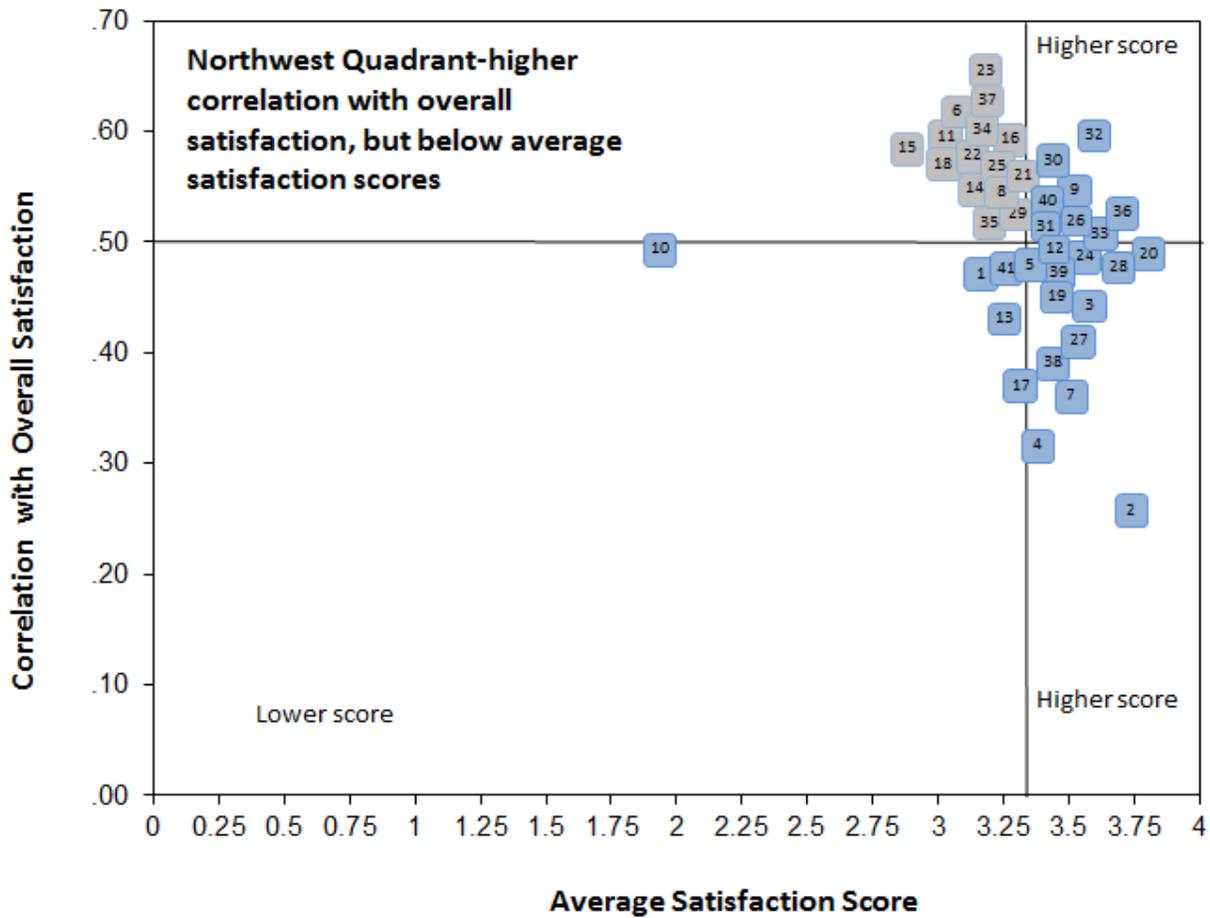


Table 5 below shows the “Northwest” quadrant item scores sorted in descending order and the percent satisfied. The quadrant analysis identified “opportunities for career advancement” (15), with a score of 2.92, at 69%, “training provided by VR” (11), with a score of 3.09, at 77%, and “achieving a work/personal life balance” (34), with a score of 3.10, at 76%, as items that have the most potential to improve overall satisfaction.

**Table 5: VR Overall Quadrant Analysis Items of Average Satisfaction Scores and Percent Satisfied (N = 809)**

Item #	Item Description	Avg. Score	% Satisfied
42	Overall satisfaction	3.36	87%
21	Autonomy to do job well	3.31	84%
29	Encourages my development	3.31	84%
16	HQ Leadership advances mission and goals	3.30	86%
8	VR provided opportunities to learn & grow	3.28	84%
35	Opportunities to develop friendships	3.25	86%
25	Receive recognition	3.25	83%
23	Resources are available when needed	3.21	83%
14	Participate in decision making	3.19	79%
37	Input seems to matter	3.18	79%
22	VR HQ Leadership set realistic expectations	3.13	80%
18	Environment is emotionally safe	3.12	77%
6	Encouraged to think of better ways to do	3.12	77%
34	Enable to balance work/personal life	3.10	76%
11	Satisfied with training provided by VR	3.09	77%
15	Opportunities for career advancement	2.92	69%

### Summary – VR Overall

VR had an “overall satisfaction” (42) score of 3.36, with a satisfaction rate of 87%. Text analysis responses from “overall satisfaction” (42) indicated that employees like VR as a place to work, however, the pay is too low.

Employees were most satisfied with “being proud of what VR does” (20), “meeting the expectations of customers” (2), “how individual performance contributes to success” (36), and

“identify how to successfully complete job duties” (28). Text analysis responses regarding what employees like most about working for VR were helping people, their coworkers, and work environment.

Employees were least satisfied with “training provided by VR” (11), “opportunities for career advancement” (15), and “fair compensation for job duties” (10). Text analysis responses regarding what employees like least about working for VR were pay and promotional opportunities.

Items identified as having the most potential to improve overall satisfaction were “opportunities for career advancement” (15), “training provided by VR” (11), and “achieving a work/personal life balance” (34).

## HEADQUARTERS RESULTS

Data for the HQ analysis was used to identify the most satisfied and least satisfied average scores and to conduct a quadrant analysis to identify items that have the most potential to improve overall satisfaction. The findings are supported with text analysis, based on comment themes. Due to the lower number of HQ employees (N = 102), compared to Field Services employees (N = 707), there was less depth to the quantitative and text data. Therefore, Field Services employees drive the overall organizational climate, because there are many more employees in the field.

Table 6 shows the average satisfaction scores sorted by most to least satisfied. HQ had an average “overall satisfaction” (42) score of 3.70 (highlighted in yellow). Text analysis responses from “overall satisfaction” (42) indicated that HQ employees like working for VR; however, the pay is too low. There were only six comments provided for the “overall satisfaction” (42) item, and it is not possible to generalize these themes to all HQ employees, due to the limited number of comments.

**Table 6: HQ Average Satisfaction Scores Sorted by Most to Least Satisfied**

**N = 102**

Item #	Item Description	Score	Item #	Item Description	Score
20	Proud of what VR does	3.90	7	Enabled to stay informed about news and events	3.49
2	Meet expectations of customers	3.80	14	Participate in decision making	3.49
4	Adequate accommodations for accessibility	3.79	5	Environment fosters trustworthy relationships	3.48
24	Someone at work cares about me	3.72	12	Clear & consistent expectations	3.48
42	Overall satisfaction	3.70	30	Organizational values are promoted by HQ Leadership	3.47
36	Individual performance contributes success	3.69	40	Encouraged to take initiative	3.47
28	Successfully complete job duties	3.68	18	Environment is emotionally safe	3.46
32	Feel job is important	3.68	6	Encouraged to think of better ways to do things	3.45
33	Ethical behavior is promoted by HQ Leadership	3.68	16	HQ Leadership advances mission and goals	3.44
17	Environment is physically safe	3.65	19	VR strategic plan has been communicated to me	3.44
26	I am part of a team	3.65	21	Autonomy to do job well	3.44
3	Encouraged to use skills	3.64	23	Resources are available when needed	3.43
31	Cooperation between employees is encouraged	3.61	8	VR provided opportunities to learn & grow	3.39
1	Resources necessary to perform quality work	3.58	29	Encourages my development	3.38
34	Enable to balance work/personal life	3.57	37	Input seems to matter	3.38
9	Environment fosters productivity	3.56	25	Receive recognition	3.30
38	Coworkers are committed to doing quality work	3.56	13	Receive useful feedback	3.29
35	Opportunities to develop friendships	3.54	41	Receive useful orientation to VR	3.18
39	Regularly use data to improve performance	3.54	11	Satisfied with training provided by VR	3.16
22	VR HQ Leadership set realistic expectations	3.51	15	Opportunities for career advancement	2.84
27	Unit asks for customer requirements	3.50	10	Fair compensation for job duties	2.76

Table 7 shows that HQ employees were most satisfied with “being proud of what VR does” (20), with a score of 3.90, “meeting the expectations of customers” (2), with a score of 3.80, and the “work location provides adequate accommodations for accessibility” (4), with a score of 3.79. Employees were least satisfied with “fair compensation for job duties” (10), with a score of 2.76, “opportunities for career advancement” (15), with a score of 2.84, and “training provided by VR” (11), with a score of 3.16. The text analysis below is from the open-ended questions asking employees what they like most and least about working for VR. HQ employees responded they were most satisfied with the following aspects of working for VR:

- **Helping people** (referenced 52 times) – was focused on the mission of VR and supporting the goal of helping individuals with disabilities reach their employment goals.
- **Coworkers** (referenced 19 times) - were among what HQ employees like most about working at VR, because of friendships in the workplace. This theme was typically tied to a positive work environment. There were also specific comments that VR was like a “family.”
- **Work environment** (referenced 11 times) - was typically mentioned with positive references to coworkers and supervisors. Work environment here was tied to an overall positive experience in the workplace.

HQ employees were least satisfied with the following aspects of working for VR:

- **Pay** (referenced 16 times) - was mentioned by most HQ employees. Pay was also referenced in conjunction with lack of promotional opportunities. Employees commented that they were dissatisfied with 3% taken out of their salary for benefits and not receiving COLAs.
- **Favoritism** (referenced 6 times) - was based on employees’ treatment by supervisors.
- **Communication** (referenced 6 times) - was based on a lack of communication between different work groups.
- **Training** (referenced 6 times) - was related to a lack of training in specific processes or technology.
- **Promotion** (referenced 6 times) - was typically mentioned with pay. The lack of promotional opportunities compounded the complaints of not receiving COLAs.

Figure 5 shows the HQ quadrant analysis “Northwest” items (colored gray) that have the most potential to improve overall satisfaction. “Fair compensation for job duties” (10) was an item identified as having the most potential to improve overall satisfaction in HQ, while this item was not identified as a quadrant item for VR overall.

**Figure 5: HQ Quadrant Analysis**

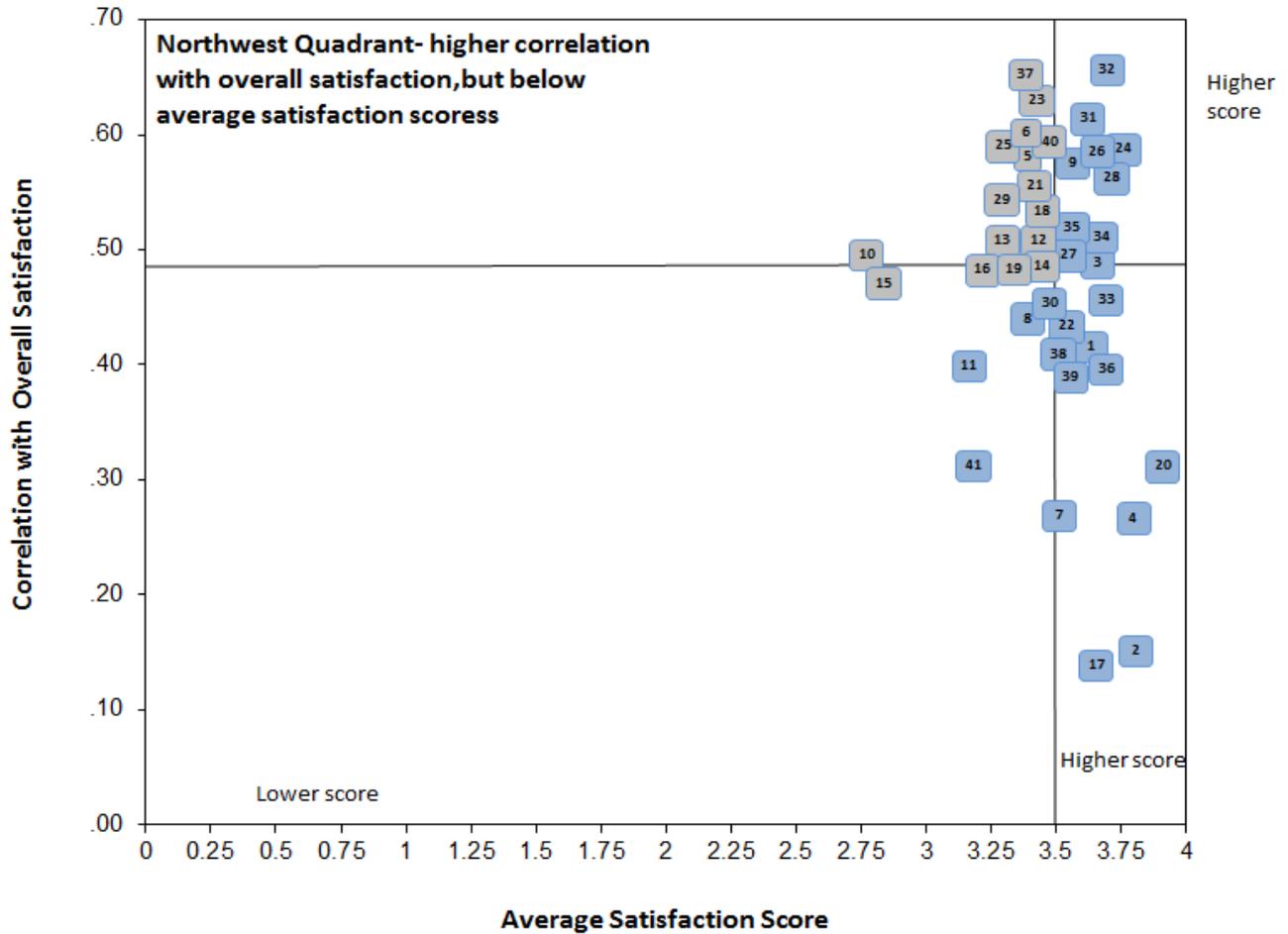


Table 7 shows the HQ quadrant item comparison of average satisfaction scores and percent satisfied. The table is divided by bureau and is sorted by the total score in descending order. For the purpose of comparing across bureaus in HQ, the number of included employees was 90 instead of 102. The Financial Payments section was removed from the analysis of bureaus because Financial Payments employees are located in a physically different climate location (Turlington building) than other HQ staff. A separate table will be prepared and submitted to the Financial Payments section.

**Table 7: HQ Quadrant Analysis Items of Average Satisfaction Scores and Percent Satisfied by Bureau**

Item #	Item Description	Total HQ (N= 90)	%	Director's Office (N= 12)	%	Field Services (N= 19)	%	Operations & Support (N= 25)	%	Vendor & Contracted Services (N= 20)	%	Planning & Performance (N= 14)	%
42	Overall satisfaction	3.70	99	3.91	100	3.58	100	3.64	96	3.58	100	4.00	100
40	Encouraged to take initiative	3.53	87	4.00	100	3.32	84	3.38	79	3.41	88	3.86	93
12	Clear & consistent expectations	3.51	90	3.60	90	3.37	84	3.48	84	3.47	95	3.71	100
5	Environment fosters trustworthy relationships	3.50	90	3.60	90	3.35	83	3.50	92	3.32	89	3.86	100
14	Participate in decision making	3.49	87	3.91	100	3.28	83	3.39	83	3.33	83	3.79	93
18	Environment is emotionally safe	3.49	92	3.80	100	3.22	78	3.50	96	3.44	94	3.69	92
6	Encouraged to think of better ways to do things	3.47	85	3.64	91	3.11	74	3.44	84	3.42	84	3.93	100
29	Encourages my development	3.45	90	3.55	100	3.42	89	3.32	88	3.37	84	3.79	93
23	Resources are available when needed	3.43	91	3.91	100	3.21	84	3.36	88	3.21	89	3.79	100
19	VR strategic plan has been communicated to me	3.42	92	3.73	91	3.50	100	3.30	87	3.16	84	3.64	100
37	Input seems to matter	3.42	84	3.82	100	3.11	83	3.24	68	3.39	89	3.86	100
21	Autonomy to do job well	3.41	84	3.91	100	3.24	82	3.35	83	3.11	74	3.77	92
16	HQ Leadership advances mission and goals	3.39	89	3.80	100	3.59	100	3.15	80	3.06	81	3.58	92
25	Receive recognition	3.36	89	3.45	91	2.94	78	3.38	92	3.33	89	3.86	100
13	Receive useful feedback	3.30	85	3.64	100	3.05	74	3.28	84	3.11	79	3.69	100
15	Opportunities for career advancement	2.86	67	2.89	78	2.94	61	2.84	76	2.53	47	3.23	77
10	Fair compensation for job duties	2.81	69	2.73	73	2.61	61	2.80	68	2.78	61	3.21	86

**Red font** denotes below the total average score or percent satisfied for each quadrant item  
**Green font** denotes above the total average score or percent satisfied for each quadrant item  
**Black font** denotes the same as the total average score or percent satisfied for each quadrant item

Because all of the bureaus in HQ had consistently high scores and the number of employees was relatively low, statistical analysis was not used to detect statistically significant differences between bureaus. Therefore, the green and red numbers in the table reflect only whether the bureau was above or below the HQ average for each item.

The items identified in Table 7 as having the most potential to improve overall satisfaction were “fair compensation for job duties” (10), with a score of 2.81, at 69%, “opportunities for career advancement” (15), with a score of 2.86, at 67%, and “receive useful feedback” (13), with a score of 3.30, at 85%.

The bureaus differed the most on “encouragement of innovation” (6), “decision-making autonomy” (21), “recognition” (25), and “valued input” (37). The Director’s Office and the Bureau of Planning and Performance were more satisfied on the “Northwest” quadrant items in comparison to the other bureaus. The items identified in the Director’s Office as having the most potential to improve overall satisfaction were “opportunities for career advancement” (15), “fair compensation for job duties” (10), and “recognition” (25).

The items identified in Field Services as having the most potential to improve overall satisfaction were “recognition” (25), “opportunities for career advancement” (15), and “fair compensation for job duties” (10).

Operations and Support average satisfaction scores were generally close to the overall average for each item. The items identified in Operations and Support as having the most potential to improve overall satisfaction were “fair compensation for job duties” (10), “opportunities for career advancement” (15), and “HQ Senior Leadership advancing VR’s mission and goals” (16).

The items identified in Vendor and Contracted Services as having the most potential to improve overall satisfaction were “opportunities for career advancement” (15), “fair compensation for job duties” (10), and “HQ Senior Leadership advancing VR’s mission and goals” (16).

The items identified in Planning and Performance as having the most potential to improve overall satisfaction were “opportunities for career advancement” (15), “fair compensation for job duties” (10), and “HQ Senior Leadership advancing VR’s mission and goals” (16).

The items identified in all bureaus as having the most potential to improve overall satisfaction were “opportunities for career advancement” (15) and “fair compensation for job

duties” (10). “Recognition” (25) was a common item identified in the Director’s Office and Field Services as having the most potential to improve overall satisfaction. “HQ Senior Leadership advances mission and goals” (16) was a common item identified in Operations and Support, Vendor and Contracted Services, and Planning and Performance as having the most potential to improve overall satisfaction.

Below are the quadrant analysis items associated with the most common theme(s) from associated text analyses. Eight of the 16 quadrant items are not addressed because they do not have themes associated with them. This is because there was either one comment provided for the item or there was not a common theme among several comments. A theme was developed if there was more than one common response by more than one employee. There were a total of 71 comments provided from HQ employees for all quadrant items.

- **Item 6: Encouragement of innovation** (6 comments provided for this item) - included that supervisors encourage employee input and that supervisors listen to employees’ ideas.
- **Item 10: Fair compensation for job duties** (10 comments provided for this item) - included that employees have not received a salary increase or COLA, that salaries need to be aligned between employees who have the same job duties, and salary needs to be influenced by work experience.
- **Item 12: Supervisor provides clear and consistent expectations** (7 comments provided for this item) - included that supervisors are open to new ideas.
- **Item 15: Opportunities for career advancement and promotion** (6 comments provided for this item) - included that the division could promote more employees internally and consider promoting long-time employees with VR knowledge.
- **Item 16: HQ Leadership advances mission and goals** (6 comments provided for this item) - included that employees are not sure how, or what, decisions are made by the Senior Leadership Team.
- **Item 23: Resources necessary to perform job duties are available when needed** (5 comments provided for this item) - included employees not having access to resources, that there are a lack of resources, or that decisions are made that delay completing duties in a timely manner.

- **Item 25: Receive recognition for doing good work** (5 comments provided for this item) - included that employees do not receive recognition for their work.
- **Item 29: Someone at work encourages my development** (3 comments provided for this item) - included that the supervisor is encouraging.

Of all HQ quadrant analysis items, “fair compensation for job duties” (10) had the most comments, followed by the “supervisor provides clear and consistent expectations” (12).

### Summary - Headquarters

HQ had an “overall satisfaction” (42) score of 3.70, with a satisfaction rate of 99%. Text analysis responses from “overall satisfaction” (42) indicated that HQ employees like VR as a place to work, however, the pay is too low. Due to the limited comments provided for “overall satisfaction” (42), it is not possible to assume that all HQ employees perceive these text themes contribute to “overall satisfaction” (42).

HQ employees were most satisfied with “being proud of what VR does” (20), “meeting the expectations of customers” (2), and that the “work location provides adequate accommodations for accessibility” (4). Text analysis responses from what employees like most about working for VR were helping people, their coworkers, and work environment.

HQ employees were least satisfied with “fair compensation for job duties” (10), “opportunities for career advancement” (15), and “training provided by VR” (11). Text analysis responses from what employees like least about working for VR were pay, favoritism, lack of communication, training, and promotional opportunities.

Items identified as having the most potential to improve HQ overall satisfaction were “recognition” (25), “opportunities for career advancement” (15), and “fair compensation for job duties” (10). “Recognition” (25) was a common item identified in the Director’s Office and Field Services as having the most potential to improve overall satisfaction. “HQ Senior Leadership advances VR’s mission and goals” (16) was a common item identified in Operations and Support, Vendor and Contracted Services, and Planning and Performance as having the most potential to improve overall satisfaction.

Of all quadrant analysis items, “fair compensation for job duties” (10) had the most text comments. Text analysis from “fair compensation for job duties” (10) included that employees

have not received a salary increase or COLA, that salary should be aligned between employees with the same job duties, and that salary needs to be influenced by work experience.

## FIELD SERVICES RESULTS

Climate survey responses were analyzed separately for Field Services. This is because Field Services represents the employees who provide core, direct services to VR customers, and because Field Services is the largest group, representing approximately 87% of the total number of employees who responded to the climate survey.

Data for Field Services was used to identify the most satisfied and least satisfied average scores, used to conduct a quadrant analysis to identify items as having the most potential to improve overall satisfaction, and used to conduct a regression analysis to identify statistically significant items that are considered important drivers of overall satisfaction. The findings are supported with text analysis, based on comment themes.

Table 8 shows the average satisfaction scores for Field Services sorted by most to least satisfied. Field Services had an average “overall satisfaction” (42) score of 3.30 (highlighted in yellow).

**Table 8: Field Services Average Satisfaction Scores Sorted by Most to Least Satisfied**

**N = 707**

Item #	Item Description	Score
20	Proud of what VR does	3.80
2	Meet expectations of customers	3.76
28	Successfully complete job duties	3.71
36	Individual performance contributes success	3.70
32	Feel job is important	3.62
33	Ethical behavior is promoted by HQ Leadership	3.62
3	Encouraged to use skills	3.58
7	Enabled to stay informed about news and events	3.54
27	Unit asks for customer requirements	3.53
24	Someone at work cares about me	3.52
19	VR strategic plan has been communicated to me	3.49
A3	Area Leadership promotes ethical behavior	3.47
26	I am part of a team	3.46
30	Organizational values are promoted by HQ Leadership	3.44
31	Cooperation between employees is encouraged	3.44
38	Coworkers are committed to doing quality work	3.44
39	Regularly use data to improve performance	3.43
12	Clear & consistent expectations	3.42
9	Environment fosters productivity	3.39
40	Encouraged to take initiative	3.39
4	Adequate accommodations for accessibility	3.35
A1	Organizational values are promoted by Area Leadership	3.35
5	Environment fosters trustworthy relationships	3.34

Item #	Item Description	Score
29	Encourages my development	3.30
42	Overall satisfaction	3.30
17	Environment is physically safe	3.29
21	Autonomy to do job well	3.29
A4	Area Leadership set realistic expectations	3.29
16	HQ Leadership advances mission and goals	3.28
13	Receive useful feedback	3.27
8	VR provided opportunities to learn & grow	3.26
41	Receive useful orientation to VR	3.25
25	Receive recognition	3.24
35	Opportunities to develop friendships	3.21
1	Resources necessary to perform quality work	3.18
23	Resources are available when needed	3.18
37	Input seems to matter	3.15
A2	Area Leadership advances mission and goals	3.15
14	Participate in decision making	3.14
11	Satisfied with training provided by VR	3.08
18	Environment is emotionally safe	3.08
22	VR HQ Leadership set realistic expectations	3.08
6	Encouraged to think of better ways to do things	3.07
34	Enable to balance work/personal life	3.03
15	Opportunities for career advancement	2.93
10	Fair compensation for job duties	1.88

Because there are a large number of Field Services employees, they provided more text comments than HQ. Therefore, more themes were developed for “overall satisfaction” (42):

- **Employees like working for VR** (referenced 36 times) - included that VR is a good agency to work for, and employees respect the purpose of VR and the mission. Employees love and appreciate their jobs, even though they’re challenging, love their team, and are satisfied with their office and immediate supervisor.
- **Pay** (referenced 31 times) - included that the pay is too low, which drives away good employees. This also increases high turnover, because the only way to receive a higher salary is by taking a new job. Other comments included that employees have received a decrease in pay due to no raises, no COLA, and the added 3% taken from salary for benefits. Employees stated that they should be compensated for their hard work, need competitive salaries with the private sector, and that they are the lowest paid in the nation, living at poverty level with a Bachelor’s degree and Master’s degree. The lack of pay creates hardship to care for families, and many employees have a second job.
- **Happy that VR helps people** (referenced 15 times) - included that employees are honored to be part of the VR family to help people with disabilities obtain employment, and that it feels good knowing a positive difference and positive impact was made to someone’s life. In addition, customer achievements motivate VR staff to keep doing a good job.
- **Supervisor** (referenced 12 times) - included that employees are dissatisfied with the workplace, due to some management practices, are not feeling supported or encouraged from their supervisor, and think supervisors have unrealistic expectations, with little support and respect.
- **Workload** (referenced 11 times) - included that the workload is too high/overwhelming, extremely stressful, and unrealistic. The high workload causes fatigue and unhappiness. There are too few counselors and support staff, and the expectations are tremendous. A specific comment stated that Tallahassee creates procedures that increase demands on field staff time without the field’s input.

In Table 8, Field Services employees were most satisfied with “being proud of what VR does” (20), with a score of 3.80, “meeting the expectations of customers” (2), with a score of 3.76, and “identify what must be done to complete job duties” (28), with a score of 3.71.

Employees were least satisfied with “achieving a work/personal life balance” (34), with a score of 3.03, “opportunities for career advancement” (15), with a score of 2.93, and “fair compensation for job duties” (10), with a score of 1.88.

“Being proud of what VR does” (20) and “meeting the expectations of customers” (2) are also the same most satisfied items identified in HQ. “Opportunities for career advancement” (15) and “fair compensation for job duties” (10) are the same least satisfied items identified in HQ.

The text analysis below is from the open-ended questions asking employees what they like most and least about working for VR. Field Services employees responded they were most satisfied with following aspects of working for VR:

- **Helping people** (referenced 499 times) - was the most frequent comment provided. Employees stated that they enjoyed serving customers who were serious about obtaining employment and enjoyed seeing a customer reach their goal. There were a large number of comments that referenced the mission of the organization and how it contributed to happiness in the workplace. Employees who do not work directly with customers stated that they enjoyed supporting a process that helps customers with disabilities reach their goals.
- **Coworkers** (referenced 53 times) - was a theme employees listed as something they liked most about VR, such as friendships in the workplace, and they referenced a “team” atmosphere among workers. This theme was usually tied to responses about a positive work environment.
- **Supervisor** (referenced 25 times) - comments were based on what employees like most about VR, and were centered on the personal relationship with and feeling supported by their supervisor. A good supervisor was usually associated with creating a positive work environment, and was generally part of what employees like most about VR. This was typically mentioned with positive comments referencing supervisors or coworkers, reflecting an overall view of happiness in the workplace.

- **Benefits** (referenced 15 times) - were cited as a positive for working at VR. This referred to the health plan, the number of paid leave days, and the number of paid sick days.
- **Autonomy** (referenced 14 times) - was connected with what employees like most about working at VR. This was generally associated with managing caseloads and how the work was done. Autonomy was usually tied to comments about supportive supervisors and a positive work environment.
- **Work hours** (referenced 11 times) - were cited as what employees enjoyed most about VR. Flex-scheduling and weekends off were specifically mentioned, and work hours were usually mentioned in connection with benefits.

Field Services employees responded they were least satisfied with the following aspects of working for VR:

- **Pay** (referenced 260 times) - was mentioned the most when describing what employees like least about working for at VR. Employees commented on the lack of pay raises, 3% taken out of salary for benefits, and not receiving a COLA. In addition, several comments stated that Florida VR employees are paid less than the employees of other state VR agencies. Pay was also linked to comments relating to workload and recognition. Employees felt that pay was decreasing while their workload was increasing, and that low pay showed a lack of recognition for what they do.
- **Workload** (referenced 74 times) - employees stated that workload was unmanaged, as well as continuously growing. Workload comments were generally linked to low pay, which contributes to staff turnover. This, in turn, increases the workload.
- **Customer interaction** (referenced 54 times) - was based on counselors and staff disliking working with customers that they perceived as not wanting to obtain employment. Employees felt as if a lot of customers are seeking medical services, schooling, or other services, with no intention of becoming employed. A phrase like “gaming the system” was used often.

- **Supervisor** (referenced 54 times) - was based on the interaction with supervisors or other management. This was generally mentioned along with favoritism, lack of recognition, and basic negative treatment by the employee's direct supervisor.
- **Technical Issues** (referenced 51 times) - was based on employees not happy with the systems they use to do their jobs, such as REBA and RIMS. Employees said that technical issues were a hindrance to performing their job duties. Technical comments were typically paired with input that employees did not feel as if changes were based on end-user input.
- **Bureaucracy** (referenced 35 times) - was based on employees stating that there were unnecessary requirements and paperwork in the process used to serve their customers. Employees stated that bureaucracy took away important time from their customers. This was generally tied to having large caseloads, with paperwork compounding the issue.
- **Work environment** (referenced 34 times) - was used as a generic term by employees who were uniformly unhappy with their work situation. Negative work environment comments were generally mentioned with coworkers and supervisor. This reflected an overall sense of dissatisfaction.
- **Promotion** (referenced 30 times) - comments were from employees who were dissatisfied with the lack of promotional opportunities. This was typically tied to pay. Employees stated that they have not received bonuses, COLAs, or pay increases, and that there were limited opportunities for career advancement or promotion that would afford them higher pay.
- **Goals** (reference 29 times) - were based on VR's focus or pressure to achieve the goals imposed in their work standards. Counselors felt that the focus on hitting targets added stress to their job.
- **Coworkers** (referenced 24 times) - comments were based on the interaction between the employee and their coworkers. These employees mentioned coworkers as something they like least about working at VR. Generally, employees listed behaviors such as gossiping, unprofessionalism, and coworkers not doing their jobs.

Figure 6 displays the common themes Field Services employees like most (satisfaction) and least (dissatisfaction) about working at VR, based on responses from the text analysis. In the middle are common themes that show both satisfaction and dissatisfaction. For example, a group of employees responded their favorite part of working at VR was to help their customers reach their employment goals. Another group of employees responded what they like least about working at VR was seeing customers enter the VR program with no intention of gaining employment. In both cases, employee interaction with customers was what they like most and least about working for VR.

**Figure 6: What Field Services Employees Like Least and Most about Working at VR**

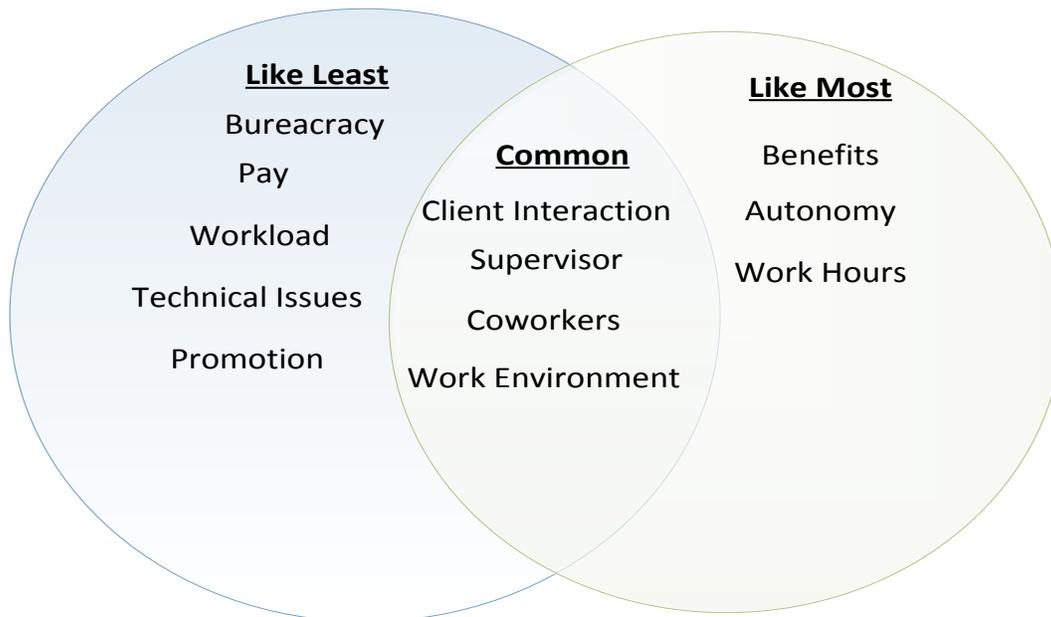


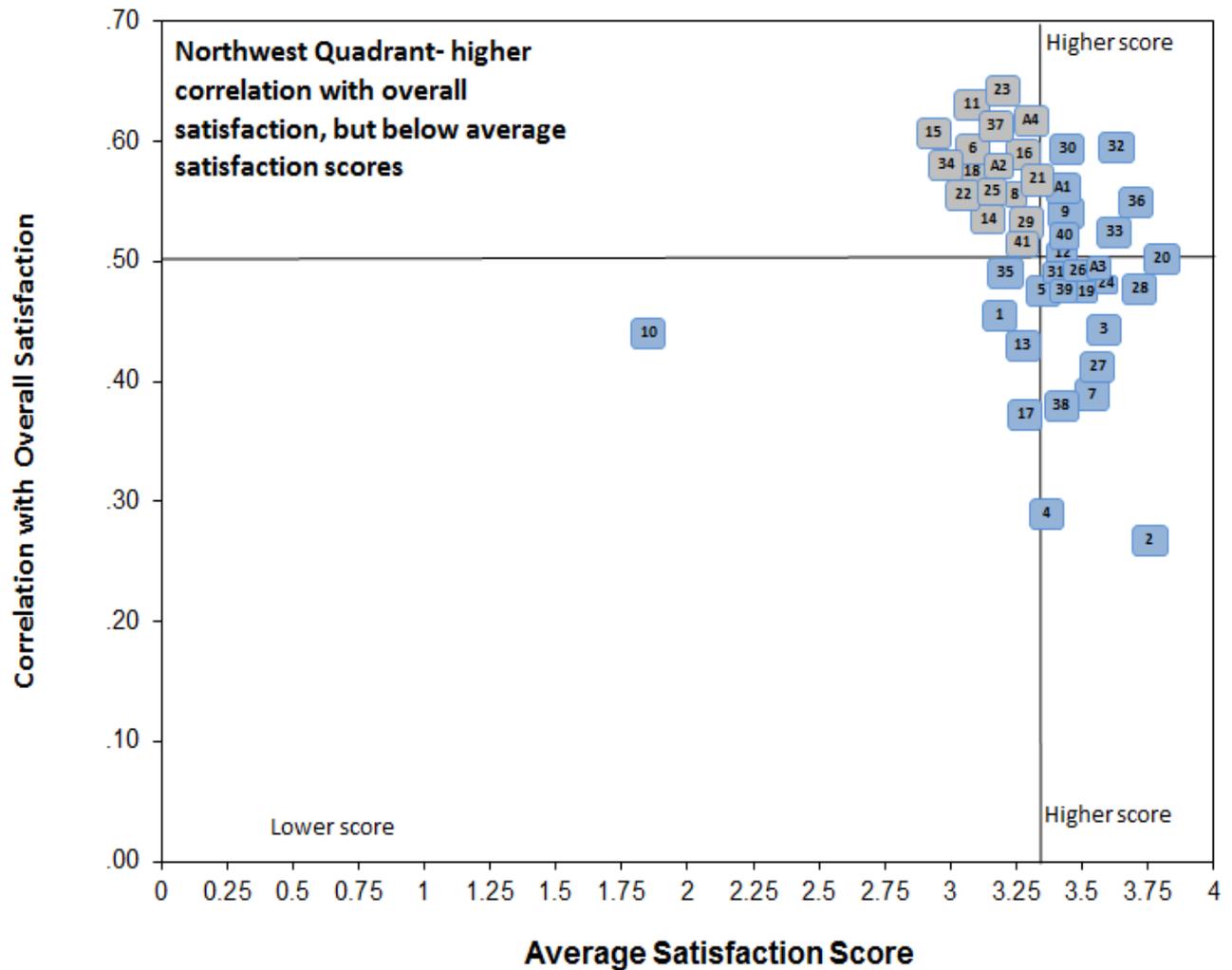
Table 9 shows the common ‘liked most’ (satisfaction) and ‘liked least’ (dissatisfaction) items from Figure 6 and explains how each theme indicates satisfaction and dissatisfaction. An important observation is that satisfaction and dissatisfaction with supervisors and coworkers is linked to work environment.

**Table 9: Common Satisfaction and Dissatisfaction Themes**

Common Theme	Satisfaction	Dissatisfaction
<b>Client interaction</b>	Satisfaction with serving clients occurs when customers are serious about obtaining employment.	Dissatisfaction with serving customers occurs when customers are perceived as not wanting to obtain employment.
<b>Supervisor</b>	Satisfaction with the supervisor was centered on the personal relationship with the employee and the employee feeling supported.	Dissatisfaction with the direct supervisor was connected with displays of perceived favoritism, lack of recognition, and basic negative treatment.
<b>Coworkers</b>	Satisfaction with coworkers was based on friendships in the workplace and a team atmosphere among coworkers.	Dissatisfaction with coworkers is associated with behaviors such as gossiping, unprofessionalism, and coworkers not doing their jobs.
<b>Work environment</b>	Satisfaction with the work environment was something employees generally liked most about VR. This included positive comments about supervisors or coworkers. This denoted an overall sense of happiness in the workplace.	Dissatisfaction with the work environment was used as a generic term by employees who were dissatisfied with their work situation. This included comments regarding negative aspects of coworkers or supervisors, and denoted an overall sense of workplace dissatisfaction.

Figure 7 shows the quadrant analysis “Northwest” items (colored gray) in the graph that have the most potential to improve overall satisfaction in Field Services. Items identified in the Field Services quadrant analysis are compared in the tables following this section.

**Figure 7: Field Services Quadrant Analysis**



Field Services was analyzed by Area, which was the lowest level of data collected in the Field. Table 10 shows the area-level quadrant analysis. Items are sorted by the total scores in descending order. Statistically significant differences are presented with an asterisk, and colors indicate which area scored higher (green) or lower (red), compared to the total average for each quadrant item.

**Table 10: Field Quadrant Analysis Items of Average Satisfaction Scores by Area**

Item #	Item Description	Total (N=707)	Area 1 (N=101)	Area 2 (N=118)	Area 3 (N=114)	Area 4 (N=148)	Area 5 (N=109)	Area 6 (N=117)
42	Overall satisfaction	3.30	3.05*	3.26	3.23	3.47	3.18	3.55*
29	Encourages my development	3.30	3.17	3.22	3.22	3.48	3.27	3.37
A4	Area Leadership set realistic expectations	3.29	2.99	3.36	3.19	3.45	3.25	3.41
21	Autonomy to do job well	3.29	3.16	3.26	3.27	3.36	3.25	3.41
16	HQ Leadership advances mission and goals	3.28	2.98*	3.29	3.09	3.42	3.32	3.48
8	VR provided opportunities to learn & grow	3.26	3.00*	3.18	2.97*	3.51*	3.30	3.46*
41	Receive useful orientation to VR	3.25	2.54*	3.29	3.28	3.51*	3.24	3.44
25	Receive recognition	3.24	3.12	3.26	3.05*	3.48*	3.08	3.34
23	Resources are available when needed	3.18	2.85*	3.13	3.15	3.33	3.15	3.36
A2	Area Leadership advances mission and goals	3.15	2.65*	3.19	3.07	3.28	3.19	3.36
37	Input seems to matter	3.15	2.95	3.13	3.08	3.31	2.97	3.34
14	Participate in decision making	3.14	2.89*	3.13	3.01	3.36*	3.08	3.27
11	Satisfied with training provided by VR	3.08	2.62*	3.09	2.95	3.24*	3.11	3.37*
18	Environment is emotionally safe	3.08	2.88*	2.98	3.00	3.23*	3.00	3.29
22	VR HQ Leadership set realistic expectations	3.08	2.85	3.13	3.01	3.06	3.07	3.33
6	Encouraged to think of better ways to do things	3.07	2.83*	3.09	2.95	3.29*	3.01	3.15
34	Enable to balance work/personal life	3.03	2.51*	3.06	3.03	3.20	2.92	3.33*
15	Opportunities for career advancement	2.93	2.60*	2.95	2.48*	3.13	3.02	3.31*

\* Denotes statistically significant differences

Red font denotes below the total average for each quadrant item

Green font denotes above the total average for each quadrant item

Black font denotes the same as the total average for each quadrant item

Table 11 shows the percent satisfied by area and is sorted by the “Total” percent in descending order. Colors indicate which percent satisfied score is higher (green) or lower (red), compared to the total average percent satisfied for each quadrant item.

**Table 11: Field Quadrant Analysis Items Average Percent Satisfied by Area**

Item #	Item Description	Total (N=707)	Area 1 (N=101)	Area 2 (N=118)	Area 3 (N=114)	Area 4 (N=148)	Area 5 (N=109)	Area 6 (N=117)
42	Overall satisfaction	85	74	87	82	91	81	94
16	HQ Leadership advances mission and goals	86	72	87	81	91	90	90
37	Input seems to matter	86	71	84	92	91	83	89
A4	Area Leadership set realistic expectations	85	75	89	83	88	82	88
21	Autonomy to do job well	84	82	86	80	85	86	86
8	VR provided opportunities to learn & grow	83	75	85	69	90	86	90
29	Encourages my development	83	78	81	80	89	84	85
25	Receive recognition	82	78	85	71	90	78	84
23	Resources are available when needed	82	69	79	82	87	83	88
41	Receive useful orientation to VR	79	73	80	74	84	74	84
A2	Area Leadership advances mission and goals	78	55	81	80	82	83	84
14	Participate in decision making	78	67	79	73	89	75	81
22	VR HQ Leadership set realistic expectations	78	71	80	74	76	81	85
11	Satisfied with training provided by VR	77	60	75	73	84	78	87
6	Encouraged to think of better ways to do things	76	65	77	74	87	72	78
18	Environment is emotionally safe	75	67	72	72	83	72	82
34	Enable to balance work/personal life	73	51	76	75	80	70	84
15	Opportunities for career advancement	69	54	69	48	75	75	88

**Red font** denotes below the total percent satisfied average for each quadrant item  
**Green font** denotes above the total percent satisfied average for each quadrant item  
**Black font** denotes the same total percent satisfied average for each quadrant item

The items identified in the quadrant analysis as having the most potential to improve overall satisfaction were “opportunities for career advancement” (15), with a score of 2.93, at 69%, “achieving a work/personal life balance” (34), with a score of 3.03, at 74%, and “encouragement of innovation” (6), with a score of 3.07, at 75%. “Recognition” (25) was the item in which areas differed the most from the total score average.

Overall, Area Four and Area Six were more satisfied on the “Northwest” quadrant items than the other areas. In fact, “HQ Senior Leadership setting realistic performance expectations” (22) was the only item between the two areas that was not higher than the average score. Area Four had seven items with statistically significant differences above the average, and Area Six had five items with statistically significant differences above the average. Area Two and Area Five had a mixture of scores above and below the average, none of which were statistically significant. Area One and Area Three had multiple scores below the average. Area Three had three items with statistically significant differences below the average, and Area One had 12 items with statistically significant differences below the average. Notably, “opportunities to learn and grow” (8) had a statistically significant difference in four areas.

Area One had statistically significant differences in “new employee orientation” (41), “achieving a work/personal life balance” (34), and “Area Leadership advances VR’s mission and goals” (A2). The items identified in Area One as having the most potential to improve overall satisfaction were “achieving a work/personal life balance” (34), “new employee orientation” (41), and “opportunities for career advancement” (15). The difference between Area One and the other areas was “new employee orientation” (41). “New employee Orientation” (41) was an unusual item, in that Area One was far below the average in comparison to the other areas.

Area Two satisfaction scores differed very little from the total average satisfaction scores on all items, and did not have any statistically significant differences. The items identified in Area Two as having the most potential to improve overall satisfaction were “opportunities for career advancement” (15), “emotional safety” (18), and “achieving a work/personal life balance” (34).

Area Three had statistically significant differences in “opportunities for career advancement” (15), “opportunities to learn and grow” (8), and “recognition” (25). The items identified in Area Three as having the most potential to improve overall satisfaction were

“opportunities for career advancement” (15), “encouragement of innovation” (6), “training provided by VR” (11) and “opportunities to learn and grow” (8).

Area Four had statistically significant differences above the total average in “new employee orientation” (41), “opportunities to learn and grow” (8), and “recognition” (25). Area Four also had statistically significant differences above the total averages in “encouragement of innovation” (6), “training provided by VR” (11), “participation in decision-making” (14), and “emotional safety” (18). The items identified in Area Four as having the most potential to improve overall satisfaction were “HQ Senior Leadership setting realistic performance expectations” (22), “opportunities for career advancement” (15), and “achieving a work/personal life balance” (34).

Area Five did not have scores differing significantly from the total averages. The items identified in Area Five as having the most potential to improve overall satisfaction were “achieving a work/personal life balance” (34), “valued input” (37), and “emotional safety” (18).

Area Six had statistically significant differences above the total average in “opportunities for career advancement” (15), “achieving a work/personal life balance” (34), and “training provided by VR” (11). Area Six employees also had statistically significant differences in “overall satisfaction” (42) and “opportunities to learn and grow” (8). The items identified in Area Six as having the most potential to improve overall satisfaction were “encouragement of innovation” (6), “participation in decision-making” (14), and “emotional safety” (18).

The most common items identified among the areas as having the most potential to improve overall satisfaction were “opportunities for career advancement” (15), “achieving a work/personal life balance” (34), and “emotional safety” (18).

**Regression analysis** was applied to Field Services data only, due to the power of the number of responses. Table 12 below represents nine drivers of overall satisfaction that are statistically significant, ranked by importance. The items “work location provides adequate accommodations for accessibility” (4), “VR communications . . . enable to stay informed about news and events within VR” (7), and “VR’s organizational values . . . are promoted by my Area’s Leadership Team” (A1) were identified as the three most important statistically significant

drivers of overall satisfaction. However, these items were not identified in the quadrant analysis as items having the most potential to improve overall satisfaction.

**Table 12: Regression Analysis Items by Importance for VR Field Services**

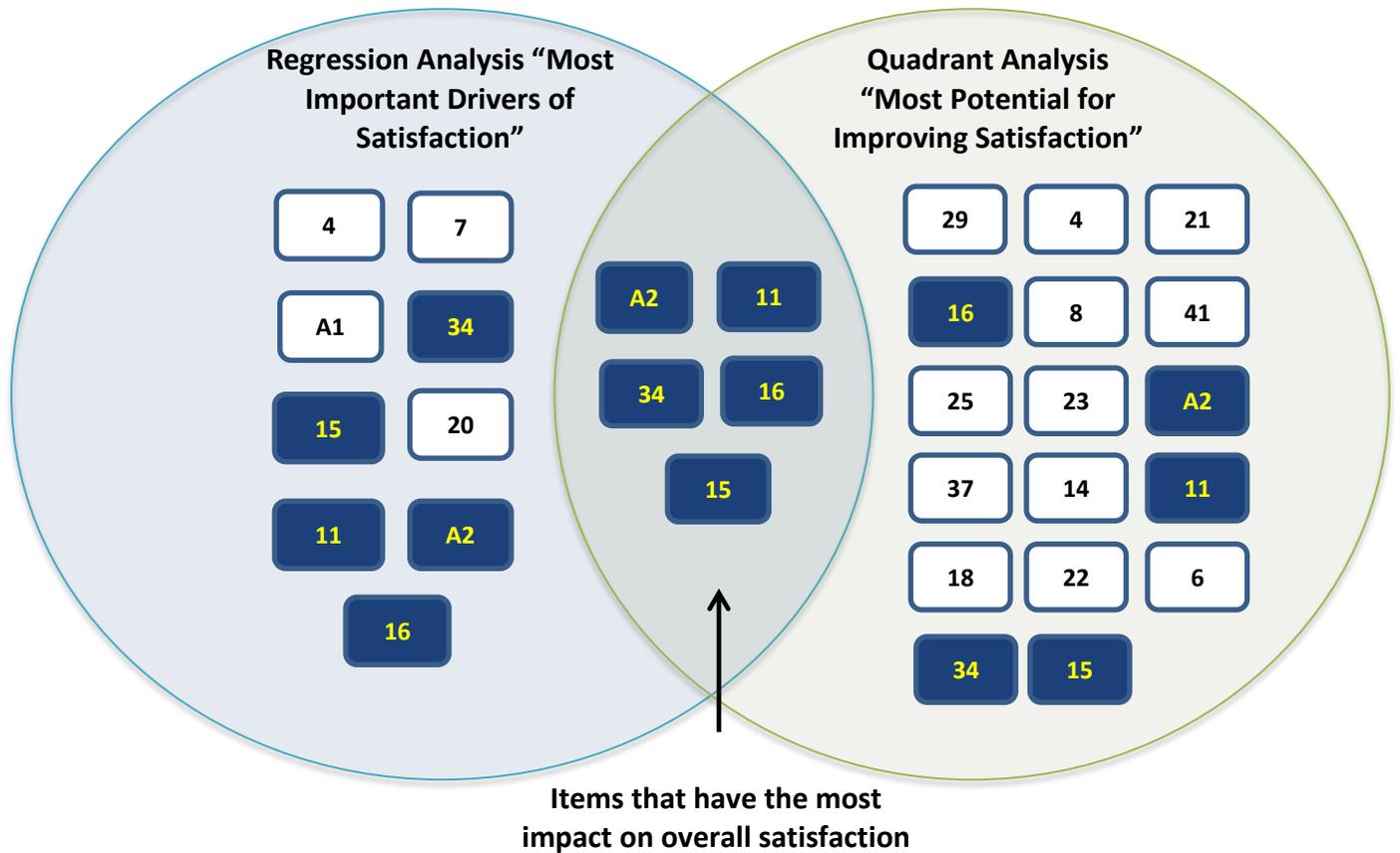
Importance	Item Description
1	<b>Item 4:</b> My work location provides adequate accommodations for accessibility.
2	<b>Item 7:</b> VR communications, such as the VR Employee Newsletter and VRinet, enable me to stay informed about news and events within VR.
3	<b>Item A1:</b> VR’s organizational values (Respect, Integrity, Teamwork, Customer Service, and Continuous Learning & Continuous Improvement) are promoted by my Area’s Leadership Team.
4	<b>Item 34:</b> My workload enables me to balance my work and personal life.
5	<b>Item 15:</b> VR provides employees with opportunities for career advancement and promotion.
6	<b>Item 20:</b> I am proud of what VR does to help people.
7	<b>Item 11:</b> I am satisfied with the training provided by VR.
8	<b>Item A2:</b> Overall, decisions by my Area’s Leadership Team are based on that which advances our mission and goals.
9	<b>Item 16:</b> Overall, decisions by VR Headquarters Senior Leadership Team are based on that which advances our mission and goals.

Figure 8 illustrates common items between the regression analysis and the quadrant analysis. These common items (in blue) are considered to have the most impact on overall satisfaction, because they have the most potential to improve overall satisfaction, and are considered important drivers of overall satisfaction. Items that fall in both the regression and quadrant analysis include:

- “Overall decisions by Area Leadership advances VR’s mission and goals” (A2);

- “Training provided by VR” (11);
- “Achieving a work/personal life balance” (34);
- “Overall decisions by VR HQ Senior Leadership advances mission and goals” (16);  
and
- “Opportunities for career advancement” (15).

**Figure 8: Common Items in the Regression and Quadrant Analysis**



The following section contains the main themes identified in the text analysis for the items that have the most impact on overall satisfaction, based on the regression and quadrant analysis:

- **Item A2: Overall decisions by Area Leadership advances our mission and goals** (23 comments provided for this item) - included that decision-making by Area Leadership is top-down and often pertains to numbers; decisions are perceived to be based on whim of the moment; performance expectations are unrealistic; leadership is perceived to do

whatever it takes to make the Area look good, instead of what is best for the people served and the staff that provide services; and, leadership focuses on what is wrong, rather than seeking staff input to solve problems. There were also comments related to decisions being made based on fear that complaints or misinterpretations will lead to legal action, if a customer does not get what they want, instead of on the customer's actual best interests in obtaining employment.

- **Item 11: Training provided by VR** (45 comments provided for this item) - included that unit efficiency would be improved through more organized, consistent, formal, practical, and hands-on accountability training, provided by trainers who know the work, and made available for VR techs and support staff. An example of needed training for techs and support staff is medical billing. There needs to be more training for counselors on process, order of procedures, and day-to-day job duties. Training provided is not seen as pragmatic or practical; it should be continuous, standardized, and include more outside training opportunities. More training should be made available using technology approaches to avoid travel, and more training should be available to receive counselor rehabilitation credits. There should be more adequate and efficient instruction on computer systems and programs, such as RIMS. In addition, approval of training using the employee individual training fund is seen by some as too complicated, cumbersome, and lengthy. Other suggested training topics were healthy work environment behavior, people skills, mental health, direct placement, and the On-The-Job-Training (OJT) process.
- **Item 34: Achieving a work/personal life balance** (53 comments provided for this item) - included that the workload/caseload is too high to manage, and that there are not enough employees to keep up with the demands; there is constant stress of never getting caught up, and therefore, employees feel the need to work extra time or work on days off to perform job duties; the amount of work is overwhelming to some, and it is difficult to be efficient and effectively provide counseling, guidance, and quality services to customers; expectations of the workload are seen as unrealistic, it is difficult to meet deadlines, and there are tasks that are incomplete and overdue, which causes fatigue after work hours and on the weekends; leave has to be planned carefully,

because the workload left behind is barely covered; and that flex-time would help to balance work/personal life better to allow for personal appointments outside of work. However, there were also comments that employees are able to keep their work/personal life separate, the workload is manageable, and that they would not mind the workload if they got paid for the amount of work required.

- **Item 16: Overall decisions by VR HQ Senior Leadership advances mission and goals** (40 comments provided for this item) - included that VR HQ Senior Leadership advances the organization's mission and goals. However, some think VR HQ Senior Leadership does not understand, and is out of touch with, the amount of work in the Field. This includes how a unit office is run and how the organization serves customers. Some stated VR HQ Senior Leadership needs to spend time in the Field to learn what is actually done under current conditions. Some employees perceived VR HQ Senior Leadership as more focused on number goals, production, and meeting statistical requirements, than on employees or ways to help customers. Other comments mentioned that VR should have a better technological system such as RIMS/REBA, because the current system increases the amount of work that counselors are required to perform, and the current system is still a problem. Some comments also mentioned that employees do not know who VR HQ decisions are truly intended to benefit or what those decisions are based on, and that many things happen behind the scenes which are unknown to employees.
- **Item 15: Opportunities for career advancement** (49 comments provided for this item) - included that there are limited or no opportunities for career advancement, and that employees would have to move to another area or Tallahassee, or wait until an advanced position becomes vacant, in order to have the opportunity for advancement. Some commented that VR is losing valuable employees because of low salary, which creates low morale. Some positions, such as techs or support staff, are not able to advance at all, or it is very difficult for them to do so. Techs or support staff without a degree would have to further their education and want to become a counselor in order to have more opportunities for advancement within VR. Some suggested that VR should consider different levels within a job class, or have a step program to provide more opportunities for advancement. For example, the tech job class could have levels, such

as I, II, and III. Some said that VR should consider internal employees first for positions, and selection should be based on performance, meeting goals, work experience, qualifications, and productivity, and that advancement should not be solely based on credentials, such as degrees or obtaining a Certification in Rehabilitation Counseling (CRC). Some employees also stated that career advancement appears to be based on favoritism, or who you know.

### Summary – Field Services

Field services had an “overall satisfaction” (42) score of 3.30, with a satisfaction rate of 85%. This result represents the majority of VR employees, and it comparatively lower than the headquarters score (3.71) or satisfaction rate (98%). Text analysis responses from “overall satisfaction” (42) indicate that Field Services employees like VR as a place to work and are happy that VR helps people, but that the pay is too low, they are dissatisfied with some supervisory practices, and the workload is too high.

Field services employees were most satisfied with “being proud of what VR does” (20), “meeting expectations of customers” (2), and “identify what must be done to successfully complete job duties” (28). Text analysis responses from what employees like most about working for VR were that they like helping people, their coworkers, their supervisor, the work environment, benefits, autonomy, and work hours.

Field services employees were least satisfied with “opportunities for career advancement” (15), “fair compensation for job duties” (10), and “achieving a work/personal life balance” (34). Text analysis responses from what employees like least about working for VR were pay, their workload, customer interaction (when the customer has no intention of obtaining employment), their supervisor, technical system issues, bureaucracy, the work environment, lack of promotional opportunities, goals that must be achieved, and some coworker behaviors.

The common categories Field services employees were most and least satisfied with were client interaction, their supervisor, their coworkers, and their work environment.

Items identified as having the most potential to improve overall satisfaction were “opportunities for career advancement” (15), “achieving a work/personal life balance” (34), and

“encouragement of innovation” (6). The most common items identified among the Areas as having the most potential to improve overall satisfaction were “opportunities for career advancement” (15), “achieving a work/personal life balance” (34), and “emotional safety” (18).

The top three statistically significant items identified as important drivers of overall satisfaction were “the work location provides adequate accommodations for accessibility” (4), “VR communications . . . enable me to stay informed about news and events within VR” (7), and “VR’s organizational values . . . are promoted by the Area Leadership Team” (A1).

The items identified having the most impact on overall satisfaction were “overall decisions by the Area Leadership team advances the mission and goals” (A2), “training provided by VR” (11), “achieving a work/personal life balance” (34), “VR HQ Senior Leadership advances mission and goals” (16), and “opportunities for career advancement” (15).

Text analysis responses from the items identified having the most impact on overall satisfaction indicated that decision-making by Area Leadership is perceived as top-down and often pertains to numbers; training provided by VR needs to be continuous and standardized; there is constant stress to keep up with the workload demands; VR HQ Senior Leadership is perceived to be out of touch with the amount work in the Field and how a unit office is run; and that there are limited or no opportunities for career advancement or promotion.

## HEADQUARTERS AND FIELD SERVICES COMPARISON

The following analysis indicates that there are some areas in which there are differences in the perceptions of employees who work in the field, in comparison to the perceptions of employees who work at HQ. Table 13 shows how HQ and Field Services differed on the quadrant analysis items, average percent satisfied, and overall satisfaction score. This table is sorted by the absolute difference in descending order and shows statistically significant differences indicated by an asterisk. The numbers and percentages in green and red font denote which area of VR had the higher and lower scores, in comparison to each other.

**Table 13: HQ and Field Services Quadrant Analysis Items of Average Satisfaction Scores and Percent Satisfied**

Item #	Item Description	HQ (N=102)	%	Field (N=707)	%	Absolute Difference
42	Overall satisfaction	3.71	98	3.30	85	.41*
22	VR HQ Leadership set realistic expectations	3.51	94	3.08	78	.43*
6	Encouraged to think of better ways to do things	3.45	85	3.07	76	.38*
18	Environment is emotionally safe	3.46	91	3.08	75	.38*
14	Participate in decision making	3.49	87	3.14	78	.35*
35	Opportunities to develop friendships	3.54	90	3.21	86	.33
23	Resources are available when needed	3.43	90	3.18	82	.25*
37	Input seems to matter	3.38	82	3.15	79	.23
16	HQ Leadership advances mission and goals	3.44	91	3.28	86	.16
21	Autonomy to do job well	3.44	86	3.29	84	.15
8	VR provided opportunities to learn & grow	3.39	86	3.26	83	.13
15	Opportunities for career advancement	2.84	67	2.93	69	.09
11	Satisfied with training provided by VR	3.16	80	3.08	77	.08
29	Encourages my development	3.38	87	3.30	83	.08
25	Receive recognition	3.30	88	3.24	82	.06

\* Denotes statistically significant

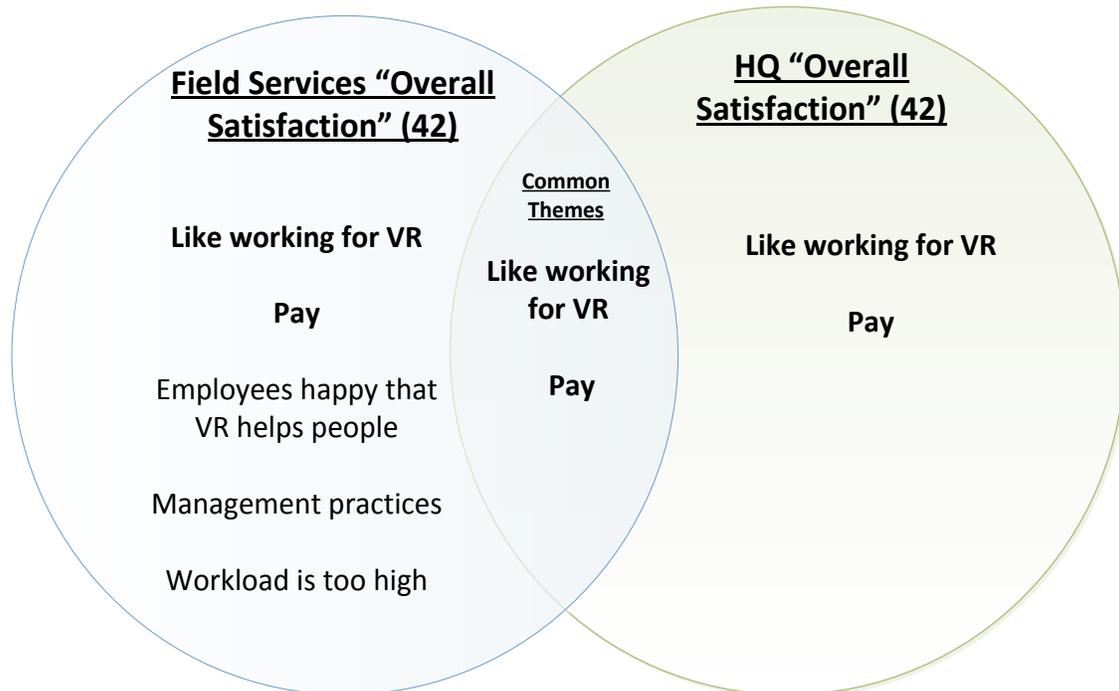
Green font denotes the higher score or percent for each quadrant item

Red font denotes the lower score or percent for each quadrant item

HQ had an “overall satisfaction” (42) score of 3.71, at 98%, compared to a score of 3.30 in Field Services, at 85%. This represents an absolute difference of .41, and there was a statistically significant difference between the two. Six of 15 quadrant items were determined to have statistically significant differences. Those items include “encouragement of innovation” (6), “participation in decision-making” (14), “emotional safety” (18), “HQ Senior Leadership setting realistic performance expectations” (22), and “availability of resources to do the job” (23). HQ had higher scores on all items with the exception of “opportunities for career advancement” (15). “Opportunities for career advancement” (15) had the lowest satisfaction score and satisfaction rate of all quadrant items for HQ and Field Services.

Below is a text analysis comparison between HQ and Field Services for “overall satisfaction” (42), what employees like most about working for VR, and what employees like least about working for VR. Figures 9 through 11 are helpful to identify the theme differences and similarities between HQ and Field Services. Tables 14 through 16 reflect analysis of common themes between HQ and Field Services, supporting the quantitative findings with text.

**Figure 9: Field Services and HQ Comparison for “Overall Satisfaction” (42)**

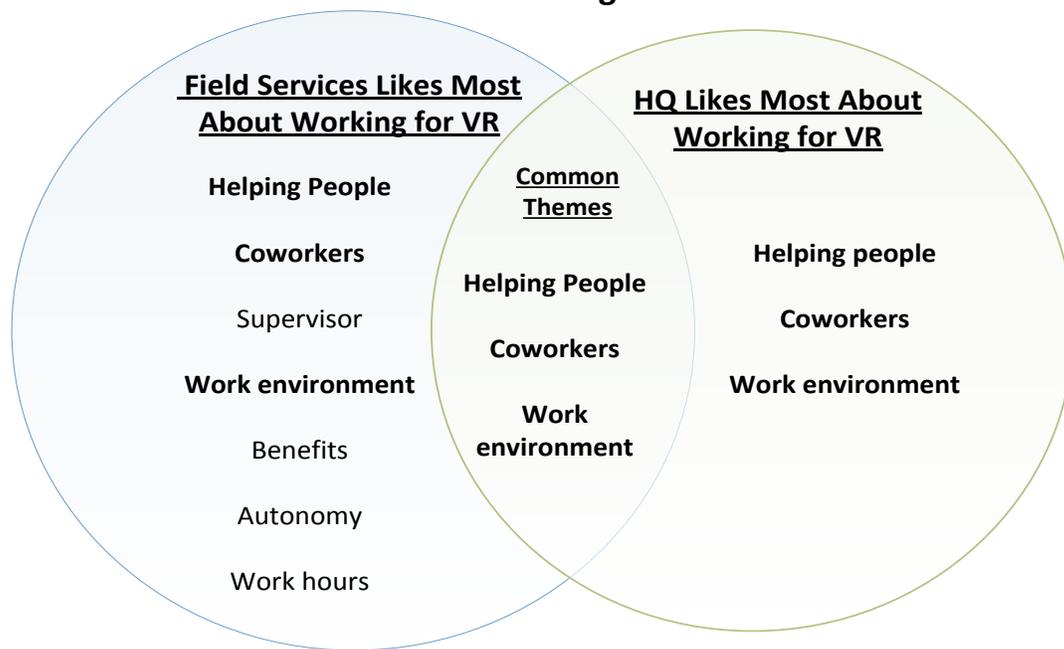


**Table 14: HQ and Field Services Common Themes for “Overall Satisfaction” (42)**

Common Theme	Field Services Overall Satisfaction	HQ Overall Satisfaction
<b>Like Working for VR</b>	VR is a good place to work, and employees respect the purpose of VR and the mission. Employees love and appreciate their job, even though it is challenging, love their team, and are satisfied with their office and immediate supervisor.	HQ employees like working for VR.
<b>Pay</b>	Employees have received a decrease in pay due to no raises, no COLAs, and the added 3% taken from salary for benefits. Employees stated that they should be compensated for their hard work, that they need salaries which are competitive with the private sector, and that they are the lowest paid in the nation, living at poverty level with a Bachelor’s degree and Master’s degree.	Pay is too low

There were only six comments provided by HQ employees for “overall satisfaction” (42). Two comments mentioned that employees like working for VR and two comments mentioned that pay is too low. As previously mentioned, it is difficult to generalize that all HQ employees perceive overall satisfaction this way, based on the very limited comments provided.

**Figure 10: Field Services and HQ Comparison of What Employees Like Most About Working for VR**

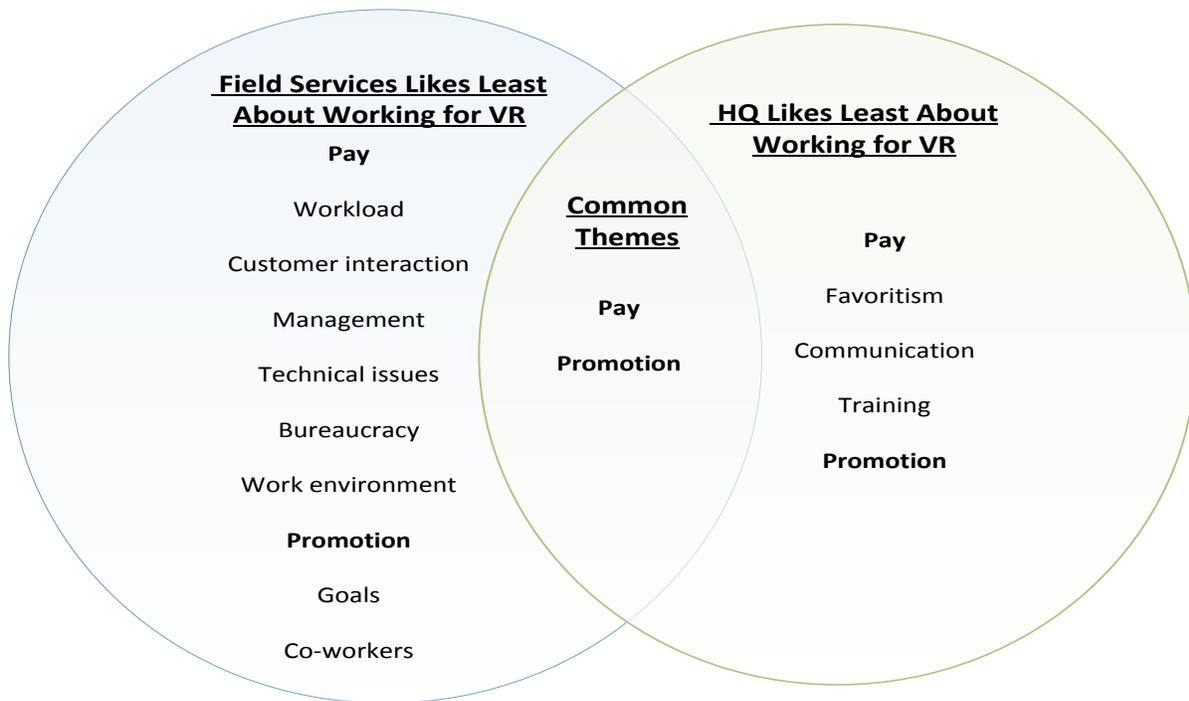


**Table 15: Common Themes Field Services and HQ Employees Like Most About Working for VR**

Common Theme	Field Services	HQ
<b>Helping people</b>	Employees like serving customers who were serious about reaching their goal and obtaining employment. Also, employees specified the mission of the organization and how it contributed to happiness in the workplace.	Helping people - focused on the mission of VR and supporting the goal of helping individuals with disabilities reach their employment goals.
<b>Coworkers</b>	Employees like friendships in the workplace, and said that there was a “team” atmosphere among workers. This theme was usually tied to responses that mentioned a positive work environment.	Coworkers were among what HQ employees like most about working at VR because of friendships in the workplace. Comments referencing coworkers were typically tied to a positive work environment. There were also specific comments that VR was like a family.
<b>Work environment</b>	Work environment was mentioned with positive comments referencing supervisors or coworkers. Work environment denoted an overall positive experience in the workplace.	Work environment was mentioned with positive comments referencing coworkers or supervisors. Work environment denoted an overall positive experience in the workplace.

Field Services and HQ employees stated that they support the mission of the agency by helping customers reach their employment goals. Coworkers and supervisors influence a positive work environment.

**Figure 11: Field Services and HQ Comparison of What Employees Like Least About Working for VR**



**Table 16: Common Themes Field Services and HQ Employees Like Least About Working for VR**

Common Theme	Field Services	HQ
<b>Pay</b>	Employees commented on the lack of pay raises, 3% of taken out of salary for benefits, and the lack of receiving COLAs. In addition, they said that Florida VR is paid less than other state VR agencies. Pay was also linked to comments relating to workload and lack of recognition.	Pay was mentioned with lack of promotional opportunities. Employees commented they were dissatisfied with 3% taken out of their salaries for benefits and the lack of COLAs.
<b>Promotion</b>	Promotion was typically tied to pay. Employees stated that they have not received any bonuses, COLAs, or pay increases, and that there were limited opportunities for career advancement or promotion that would afford them higher pay.	Promotion was typically mentioned with pay. The lack of promotional opportunities compounded the complaints of not receiving COLAs.

Promotion and pay are issues are related to limited opportunities for career advancement that would afford employees higher pay. The most common theme with promotion and pay related to the complaints of not receiving COLAs.

## Summary – HQ and Field Comparison

HQ had an “overall satisfaction” (42) score of 3.71, with a satisfaction rate of 98%. Field Services had an “overall satisfaction” (42) score of 3.30, with a satisfaction rate of 85%. Overall satisfaction scores between HQ and Field services showed a statistically significant difference. Text analysis responses from “overall satisfaction” (42) indicated that HQ and Field services employees like working for VR; however, for many, the pay is too low.

Text analysis responses indicated that HQ and Field Services employees were most satisfied with helping people, their coworkers, and the work environment. Text analysis responses indicated that HQ and Field Services employees were least satisfied with pay and promotional opportunities.

The items identified as having the most potential to improve overall satisfaction in HQ were “opportunities for career advancement” (15), “training provided by VR” (11), and receiving “recognition” (25). The items identified as having most potential to improve overall satisfaction in Field services were “opportunities for career advancement” (15), “VR HQ Senior Leadership sets realistic expectations” (16), the “environment is emotionally safe” (18), and “training provided by VR” (11).

“Opportunities for career advancement” (15) had the lowest scores in Field Services and HQ.

## FINDINGS AND RECOMMENDATIONS LINKED TO STRATEGIC PLAN

### VOCATIONAL REHABILITATION OVERALL

Analysis	Findings	Recommendations	In Strategic Plan? (Yes/No)	Strategic Plan Goal
<b>Overall Satisfaction Score</b>	<b>Item 42:</b> Overall, I am satisfied with VR as a place to work (score 3.36 / 87%).	Implement the recommendations below to increase the overall satisfaction score for the next climate survey.	Yes	Actual Performance
<b>Overall Satisfaction (text analysis)</b>	Employees are dissatisfied with pay.	VR should improve and complete the processes of redesigning on-boarding, mentoring, training, career-pathing, leadership development, and succession management for all VR employees. VR teams are currently in the process of implementing a Learning Management System (LMS), which will provide structured support for increased opportunities for career advancement that would, in turn, provide employees higher pay, and support employees to continue to like VR as a place to work.	Yes	2.1.1. & 2.1.2.
	Employees like VR as a place to work.			
<b>Most Satisfied Items by Score</b>	<b>Item 20:</b> I am proud of what VR does to help people (score 3.81 / 97%).	Employees should continue to focus on the mission and vision of VR and support the process of helping individuals with disabilities reach their employment goal in order to continue to like VR as a place to work, continue to be proud of what VR does to help people, continue to meet the expectations of customers, identify what must be done to successfully complete job duties, and understand how individual performance contributes to VR's success. For example, VR should continue to identify customer successes and encourage employees to participate in team activities that impact customer services and improve performance.	Yes	VR Mission & Vision
	<b>Item 2:</b> I know what I need to do to meet the expectations of my customers (those who use my products/services) (score 3.77 / 97%).			
	<b>Item 28:</b> I can identify what I must do to successfully complete my job duties (score 3.70 / 97%).			
	<b>Item 36:</b> I understand how my individual performance contributes to VR's success (score 3.70 / 96%).			
<b>Like Most About Working for VR (text analysis)</b>	<b>Helping people</b> (referenced 551 times) - employees support the goal or process of helping individuals with disabilities reach their employment goals by focusing on the mission of VR.	VR should complete the processes of redesigning the on-boarding, mentoring, training, career-pathing, leadership development, and succession management for all VR employees. VR teams are currently in the process of implementing a Learning Management System (LMS), which will provide a continued structured support for a positive work environment.	Yes	2.1.1. & 2.1.2.
	<b>Work environment</b> (referenced 102 times)-work environment is tied to positive references of coworkers and supervisors.			

Analysis	Findings	Recommendations	In Strategic Plan? (Yes/No)	Strategic Plan Goal
Least Satisfied Items by Score	<p><b>Item 10:</b> The salary and benefits I receive are fair compensation for my job duties (score 1.99 / 32%).</p>	<p>VR should improve the processes for on-boarding, mentoring, training, career-pathing, leadership development, and succession management for all VR employees. VR teams are currently in the process of implementing a Learning Management System (LMS), which will assist in increasing opportunities for career advancement, which in turn will provide employees higher pay. A recommendation that directly came from Field Services employees is to create job class levels, such as I, II, and III so VR techs and support staff feel they can advance in their job class without having to become a counselor. This effort will also provide structured support for improved training provided by VR.</p>	Yes	2.1.1. & 2.1.2.
	<p><b>Item 15:</b> VR provides employees with opportunities for career advancement and promotion (score 2.92 / 69%).</p>			
	<p><b>Item 11:</b> I am satisfied with the training provided by VR (score 3.09 / 77%).</p>			
Like Least About Working for VR (text analysis)	<p><b>Lack of promotional opportunities</b> (referenced 36 times) - Employees dissatisfied with not receiving bonuses, COLAs, and because there are only limited opportunities for career advancement that would provide employees higher pay.</p>	<p>VR should improve the processes for on-boarding, mentoring, training, career-pathing, leadership development, and succession management for all VR employees. VR teams are currently in the process of implementing a Learning Management System (LMS), which will assist in increasing opportunities for career advancement, which in turn will provide employees higher pay. A recommendation that directly came from Field Services employees is to create job class levels, such as I, II, and III so VR techs and support staff feel they can advance in their job class without having to become a counselor. This effort will also provide structured support for improved training provided by VR.</p>	Yes	2.1.1. & 2.1.2.
	<p><b>Pay</b> (referenced 276 times)-employees mentioned the lack of pay raises, COLAs, and 3% taken out of salary for benefits.</p>			
Most Potential to Improve Overall Satisfaction (quadrant analysis)	<p><b>Item 15:</b> VR provides employees with opportunities for career advancement and promotion (score 2.92 / 69%).</p>	<p>VR should improve the processes for on-boarding, mentoring, training, career-pathing, leadership development, and succession management for all VR employees. VR teams are currently in the process of implementing a Learning Management System (LMS), which will assist in increasing opportunities for career advancement, which in turn will provide employees higher pay. A recommendation that directly came from Field Services employees is to create job class levels, such as I, II, and III so VR techs and support staff feel they can advance in their job class without having to become a counselor. This effort will also provide structured support for improved training provided by VR.</p>	Yes	2.1.1. & 2.1.2.
	<p><b>Item 11:</b> I am satisfied with the training provided by VR (score 3.09 / 77%).</p>			
<p>Most Potential to Improve Overall Satisfaction (quadrant analysis)</p>	<p><b>Item 34:</b> My workload enables me to balance my work and personal life (score 3.10 / 76%).</p>	<p>VR should promote the use of multiple flex-scheduling options for employees, in order to support them in balancing their work life and personal life. In addition, the Bureau of Planning and Performance should work with Field Services to coordinate and conduct core process design and improvement projects to identify and eliminate unnecessary steps/requirements in the process. In addition, VR should analyze factors that contribute to employee turnover.</p>	Yes	1.1.2

## HEADQUARTERS

Analysis	Findings	Recommendations	In Strategic Plan? (Yes/No)	Strategic Plan Goal
<b>Overall Satisfaction Score</b>	<b>Item 42:</b> Overall, I am satisfied with VR as a place to work (score 3.70 / 99%).	Implement the recommendations below to increase the overall satisfaction score for the next climate survey.	Yes	Actual Performance
<b>Overall Satisfaction (text analysis)</b>	Employees are dissatisfied with pay because it is too low.	VR should improve and complete the redesign of on-boarding, mentoring, training, career-pathing, leadership development, and succession management for all VR employees. VR teams are currently in the process of implementing a Learning Management System (LMS), which will provide structured support for increased opportunities for career advancement. This will provide employees with higher pay and support employees to continue to like VR as a place to work.	Yes	2.1.1. & 2.1.2.
	Employees like VR as a place to work.			
<b>Most Satisfied Items by Score</b>	<b>Item 20:</b> I am proud of what VR does to help people (score 3.90).	Employees should continue to focus on the mission and vision of VR, and support the process of helping individuals with disabilities reach their employment goal. This will support employees to continue being proud of what VR does to help people, and continue to meet the expectations of customers. For example, VR should continue to identify customer successes, and encourage employees to participate in team activities that impact customer services and improve performance.	Yes	VR Mission & Vision
	<b>Item 2:</b> I know what I need to do to meet the expectations of my customers (those who use my products/services) (score 3.80).			
	<b>Item 4:</b> My work location provides adequate accommodations for accessibility (score 3.79).	VR Headquarters team should continue to improve the work location accommodations and accessibility, including facilities, technologies, programs, and communications. VR will complete the successful transition of HQ's Old St. Augustine location to the Southwood location, and work with DOE leasing to assure accessibility in Southwood and in field locations.	Yes	2.2.2. - 2.2.6.
<b>Like Most About Working for VR (text analysis)</b>	<b>Helping people</b> (referenced 52 times) - employees support the mission of VR by helping individuals with disabilities reach their employment goals.	Employees should continue to focus on the mission and vision of VR, and support the process of helping individuals with disabilities reach their employment goal. For example, VR should continue to identify customer successes, and encourage employees to participate in team activities that impact customer services and improve performance.	Yes	VR Mission & Vision
	<b>Work environment</b> (referenced 30 times) - tied to positive references of coworkers and supervisors.	VR should continue the processes for redesigning on-boarding, mentoring, training, career-pathing, leadership development, and succession management for all VR employees. VR teams are currently in the process of implementing a Learning Management System (LMS), which will provide continued structured support for a positive work environment.	Yes	2.1.1. & 2.1.2.

Analysis	Findings	Recommendations	In Strategic Plan? (Yes/No)	Strategic Plan Goal
<b>Least Satisfied Items by Score</b>	<b>Item 10:</b> The salary and benefits I receive are fair compensation for my job duties (score 2.76).	VR should improve the processes for on-boarding, mentoring, training, career-pathing, leadership development, and succession management for all VR employees. VR teams are currently in the process of implementing a Learning Management System (LMS), which will assist in increasing opportunities for career advancement. This will, in turn, provide employees higher pay. This effort will also provide structured support for improved training and other learning experiences for VR employees.	Yes	2.1.1. & 2.1.2.
	<b>Item 15:</b> VR provides employees with opportunities for career advancement and promotion (score 2.84).			
	<b>Item 11:</b> I am satisfied with the training provided by VR (score 3.16).			
<b>Pay</b> (referenced 16 times) - was mentioned with promotional opportunities. Employees were dissatisfied with 3% taken out of their salary for benefits and lack of COLAs.				
<b>Lack of promotional opportunities</b> (referenced 6 times) - was mentioned with pay. The lack of promotional opportunities compounded the problem of not receiving a COLA.				
<b>Like Least About Working for VR</b> (text analysis)	<b>Lack of training</b> (referenced 6 times) - was related to specific processes or technology.	Improve the accessibility of the Division's communications by improving the effectiveness of key communications, as they relate to changes in policy, progress on major strategic projects, and other key events. Increase opportunities for two-way communication, and provide employees with opportunities to participate in activities that improve business processes. Ensure that results of meetings and key decisions made by leadership are posted on the VRiNet.	Yes	2.2.6.
	<b>Favoritism</b> (referenced 6 times) - regarded employee treatment by supervisors.			
	<b>Lack of communication</b> (referenced 6 times) – cited across HQ work groups.			
<b>Most Potential to Improve Overall Satisfaction</b> (quadrant analysis)	<b>Item 15:</b> VR provides employees with opportunities for career advancement and promotion (score 2.86 / 67%).	VR should improve processes for on-boarding, mentoring, training, career-pathing, leadership development, and succession management for all VR employees. VR teams are currently in the process of implementing a Learning Management System (LMS), which will assist in increasing opportunities for career advancement. This will, in turn, provide employees higher pay.	Yes	2.1.1. & 2.1.2.
	<b>Item 10:</b> The salary and benefits I receive are fair compensation for my job duties (score 2.81 / 69%).			
	<b>Item 13:</b> I regularly receive useful feedback about my job performance (score 3.30 / 85%).	VR HQ supervisors should provide continuous and useful feedback to employees about their job performance. VR should continue to provide training to supervisors and implement the leadership development curriculum. Lack of communication to employees about their job performance can reinforce poor work habits and behaviors that prevent employee career advancement or goal attainment.	Yes	Goal 2.1.1.

## FIELD SERVICES

Analysis	Findings	Recommendations	In Strategic Plan? (Yes/No)	Strategic Plan Goal
<b>Overall Satisfaction Score</b>	<b>Item 42:</b> Overall, I am satisfied with VR as a place to work (score 3.30 / 85%).	Implement the recommendations below to increase the overall satisfaction score for the next climate survey.	Yes	Actual Performance
<b>Overall Satisfaction</b> (text analysis)	<b>Employees like working for VR</b> - employees respect the mission of VR and are satisfied with their work environment and supervisor.	VR should complete the processes for redesigning the on-boarding, mentoring, training, career-pathing, leadership development, and succession management for all VR employees. VR teams are currently in the process of implementing a Learning Management System (LMS), which will support employees to continue to like VR as a place to work.	Yes	2.1.1. & 2.1.2.
	<b>VR helps people</b> - employees are honored and happy to help people with disabilities obtain employment.	Employees should continue to focus on the mission and vision of VR, and support the process of helping individuals with disabilities reach their employment goal in order to continue to like VR as a place to work. For example, VR should continue to identify customer successes, and encourage employees to participate in team activities that impact customer services and improve performance.	Yes	VR Mission & Vision
	<b>Dissatisfied with some supervisory practices</b> - employees are dissatisfied with the workplace due to management practices, not feeling supported or encouraged by supervisors, perceived unrealistic expectations of performance.	VR should improve the processes for on-boarding, mentoring, training, career-pathing, leadership development, and succession management for all VR employees. VR teams are currently in the process of implementing a Learning Management System (LMS), which will provide content and structured support for improved supervisory practices.	Yes	2.1.1. & 2.1.2.
	<b>Workload is too high</b> - the workload is perceived as overwhelming, stressful, and unrealistic. The workload causes fatigue and unhappiness.	The Bureau of Planning and Performance should work with Field Services to coordinate and conduct core process design and improvement projects to identify and eliminate unnecessary steps/requirements in the process. In addition, BPP will analyze factors that contribute to employee turnover.	Yes	1.1.2
	<b>Dissatisfied with pay</b> -employees say the pay is too low for the amount of work they have, the credentials they hold, and is a hardship to care for families.	VR should improve the processes for on-boarding, mentoring, training, career-pathing, leadership development, and succession management for all VR employees. VR teams are currently in the process of implementing a Learning Management System (LMS), which will provide structured support for increased opportunities for career advancement. This, in turn, will provide employees with opportunities for higher pay.	Yes	2.1.1. & 2.1.2.

Analysis	Findings	Recommendations	In Strategic Plan? (Yes/No)	Strategic Plan Goal
Most Satisfied Items by Score	<b>Item 20:</b> I am proud of what VR does to help people (score 3.80).	Employees should continue to focus on the mission and vision of VR, and support the process of helping individuals with disabilities reach their employment goal. This will continue to help employees be proud of what VR does for people, continue to meet the expectations of customers, and to identify what must be done to successfully complete job duties. For example, VR should continue to identify customer successes, and encourage employees to participate in team activities that impact customer services and improve performance.	Yes	VR Mission & Vision
	<b>Item 2:</b> I know what I need to do to meet the expectations of my customers (those who use my products/services) (score 3.76).			
	<b>Item 28:</b> I can identify what I must do to successfully complete my job duties (score 3.71).			
Like Most About Working for VR (text analysis)	<b>Helping people</b> (referenced 499 times) - employees enjoy serving clients that were serious about obtaining employment and believe the mission contributes to happiness in the workplace.			
	<b>Positive Work environment</b> (referenced 111 times) - is mentioned with positive references of coworkers, supervisors, and supervisors supporting autonomy.	VR should continue the processes of redesigning the on-boarding, mentoring, training, career-pathing, leadership development, and succession management for all VR employees. VR teams are currently in the process of implementing a Learning Management System (LMS), which will provide continued structured support for a positive work environment.	Yes	2.1.1. & 2.1.2.
	<b>Benefits</b> (reference 26 times) - referred to the health plan, number of paid leave days, number of paid sick days, the ability to have flex-scheduling, and weekends off.	VR should continue to encourage supervisors to offer multiple flex-scheduling options for employees as an added benefit to their job. This must be accomplished with the approved DOE framework.	No	N/A
Least Satisfied items by Score	<b>Item 10:</b> The salary and benefits I receive are fair compensation for my job duties (score 1.88).	VR should improve on-boarding, mentoring, training, career-pathing, leadership development, and succession management for all VR employees. VR teams are currently in the process of implementing a Learning Management System (LMS), which will assist in increasing opportunities for career advancement. This will, in turn, provide employees with opportunities for higher pay. A recommendation from Field Services employees is to create job class levels such as I, II, and III, so VR techs and support staff feel they can advance in their job class without having to become a counselor. This effort will also provide structured support for improved training provided by VR.	Yes	2.1.1. & 2.1.2.
	<b>Item 15:</b> VR provides employees with opportunities for career advancement and promotion (score 2.93).			
	<b>Item 34:</b> My workload enables me to balance my work and personal life (score 3.03).	VR should promote the use of multiple flex-scheduling options for employees in order to support them in balancing their work life and personal life. The Bureau of Planning and Performance should work with Field Services to coordinate and conduct core process design and improvement projects to identify and eliminate unnecessary steps/requirements in the process. In addition, BPP will analyze factors that contribute to employee turnover.	Yes	1.1.2

Analysis	Findings	Recommendations	In Strategic Plan? (Yes/No)	Strategic Plan Goal
Like Least About Working for VR (text analysis)	<p><b>Lack of promotional opportunities</b> (referenced 30 times) - was mentioned with pay. Employees have not received any bonuses, COLAs, and there were limited advancement opportunities that would afford them higher pay.</p>	<p>VR should improve the processes for on-boarding, mentoring, training, career-pathing, leadership development, and succession management for all VR employees. VR teams are currently in the process of implementing a Learning Management System (LMS), which will assist in increasing opportunities for career advancement, which in turn will provide employees higher pay. A recommendation from Field Services employees is to create job class levels, such as I, II, and III, so VR techs and support staff feel they can advance in their job class without having to become a counselor.</p>	Yes	2.1.1 & 2.1.2.
	<p><b>Pay</b> (referenced 260 times) - employees are dissatisfied with pay due to the amount of work they have, lack of COLAs, 3% taken out of salary for benefits, and feel that low pay shows lack of recognition.</p>			
	<p><b>Workload is too high</b> (referenced 74 times) - the workload is unmanageable and continues to grow, while low pay is contributing to staff turnover (which impacts workload).</p>	<p>The Bureau of Planning and Performance should work with Field Services to coordinate and conduct core process design and improvement projects to identify and eliminate unnecessary steps/requirements in the process. In addition, BPP will analyze factors that contribute to employee turnover.</p>	No	N/A
	<p><b>Technical issues</b> (referenced 51 times) - employees were dissatisfied with REBA and RIMS and felt that technical issues were a hindrance to performing their job duties (can be tied to workload).</p>	<p>Complete modules of RIMS to better align the tools with business processes. In addition, VR should improve training on the use of VR information systems.</p>	Yes	3.1.4.
	<p><b>Bureaucracy</b> (referenced 35 times) - employees believe that there are unnecessary requirements and paperwork in the service process (can be tied to workload).</p>	<p>The Bureau of Planning and Performance should work with Field Services to coordinate and conduct core process design and improvement projects to identify and eliminate unnecessary steps/requirements in the process.</p>	No	N/A
	<p><b>Goals</b> (referenced 29 times) - VR's focus or pressure for counselors to hit targets added stress to employees' jobs (can be tied to workload).</p>	<p>Conduct performance meetings that focus on how to improve trends in performance, reconsidering specific production targets.</p>	No	N/A
	<p><b>Customer interaction</b> (referenced 54 times) - employees dislike serving customers that they believe are seeking services with no intention of becoming employed.</p>	<p>A workgroup might explore ways to decrease the number of individuals accepted for services with VR that have no intention of obtaining employment. For some, better information about VR's mission and vision at the time of application might be helpful, but others are referred by attorneys or friends for the specific purpose of obtaining assessments or services they might not otherwise obtain. This is frustrating for field staff, and negatively impacts their performance.</p>	No	N/A

	Findings	Recommendations	In Strategic Plan? (Yes/No)	Strategic Plan Goal
	<b>Work environment</b> (referenced 112 times) - is mentioned with coworkers and management and reflects an overall sense of dissatisfaction.	VR should improve the processes for on-boarding, mentoring, training, career-pathing, leadership development, and succession management for all VR employees. VR teams are currently in the process of implementing a Learning Management System (LMS), which will provide structured support for a positive work environment.	Yes	2.1.1 & 2.1.2.
<b>Most Potential to Improve Overall Satisfaction</b> (quadrant analysis)	<b>Item 15:</b> VR provides employees with opportunities for career advancement and promotion (score 2.93 / 69%).	VR should improve on-boarding, mentoring, training, career-pathing, leadership development, and succession management for all VR employees. VR teams are currently in the process of implementing a Learning Management System (LMS), which will assist in increasing opportunities for career advancement. This will, in turn, will provide employees with opportunities for higher pay. A recommendation from Field Services employees is to create job class levels, such as I, II, and III, so VR techs and support staff feel they can advance in their job class without having to become a counselor.	Yes	2.1.1. & 2.1.2.
	<b>Item 34:</b> My workload enables me to balance my work and personal life (score 3.03 / 73%).	VR should promote the use of multiple flex-scheduling options for employees, in order to support them in balancing their work life and personal life. The Bureau of Planning and Performance should work with Field Services to coordinate and conduct core process design and improvement projects to identify and eliminate unnecessary steps/requirements in the process. In addition, analyze factors that contribute to employee turnover.	Yes	1.1.2
	<b>Item 6:</b> I feel encouraged to come up with new and better ways of doing things at work (score 3.07 / 76%).	Implement an approach for VR employees to provide input into the organizational work processes to identify better ways of doing things at work. In addition, encourage employees to participate in team activities that impact customer services and improve performance.	Yes	2.1.3.
	<b>Item 18:</b> My work environment is emotionally safe (identified in four areas).	The Division may ensure and emotionally safe environment by reducing work stress, improving the business processes, encouraging autonomy, encouraging the use of flex-scheduling, increasing employee recognition, providing useful feedback to employees, and revising performance expectations to reflect current economic trends and conditions.	No	N/A

	Findings	Recommendations	In Strategic Plan? (Yes/No)	Strategic Plan Goal
<b>Most Impact on Overall Satisfaction</b> (regression analysis quadrant analysis, & text analysis)	<b>Item 15: VR provides employees with opportunities for career advancement and promotion</b> - there are limited or no opportunities for career advancement. Employees have to move or wait for an advanced position to become available. Creating levels for each job class would help to create more opportunities.	VR should improve on-boarding, mentoring, training, career-pathing, leadership development, and succession management for all VR employees. VR teams are currently in the process of implementing a Learning Management System (LMS), which will assist in increasing opportunities for career advancement. This will, in turn, will provide employees with opportunities for higher pay. A recommendation from Field Services employees is to create job class levels, such as I, II, and III, so VR techs and support staff feel they can advance in their job class without having to become a counselor.	Yes	2.1.1. & 2.1.2.
	<b>Item 11: I am satisfied with the training provided by VR</b> - more formal training for VR techs & support staff. More training for counselors on business processes and day to day job duties. Training provided is not pragmatic or practical.			
	<b>Item 16: Overall, decisions by VR HQ Sr. Leadership Team are based on that which advances our mission and goals</b> - Leadership does advance mission and goals, but is more focused on goal numbers; does not understand the Field's amount of work; is out of touch with how a unit office is run.	VR HQ Sr. Leadership team should continue to advance VR's mission and goals. The Bureau of Planning and Performance should work with Field Services to coordinate and conduct core process design and improvement projects to identify and eliminate unnecessary steps/requirements in the process. Improve leadership key communications about how decisions are made and post on the VRiNet, ensure the strategic plan is fully communicated to all employees, and have senior leaders spend more time in the field, e.g., visiting work units while traveling.	No	N/A
	<b>Item A2: Overall, decisions by my Area's Leadership Team are based on that which advances our mission and goals</b> - decision-making often pertains to numbers, is based on a whim with unrealistic expectations, and is intended to do whatever it takes to make the Area look good.	HQ and Area Leadership should consider revising Field Services performance evaluation expectations, with consideration of the current economic trends and conditions, to set more realistic goals. The economic status and customer demographics affect the number of people with disabilities obtaining employment. VR might consider workgroups that focus on how to improve trends in performance, as opposed to meeting specific production goals.	No	N/A
	<b>Item 34: My workload enables me to balance my work and personal life</b> - workload is too high and there is constant stress of never getting caught up. This causes fatigue after work hours and on weekends. Flex scheduling would be helpful to balance work/personal life better.	VR should promote the use of multiple flex-scheduling options for employees in order to support them in balancing their work life and personal life. In addition, the Bureau of Planning and Performance should work with Field Services to coordinate and conduct core process design and improvement projects to identify and eliminate unnecessary steps/requirements in the process. BPP will also analyze factors that contribute to employee turnover.	Yes	1.1.2