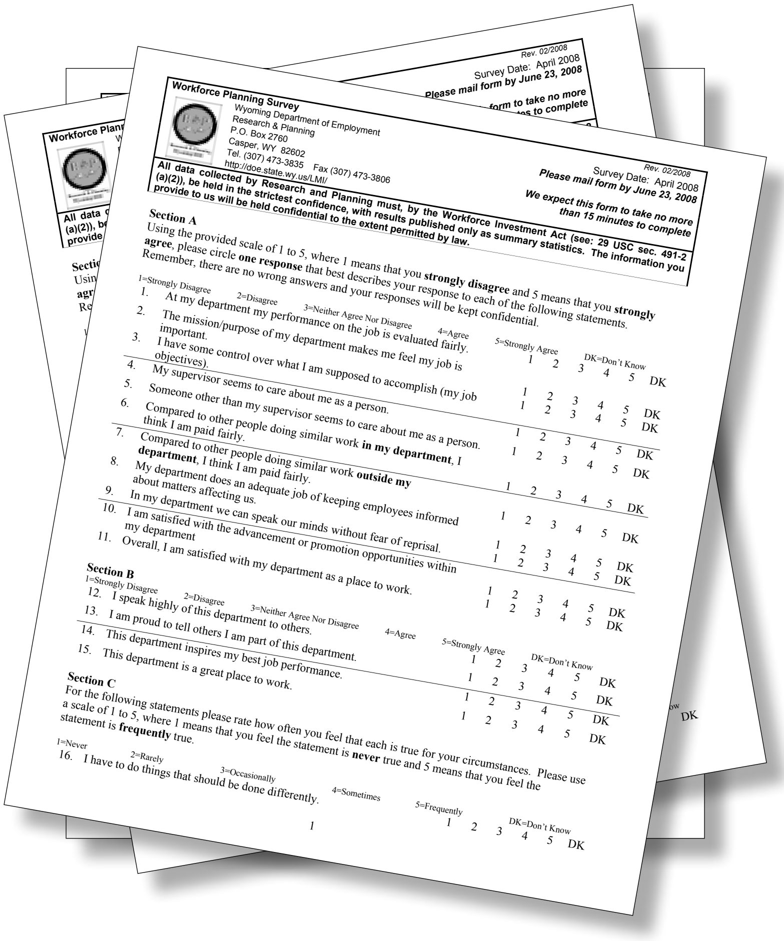
2008 Succession Planning Report: A Survey of Employees

in

Wyoming Department of Employment
Wyoming Department of Family Services
Wyoming Department of Workforce Services



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Rev. 02/2008
Survey Date: April 2008
Please mail form by June 23, 2008

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Section A

Using the provided scale of 1 to 5, where 1 means that you **strongly disagree** and 5 means that you **strongly agree**, please circle **one response** that best describes your response to each of the following statements. Remember, there are no wrong answers and your responses will be kept confidential.

1=Strongly Disagree 2=Disagree 3=Neither Agree Nor Disagree 4=Agree 5=Strongly Agree DK=Don't Know

1. At my department my performance on the job is evaluated fairly. 1 2 3 4 5 DK
2. The mission/purpose of my department makes me feel my job is important. 1 2 3 4 5 DK
3. I have some control over what I am supposed to accomplish (my job objectives). 1 2 3 4 5 DK
4. My supervisor seems to care about me as a person. 1 2 3 4 5 DK
5. Someone other than my supervisor seems to care about me as a person. 1 2 3 4 5 DK
6. Compared to other people doing similar work **in my department**, I think I am paid fairly. 1 2 3 4 5 DK
7. Compared to other people doing similar work **outside my department**, I think I am paid fairly. 1 2 3 4 5 DK
8. My department does an adequate job of keeping employees informed about matters affecting us. 1 2 3 4 5 DK
9. In my department we can speak our minds without fear of reprisal. 1 2 3 4 5 DK
10. I am satisfied with the advancement or promotion opportunities within my department 1 2 3 4 5 DK
11. Overall, I am satisfied with my department as a place to work. 1 2 3 4 5 DK

Section B

1=Strongly Disagree 2=Disagree 3=Neither Agree Nor Disagree 4=Agree 5=Strongly Agree DK=Don't Know

12. I speak highly of this department to others. 1 2 3 4 5 DK
13. I am proud to tell others I am part of this department. 1 2 3 4 5 DK
14. This department inspires my best job performance. 1 2 3 4 5 DK
15. This department is a great place to work. 1 2 3 4 5 DK

Section C

For the following statements please rate how often you feel that each is true for your circumstances. Please use a scale of 1 to 5, where 1 means that you feel the statement is **never** true and 5 means that you feel the statement is **frequently** true.

1=Never 2=Rarely 3=Occasionally 4=Sometimes 5=Frequently DK=Don't Know

16. I have to do things that should be done differently. 1 2 3 4 5 DK

1

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Wyoming Department of Employment, Research & Planning

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in

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Wyoming Department of Family Services
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Submitted for Publication October 2008
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Chapter 1: Introduction

by: Dr. Mark A. Harris

Purpose of the Study

This project is the culmination of efforts that began in 2007 among top management personnel in several state agencies. The purpose of this study is to ascertain and understand employee plans and behavior as they relate to working in state government. The scope of this research effort includes both employees nearing and contemplating retirement and employees at risk of leaving for reasons other than retirement. Given the aging of state government employees and the unique energy-driven market expansion currently at play in the state, developing an ongoing research agenda as it applies to employee succession planning has become of substantial concern in terms of both the scope of the challenge and what can realistically be done about it. The need for succession planning is acute in both the public and private sectors and is especially relevant where incumbent knowledge, skills, and abilities (KSAs) are sophisticated. This study explores these issues among two medium-size and one large state agency. An additional purpose of this inquiry is to serve as a pilot and feasibility study for possible expansion to all state government agencies.

Agencies and Employees Involved

The research model presented here is based primarily on earlier work developed by Research & Planning (R&P) while conducting succession planning research on Department of Employment (DOE) employees in fall 2006 (see for full report http://doe.state.wy.us/lmi/SP_report.pdf). Although five agencies initially expressed interest, this publication focuses again on DOE employees and is extended to workers in the Department of Family Services (DFS) and the Department of Workforce

Selected Findings

Demographics

- Employees in the Department of Family Services (DFS), the Department of Employment (DOE), and the Department of Workforce Services (DWS) are somewhat older than those in state government as a whole.
- DFS, DOE, and DWS employ a much greater proportion of female employees than male employees compared to the whole of state government.

Selected Cross-Tabulations and Chi-Square Analysis

- Chi-square analysis can be used to identify agencies with statistically significant different answers compared to the other agencies. For example: Sometimes respondents in one agency answered a question differently than those in the other agencies, such as with the statement, "The mission/purpose of my department makes me feel my job is important," to which a greater proportion of DWS employees answered negatively compared to DOE or DFS.
- Some satisfaction measures had similar responses in each agency, such as the statement, "Overall, I am satisfied with my department as a place to work."

Factor and Logistic Analysis

- Factor analysis reduced the number of variables used in the modeling process.
- Logistic regression modeling indicated which respondents might be more likely to leave their employer

(Selected Findings continued on page 2)

(Selected Findings continued from page 1)

based on the questionnaire and their demographic characteristics.

- The three factors revealed in the answers to questions 1- 29 included social cohesion, barriers to success, and barriers to upward mobility.
- Worker age and perceptions of external pay equity appeared to influence employees' stated intent to leave their jobs.
- Respondents indicated that the risk of stated intent to leave increased if they thought they could receive more respect from management and have more personal interest in their work with another employer.

See Frequency Tables in Appendix A, page 60.

Turnover

- DOE appears to be a very stable agency in terms of both size and turnover activity. Hire and exit rates were both well below those for the entire executive branch.
- DWS appears to be becoming a smaller but more stable agency.
- DFS grew but had less employment stability over time.
- All three state agencies appear to be strongly tied to Wyoming's labor market hiring from and losing exiters to private sector employers in Wyoming. Other agencies within state government and local government entities also form a substantial portion of the market for hires and exits among the three agencies under study.

Occupations of Concern

- Management positions may be a concern for all agencies as well as accountants and auditors in both DFS and DOE. Possible programs aimed at providing managerial training for first-line or mid-level supervisors may be warranted.
- There appears to be a concern in regard to fundamental positions within each of the departments. Eligibility interviewers in DOE, social workers in DFS, and employment specialists in DWS may be of concern for turnover.

Services (DWS). A total of 1,306 state employees were surveyed with 971 responding for an overall response rate of 74.3%.

Demographic and Market Challenges

The chapter on demographics (see page 11) clearly shows that over the next several decades the state will face an increasing number of retirements (for additional demographic detail see also http://doe.state.wy.us/LMI/wfdemog/toc3.htm). Many will take place in mission-critical and management positions (see page 37 "Occupations of Concern"). In addition, previous research has indicated that the state's existing pay plan may not adequately account for market forces driving Wyoming's economy (Harris, 2006), thus leading to additional turnover among state employees.[1] Failure to address demographic and market challenges likely means an increasing amount of seasoned talent loss, as well as the direct and indirect costs that accrue to state agencies from unnecessary employee turnover (for additional detail on turnover see also quarterly TRENDS issues at http://doe.state.wy.us/lmi/trends.htm). It should be noted that the agencies studied have a higher percentage of female employment than some other agencies and state government as a whole. This demographic factor likely impacts the results of this study and affects the degree to which the results can be generalized to all of state government. Factors such as child care, school age children, care of older parents, gender discrimination, limited high paying work opportunities outside of state government, as well as other factors may be of greater concern to employees in these agencies as compared to other agencies with a different demographic profile.

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[1] Please note that this study was conducted prior to the Department of Administration and Information's current Job Evaluation, Classification & Market Pay Project (see http://personnel.state.wy.us/hrproject/index.htm) and does not reflect upon the outcomes of this project.

The Value of Multiple Methods

R&P is in a unique position for producing succession planning research. Survey research provides a limited and somewhat costly alternative for collecting data. Moreover, interpreting the relevance (results) of responses for behavior and policy can be less than straightforward. However, it is invaluable in many circumstances when no other data sources currently exist. This is often the case when researching opinions and behavioral intentions. R&P has extensive history in producing quality survey research findings (for a recent survey on Wyoming nurses see http://doe.state.wy.us/lmi/nursing.htm).

R&P, due to its association with the Unemployment Insurance (UI) program and agreements with other state agencies, has the advantage of longitudinal wage and demographic data on a near census of all workers in the state from 1992 to the present. These data mean that R&P can determine the work history of all employees for an extensive time frame. Given the ongoing nature of the data collection strategy, results from administrative data research can be updated at minimal cost on a quarterly basis to ascertain current trend development.[2]

R&P has also pioneered research into combining survey and administrative data to take advantage of research possibilities not available from either source separately. The combination of survey and administrative data on research subjects means that R&P, for example, can verify responses to survey questions to determine which questions are most predictive of various workforce behaviors. As an example, R&P can, over time, verify the actual number of respondents who left their organization after stating their intent to do so (known as question predictive validity; see Table 1, page 4). By so doing we can refine what is and is not important for understanding and predicting turnover behavior.

Note on Internal and External Factors

Given that state agencies do not operate independently of the larger bureaucracy of which they are a part, the reader must be aware that state agencies will have limited ability to address certain issues. For example, loss of employees to better paying jobs in the private sector may be beyond the control of an agency operating within the context of federal budget cutbacks or an inflexible centralized pay plan. On the other hand, perceived unfairness in the way work is distributed in an agency or unethical behavior among management personnel, among other topics, are factors that can be addressed directly by an agency.

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[2] For a current example of quarterly "dashboard" workforce indicators derived from R&P's administrative databases for nurses working in Wyoming's health care industry see the NEW Report at http://doe.state.wy.us/LMI/dashboard/toc.htm.

Table 1: Predictive Validity Assessment for Question "Do you plan to leave employment with the Department of Employment within the next 12 months"

	Survey Information	Working in Department of Employment[a]			
Response	**Distribution**	**2007Q1**	**2007Q2**	**2007Q3**	**2007Q4**
No Answer	62	56	53	50	48
Row %	100.0%	90.3%	85.5%	80.6%	77.4%
Plan to Leave	20	18	18	18	18
Row %	100.0%	90.0%	90.0%	90.0%	90.0%
Plan to Retire	14	11	8	8	7
Row %	100.0%	78.6%	57.1%	57.1%	50.0%
Plan to Stay	210	206	202	199	199
Row %	100.0%	98.1%	96.2%	94.8%	94.8%
Total	**306**	**291**	**281**	**275**	**272**
Row %	**100.0%**	**95.1%**	**91.8%**	**89.9%**	**88.9%**

[a] Source: Wage Records Data File.

The intent of this report is not to grade agencies on these internal and external factors—particularly since they have varying missions and operate under different criteria and circumstances. Instead, this report is intended to help agency management better ascertain employee opinions, behavioral intentions, and actual historical behavior. Comparisons are meant to be instructive and informative and to provide sufficient context so an agency can act where it is able to do so and petition where it is not. Additionally, problems common to the three agencies can potentially be addressed with coordinated efforts.

Tips on Report Use

This report presents a number of statistics. Our intent from the outset has been to use the most rigorous methods available while balancing the need for understandability. As such, a broad variety of statistics are presented, ranging from univariate statistics to more complex multivariate (predictive) statistics. Univariate statistics are the most simplistic and are intended to summarize information within a single category (e.g., how DFS employees responded to a single question). Univariate statistics help readers to quickly grasp the size and shape of many responses to a particular question (e.g., the average age of all respondents). At other times bivariate statistics are used wherein, for example, the distribution of the responses to a question are compared across multiple agencies (e.g., do responses to question X differ between DFS and DOE?). Bivariate statistics are useful for illuminating differences (determined by formal statistical tests) but don't ascertain "why" differences exist. At other times in this report, more sophisticated multivariate tests were conducted to ascertain how multiple factors were related to a particular response (e.g., do wage dissatisfaction, few advancement opportunities, and dissatisfaction with management all predict an intent to exit employment?), and determine which are more powerful or salient predictors.

References

Harris, M. A. (2006). State employee compensation: A comparison to the local market. *Wyoming Labor Force Trends, 43*(3), 1-7. From http://doe.state.wy.us/LMI/0306/toc.htm

Chapter 2: Methodology

by: Lisa L. Knapp, Research Analyst

In order to gain a more complete view of the workplace for this study we used two methods of research. The first of these involved the analysis of administrative data. These records contain information on age, wages, tenure, and industry. This method is low-cost and noninvasive. However, administrative databases are only capable of providing part of the story. In order to gain perspective on the opinions and intentions State of Wyoming employees, we also administered a mail questionnaire. This questionnaire included questions pertaining to how an employee felt about his or her supervisors and co-workers, wages, workload, and what factors they would like to see changed. In order to learn how many employees may potentially be retiring in the near future, which is part of the goal of succession planning, this questionnaire also asked employees about their future retirement plans and views on working after retirement (responses to survey questions are shown in Appendix A, page 60). This chapter gives greater detail on how we did this. For more information on the strengths and weaknesses of each method and the reasons for using both, please see the methodology chapter of Retention of Nurses in Wyoming (http://doe.state.wy.us/LMI/nursing_retention_08.pdf).

Administrative Records

Research & Planning (R&P) has access to and uses several administrative databases that are updated on a regular basis (quarterly in most cases). The first of these is the Wyoming Unemployment Insurance (UI) Wage Records file, which contains information on employment and wages for all persons working for a UI-covered Wyoming employer in any given quarter. Often data from the Quarterly Census of Employment and Wages program are added to these wage records in order to analyze employment by industry. We also add demographic data such as gender and age from the Wyoming Department of Transportation driver's license files. The combination of these sources of information allows us to conduct nonintrusive analysis on the state's labor market at very little cost.

Survey Research

In 2008, R&P was contracted to conduct a succession planning study for three Wyoming state agencies: the Department of Employment (DOE), the Department of Family Services (DFS), and the Department of Workforce Services (DWS). R&P had previously conducted this study for DOE in 2006. Because the survey instrument had already been created, tested, and refined, few changes were made in 2008. We used factor analysis (see Chapter 5, page 27) to determine which, if any, questions were conceptually redundant and subsequently removed three questions about workplace satisfaction and moved two questions regarding benefits to the demographics section of the instrument (see the Chapter 3, page 11, and Appendix C, page 121).

We began the questionnaire process in May 2008 by obtaining names and mailing addresses for all employees working in the agencies from their respective human resources representatives. Because of the large number of employees working for DOE, DFS, and DWS (see Table 1, page 6), we decided to use the first mailing of the questionnaire as a form of address refinement. When a questionnaire was returned due to an incorrect address, an e-mail requesting an address update was sent to that employee. Overall, 101 (7.7%) questionnaires were returned for this reason (see Table 2, page 6). Of these, 82 (81.2%)

Table 1: Respondent Status by Agency, Succession Planning

		Department			
Respondent status		**DFS**	**DOE**	**DWS**	**Total**
Returned	N	536	243	192	**971**
	Row%	55.2%	25.0%	19.8%	**100.0%**
	Col%	70.1%	80.5%	80.3%	**74.3%**
Not returned	N	180	56	44	**280**
	Row%	64.3%	20.0%	15.7%	**100.0%**
	Col%	23.5%	18.5%	18.4%	**21.4%**
Undeliverable	N	28	3	3	**34**
	Row%	82.4%	8.8%	8.8%	**100.0%**
	Col%	3.7%	1.0%	1.3%	**2.6%**
No longer working for agency	N	21	.	.	**21**
	Row%	100.0%	.	.	**100.0%**
	Col%	2.7%	.	.	**1.6%**
Total	**N**	**765**	**302**	**239**	**1,306**
	Row%	**58.6%**	**23.1%**	**18.3%**	**100.0%**
	Col%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Table 2: Questionnaires Returned Due to Incorrect Addresses and Questionnaires Delivered by Agency, Succession Planning

		Department			
Address		**DFS**	**DOE**	**DWS**	**Total**
Undeliverable	N	82	6	13	**101**
	Row%	81.2%	5.9%	12.9%	**100.0%**
	Col%	10.7%	2.0%	5.4%	**7.7%**
Delivered	N	683	296	226	**1,205**
	Row%	56.7%	24.6%	18.8%	**100.0%**
	Col%	89.3%	98.0%	94.6%	**92.3%**
Total	**N**	**765**	**302**	**239**	**1,306**
	Row%	**58.6%**	**23.1%**	**18.3%**	**100.0%**
	Col%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

belonged to DFS employees, 6 (5.9%) belonged to DOE employees, and 13 (12.9%) belonged to DWS employees. Of those who received an e-mail requesting an address update, 67 (66.3%) responded and were re-sent a questionnaire while the remaining 34 questionnaires were never delivered to an employee. Of these, 28 (82.4%) were DFS employees, 3 (8.8%) were DOE employees, and 3 (8.8%) were DWS employees.

Prior to mailing the questionnaires to state employees, the directors for each agency sent out an introductory e-mail explaining the purpose of the study. Over the course of 10 weeks, employees were mailed up to three copies of the survey instrument (see Appendix C, page 121). Each employee was assigned a random, confidential number and was mailed a copy of the questionnaire, a cover letter again explaining the purpose of the survey and the confidentiality measures, and a postage-paid, addressed return envelope. The first mailing was sent to 1,306 employees between April 29 and May 19 and yielded a valid response rate of 50.7%. The second mailing was mailed between May 20 and June 10 to those who did not respond to the first mailing and increased the response rate to 67.5%. A final mailing was sent out between June 11 and June 25 to employees who had not responded to either the first or the second mailing. This increased the response rate to 73.8%.

Upon completion of the third round of questionnaires it was determined that the response rate for DFS (63.0%) was much lower than for DOE (80.5%) and DWS (80.3%). Because of this, R&P conducted follow-up phone calls to DFS staff between June 25 and June 30. These calls accomplished three things.

First, enough questionnaires were completed during this process to increase the response rate for DFS to 70.1%. Second, it helped to identify staff members who no longer worked for the agency and who could be removed from the sample (N = 21, 2.7%). Finally, a conversation with an employee and department supervisor alerted us to the possibility that not all employees had received the introductory e-mail from the agency directors. The purpose of the survey was explained to this administrator who then informed the employees in that section.

At the end of the collection period the final response rate for all employees included in the study was 74.3% (N = 971). The final response rate for DFS was 70.1% (N = 536). The final response rate for DOE was 80.5% (N = 243) and the final response rate for DWS was 80.3% (N = 192).

Nonresponse Bias

In research it is often as important to know who did not respond to a questionnaire as it is to know who did respond. If a substantial portion of a population demographic did not respond, the reported results may be misleading. There are several possible reasons why a person might not respond. For this study it may be that the employee was too new to the job to feel capable of rating his or her experiences in the work environment. Or perhaps the employee was afraid a response would be relayed to a supervisor, causing negative consequences. It may even be that the employee did not care enough either way to give an opinion. Whatever the reason, nonrespondents may differ substantially from respondents. This may affect the ability of survey results to be generalized to the larger population of interest, which in this case would be the agency.

Without completed questionnaires, we cannot identify differences in reported satisfaction levels for respondents and nonrespondents. However, we can analyze differences in known factors like age, gender, and tenure on the job. To determine significant differences (differences that are greater than chance, which might affect the final results of the study) for these variables we used the chi-square statistic. The technical aspects of this statistic are covered in greater detail in Chapter 4 (see page 14), but essentially the chi-square statistic analyzes the differences between an observed result and the expected result. If this difference is statistically significant, the probability value (p-value) will be equal to or less than 0.05.

Table 3 (see page 8) shows the differences between respondents and non-respondents at DFS. A significantly greater proportion of employees younger than age 35 (30.0%, p = 0.02) did not respond compared to those who did respond (20.2%). Similarly, Table 4 (see page 8) shows these results for DWS. There were also significantly more non-respondents (22.7%, p = 0.03) than respondents (9.9%) in the youngest age group. Table 5 (see page 9) shows the differences for respondents and non-respondents by age for DOE. The chi-square for this table is not statistically significant (p = 0.43), meaning that there were not significantly more nonrespondents in any age group. Because younger workers may have different work experiences than older workers, such as fewer years on the job or children at home that alter the way they view their workday, these missing respondents in DFS and DWS may have answered the questionnaire differently than the older respondents, thus affecting the final results for these agencies.

As shown in Table 6 (see page 9), a significant

Table 3: Questionnaires Returned by Age Group, DFS

Respondent Age Group	Respondent Status Returned	 Not Returned	Total
<35	**108**	**54**	**162**
Cell Chi-Square	1.4528	4.3263	
Percentage of Total	15.1%	7.5%	**22.6%**
Column Percent	20.2%	30.0%	
35-44	**128**	**40**	**168**
Cell Chi-Square	0.0397	0.1182	
Percentage of Total	17.9%	5.6%	**23.5%**
Column Percent	23.9%	22.2%	
45-54	**156**	**46**	**202**
Cell Chi-Square	0.1512	0.4503	
Percentage of Total	21.8%	6.4%	**28.2%**
Column Percent	29.1%	25.6%	
55-64	**140**	**36**	**176**
Cell Chi-Square	0.5161	1.5367	
Percentage of Total	19.6%	5.0%	**24.6%**
Column Percent	26.1%	20.0%	
65+	**4**	**4**	**8**
Cell Chi-Square	0.6605	1.9667	
Percentage of Total	0.6%	0.6%	**1.1%**
Column Percent	0.8%	2.2%	
Total	**536**	**180**	**716**
Total Column Percent	**74.9%**	**25.1%**	**100.0%**

Statistic	DF	Value	Prob
Chi-Square	4	11.2186	0.0242

proportion of DFS male respondents did not return a completed questionnaire (27.8%, p = 0.02). There were no significant differences between respondents and nonrespondents based on gender for either DOE (p = 0.23; see Table 7, page 9) or DWS (p = 0.63; see Table 8, page 10).

Table 4: Questionnaires Returned by Age Group, DWS

Respondent Age Group	Respondent Status Returned	 Not Returned	Total
<35	**19**	**10**	**29**
Cell Chi-Square	0.8942	3.9021	
Percentage of Total	8.1%	4.2%	**12.3%**
Column Percent	9.9%	22.7%	
35-44	**43**	**14**	**57**
Cell Chi-Square	0.2453	1.0705	
Percentage of Total	18.2%	5.9%	**24.2%**
Column Percent	22.4%	31.8%	
45-54	**58**	**5**	**63**
Cell Chi-Square	0.8878	3.8742	
Percentage of Total	24.6%	2.1%	**26.7%**
Column Percent	30.2%	11.4%	
55-64	**64**	**12**	**76**
Cell Chi-Square	0.0761	0.3322	
Percentage of Total	27.1%	5.1%	**32.2%**
Column Percent	33.3%	27.3%	
65+	**7**	**3**	**10**
Cell Chi-Square	0.1585	0.6917	
Percentage of Total	3.0%	1.3%	**4.2%**
Column Percent	3.7%	6.8%	
Unknown	**1**	**0**	**1**
Cell Chi-Square	0.0427	0.1864	
Percentage of Total	0.4%	0.0%	**0.4%**
Column Percent	0.5%	0.0%	
Total	**192**	**44**	**236**
Total Column Percent	**81.4%**	**18.6%**	**100.0%**

Statistic	DF	Value	Prob
Chi-Square	5	12.3618	0.0302

The results indicate that younger respondents in DFS and DWS, as well as males in DFS, may not be fully represented in the findings. This may be important because, had they responded, their responses may have been different than those of employees that did respond. This may have some effect on the ability of the results to be generalized, particularly for these two populations.

Table 5: Questionnaires Returned by Age Group, DOE

	Respondent Status		
Respondent Age Group	**Returned**	**Not Returned**	**Total**
<35	**32**	**10**	**42**
Cell Chi-Square	0.1334	0.5788	
Percentage of Total	10.7%	3.3%	**14.1%**
Column Percent	13.2%	17.9%	
35-44	**56**	**18**	**74**
Cell Chi-Square	0.2851	1.2369	
Percentage of Total	18.7%	6.0%	**24.8%**
Column Percent	23.1%	32.1%	
45-54	**72**	**12**	**84**
Cell Chi-Square	0.2041	0.8855	
Percentage of Total	24.1%	4.0%	**28.1%**
Column Percent	29.6%	21.4%	
55-64	**77**	**16**	**93**
Cell Chi-Square	0.0266	0.1154	
Percentage of Total	25.8%	5.4%	**31.1%**
Column Percent	31.7%	28.6%	
65+	**5**	**0**	**5**
Cell Chi-Square	0.2158	0.9365	
Percentage of Total	1.7%	0.0%	**1.7%**
Column Percent	2.1%	0.0%	
Unknown	**1**	**0**	**1**
Cell Chi-Square	0.0432	0.1873	
Percentage of Total	0.3%	0.0%	**0.3%**
Column Percent	0.4%	0.0%	
Total	**243**	**56**	**299**
Total Column Percent	**81.3%**	**18.7%**	**100.0%**

Statistic	**DF**	**Value**	**Prob**
Chi-Square	5	4.8485	0.4346

Table 6: Questionnaires Returned by Gender, DFS

	Respondent Status		
Respondent Gender	**Returned**	**Not Returned**	**Total**
Female	**432**	**130**	**562**
Cell Chi-Square	0.3027	0.9014	
Percentage of Total	60.3%	18.2%	**78.5%**
Column Percent	80.6%	72.2%	
Male	**104**	**50**	**154**
Cell Chi-Square	1.1046	3.2894	
Percentage of Total	14.5%	7.0%	**21.5%**
Column Percent	19.4%	27.8%	
Total	**536**	**180**	**716**
Total Column Percent	**74.9%**	**25.1%**	**100.0%**

Statistic	**DF**	**Value**	**Prob**
Chi-Square	1	5.5981	0.018

Table 7: Questionnaires Returned by Gender, DOE

	Respondent Status		
Respondent Gender	**Returned**	**Not Returned**	**Total**
Female	**175**	**36**	**211**
Cell Chi-Square	0.0778	0.3362	
Percentage of Total	58.7%	12.1%	**70.8%**
Column Percent	72.3%	64.3%	
Male	**67**	**20**	**87**
Cell Chi-Square	0.1887	0.8153	
Percentage of Total	22.5%	6.7%	**29.2%**
Column Percent	27.7%	35.7%	
Total	**242**	**56**	**298**
Total Column Percent	**81.2%**	**18.8%**	**100.0%**

Frequency Missing = 1

Statistic	**DF**	**Value**	**Prob**
Chi-Square	1	1.418	0.2337

Table 8: Questionnaires Returned by Gender, DWS

Respondent Gender	Respondent Status Returned	Respondent Status Not Returned	Total
Female	**138**	**30**	**168**
Cell Chi-Square	0.0128	0.0558	
Percentage of Total	58.5%	12.7%	**71.2%**
Column Percent	71.9%	68.2%	
Male	**54**	**14**	**68**
Cell Chi-Square	0.0316	0.1379	
Percentage of Total	22.9%	5.9%	**28.8%**
Column Percent	28.1%	31.8%	
Total	**192**	**44**	**236**
Total Column Percent	**81.4%**	**18.6%**	**100.0%**

Statistic	DF	Value	Prob
Chi-Square	1	0.238	0.6256

Chapter 3: Demographics

by: Lisa L. Knapp, Research Analyst

This chapter includes analysis of the demographic make-up of employees in the Department of Family Services (DFS), the Department of Employment (DOE), and the Department of Workforce Services (DWS). This will include a break down of age, gender, family status, and education. These factors can affect how subjects view their workplace. For instance, single men may have a different opinion of what issues are important in the workplace than married women. Likewise, younger workers with less experience may have a different opinion about their employers than do older workers with more tenure. Understanding these demographic patterns will be useful because they help the reader understand and interpret the results offered in subsequent chapters.

Overall, employees in DFS were younger than those in either of the other two departments (see Table 1). Almost half of DFS employees (44.0%) were younger than 45, compared to 36.2% of DOE employees and 32.3% of DWS employees. DWS employees had the greatest proportion of employees age 55 or older (36.9%). Among the three departments combined, 16.4% of employees were younger than age 35 and 30.5% were older than age 55. In comparison, 19.2% of Wyoming state employees (see Table 2) were younger than age 35 and only 26.5% were older than age 55. In summary, while there were almost twice as many younger workers in DFS, overall the employees of these three agencies are somewhat older than those working for the state as a whole. This could affect the generalizability of these results to the whole of state government because older workers and younger workers may have differing views of the workplace.

Table 1: Age Group by Department, Succession Planning

Respondent Age Group		Department			
		DFS	**DOE**	**DWS**	**Total**
<35	N	108	32	19	**159**
	Col%	20.1%	13.2%	9.9%	**16.4%**
35-44	N	128	56	43	**227**
	Col%	23.9%	23.0%	22.4%	**23.4%**
45-54	N	156	72	58	**286**
	Col%	29.1%	29.6%	30.2%	**29.5%**
55-64	N	140	77	64	**281**
	Col%	26.1%	31.7%	33.3%	**28.9%**
65+	N	4	5	7	**16**
	Col%	0.7%	2.1%	3.6%	**1.6%**
Unknown	N	0	1	1	**2**
	Col%	0.0%	0.4%	0.5%	**0.2%**
Total	**N**	**536**	**243**	**192**	**971**
	Col%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Table 2: Age Groups for Total Wyoming State Employment

	Frequency	Percent
<35	1,695	19.2%
35-44	1,883	21.3%
45-54	2,663	30.1%
55-64	2,144	24.3%
65+	193	2.2%
Unknown	257	2.9%
Total	**8,835**	**100.0%**

Frequency Missing = 257

The majority of employees in the three agencies were female (76.8%; see Table 3, page 12). This proportion was greater in DFS (80.6%) than in DOE (72.3%) and DWS (71.9%). In comparison, a slightly greater proportion of total state employees were male (51.3%; see Table 4, page 12) than female (48.7%). Because there is a greater proportion of females to males working in these three agencies than in some other agencies and state government as a whole,

Table 3: Gender by Department, Succession Planning

Respondent gender		Department DFS	 DOE	 DWS	 Total
Female	N	432	175	138	**745**
	Col%	80.6%	72.3%	71.9%	**76.8%**
Male	N	104	67	54	**225**
	Col%	19.4%	27.7%	28.1%	**23.2%**
Total	**N**	**536**	**242**	**192**	**970**
	Col%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Table 4: Gender for Total Wyoming State Employment

	Frequency	Percent
Male	4,397	51.3%
Female	4,181	48.7%
Total	**8,578**	**100.0%**

Frequency Missing = 257

Table 5: Marital Status by Department, Succession Planning

Marital Status		Department DFS	 DOE	 DWS	 Total
Married or Cohabitating	N	370	170	135	675
	Col%	71.3%	71.7%	73.0%	71.7%
Single, Divorced, or Widowed	N	149	67	50	266
	Col%	28.7%	28.3%	27.0%	28.3%
Total	**N**	**519**	**237**	**185**	**941**
	Col%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Table 6: Employees With or Without Dependents Age 26 or Younger by Department, Succession Planning

Do you have dependents who are 26 years old or younger?		Department DFS	 DOE	 DWS	 Total
Yes	N	267	95	87	**449**
	Col%	51.7%	40.1%	46.8%	**47.8%**
No	N	249	142	99	**490**
	Col%	48.3%	59.9%	53.2%	**52.2%**
Total	**N**	**516**	**237**	**186**	**939**
	Col%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

we cannot generalize these results to the whole of state government. As with younger versus older workers, men and women often have different work experiences and therefore have differing views on workplace issues.

More than two-thirds of respondents in all agencies were married or living with someone during the time of the survey (71.7%; see Table 5). This was true for respondents in each agency as well. Nearly half of all respondents had children age 26 or younger (47.8%; see Table 6). This is important in that many insurance plans allow for the addition of dependent children under the age of 26 as long as the dependents are enrolled in school. The literature suggests that employees will be more inclined to stay in a job as long as they are providing health insurance for someone else, especially dependent children (Madrian, 1994). A somewhat greater percentage of DFS employees had children age 26 or younger (51.7%) than DWS employees (46.8%) or DOE employees (40.1%). This is most likely because DFS employees were typically younger than those in the other two agencies.

In total, 86.7% of employees in these three agencies had at least some college education (see Table 7, page 13). The greatest proportion of employees holding graduate or higher degrees was in DWS (21.9%). A larger proportion of DOE employees had some college or an associate's degree (42.8%) or a high school diploma (10.7%) than in the other agencies.

Table 7: Level of Educational Attainment by Agency, Succession Planning

What is the highest level of education you have completed?		DFS	DOE	DWS	Total
		Department			
Less than high school degree	N	0	2	0	**2**
	Col%	0.0%	0.8%	0.0%	**0.2%**
High school degree (includes equivalency)	N	50	26	14	**90**
	Col%	9.3%	10.7%	7.3%	**9.3%**
Some college or associate's degree	N	213	104	63	**380**
	Col%	39.7%	42.8%	32.8%	**39.1%**
Bachelor's degree	N	188	73	66	**327**
	Col%	35.1%	30.0%	34.4%	**33.7%**
Graduate or professional degree	N	61	32	42	**135**
	Col%	11.4%	13.2%	21.9%	**13.9%**
Other	N	6	1	1	**8**
	Col%	1.1%	0.4%	0.5%	**0.8%**
No Answer	N	18	5	6	**29**
	Col%	3.4%	2.1%	3.1%	**3.0%**
Total	**N**	**536**	**243**	**192**	**971**
	Col%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

References

Madrian, B.C. (1994). Employment-based health insurance and job mobility: Is there evidence of job-lock? *The Quarterly Journal of Economics, 109*(1), pp. 27-54. Retrieved September 4, 2008, from: http://www.belkcollege.uncc.edu/jtroyer/jtroyer_cr/madrian_1994.pdf

Chapter 4: Workforce Satisfaction

by: Lisa L. Knapp, Research Analyst

Workforce satisfaction is a difficult concept to measure directly. In order to accomplish this, we used a series of scaled items (or statements about a condition or a perception) chosen because a review of the literature indicated they were useful for predicting employees' intent to leave their jobs (for more discussion about how these scaled items were chosen, see http://doe.state.wy.us/LMI/SP_Report.pdf). In order to determine potential differences in response patterns to these scaled items for employees in all three agencies, we used the chi-square statistical technique, which is a descriptive form of analysis. This statistic allows us to determine if the response patterns to any of the questions differed significantly among agencies.

The following is a discussion of the results of this statistical analysis. It is divided into two sections: scaled items that did not have a statistically significant chi-square result but highlighted issues that were of concern for employees in all agencies; and scaled items that did have a statistically significant chi-square result, indicating items that showed significant differences between one or two agencies. This discussion contains only a sample of the scaled items included on the questionnaire; results for all scaled items can be found in Appendix B (see page 92). Issues common to all agencies may be suitable for joint remediation plans.

Chi-Square Analysis

The chi-square statistic is used to determine whether or not the distributions of categorical variables differ from each other. It is essentially the measure of distance between the observed and expected responses. In this case, we expected the responses from the individual agencies to look the same as the total from all three. This statistic is used to calculate a p-value, or probability, which tells us if these differences are statistically significant. Any p-value that is less than or equal to 0.05 is considered statistically significant, indicating that there is a statistically real difference that is not due to chance. In this case, the chi-square value was used to identify significant differences in the responses of employees in the Wyoming Departments of Employment (DOE), Family Services (DFS), and Workforce Services (DWS). This is important as it may give agency heads insight into issues that are specific to their own departments, which, if altered, may increase employee satisfaction and tenure.

- **The chi-square statistic is used to determine whether the distributions of categorical variables differ from each other. It is essentially the measure of distance between the observed and expected responses. In this case, we expected the responses from the individual agencies to look the same as the total from all three. This statistic is used to calculate a p-value, or probability, which tells us if these differences are statistically significant.**

Important Satisfaction Issues That Do Not Differ Across Agencies

There were several variables that can be used to describe views, or consensus, of employees more generally. For instance, although question 11 (see Table 1, “Overall, I am satisfied with my department as a place to work”) did not have a significant chi-square result, which means there was no difference in answers for employees in each agency, more than 50% of all employees agreed or strongly agreed with this statement.

Question 1 (see Table 2, page 16, “At my department my performance on the job is evaluated fairly”) and question 16 (see Table 3, page 16, “I have to do things that should be done differently”) are both useful for describing the consensus among the three agencies even though neither of them showed significant differences among agencies. One in five employees disagreed or strongly disagreed that their job performance is fairly evaluated. Finally, more than one in three employees felt they sometimes or frequently do things at their jobs that should be done differently.

Although agencies lack the power to change all the factors that employees express dissatisfaction with, there are some things that can be changed internally. Question 8 (see Table 4, page 17, “My department does an adequate job of keeping employees informed about matters affecting us”) and question 9 (see Table 5, page 17, “In my department we can speak our minds without fear of reprisal”) are examples of these. Nearly one in three employees disagreed or strongly disagreed with questions 8 and 9. By promoting an internal system of openness between employees and management and by limiting retaliation (or the perception that retaliation will take place) toward employees who voice their opinions, an agency could potentially increase employee satisfaction and perhaps even retention.

Table 1: (Question 11) Overall, I am satisfied with my department as a place to work.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	**23**	**10**	**14**	**47**
Cell Chi-Square	0.3421	0.254	2.3842	
Percent of Total	2.4%	1.0%	1.5%	**4.9%**
Col.%	4.3%	4.2%	7.3%	
Disagree	**92**	**32**	**36**	**160**
Cell Chi-Square	0.1427	1.5703	0.6021	
Percent of Total	9.5%	3.3%	3.7%	**16.6%**
Col.%	17.2%	13.3%	18.9%	
Neither Agree nor Disagree	**115**	**42**	**29**	**186**
Cell Chi-Square	1.4429	0.4179	1.6443	
Percent of Total	11.9%	4.4%	3.0%	**19.3%**
Col.%	21.5%	17.4%	15.2%	
Agree	**224**	**117**	**73**	**414**
Cell Chi-Square	0.1031	1.821	0.9584	
Percent of Total	23.2%	12.1%	7.6%	**42.9%**
Col.%	42.0%	48.6%	38.2%	
Strongly Agree	**79**	**38**	**39**	**156**
Cell Chi-Square	0.6072	0.0217	2.1562	
Percent of Total	8.2%	3.9%	4.0%	**16.2%**
Col.%	14.8%	15.8%	20.4%	
Don’t Know	**1**	**2**	**0**	**3**
Cell Chi-Square	0.2614	2.0928	0.5932	
Percent of Total	0.1%	0.2%	0.0%	**0.3%**
Col.%	0.2%	0.8%	0.0%	
Total	**534**	**241**	**191**	**966**
Total Col.%	**55.3%**	**25.0%**	**19.8%**	**100.0%**

Frequency Missing = 5

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	17.4154	0.0657

Another example is question 10 (see Table 6, page 18, “I am satisfied with the advancement or promotion opportunities within my department”) in response to which employees expressed dissatisfaction with promotional opportunities. While it is not entirely up to the agency how many positions are open for advancement or the structure of the classification system, these three agencies in particular share jobs with similar duties (e.g., benefits specialists) and could conceivably work with each other to

Table 2: (Question 1) At my department my performance on the job is evaluated fairly.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	**32**	**14**	**14**	**60**
Cell Chi-Square	0.0401	0.0647	0.3851	
Percent of Total	3.3%	1.5%	1.5%	**6.2%**
Col.%	6.0%	5.8%	7.4%	
Disagree	**83**	**26**	**23**	**132**
Cell Chi-Square	1.3885	1.4718	0.3677	
Percent of Total	8.6%	2.7%	2.4%	**13.7%**
Col.%	15.6%	10.8%	12.1%	
Neither Agree Nor Disagree	**102**	**48**	**30**	**180**
Cell Chi-Square	0.0649	0.2065	0.8774	
Percent of Total	10.6%	5.0%	3.1%	**18.7%**
Col.%	19.2%	20.0%	15.8%	
Agree	**196**	**99**	**68**	**363**
Cell Chi-Square	0.1044	0.7681	0.1979	
Percent of Total	20.4%	10.3%	7.1%	**37.8%**
Col.%	36.9%	41.3%	35.8%	
Strongly Agree	**90**	**42**	**44**	**176**
Cell Chi-Square	0.5403	0.0869	2.4339	
Percent of Total	9.4%	4.4%	4.6%	**18.3%**
Col.%	17.0%	17.5%	23.2%	
Don't Know	**28**	**11**	**11**	**50**
Cell Chi-Square	0.005	0.1771	0.1256	
Percent of Total	2.9%	1.1%	1.1%	**5.2%**
Col.%	5.3%	4.6%	5.8%	
Total	**531**	**240**	**190**	**961**
Total Col.%	**55.3%**	**25.0%**	**19.8%**	**100.0%**

Frequency Missing = 10

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	9.306	0.5033

Table 3: (Question 16) I have to do things that should be done differently.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Never	**31**	**8**	**13**	**52**
Cell Chi-Square	0.1848	1.9664	0.7481	
Percent of Total	3.3%	0.9%	1.4%	**5.6%**
Col.%	6.0%	3.4%	7.1%	
Rarely	**105**	**55**	**47**	**207**
Cell Chi-Square	0.747	0.1699	0.9633	
Percent of Total	11.2%	5.9%	5.0%	**22.1%**
Col.%	20.4%	23.4%	25.5%	
Occasionally	**177**	**86**	**56**	**319**
Cell Chi-Square	0.0052	0.423	0.7315	
Percent of Total	18.9%	9.2%	6.0%	**34.1%**
Col.%	34.3%	36.6%	30.4%	
Sometimes	**130**	**62**	**47**	**239**
Cell Chi-Square	0.0273	0.062	2.34E-05	
Percent of Total	13.9%	6.6%	5.0%	**25.6%**
Col.%	25.2%	26.4%	25.5%	
Frequently	**57**	**12**	**17**	**86**
Cell Chi-Square	1.9172	4.277	0.0003	
Percent of Total	6.1%	1.3%	1.8%	**9.2%**
Col.%	11.1%	5.1%	9.2%	
Don't Know	**16**	**12**	**4**	**32**
Cell Chi-Square	0.156	1.947	0.8381	
Percent of Total	1.7%	1.3%	0.4%	**3.4%**
Col.%	3.1%	5.1%	2.2%	
Total	**516**	**235**	**184**	**935**
Total Col.%	**55.2%**	**25.1%**	**19.7%**	**100.0%**

Frequency Missing = 36

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	15.1641	0.1262

advance employees into positions across agencies.

Job Training

Employees were asked a series of questions related to their interest in receiving job training and in training their co-workers about their job duties. The responses to these questions did not differ significantly among agencies. A majority of all employees expressed at least some willingness to participate in these activities. More than two-thirds (70.6%) of employees said they would be likely or very likely to take part in learning others' job duties (see Table 7, page 18), 76.8% said they would be likely or very likely to take part in management training (see Table 8, page 19), and 76.4% expressed some degree

Table 4: (Question 8) My department does an adequate job of keeping employees informed about matters affecting us.

	Department			
	DFS	DOE	DWS	Total
Strongly Disagree	**47**	**20**	**25**	**92**
Cell Chi-Square	0.2581	0.4208	2.4819	
Percent of Total	4.9%	2.1%	2.6%	**9.5%**
Col.%	8.8%	8.2%	13.0%	
Disagree	**111**	**48**	**43**	**202**
Cell Chi-Square	0.0002	0.1502	0.2086	
Percent of Total	11.5%	5.0%	4.5%	**20.9%**
Col.%	20.9%	19.8%	22.4%	
Neither Agree nor Disagree	**140**	**59**	**42**	**241**
Cell Chi-Square	0.4144	0.0403	0.7155	
Percent of Total	14.50%	6.10%	4.30%	**24.90%**
Col.%	26.30%	24.30%	21.90%	
Agree	**189**	**93**	**57**	**339**
Cell Chi-Square	0.0334	0.7163	1.579	
Percent of Total	19.5%	9.6%	5.9%	**35.1%**
Col.%	35.5%	38.3%	29.7%	
Strongly Agree	**43**	**20**	**24**	**87**
Cell Chi-Square	0.4942	0.1587	2.6189	
Percent of Total	4.5%	2.1%	2.5%	**9.0%**
Col.%	8.1%	8.2%	12.5%	
Don't Know	**2**	**3**	**1**	**6**
Cell Chi-Square	0.5127	1.4769	0.0307	
Percent of Total	0.2%	0.3%	0.1%	**0.6%**
Col.%	0.4%	1.2%	0.5%	
Total	**532**	**243**	**192**	**967**
Total Col.%	**55.0%**	**25.1%**	**19.9%**	**100.0%**

Frequency Missing = 4

Statistic	DF	Value	Prob
Chi-Square	10	12.3106	0.2648

of interest in participating in a career advancement program (see Table 9, page 19). Also, 81.7% of all employees said they would be likely or very likely to train their co-workers for their job duties (see Table 10, page 20) and 70.3% said they would be at least somewhat likely to train interns about their job duties (see Table 11, page 20).

Table 5: (Question 9) In my department we can speak our minds without fear of reprisal.

	Department			
	DFS	DOE	DWS	Total
Strongly Disagree	**83**	**29**	**38**	**150**
Cell Chi-Square	0.0005	2.0215	2.4691	
Percent of Total	8.6%	3.0%	4.0%	**15.6%**
Col.%	15.6%	12.0%	20.1%	
Disagree	**105**	**51**	**41**	**197**
Cell Chi-Square	0.1286	0.042	0.1362	
Percent of Total	10.9%	5.3%	4.3%	**20.5%**
Col.%	19.8%	21.1%	21.7%	
Neither Agree nor Disagree	**113**	**48**	**36**	**197**
Cell Chi-Square	0.167	0.0489	0.1889	
Percent of Total	11.8%	5.0%	3.7%	**20.5%**
Col.%	21.3%	19.8%	19.1%	
Agree	**154**	**90**	**46**	**290**
Cell Chi-Square	0.2304	3.9838	2.1141	
Percent of Total	16.0%	9.4%	4.8%	**30.2%**
Col.%	29.0%	37.2%	24.3%	
Strongly Agree	**70**	**20**	**25**	**115**
Cell Chi-Square	0.6703	2.7561	0.2563	
Percent of Total	7.3%	2.1%	2.6%	**12.0%**
Col.%	13.2%	8.3%	13.2%	
Don't Know	**6**	**4**	**3**	**13**
Cell Chi-Square	0.1926	0.1628	0.0779	
Percent of Total	0.6%	0.4%	0.3%	**1.4%**
Col.%	113.0%	165.0%	159.0%	
Total	**531**	**242**	**189**	**962**
Total Col.%	**55.2%**	**25.2%**	**19.7%**	**100.0%**

Frequency Missing = 9

Statistic	DF	Value	Prob
Chi-Square	10	15.6471	0.1102

Compensation

Employees were asked two questions regarding their satisfaction with pay. Question 6 (see Table 12, page 21, "Compared to other people doing similar work in my department, I think I am paid fairly") did not differ significantly between agencies but can be used to describe overall satisfaction among the agencies

Table 6: (Question 10) I am satisfied with the advancement or promotion opportunities within my department.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	**115**	**41**	**34**	**190**
Cell Chi-Square	1.0303	0.9401	0.3605	
Percent of Total	11.9%	4.2%	3.5%	**19.6%**
Col.%	21.6%	16.9%	17.7%	
Disagree	**145**	**52**	**43**	**240**
Cell Chi-Square	1.2498	1.1291	0.4451	
Percent of Total	15.0%	5.4%	4.4%	**24.8%**
Col.%	27.2%	21.4%	22.4%	
Neither Agree nor Disagree	**137**	**69**	**46**	**252**
Cell Chi-Square	0.0222	0.5208	0.3175	
Percent of Total	14.2%	7.1%	4.8%	**26.0%**
Col.%	25.7%	28.4%	24.0%	
Agree	**81**	**57**	**43**	**181**
Cell Chi-Square	3.4946	2.9426	1.4038	
Percent of Total	8.4%	5.9%	4.4%	**18.7%**
Col.%	15.2%	23.5%	22.4%	
Strongly Agree	**37**	**16**	**19**	**72**
Cell Chi-Square	0.1764	0.2381	1.5593	
Percent of Total	3.8%	1.7%	2.0%	**7.4%**
Col.%	6.9%	6.6%	9.9%	
Don't Know	**18**	**8**	**7**	**33**
Cell Chi-Square	0.0016	0.0097	0.0316	
Percent of Total	1.9%	0.8%	0.7%	**3.4%**
Col.%	3.4%	3.3%	3.7%	
Total	**533**	**243**	**192**	**968**
Total Col.%	**55.1%**	**25.1%**	**19.8%**	**100.0%**

Frequency Missing = 3

Statistic	DF	Value	Prob
Chi-Square	10	15.8732	0.1033

Table 7: (Question 25) Willingness to learn others' job duties.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Very Unlikely	**29**	**10**	**9**	**48**
Cell Chi-Square	0.2325	0.3371	0.0234	
Percent of Total	3.0%	1.0%	0.9%	**5.0%**
Col.%	5.5%	4.2%	4.7%	
Unlikely	**42**	**14**	**7**	**63**
Cell Chi-Square	1.4879	0.1979	2.372	
Percent of Total	4.4%	1.5%	0.7%	**6.5%**
Col.%	7.9%	5.8%	3.7%	
Neither Likely nor Unlikely	**83**	**38**	**36**	**157**
Cell Chi-Square	0.1607	0.0424	0.8148	
Percent of Total	8.6%	4.0%	3.7%	**16.3%**
Col.%	15.6%	15.8%	19.0%	
Likely	**207**	**86**	**76**	**369**
Cell Chi-Square	0.0487	0.4361	0.1403	
Percent of Total	21.5%	8.9%	7.9%	**38.3%**
Col.%	38.9%	35.7%	40.0%	
Very Likely	**160**	**90**	**61**	**311**
Cell Chi-Square	0.8117	1.9027	0.0021	
Percent of Total	16.6%	9.4%	6.3%	**32.3%**
Col.%	30.1%	37.3%	32.1%	
Don't Know	**11**	**3**	**1**	**15**
Cell Chi-Square	0.8885	0.1514	1.2974	
Percent of Total	1.1%	0.3%	0.1%	**1.6%**
Col.%	2.1%	1.2%	0.5%	
Total	**532**	**241**	**190**	**963**
Total Col.%	**55.2%**	**25.0%**	**19.7%**	**100.0%**

Frequency Missing = 8

Statistic	DF	Value	Prob
Chi-Square	10	11.3476	0.3311

with the existing pay system. Nearly one-third of respondents (32.6%) did not feel they were paid fairly compared to their peers.

Question 7 (see Table 13, page 21, "Compared to other people doing similar work outside my department, I think I am paid fairly") both describes the consensus and also yields evidence of the first statistically significant difference among agencies in this analysis. Overall, 43.2% of employees disagreed to some degree with this statement. This was especially true for workers in DFS: Nearly half (49.0%) of all employees disagreed with this statement. This difference in response compared to those in the other two departments affected the statistical significance of this particular chi-square test.

Table 8: (Question 26) Willingness to attend management or other training for your career advancement.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Very Unlikely	**31**	**12**	**10**	**53**
Cell Chi-Square	0.1055	0.113	0.0271	
Percent of Total	3.2%	1.2%	1.0%	**5.5%**
Col.%	5.8%	5.0%	5.2%	
Unlikely	**39**	**15**	**15**	**69**
Cell Chi-Square	0.0226	0.2848	0.1205	
Percent of Total	4.0%	1.6%	1.6%	**7.1%**
Col.%	7.3%	6.2%	7.8%	
Neither Likely nor Unlikely	**49**	**24**	**17**	**90**
Cell Chi-Square	0.0087	0.1065	0.0441	
Percent of Total	5.1%	2.5%	1.8%	**9.3%**
Col.%	9.2%	10.0%	8.9%	
Likely	**176**	**83**	**65**	**324**
Cell Chi-Square	0.0429	0.0581	0.0056	
Percent of Total	18.2%	8.6%	6.7%	**33.5%**
Col.%	33.0%	34.4%	33.9%	
Very Likely	**231**	**104**	**83**	**418**
Cell Chi-Square	0.0006	0.0008	0.0001	
Percent of Total	23.9%	10.8%	8.6%	**43.3%**
Col.%	43.3%	43.2%	43.2%	
Don't Know	**7**	**3**	**2**	**12**
Cell Chi-Square	0.0217	1.29E-05	0.0622	
Percent of Total	0.7%	0.3%	0.2%	**1.2%**
Col.%	1.3%	1.2%	1.0%	
Total	**533**	**241**	**192**	**966**
Total Col.%	**55.2%**	**25.0%**	**20.0%**	**100.0%**

Frequency Missing = 5

Statistic	DF	Value	Prob
Chi-Square	10	1.025	0.9998

Table 9: (Question 27) Willingness to participate in a career advancement program within my department if such a program were to exist.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Very Unlikely	**32**	**11**	**15**	**58**
Cell Chi-Square	0.0002	0.8512	1.021	
Percent of Total	3.3%	1.1%	1.6%	**6.2%**
Col.%	6.0%	4.6%	7.8%	
Unlikely	**31**	**13**	**8**	**52**
Cell Chi-Square	0.1981	1.40E-05	0.5407	
Percent of Total	3.2%	1.4%	0.8%	**5.4%**
Col.%	5.9%	5.4%	4.2%	
Neither Likely nor Unlikely	**46**	**26**	**25**	**97**
Cell Chi-Square	1.0217	0.1226	1.6567	
Percent of Total	4.8%	2.7%	2.6%	**10.1%**
Col.%	8.7%	10.8%	13.0%	
Likely	**167**	**78**	**59**	**304**
Cell Chi-Square	0.0006	0.0485	0.0428	
Percent of Total	17.3%	8.1%	6.1%	**31.6%**
Col.%	31.5%	32.4%	30.7%	
Very Likely	**239**	**108**	**84**	**431**
Cell Chi-Square	0.0136	0.0002	0.0434	
Percent of Total	24.8%	11.2%	8.7%	**44.8%**
Col.%	45.1%	44.8%	43.8%	
Don't Know	**15**	**5**	**1**	**21**
Cell Chi-Square	1.0253	0.0124	2.4258	
Percent of Total	1.6%	0.5%	0.1%	**2.2%**
Col.%	2.8%	2.1%	0.5%	
Total	**530**	**241**	**192**	**963**
Total Col.%	**55.0%**	**25.0%**	**19.9%**	**100.0%**

Frequency Missing = 8

Statistic	DF	Value	Prob
Chi-Square	10	9.0247	0.5298

Important Satisfaction Issues That Show Differences Across Agencies

Job Performance

Two other scaled items both describe the system and were also statistically significant: question 3 (see Table 14, page 22, "I have some control over what I am supposed to accomplish [my job objectives]") and question 14 (see Table 15, page 22, "This department inspires my best performance"). Overall, 40% of all employees disagreed or strongly disagreed that they have control over their jobs. DOE and DWS

Table 10: (Question 28) Willingness to train co-workers for your job duties.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Very Unlikely	**23**	**8**	**9**	**40**
Cell Chi-Square	0.0392	0.3926	0.1386	
Percent of Total	2.4%	0.8%	0.9%	**4.1%**
Col.%	4.3%	3.3%	4.7%	
Unlikely	**20**	**20**	**9**	**49**
Cell Chi-Square	1.8312	4.9454	0.0561	
Percent of Total	2.1%	2.1%	0.9%	**5.1%**
Col.%	3.8%	8.3%	4.7%	
Neither Likely nor Unlikely	**46**	**17**	**16**	**79**
Cell Chi-Square	0.1334	0.3724	0.0057	
Percent of Total	4.8%	1.8%	1.7%	**8.2%**
Col.%	8.6%	7.1%	8.3%	
Likely	**204**	**90**	**74**	**368**
Cell Chi-Square	0.0045	0.0357	0.01	
Percent of Total	21.1%	9.3%	7.7%	**38.1%**
Col.%	38.3%	37.3%	38.5%	
Very Likely	**235**	**103**	**83**	**421**
Cell Chi-Square	0.0316	0.0393	0.0055	
Percent of Total	24.3%	10.7%	8.6%	**43.6%**
Col.%	44.1%	42.7%	43.2%	
Don't Know	**5**	**3**	**1**	**9**
Cell Chi-Square	0.0002	0.2536	0.3478	
Percent of Total	0.5%	0.3%	0.1%	**0.9%**
Col.%	0.9%	1.2%	0.5%	
Total	**533**	**241**	**192**	**966**
Total Col.%	**55.2%**	**25.0%**	**20.0%**	**100.0%**

Frequency Missing = 5

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	8.6427	0.5663

Table 11: (Question 29) Willingness to train interns about your job duties.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Very Unlikely	**42**	**16**	**15**	**73**
Cell Chi-Square	0.0766	0.273	0.0156	
Percent of Total	4.4%	1.7%	1.6%	**7.6%**
Col.%	7.9%	6.6%	7.8%	
Unlikely	**31**	**27**	**17**	**75**
Cell Chi-Square	2.5894	3.6509	0.2893	
Percent of Total	3.2%	2.8%	1.8%	**7.8%**
Col.%	5.8%	11.2%	8.9%	
Neither Likely nor Unlikely	**67**	**27**	**17**	**111**
Cell Chi-Square	0.5509	0.0188	1.1708	
Percent of Total	6.9%	2.8%	1.8%	**11.5%**
Col.%	12.6%	11.2%	8.9%	
Likely	**183**	**78**	**57**	**318**
Cell Chi-Square	0.3372	0.0253	0.6214	
Percent of Total	19.0%	8.1%	5.9%	**33.0%**
Col.%	34.4%	32.4%	29.7%	
Very Likely	**198**	**85**	**77**	**360**
Cell Chi-Square	0.0011	0.2678	0.4031	
Percent of Total	20.5%	8.8%	8.0%	**37.3%**
Col.%	37.2%	35.3%	40.1%	
Don't Know	**11**	**8**	**9**	**28**
Cell Chi-Square	1.275	0.1451	2.1106	
Percent of Total	1.1%	0.8%	0.9%	**2.9%**
Col.%	2.1%	3.3%	4.7%	
Total	**532**	**241**	**192**	**965**
Total Col.%	**55.1%**	**25.0%**	**19.9%**	**100.0%**

Frequency Missing = 6

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	13.8217	0.1813

employees were more likely to feel this way (43.3% and 51.4%, respectively), but two-thirds of DFS employees agreed or strongly agreed that, indeed, they do have some level of control over their job objectives, affecting the statistical significance of this item. More than one-fifth (22.7%) of all employees disagreed to some extent that their department inspires their best job performance, but a quarter (24.5%) of those working for DWS disagreed or strongly disagreed with this statement.

The next chapter of this report includes a discussion regarding factor analysis (a means of grouping questionnaire items into theoretically relevant categories for predictive rather than descriptive analysis), which details how three groupings of variables, or factors, were created for the

Table 12: (Question 6) Compared to other people doing similar work in my department, I think I am paid fairly.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	**75**	**23**	**11**	**109**
Cell Chi-Square	3.7054	0.671	5.2331	
Percent of Total	7.8%	2.4%	1.1%	**11.3%**
Col.%	14.1%	9.5%	5.7%	
Disagree	**124**	**45**	**37**	**206**
Cell Chi-Square	0.9627	0.833	0.3722	
Percent of Total	12.8%	4.7%	3.8%	**21.3%**
Col.%	23.3%	18.6%	19.3%	
Neither Agree nor Disagree	**98**	**44**	**35**	**177**
Cell Chi-Square	0.002	0.002	0.0006	
Percent of Total	10.1%	4.6%	3.6%	**18.3%**
Col.%	18.4%	18.2%	18.2%	
Agree	**143**	**75**	**63**	**281**
Cell Chi-Square	0.9119	0.3111	0.9309	
Percent of Total	14.8%	7.8%	6.6%	**29.1%**
Col.%	26.8%	31.0%	32.8%	
Strongly Agree	**58**	**35**	**30**	**123**
Cell Chi-Square	1.4155	0.578	1.2741	
Percent of Total	6.0%	3.6%	3.1%	**12.7%**
Col.%	10.9%	14.5%	15.6%	
Don't Know	**35**	**20**	**16**	**71**
Cell Chi-Square	0.4368	0.2803	0.2568	
Percent of Total	3.6%	2.1%	1.7%	**7.3%**
Col.%	6.6%	8.3%	8.3%	
Total	**533**	**242**	**192**	**967**
Total Col.%	**55.1%**	**25.0%**	**20.0%**	**100.0%**

Frequency Missing = 4

Statistic	DF	Value	Prob
Chi-Square	10	18.1773	0.052

Table 13: (Question 7) Compared to other people doing similar work outside my department, I think I am paid fairly.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	**107**	**30**	**21**	**158**
Cell Chi-Square	4.5241	2.3194	3.3753	
Percent of Total	11.0%	3.1%	2.2%	**16.3%**
Col.%	20.0%	12.4%	10.9%	
Disagree	**155**	**59**	**47**	**261**
Cell Chi-Square	0.8477	0.6234	0.4207	
Percent of Total	16.0%	6.1%	4.9%	**26.9%**
Col.%	29.0%	24.3%	24.5%	
Neither Agree nor Disagree	**106**	**57**	**41**	**204**
Cell Chi-Square	0.3773	0.68	0.0095	
Percent of Total	10.9%	5.9%	4.2%	**21.0%**
Col.%	19.8%	23.5%	21.4%	
Agree	**75**	**41**	**44**	**160**
Cell Chi-Square	1.9887	0.021	4.8003	
Percent of Total	7.7%	4.2%	4.5%	**16.5%**
Col.%	14.0%	16.9%	22.9%	
Strongly Agree	**33**	**18**	**18**	**69**
Cell Chi-Square	0.6719	0.0295	1.3806	
Percent of Total	3.4%	1.9%	1.9%	**7.1%**
Col.%	6.2%	7.4%	9.4%	
Don't Know	**59**	**38**	**21**	**118**
Cell Chi-Square	0.5685	2.4093	0.2378	
Percent of Total	6.1%	3.9%	2.1%	**12.2%**
Col.%	11.0%	15.6%	10.9%	
Total	**535**	**243**	**192**	**970**
Total Col.%	**55.2%**	**25.1%**	**19.8%**	**100.0%**

Frequency Missing = 1

Statistic	DF	Value	Prob
Chi-Square	10	25.2847	0.0048

purpose of statistical modeling (see page 27). Two of these three factors (social cohesion and barriers to job success) contain several scaled items that had statistically significant chi-square values, meaning there were distinguishable differences between departments. What is important is that there was a difference in response patterns for at least one department.

Social Cohesion

Several scaled items in the social cohesion factor showed statistically significant differences between departments. One of these was question 2 (see Table 16, page 23, "The mission/purpose of my department makes me feel my job is important"). There was very little difference

Table 14: (Question 3) I have some control over what I am supposed to accomplish (my job objectives).

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	**127**	**83**	**67**	**277**
Cell Chi-Square	4.457	2.5462	3.0252	
Percent of Total	13.2%	8.6%	6.9%	**28.7%**
Col.%	23.8%	34.2%	35.5%	
Disagree	**50**	**22**	**30**	**102**
Cell Chi-Square	0.7231	0.5216	5.0546	
Percent of Total	5.2%	2.3%	3.1%	**10.6%**
Col.%	9.4%	9.1%	15.9%	
Neither Agree nor Disagree	**80**	**31**	**22**	**133**
Cell Chi-Square	0.5708	0.1804	0.6216	
Percent of Total	8.3%	3.2%	2.3%	**13.8%**
Col.%	15.0%	12.8%	11.6%	
Agree	**272**	**105**	**69**	**446**
Cell Chi-Square	2.6278	0.4611	3.8214	
Percent of Total	28.2%	10.9%	7.1%	**46.2%**
Col.%	50.9%	43.2%	36.5%	
Don't Know	**5**	**2**	**1**	**8**
Cell Chi-Square	0.0755	0.0001	0.2041	
Percent of Total	0.5%	0.2%	0.1%	**0.8%**
Col.%	0.9%	0.8%	0.5%	
Total	**534**	**243**	**189**	**966**
Total Col.%	**55.3%**	**25.2%**	**19.6%**	**100.0%**

Frequency Missing = 5

Statistic	**DF**	**Value**	**Prob**
Chi-Square	8	24.8903	0.0016

among agencies except for DWS, where 8.0% of respondents indicated they strongly disagreed with this statement, compared to 5.6% of DFS employees and 3.3% of DOE employees.

Table 15: (Question 14) This department inspires my best performance.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	**27**	**18**	**15**	**60**
Cell Chi-Square	1.1218	0.5865	0.8216	
Percent of Total	2.8%	1.9%	1.6%	**6.2%**
Col.%	5.1%	7.4%	7.8%	
Disagree	**95**	**33**	**32**	**160**
Cell Chi-Square	0.5167	1.2515	0.0034	
Percent of Total	9.8%	3.4%	3.3%	**16.5%**
Col.%	17.8%	13.6%	16.7%	
Neither Agree nor Disagree	**135**	**67**	**44**	**246**
Cell Chi-Square	0.0034	0.4685	0.4523	
Percent of Total	13.9%	6.9%	4.5%	**25.4%**
Col.%	25.2%	27.6%	22.9%	
Agree	**195**	**86**	**62**	**343**
Cell Chi-Square	0.179	0.0001	0.5115	
Percent of Total	20.1%	8.9%	6.4%	**35.4%**
Col.%	36.5%	35.4%	32.3%	
Strongly Agree	**83**	**35**	**39**	**157**
Cell Chi-Square	0.1491	0.4769	2.0204	
Percent of Total	8.6%	3.6%	4.0%	**16.2%**
Col.%	15.5%	14.4%	20.3%	
Don't Know	**0**	**4**	**0**	**4**
Cell Chi-Square	2.2062	8.9691	0.7918	
Percent of Total	0.0%	0.4%	0.0%	**0.4%**
Col.%	0.0%	1.7%	0.0%	
Total	**535**	**243**	**192**	**970**
Total Col.%	**55.2%**	**25.1%**	**19.8%**	**100.0%**

Frequency Missing = 1

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	20.5296	0.0246

Another instance in which there was a significant difference between agencies was question 5 (see Table 17, page 24, "Someone other than my supervisor seems to care about me as a person"). Respondents in DFS and DOE gave similar answers to this question. However, a comparatively large proportion of DWS employees disagreed or strongly disagreed with this statement (16.6%).

A third scaled item that had statistically significant results was question 12 (see Table 18, page 24, "I speak highly of this department to others"). Again, the responses from DOE and DFS employees were similar, but DWS employees gave significantly different answers. Moreover, in DWS, these

- **The concept of *social cohesion* involves the extent to which persons perceive that they are integrated into an organization through consistent and frequent communication and fair treatment. This concept also requires that the purpose of the organization and an employee's role in it are well understood and agreed to.**
- **The concept of *barriers to success* can be defined as the relationship between an organization's business rules and the role of the employee in job goal attainment.**

responses were bimodal, meaning that DWS responses were grouped at opposite ends of the scale rather than at only one end or the other. Significantly more stated they disagreed or strongly disagreed with this statement (19.3%) compared to those in DFS (13.9%) or DOE (15.3%). There were also differences at the positive end of the scale, where a greater proportion of DWS employees indicated they strongly agreed with this statement (25.7%) than did employees in DFS (18.1%) or DOE (16.1%).

Table 16: (Question 2) The mission/purpose of my department makes me feel my job is important.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	**30**	**8**	**17**	**55**
Cell Chi-Square	0.0052	2.4045	3.4826	
Percent of Total	3.1%	0.8%	1.8%	**5.7%**
Col.%	5.6%	3.3%	8.0%	
Disagree	**60**	**24**	**21**	**105**
Cell Chi-Square	0.0667	0.1929	0.0038	
Percent of Total	6.2%	2.5%	2.2%	**10.9%**
Col.%	11.2%	9.9%	11.0%	
Neither Agree nor Disagree	**81**	**39**	**21**	**141**
Cell Chi-Square	0.121	0.3989	1.6725	
Percent of Total	8.4%	4.0%	2.2%	**14.6%**
Col.%	15.1%	16.1%	11.0%	
Agree	**202**	**100**	**75**	**377**
Cell Chi-Square	0.1943	0.3508	0.005	
Percent of Total	20.9%	10.3%	7.8%	**39.0%**
Col.%	37.8%	41.3%	39.3%	
Strongly Agree	**160**	**64**	**57**	**281**
Cell Chi-Square	0.1419	0.556	0.0436	
Percent of Total	16.5%	6.6%	5.9%	**29.0%**
Col.%	29.9%	26.5%	29.8%	
Don't Know	**2**	**7**	**0**	**9**
Cell Chi-Square	1.7783	10.028	1.7758	
Percent of Total	0.2%	0.7%	0.0%	**0.9%**
Col.%	0.4%	2.9%	0.0%	
Total	**535**	**242**	**191**	**968**
Total Col.%	**55.3%**	**25.0%**	**19.7%**	**100.0%**

Frequency Missing = 3

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	23.2219	0.01

Barriers To Success

As previously mentioned, three scaled items within the barriers to success factor were statistically significant. One of these was question 17 (see Table 19, page 25, "I work under incompatible policies and guidelines"). DFS employees were most likely to indicate that this happens sometimes or frequently (32.2%). In contrast, DOE had the smallest proportion of employees responding that this is frequently the case (4.6%) and DWS employees had the largest proportion of those who felt this never happens (18.4%).

Table 17: (Question 5) Someone other than my supervisor seems to care about me as a person.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	**34**	**13**	**11**	**58**
Cell Chi-Square	0.1187	0.1494	0.0201	
Percent of Total	3.5%	1.3%	1.1%	**6.0%**
Col.%	6.3%	5.4%	5.7%	
Disagree	**31**	**10**	**21**	**62**
Cell Chi-Square	0.3102	1.933	6.2071	
Percent of Total	3.2%	1.0%	2.2%	**6.4%**
Col.%	5.8%	4.1%	10.9%	
Neither Agree nor Disagree	**65**	**36**	**19**	**120**
Cell Chi-Square	0.0259	1.2274	0.9509	
Percent of Total	6.7%	3.7%	2.0%	**12.4%**
Col.%	12.1%	14.9%	10.0%	
Agree	**203**	**102**	**67**	**372**
Cell Chi-Square	0.0319	0.9104	0.5975	
Percent of Total	20.9%	10.5%	6.9%	**38.4%**
Col.%	37.9%	42.2%	34.9%	
Strongly Agree	**197**	**70**	**69**	**336**
Cell Chi-Square	0.6919	2.2807	0.0934	
Percent of Total	20.3%	7.2%	7.1%	**34.6%**
Col.%	36.8%	28.9%	35.9%	
Don't Know	**6**	**11**	**5**	**22**
Cell Chi-Square	3.118	5.5341	0.0956	
Percent of Total	0.6%	1.1%	0.5%	**2.3%**
Col.%	1.1%	4.6%	2.6%	
Total	**536**	**242**	**192**	**970**
Total Col.%	**55.3%**	**25.0%**	**19.8%**	**100.0%**

Frequency Missing = 1

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	24.2961	0.0069

Table 18: (Question 12) I speak highly of this department to others.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	**18**	**7**	**10**	**35**
Cell Chi-Square	0.0907	0.3598	1.394	
Percent of Total	1.9%	0.7%	1.0%	**3.6%**
Col.%	3.4%	2.9%	5.2%	
Disagree	**56**	**30**	**27**	**113**
Cell Chi-Square	0.6543	0.0975	1.003	
Percent of Total	5.8%	3.1%	2.8%	**11.7%**
Col.%	10.5%	12.4%	14.1%	
Neither Agree nor Disagree	**146**	**68**	**46**	**260**
Cell Chi-Square	0.0418	0.1201	0.5376	
Percent of Total	15.1%	7.0%	4.8%	**26.8%**
Col.%	27.3%	28.0%	24.1%	
Agree	**217**	**96**	**59**	**372**
Cell Chi-Square	0.6566	0.0788	2.7986	
Percent of Total	22.4%	9.9%	6.1%	**38.4%**
Col.%	40.6%	39.5%	30.9%	
Strongly Agree	**97**	**39**	**49**	**185**
Cell Chi-Square	0.2588	1.1782	4.3086	
Percent of Total	10.0%	4.0%	5.1%	**19.1%**
Col.%	18.1%	16.1%	25.7%	
Don't Know	**1**	**3**	**0**	**4**
Cell Chi-Square	0.6613	3.9753	0.7884	
Percent of Total	0.1%	0.3%	0.0%	**0.4%**
Col.%	0.2%	1.2%	0.0%	
Total	**535**	**243**	**191**	**969**
Total Col.%	**55.2%**	**25.1%**	**19.7%**	**100.0%**

Frequency Missing = 2

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	19.0035	0.0402

Question 22 (see Table 20, page 25, "I have to work under vague directives or orders") was another instance where responses in one agency, DWS, were bimodal. DWS had the largest proportion of employees who responded that this is never the case (19.0%) and the highest proportion of respondents who said this frequently occurs (12.1%). In comparison, only 16.1% of DOE respondents and 13.6% of DFS respondents stated they never work under vague conditions and only 6.2% of DOE employees and 9.9% of DFS employees said this frequently happens.

The third variable within the barriers to success factor that was statistically significant across agencies was question

Table 19: (Question 17) I work under incompatible policies and guidelines.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Never	**69**	**35**	**35**	**139**
Cell Chi-Square	0.7996	0.0009	2.1464	
Percent of Total	7.1%	3.6%	3.6%	**14.4%**
Col.%	12.9%	14.5%	18.4%	
Rarely	**134**	**85**	**60**	**279**
Cell Chi-Square	2.6535	3.2646	0.4785	
Percent of Total	13.9%	8.8%	6.2%	**28.9%**
Col.%	25.1%	35.1%	31.6%	
Occasionally	**144**	**69**	**45**	**258**
Cell Chi-Square	0.0133	0.295	0.6505	
Percent of Total	14.9%	7.1%	4.7%	**26.7%**
Col.%	27.0%	28.5%	23.7%	
Sometimes	**111**	**37**	**29**	**177**
Cell Chi-Square	1.7687	1.2155	0.9708	
Percent of Total	11.5%	3.8%	3.0%	**18.3%**
Col.%	20.8%	15.3%	15.3%	
Frequently	**61**	**11**	**17**	**89**
Cell Chi-Square	2.8307	5.723	0.0146	
Percent of Total	6.3%	1.1%	1.8%	**9.2%**
Col.%	11.4%	4.6%	9.0%	
Don't Know	**15**	**5**	**4**	**24**
Cell Chi-Square	0.2264	0.1705	0.11	
Percent of Total	1.6%	0.5%	0.4%	**2.5%**
Col.%	2.8%	2.1%	2.1%	
Total	**534**	**242**	**190**	**966**
Total Col.%	**55.3%**	**25.1%**	**19.7%**	**100.0%**

Frequency Missing = 5

Statistic	DF	Value	Prob
Chi-Square	10	23.3327	0.0096

Table 20: (Question 22) I have to work under vague directives or orders.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Never	**73**	**39**	**36**	**148**
Cell Chi-Square	0.9635	0.1039	1.6469	
Percent of Total	7.6%	4.0%	3.7%	**15.3%**
Col.%	13.6%	16.1%	19.0%	
Rarely	**167**	**96**	**49**	**312**
Cell Chi-Square	0.1827	4.1124	2.4691	
Percent of Total	17.3%	9.9%	5.1%	**32.3%**
Col.%	31.2%	39.7%	25.8%	
Occasionally	**120**	**54**	**47**	**221**
Cell Chi-Square	0.0421	0.0309	0.2947	
Percent of Total	12.4%	5.6%	4.9%	**22.9%**
Col.%	22.4%	22.3%	24.7%	
Sometimes	**118**	**36**	**33**	**187**
Cell Chi-Square	2.0437	2.4916	0.3812	
Percent of Total	12.2%	3.7%	3.4%	**19.3%**
Col.%	22.1%	14.9%	17.4%	
Frequently	**53**	**15**	**23**	**91**
Cell Chi-Square	0.1399	2.6534	1.4661	
Percent of Total	5.5%	1.6%	2.4%	**9.4%**
Col.%	9.9%	6.2%	12.1%	
Don't Know	**4**	**2**	**2**	**8**
Cell Chi-Square	0.041	0.0	0.1166	
Percent of Total	0.4%	0.2%	0.2%	**0.8%**
Col.%	0.8%	0.8%	1.1%	
Total	**535**	**242**	**190**	**967**
Total Col.%	**55.3%**	**25.0%**	**19.7%**	**100.0%**

Frequency Missing = 4

Statistic	DF	Value	Prob
Chi-Square	10	19.1798	0.038

23 (see Table 21, page 26, "I do not have enough time to get everything done at work"). There was a distinct difference between agencies, especially between DFS and DOE. More than half of DFS employees (54.0%) indicated they sometimes or frequently don't have enough time to get their work done. In contrast, nearly half of DOE employees (45.9%) stated that this is rarely or never the case. It should be noted that the response among DOE employees may be partly due to Wyoming's booming economy. As shown in the July 2008 issue of *Wyoming Labor Force Trends* (http://wydoe.state.wy.us/LMI/0708/init.htm), unemployment insurance claims had decreased between April and May and are at historically low levels.

Table 21: (Question 23) I do not have enough time to get everything done at work.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Never	**42**	**34**	**15**	**91**
Cell Chi-Square	1.3522	5.5922	0.5095	
Percent of Total	4.3%	3.5%	1.6%	**9.4%**
Col.%	7.9%	14.1%	7.8%	
Rarely	**105**	**77**	**36**	**218**
Cell Chi-Square	1.9605	9.3451	1.1985	
Percent of Total	10.8%	8.0%	3.7%	**22.5%**
Col.%	19.6%	31.8%	18.8%	
Occasionally	**98**	**59**	**55**	**212**
Cell Chi-Square	3.1	0.6924	4.0194	
Percent of Total	10.1%	6.1%	5.7%	**21.9%**
Col.%	18.3%	24.4%	28.7%	
Sometimes	**127**	**38**	**42**	**207**
Cell Chi-Square	1.4139	3.6288	0.0236	
Percent of Total	13.1%	3.9%	4.3%	**21.4%**
Col.%	23.7%	15.7%	21.9%	
Frequently	**162**	**30**	**44**	**236**
Cell Chi-Square	7.7125	14.209	0.1631	
Percent of Total	16.7%	3.1%	4.5%	**24.4%**
Col.%	30.3%	12.4%	22.9%	
Don't Know	**1**	**4**	**0**	**5**
Cell Chi-Square	1.1228	6.0619	0.9907	
Percent of Total	0.1%	0.4%	0.0%	**0.5%**
Col.%	0.2%	1.7%	0.0%	
Total	**535**	**242**	**192**	**969**
Total Col.%	**55.2%**	**25.0%**	**19.8%**	**100.0%**

Frequency Missing = 2

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	63.0963	<.0001

Conclusions

As this analysis shows, there are some definite differences among agencies in terms of employee perception. Nevertheless, even when there is not a statistically significant difference among agencies, responses can give insight into issues that employees in all agencies feel are important. This analysis focused on the agency as the unit of analysis. The next section, which examines factor analysis and statistical modeling, focuses on the individual employee as the unit of analysis, in particular examining how responses to various questions are related to stated intentions to leave their department.

Chapter 5: Examining Intent to Leave Employment

by: Douglas W. Leonard, Senior Economist

Introduction

This chapter details the efforts of Research & Planning (R&P) to predict respondent answers to survey question 31, "Do you plan to leave employment with your department within the next 12 months?" Doing so allows us to identify the characteristics associated with a "yes" response to the question. In addition, modeling may indicate future management actions to reduce the risk of employee separations. In this chapter, we first describe factor analysis, a procedure used to understand the structure of questionnaire responses. We then use factor analysis results in addition to other questionnaire variables to model responses to question 31 in a binary logistic regression analysis. The modeling process allows us to estimate increases or decreases in risk of a "yes" response on question 31 for three Wyoming government agencies (the Department of Employment, the Department of Family Services, and the Department of Workforce Services) combined.

See Factor Analysis Tables in Appendix D, page 130

Methodology

Although respondents returned 971 questionnaires (see Chapter 2, page 5), not all questionnaires contain usable responses or were in the scope of correctly predicting responses to question 31. Responses eliminated from the factor analysis or logistic regression modeling had the following characteristics:

1. No answer to question 31
2. Respondent plans to retire within 12 months
3. Respondent previously retired and returned to work
4. Respondent no longer working in his or her respective agency

Eliminating records based on the above attributes from the analysis produced a data set with 916 usable responses.

Once we selected the final record set for analysis, we then filled (or imputed) missing responses to the scaled item questions (e.g., 1-5 response). Imputation allowed us to increase the number of usable responses without altering the character of the data set. We did this by basing the imputed values on the median value of those who did answer each question by agency and gender. Imputed median values generally do not bias the average question scores, which would potentially alter analysis results.

Because the received questionnaires were not in the same proportions as the mailed questionnaires (e.g., a greater proportion of males) we weighted the data. Weighting allowed us to make the sample of received questionnaires look like the universe of mailed questionnaires in the analysis. The universe we described in this case is a count of all questionnaires mailed minus retirees, returned retirees, and those not working for their respective agencies as of the reference date by agency and gender. We calculated the weights by dividing the universe counts by the received questionnaire counts by agency and gender. We applied the weights to responses in both the factor analysis and logistic regression analysis.

Table 1: Questionnaire Items Grouped by Factors

Factor 1: Social Cohesion
Note: 1-5 scale; 1= Strongly Disagree, 5 = Strongly Agree

1. At my department my performance on the job is evaluated fairly.
2. The mission/purpose of my department makes me feel my job is important.
3. I have some control over what I am supposed to accomplish [my job objectives].
4. My supervisor seems to care about me as a person.
5. Someone other than my supervisor seems to care about me as a person.
8. My department does an adequate job of keeping employees informed about matters affecting us.
9. In my department we can speak our minds without fear of reprisal.
11. Overall, I am satisfied with my department as a place to work.
12. I speak highly of this department to others.
13. I am proud to tell others I am part of this department.
14. This department inspires my best job performance.
15. This department is a great place to work.

Factor 2: Barriers to Success
Note: 1-5 scale; 1= Never, 5 = Frequently

16. I have to do things that should be done differently.
17. I work under incompatible policies and guidelines.
18. I have to buck a rule or policy in order to carry out an assignment.
20. I receive incompatible requests from two or more people.
21. I work on unnecessary things.
22. I have to work under vague directives and orders.
23. I do not have enough time to get everything done at work.
24. My workload is too heavy.

Factor 3: Barriers to Upward Mobility (Are you willing to...)
Note: 1-5 scale; 1 = Very Unlikely, 5 = Very Likely

25. Learn others' job duties.
26. Attend management or other training for your career advancement.
27. Participate in a career advancement program within my department if such a program were to exist.
28. Train co-workers for your job duties.
29. Train interns about your job duties.

Results

Factor analysis is a statistical technique that shows which scaled item questions are linked to one another. Combinations of scaled item questions added together are called common factors. Complete details of the factor analysis can be reviewed online at http://doe.state.wy.us/LMI/succession_plan/htm. The factor analysis revealed three factors or constructs in the scaled item questions shown in Table 1 (Hatcher).

The first factor shown in Table 1 is social cohesion. We define social cohesion as the degree to which shared experiences, culture, and beliefs bind individuals together in groups. Theoretically, more cohesive groups work more efficiently and accomplish more than less cohesive groups. In addition, cohesion increases individuals' motivation to contribute to group welfare, which gives their roles more meaning. The second factor was barriers to success. These items focus on the external limitations placed on workers in their jobs. Generally, the greater the scores on these items, the more dissatisfied and unhappy workers may become. This, in turn may affect workers' desire to leave their agency or section. The third factor was barriers to upward mobility. These questions deal with worker perceptions of training and advancement opportunities in their jobs. Workers who perceive barriers to advancement might become more frustrated in their jobs and consequently be more likely to quit.

With the factor structure defined, we then combine (add) the scores of the individual items to obtain a factor score for each survey respondent. The factor scores, in addition to other questionnaire items, were used to predict respondent answers to question 31, "Do you plan to leave employment with your department within the next 12 months?"

The purpose of survey research was to predict respondent behavior based on respondent answers and characteristics. In this case, the dependent variable in our model was question 31, which had two possible outcomes, "yes" or "no." Binary logistic regression allowed us to estimate the probability of the answer given based on factor scores and respondent-specific characteristics. Table 2 shows the results of the regression model. The number of responses contained in the logistic model was 904, because 12 cases were statistical outliers.

Table 2: Odds Ratio Estimates for Logistic Regression Model Variables

Effect	Effect Name	Estimate
CONSTRAINT	**Barriers to Success**	1.106
AGE	**Respondent Age in Years**	0.932
SOCIAL	**Social Cohesion**	0.935
PAY_EX	**Perceptions of External Pay Equity**	0.745

Even if you do not have definite plans for leaving your department, which of the following factors, if offered by a different employer, would lead you to take a job somewhere else?

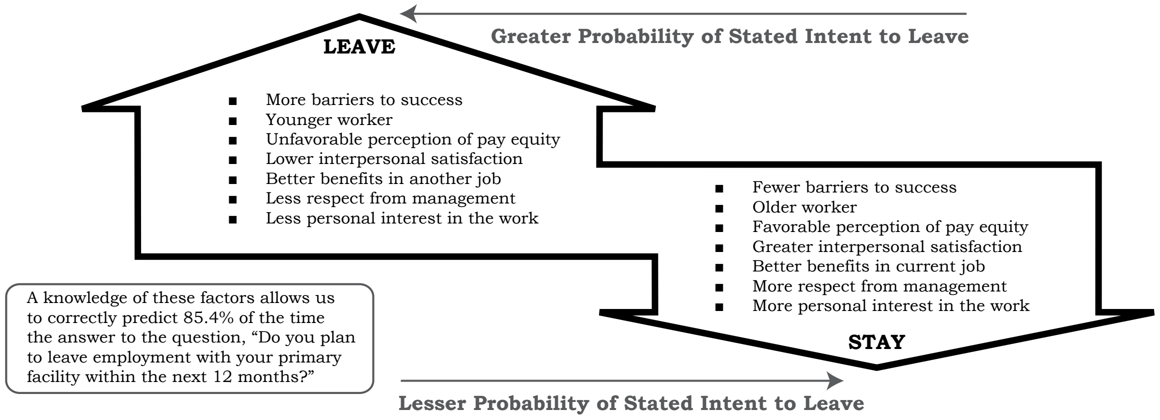
Better Benefits (BENEFIT)	0.379
More Respect from Management (RESPECT)	1.584
More Personal Interest in the Work (PERSONAL)	2.45

One of the main features of the model was to predict the change in odds of a certain type of response for a given set of conditions. The odds ratios in Table 2 quantify the increase or decrease in risk of a "yes" response on question 31 based on respondent factor scores and demographic information. For every point the barriers to success score increases, the odds of intent to leave increases by 10.6% (1.106-1). Similar odds-increasing results were observed for workers who would take a different job if they could get more respect from management (+58.4%) and if the new job was more interesting to them personally (+145.0%). The odds of intent to leave was lowered as people aged (-6.8% each year older), as their social cohesion perceptions increased (-6.5% for each point of increase), as perceptions of external pay equity increased (-25.5% for each point of increase), or if another employer was perceived to have better benefits (-63.1%). Figure 1 (see page 30) shows the relationship of each of the model variables to the increase or decrease in the odds of stated intent to leave.

Discussion

Once we identified

Figure 1: Model Variables and Their Relationship to Wyoming Government Employees' Stated Intent to Leave Their Primary Employer Within 12 Months


Greater Probability of Stated Intent to Leave
LEAVE
More barriers to success
Younger worker
Unfavorable perception of pay equity
Lower interpersonal satisfaction
Better benefits in another job
Less respect from management
Less personal interest in the work
Fewer barriers to success
Older worker
Favorable perception of pay equity
Greater interpersonal satisfaction
Better benefits in current job
More respect from management
More personal interest in the work
STAY
Lesser Probability of Stated Intent to Leave

A knowledge of these factors allows us to correctly predict 85.4% of the time the answer to the question, "Do you plan to leave employment with your primary facility within the next 12 months?"

variables with a significant relationship to intent to leave, we then identified which items and to what extent management could influence them. For example, respondent age changes naturally, but social cohesion and barriers to job success can improve through modified management philosophies, better communication, and procedural changes. Increasing employees' personal interest in their current jobs might be accomplished through mentoring, job sharing, or job rotation. The risk associated with external pay equity is not under the control of management. However, the consultant hired to review the state's pay system should be able to quantify and address this issue (Wyoming Department of Administration & Information, Human Resources Division).

Conclusion and Future Research

The factor and regression analysis illustrated patterns in respondent answers in addition to providing management direction for reducing the risk of employee separations in three state agencies. Several risk factors were significantly related to respondents' stated intent to leave employment. However, not all items are controllable at the supervisory or executive director level. Managers should consider both potential positive and negative outcomes, particularly unintended negative outcomes, when taking action.

The results for all three agencies combined could be considerably different when analyzing them individually. Different factor structures and model results could reveal cultural and procedural traits of departments that may provide a basis for more specific management actions. More detailed department-level results could be developed separately for each agency at a later date.

References

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Chapter 6: Turnover and Labor Market Context

by: Dr. Mark A. Harris, Sociologist

This section uses administrative data available to R&P to capture employment and turnover statistics and defines the labor market in which the Department of Family Services (DFS), Department of Employment (DOE), and Department of Workforce Services (DWS) function. The data describe what has happened in the recent past. In the future, turnover and source/destination data could be used to ascertain the overall effect of policy changes intended to alter the workplace (e.g., "what happened to the exit rate in our agency after we did X?") or in understanding how market forces beyond the control of the agency influence the hire or exit rate (e.g., "how is competition from the energy boom affecting our ability to retain employees?").

Data

Data used for this section included Unemployment Insurance (UI) wage records for Wyoming and partner research states (discussed below) and the Wyoming Quarterly Census of Employment and Wages (QCEW). The UI wage records describe a person's work history and employers, while the QCEW identifies the employer's industry and ownership.

Method

The method for tracking state employees was developed previously (Harris, 2006). The source and destination time-frame was limited to the four quarters prior to and after the quarter in which a state employee was hired or exited, and was defined as the employer paying the highest wages. In cases where state employees were not employed prior to being hired or after exiting, they were categorized as not working.

Category Definitions

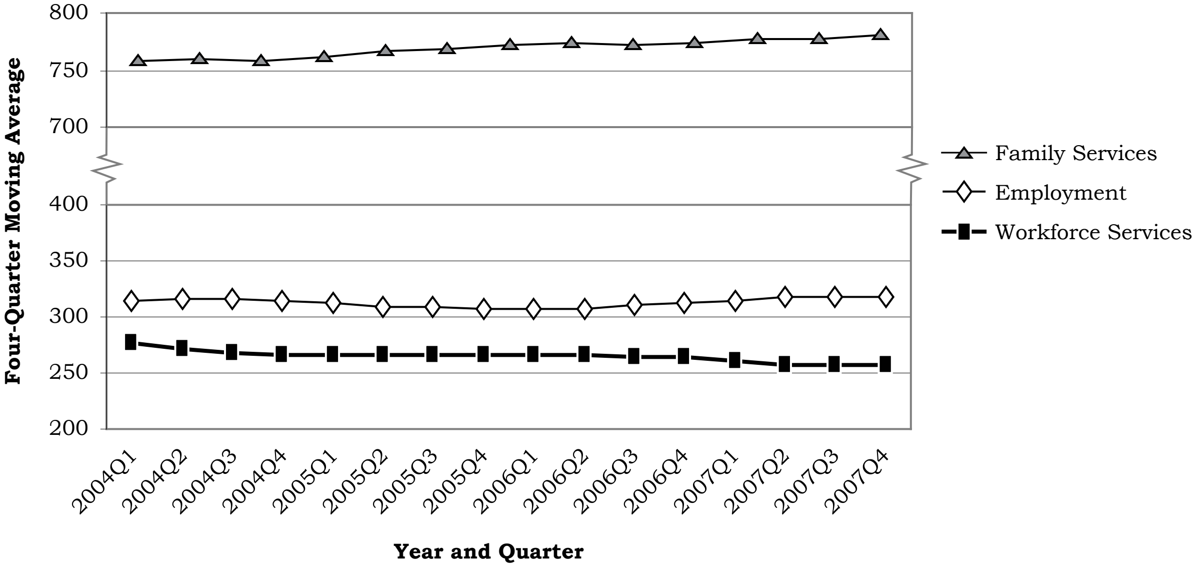
The category of partner research state, for purposes of this analysis, includes Alaska, Colorado, Idaho, Montana, Nebraska, New Mexico, South Dakota, and Utah. All states bordering Wyoming were included. No report was made of the industry or ownership status of the out-of-state firms in question.

Wyoming resident status (Resident and Non-Resident) is determined by a methodology developed by Jones (2004). Residency status applies during the quarter in which a state employee was hired or exited. Retirement refers to Wyoming residents who were 65 or older. Government included establishments that were publicly owned. The category of private sector represents Wyoming privately owned establishments.

Number of Jobs Worked

Figure 1 (see page 32) presents job counts for all three state agencies from first quarter 2004 to fourth quarter 2007. A four-quarter moving average is used to reduce seasonal variation and to provide a better picture of the overall trend in job growth or decline. DOE typically maintained between 310 and 320 jobs on an average quarterly basis throughout the 16 quarters. DFS experienced steady growth in the number of jobs worked throughout the 16-quarter time-frame. The agency grew from just fewer than under 760 jobs to slightly more than 780 jobs on an average quarterly basis. On the other hand, DWS declined in the number of jobs worked on an average quarterly basis from nearly 280 jobs to approximately 255 jobs by the end of the time frame.

Figure 1: Wyoming State Employee Jobs for Three State Departments, First Quarter 2004 to Fourth Quarter 2007 (2004Q1-2007Q4)



Hire Rate

The hire rate was calculated as the number of hires (see Glover, 2001, for definition of hires and exits) in the reference quarter divided by the total number of jobs in the same quarter and expressed as a percentage. Figure 2 shows the four-quarter moving average hire rate for first quarter 2004 to fourth quarter 2007. To provide a

Figure 2: Wyoming State Employee Hire Rate Trends for the Executive Branch and Selected Sub-Agencies, First Quarter 2004 to Fourth Quarter 2007 (2004Q1-2007Q4)

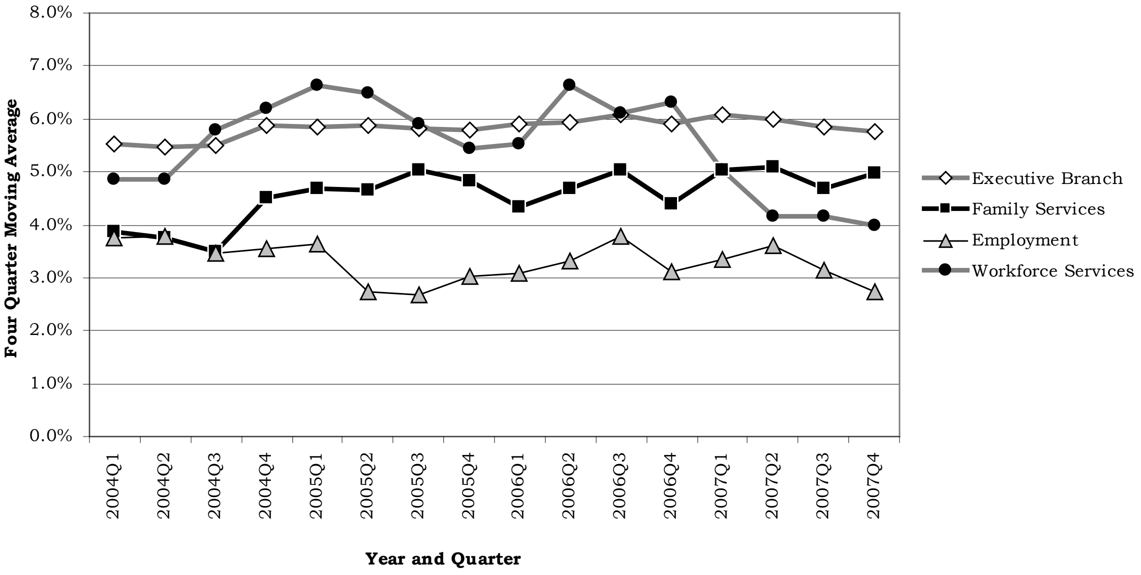
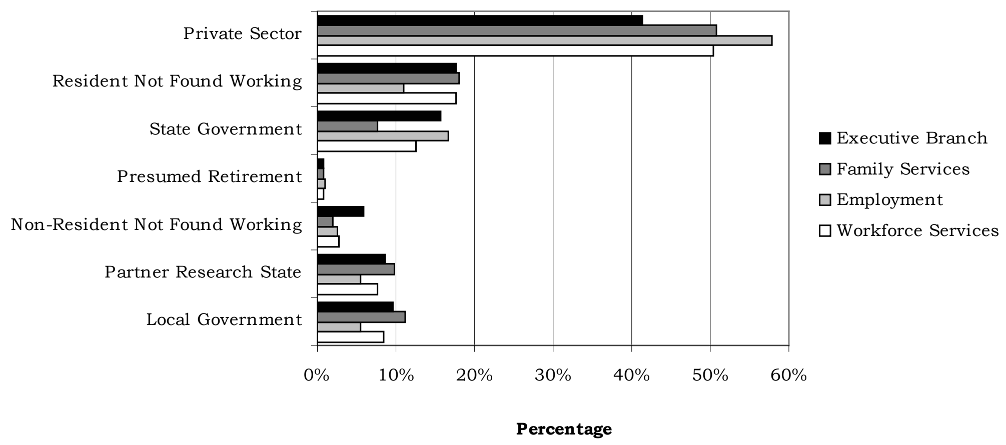


Figure 3: Percentage of State of Wyoming Sources of Employee Hires for the Executive Branch and Selected Sub-Agencies, First Quarter 2003 to Fourth Quarter 2007



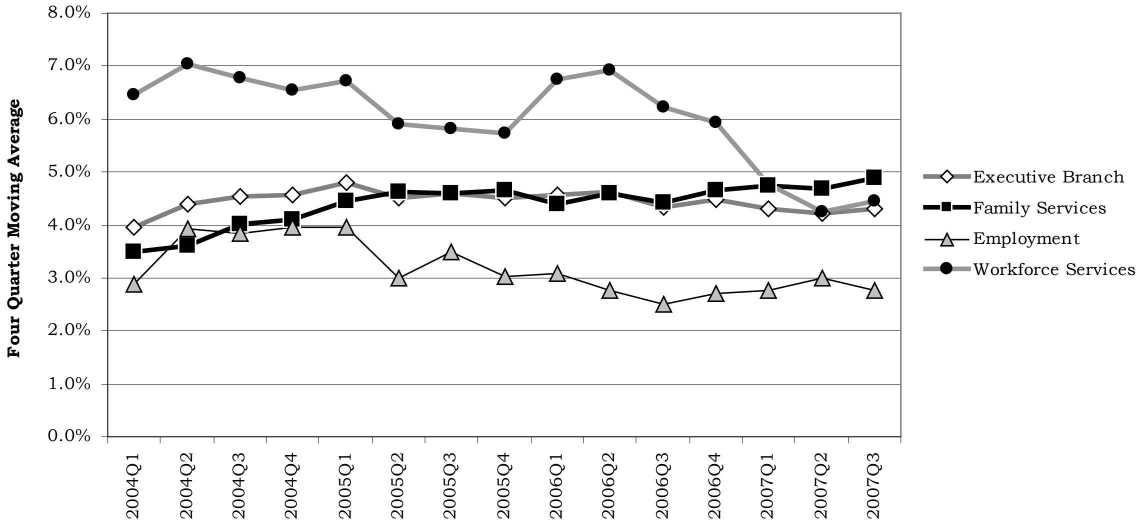
comparison to the performance of all executive branch state agencies, the hire rate for the executive branch is included. The hire rate for all executive branch agencies was approximately 6.0% on an average quarterly basis and was very stable for the entire time frame. DOE had the lowest hire rate of the three separate agencies considered here, approximately 3.0%. This is substantially lower than the rate for all executive branch agencies combined. The hire rate for the DWS vacillated around 6.0% until fourth quarter 2006, when it dropped dramatically to approximately 4.0% and remained there through the end of the time frame. The hire rate for DFS trended upward throughout this time, increasing from approximately 4.0% to approximately 5.0%.

Source of Employee Hires

The source of employee hires was defined as the most recent employer (looking at previous employment up to a maximum of one year prior to the reference quarter) that paid the most wages. When there was no employment history in the previous year, other information was used to categorize the hire where possible. For example, those without a work history in the prior year were divided into residents and nonresidents at the time of hire (see Jones, 2004, for resident/nonresident methodology).

Figure 3 presents source of hire information for 2003Q1 to 2007Q4. Not all findings shown in Figure 3 will be discussed in this section. The major finding of this exercise indicates that the source of hires for executive branch agencies is primarily dominated (more than 50.0% for each of the three agencies under study) by private sector employers in Wyoming. This held true for all three agencies under study. A specific example of this would be someone hired into DOE who worked previously in retail trade in Wyoming. It should be noted that there are substantial variations in the source of employee hires for the three agencies under study. For instance, DOE had a larger percentage of hires who came from other state government agencies than DFS or DWS. Very few hires were individuals who were presumed to be retired (i.e., no previous work history in the last year and older than age 62).

Figure 4: Percentage of Wyoming State Employee Exit Rate Trends for the Executive Branch and Selected Sub-Agencies, 2004Q1-2007Q3



Exit Rates

The exit rate was calculated as the number of exits in the reference quarter divided by the total number of jobs in the same quarter and expressed as a percentage. Figure 4 shows the four-quarter moving average exit rate for the period 2004Q1 through 2007Q3. The exit rate for the executive branch remained steady throughout the time-frame at around 4.5% on an average quarterly basis. The rate for DFS was similar but trended above the executive branch rate after 2006Q3. The exit rate for DWS was dramatically higher (typically above 6.0 percent) until 2006Q2. After 2006Q2 the rate dropped each quarter until leveling off near 4.5% during 2007Q2. The exit rate for the DOE was consistently below the rate for the executive branch throughout the time-frame under study. The rate was at or below 3.0% after 2006Q1.

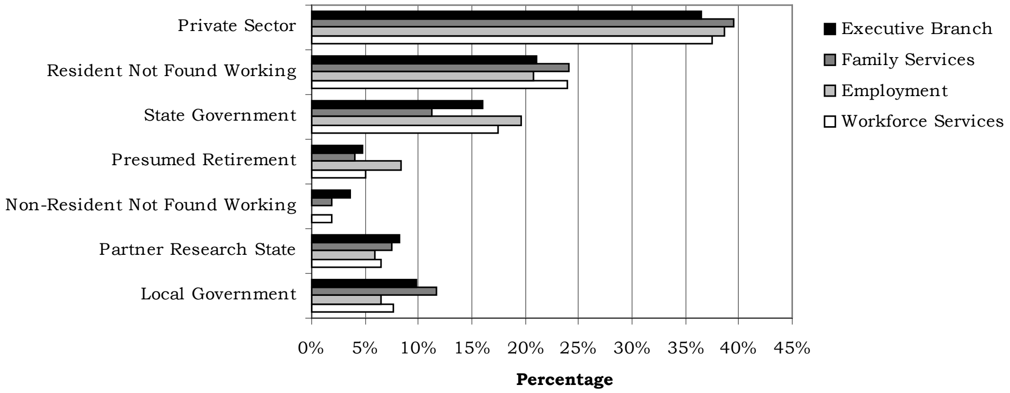
Destination of Employee Exits

The destination of employee exits is defined as the most recent employer (looking at subsequent employment up to a maximum of one year after to the reference quarter) that paid the most wages. When there is no employment history in the subsequent year, other information is employed to categorize the hire where possible. Approximately 40.0% of employees obtained primary employment in the private sector after exiting from the three state agencies under study (see Figure 5, page 35). About 20.0% from DOE and DWS obtained employment in another state agency. Approximately 10.0% of DFS exiting employees obtained work in another state government agency—the lowest of the three agencies under study. The DFS exiters were somewhat more likely to find subsequent work in a partner research state or a local government entity (e.g., a city or county).

Private Sector Breakdown

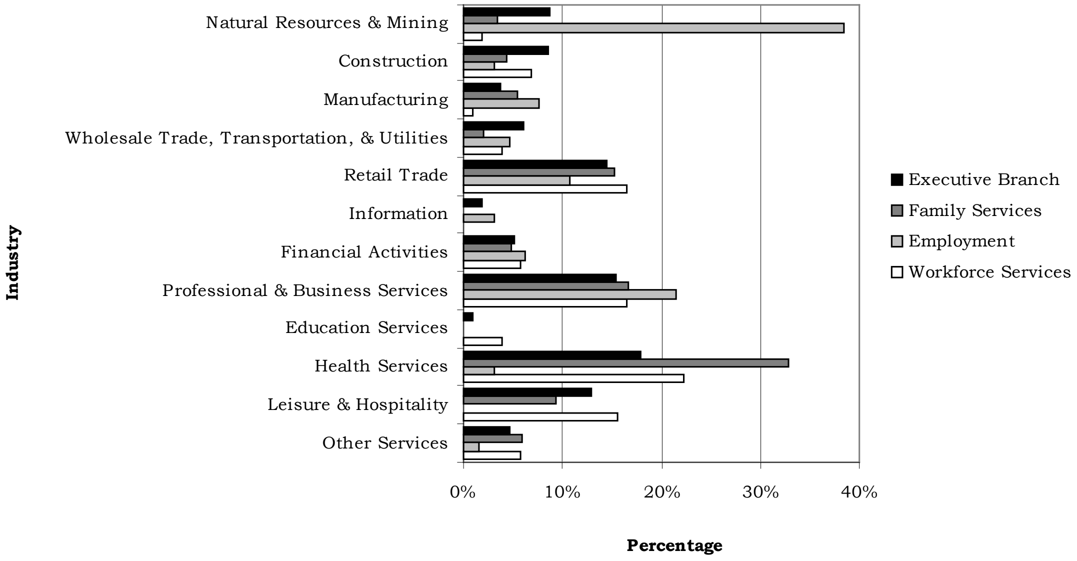
Figure 6 (see page 35) is an extension of Figure 5. It provides more specific detail on the exiters who subsequently obtained work in the private sector. This graphic

Figure 5: Percentage of State of Wyoming Destination of Employee Exits for the Executive Branch and Selected Sub-Agencies, First Quarter 2003 to Fourth Quarter 2006



provides greater detail on the private sector North American Industry Classification System (NAICS) industries that compete for labor with the three state agencies under study here. There is substantial variation in the industry breakdown of state employee exiters. Most notably are natural resources & mining and health services. Approximately 40.0% of the exiters from DOE who went into the private sector ended up working in natural resources & mining. DWS and DFS had fewer than 5.0% of exiters in this NAICS category. DFS had more than 30.0% of exiters subsequently working in health services. The DOE had fewer than 5.0% of exiters working in this

Figure 6: Percentage of North American Industry Classification System (NAICS) Industry Breakdown for Wyoming State Employee Exits to Wyoming's Private Sector, First Quarter 2003 to Fourth Quarter 2006



category. DWS, of the three agencies, had the greatest percentage of exiters working in retail trade and leisure & hospitality.

Observations

DOE remained about the same in terms of the number of jobs and had a declining hire rate and a declining exit rate for the period under study. DOE appears to be a very stable agency in terms of both size and turnover activity. Hire and exit rates were both well below those for the entire executive branch.

DWS appears to be trending downward in size – losing approximately 25 jobs worked on an average quarterly basis during the study period. DWS experienced very high hire and exit rates (in comparison to all executive branch agencies) earlier in the time frame but had a dramatic drop in turnover activity after fourth quarter 2006 with exit rates ending up at approximately the same level (slightly higher than 4.0% on an average quarterly basis) as for all executive branch agencies by the end of the time frame. DWS appeared to be becoming a smaller and more stable agency.

DFS grew in the number of jobs worked over the course of the study period. It also had increasing hire and exit rates throughout the study period. With exit rates exceeding those for the entire executive branch after third quarter 2006, DFS grew but had less employment stability over time.

All three state agencies appeared to be strongly tied to Wyoming's labor market, hiring from and losing exiters to private sector employers in the state. Other agencies within state government and local government entities also form a substantial portion of the market for hires and exits among the three agencies. Fewer than 10.0% of hires or exits involved a partner research state.

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Jones, S. D. (2004). Worker residency determination, Wyoming stepwise procedure. Retrieved July 18, 2008, from http://doe.state.wy.us/LMI/0804/a1supp.htm

Chapter 7: Occupations of Concern

by: Dr. Mark A. Harris, Sociologist

The purpose of this chapter is to identify occupations of potential concern, where a relatively large component of incumbents have indicated an intent to leave or retire within the near future. Such information may be useful to department managers to plan for succession or to take steps to retain existing incumbents. This analysis was made possible by combining the succession planning survey data previously collected and described in the methodology chapter (see page 5) with administrative data available to Research & Planning (R&P) that contains occupational information on all state employees.

Data

Data used for this section include Unemployment Insurance (UI) wage records for Wyoming state government employees provided to R&P each quarter by the Wyoming State Auditor's Office. The Auditor's Office file includes the Wyoming Department of Administration and Information: Human Resources Division (A&I: HRD) specified job title for each state employee (e.g., FS01-D or Financial/Statistical Specialist 01-Economist). For use here, the state job title was converted to an associated six-digit Standard Occupational Classification (SOC) code.[1] This crosswalk process involves A&I: HRD staff and the Wyoming analyst responsible for the Bureau of Labor Statistics' Occupational Employment Statistics program. The cross walk is periodically revised as state job titles change. As an example, the state job title FS01-A or Financial/Statistical Specialist 01- Auditors corresponds to SOC 13-2011 Accountants & Auditors. A six-digit SOC code for each employee was then matched to the corresponding employee information in the succession planning survey data gathered under this study. Table 1 in Appendix F (see page 155) shows the occupational distribution for state employees and the breakdown of SOC occupations by the three agencies under study: the Department of Family Services, Department of Employment, and Department of Workforce Services. Complete job descriptions of the six-digit SOC codes can be found at (http://doe.state.wy.us/LMI/EDSPubto20081ECI/TOC000.htm).

Confidentiality Issues

R&P is not authorized to disclose the identity of any individual state employee or their responses to any of the questions on the succession planning survey. Knowing, for example, that Barry is the only accountant in a department means that if R&P were to disclose the retirement intentions for the one accountant in the department, we have de facto revealed Barry's identity as well as Barry's retirement intentions. We do not disclose any information if there is a risk that the identity of an individual or their response to any survey question will be revealed.

Department of Family Services

Table 1 (see page 38) shows the SOC code for DFS employees who were in the master survey file.[2] The table shows the number and percentage of incumbents in each occupation who stated an intent to retire or leave the department in less than five years. Occupations with a relatively

(Text continued on page 39)

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[1] This crosswalk process facilitates the use of OES estimates in the creation of market wage rates (see http://doe.state.wy.us/lmi/oes.htm for complete OES data for Wyoming).

[2] Respondents who indicated that they had already formally retired were excluded from this portion of the analysis.

Table 1: Department of Family Services Standard Occupational Classification by Stated Intent to Leave or Retire

Occupation Code and Title	Leave or Retire in Less Than Five Years	Row %	Retire in Five or More Years	Row %	Do Not Know or Did Not Answer	Row %	Grand Total
11-1021/General & Operations Managers	ND	ND	ND	ND	ND	ND	ND
11-3011/Administrative Services Managers	ND	ND	ND	ND	ND	ND	ND
11-3021/Computer & Information Systems Managers	ND	ND	ND	ND	ND	ND	ND
11-3049/Human Resources Managers, All Other	ND	ND	ND	ND	ND	ND	ND
11-9151/Social & Community Service Managers	2	8.7%	11	47.8%	10	43.5%	23
11-9199/Managers, All Other	3	30.0%	4	40.0%	3	30.0%	10
13-1071/Employment, Recruitment, & Placement Specialists	ND	ND	ND	ND	ND	ND	ND
13-1073/Training & Development Specialists	7	33.3%	8	38.1%	6	28.6%	21
13-1111/Management Analysts	5	38.5%	5	38.5%	3	23.1%	13
13-1199/Business Operations Specialists, All Other	ND	ND	ND	ND	ND	ND	ND
13-2011/Accountants & Auditors	11	35.5%	13	41.9%	7	22.6%	31
15-1031/Computer Software Engineers, Applications	1	16.7%	3	50.0%	2	33.3%	6
15-1051/Computer Systems Analysts			2	50.0%	2	50.0%	4
15-1081/Network Systems & Data Communications Analysts	ND	ND	ND	ND	ND	ND	ND
21-1021/Child, Family, & School Social Workers	33	17.4%	76	40.0%	81	42.6%	190
21-1091/Health Educators	1	6.7%	10	66.7%	4	26.7%	15
21-1092/Probation Officers & Correctional Treatment Specialists	ND	ND	ND	ND	ND	ND	ND
21-1093/Social & Human Service Assistants	21	21.6%	38	39.2%	38	39.2%	97
25-9031/Instructional Coordinators	ND	ND	ND	ND	ND	ND	ND
25-9041/Teacher Assistants	ND	ND	ND	ND	ND	ND	ND
27-3031/Public Relations Specialists	ND	ND	ND	ND	ND	ND	ND
29-1111/Registered Nurses	ND	ND	ND	ND	ND	ND	ND
29-2061/Licensed Practical & Licensed Vocational Nurses	ND	ND	ND	ND	ND	ND	ND
33-3021/Detectives & Criminal Investigators			1	20.0%	4	80.0%	5
33-9032/Security Guards	2	16.7%	6	50.0%	4	33.3%	12
37-3011/Landscaping & Groundskeeping Workers	ND	ND	ND	ND	ND	ND	ND
43-1011/First-Line Supervisors/Managers of Office & Administrative			2	50.0%	2	50.0%	4
43-3031/Bookkeeping, Accounting, & Auditing Clerks	2	22.2%	4	44.4%	3	33.3%	9
43-4061/Eligibility Interviewers, Government Programs	32	25.0%	53	41.4%	43	33.6%	128
43-4161/Human Resources Assistants, Except Payroll & Timekeeping	ND	ND	ND	ND	ND	ND	ND

Table continued on page 39

Table continued from page 37

Table 1: Department of Family Services Standard Occupational Classification by Stated Intent to Leave or Retire

Occupation Code and Title	Leave or Retire in Less Than Five Years	Row %	Retire in Five or More Years	Row %	Do Not Know or Did Not Answer	Row %	Grand Total
43-4171/Receptionists & Information Clerks			3	75.0%	1	25.0%	4
43-6011/Executive Secretaries & Administrative Assistants	2	20.0%	8	80.0%			10
43-6014/Secretaries, Except Legal, Medical, & Executive			8	80.0%	2	20.0%	10
43-9061/Office Clerks, General	7	17.5%	20	50.0%	13	32.5%	40
47-1011/First-Line Supervisors/Managers of Construction Trades & Extraction Workers	ND	ND	ND	ND	ND	ND	ND
47-2031/Carpenters	ND	ND	ND	ND	ND	ND	ND
49-3023/Automotive Service Technicians & Mechanics	ND	ND	ND	ND	ND	ND	ND
53-6051/Transportation Inspectors	ND	ND	ND	ND	ND	ND	ND
(blank)	10	13.3%	29	38.7%	36	48.0%	75
Total	**148**	**20.0%**	**319**	**43.1%**	**273**	**36.9%**	**740**

ND – Not disclosable due to confidentiality of data.

(Text continued from page 37)

high percentage (30.0% or higher) who indicated an intent to leave or retire in less than five years include managers, all other (30.0%), training & development specialists (33.3%), management analysts (38.5%), and accountants & auditors (35.5%). Occupations with a relatively large absolute number (10 or more incumbents) not mentioned previously included child, family, & social workers (n = 33), social and human service assistants (n = 21), and eligibility interviewers, government programs (n = 32). Overall, 148 DFS survey respondents (20.0%) indicated that they intend to leave or retire from the department in less than five years.

Department of Employment

Table 2 (see page 40) shows the SOC code for DOE employees who were in the master survey file. Occupations with a relatively high percentage (30.0% or more) who indicated an intent to leave or retire from the department in less than five years included general & operations managers (42.9%), managers, all other (50.0%), registered nurses (54.5%), occupational health & safety specialists (40.0%), and construction & building inspectors (80.0%). Occupations with a relatively large absolute number (10 or more incumbents) not mentioned previously included eligibility interviewers, government programs (n = 16). Other occupations worth mentioning for DOE included accountants & auditors (9 or 24.3%). Overall, 70 DOE survey respondents (23.4%) indicated that they intend to leave or retire from the department in less than five years.

(Text continued on page 41)

Table 2: Department of Employment Standard Occupational Classification by Stated Intention to Leave or Retire

Occupation Code and Title	Leave or Retire in Less Than Five Years	Row %	Retire in Five or More Years	Row %	Do Not Know or Did Not Answer	Row %	Grand Total
11-1021/General & Operations Managers	3	42.9%	1	14.3%	3	42.9%	**7**
11-3011/Administrative Services Managers	2	25.0%	3	37.5%	3	37.5%	**8**
11-3021/Computer & Information Systems Managers	ND	ND	ND	ND	ND	ND	**ND**
11-3049/Human Resources Managers, All Other	ND	ND	ND	ND	ND	ND	**ND**
11-9151/Social & Community Service Managers	ND	ND	ND	ND	ND	ND	**ND**
11-9199/Managers, All Other	3	50.0%	3	50.0%			**6**
13-1041/Compliance Officers, Except Agriculture, Construction, Health & Safety, & Transportation	1	16.7%	2	33.3%	3	50.0%	**6**
13-1071/Employment, Recruitment, & Placement Specialists	ND	ND	ND	ND	ND	ND	**ND**
13-1073/Training & Development Specialists	ND	ND	ND	ND	ND	ND	**ND**
13-1111/Management Analysts			1	25.0%	3	75.0%	**4**
13-2011/Accountants & Auditors	9	24.3%	17	45.9%	11	29.7%	**37**
15-1031/Computer Software Engineers, Applications	1	11.1%	4	44.4%	4	44.4%	**9**
15-1051/Computer Systems Analysts			5	62.5%	3	37.5%	**8**
15-1081/Network Systems & Data Communications Analysts	ND	ND	ND	ND	ND	ND	**ND**
19-3011/Economists	2	20.0%	5	50.0%	3	30.0%	**10**
23-1011/Lawyers	ND	ND	ND	ND	ND	ND	**ND**
23-1021/Administrative Law Judges, Adjudicators, & Hearing Officers	ND	ND	ND	ND	ND	ND	**ND**
23-2011/Paralegals & Legal Assistants	ND	ND	ND	ND	ND	ND	**ND**
27-3031/Public Relations Specialists	ND	ND	ND	ND	ND	ND	**ND**
29-1111/Registered Nurses	6	54.5%	3	27.3%	2	18.2%	**11**
29-9011/Occupational Health & Safety Specialists	6	40.0%	6	40.0%	3	20.0%	**15**
43-1011/First-Line Supervisors/Managers of Office & Administrative	4	26.7%	8	53.3%	3	20.0%	**15**
43-3031/Bookkeeping, Accounting, & Auditing Clerks	ND	ND	ND	ND	ND	ND	**ND**
43-4061/Eligibility Interviewers, Government Programs	16	21.1%	39	51.3%	21	27.6%	**76**
43-4171/Receptionists & Information Clerks			2	40.0%	3	60.0%	**5**
43-6011/Executive Secretaries & Administrative Assistants	3	20.0%	3	20.0%	9	60.0%	**15**
43-6014/Secretaries, Except Legal, Medical, & Executive	2	28.6%	2	28.6%	3	42.9%	**7**
43-9061/Office Clerks, General	4	18.2%	8	36.4%	10	45.5%	**22**

Table continued on page 41

Table continued from page 39

Table 2: Department of Employment Standard Occupational Classification by Stated Intention to Leave or Retire

Occupation Code and Title	Leave or Retire in Less Than Five Years	Row %	Retire in Five or More Years	Row %	Do Not Know or Did Not Answer	Row %	Grand Total
47-3012/Helpers--Carpenters	ND	ND	ND	ND	ND	ND	**ND**
47-4011/Construction & Building Inspectors	4	80.0%			1	20.0%	**5**
(blank)			6	54.5%	5	45.5%	**11**
Total	**70**	**23.4%**	**128**	**42.8%**	**101**	**33.8%**	**299**

ND – Not disclosable due to confidentiality of data.

(Text continued from page 39)

Department of Workforce Services

Table 3 (see page 42) shows the SOC code for DWS employees who were in the master survey file. Occupations with a relatively high percentage (30.0% or more) who indicated an intention to leave or retire from the department in less than five years included human resources managers (42.9%), managers, all other (33.3%), employment, recruitment, & placement specialists (38.6%), and health educators (37.5%). Other worthwhile mentions for DWS just shy of the specified criteria included rehabilitation counselors (6, or 17.1%). Overall, 60 DWS survey respondents (25.3%) indicated that they intend to leave or retire from the department in less than five years.

Observations

Management positions may be a concern for all agencies as well as accountants & auditors in both DFS and DOE. Possible programs aimed at providing managerial training for first-line or mid-level supervisors may be warranted. There also appears to be a concern in regard to bread-and-butter positions within each of the departments. Eligibility interviewers in DOE, social workers in DFS, and employment specialists in DWS may be of concern for turnover. Although largely beyond the control of individual agencies, improved pay structure and advancement opportunities as well as more flexible work arrangements may be helpful in attracting new employees and in retaining seasoned employees within these core departmental occupations.

The next chapter of this publication will discuss the plans for working after formal retirement among survey respondents. This includes an assessment of the reported factors that potentially enhance the likelihood of returning to work.

Table 3: Department of Workforce Services Standard Occupational Classification by Stated Intent to Leave or Retire

Occupation Code and Title	Leave or Retire in Less Than Five Years	Row %	Retire in Five or More Years	Row %	Do Not Know or Did Not Answer	Row %	Grand Total
AWEC	ND	ND	ND	ND	ND	ND	ND
11-1021/General and Operations Managers	ND	ND	ND	ND	ND	ND	ND
11-3049/Human Resources Managers, All Other	3	42.9%	2	28.6%	2	28.6%	7
11-9151/Social and Community Service Managers	ND	ND	ND	ND	ND	ND	ND
11-9199/Managers, All Other	2	33.3%	1	16.7%	3	50.0%	6
13-1071/Employment, Recruitment, and Placement Specialists	34	38.6%	37	42.0%	17	19.3%	88
13-1111/Management Analysts	1	25.0%	2	50.0%	1	25.0%	4
13-2011/Accountants and Auditors			7	87.5%	1	12.5%	8
15-1031/Computer Software Engineers, Applications	ND	ND	ND	ND	ND	ND	ND
15-1051/Computer Systems Analysts			4	80.0%	1	20.0%	5
15-2041/Statisticians	ND	ND	ND	ND	ND	ND	ND
19-3011/Economists	ND	ND	ND	ND	ND	ND	ND
21-1015/Rehabilitation Counselors	6	17.1%	17	48.6%	12	34.3%	35
21-1021/Child, Family, and School Social Workers	ND	ND	ND	ND	ND	ND	ND
21-1091/Health Educators	3	37.5%	3	37.5%	2	25.0%	8
27-3031/Public Relations Specialists	ND	ND	ND	ND	ND	ND	ND
43-1011/First-Line Supervisors/Managers of Office and Administrative	ND	ND	ND	ND	ND	ND	ND
43-3031/Bookkeeping, Accounting, and Auditing Clerks	ND	ND	ND	ND	ND	ND	ND
43-3051/Payroll and Timekeeping Clerks	ND	ND	ND	ND	ND	ND	ND
43-4061/Eligibility Interviewers, Government Programs	1	11.1%	6	66.7%	2	22.2%	9
43-4161/Human Resources Assistants, Except Payroll and Timekeeping	ND	ND	ND	ND	ND	ND	ND
43-6011/Executive Secretaries and Administrative Assistants	1	9.1%	5	45.5%	5	45.5%	11
43-6014/Secretaries, Except Legal, Medical, and Executive	2	9.5%	12	57.1%	7	33.3%	21
43-9061/Office Clerks, General			1	25.0%	3	75.0%	4
47-2031/Carpenters	ND	ND	ND	ND	ND	ND	ND
(blank)	1	9.1%	5	45.5%	5	45.5%	11
Total	**60**	**25.3%**	**108**	**45.6%**	**69**	**29.1%**	**237**

ND – Not disclosable due to confidentiality of data.

Chapter 8: Intentions to Work After Retirement

by: Lisa L. Knapp, Research Analyst

As discussed in Chapter 3 (see page 11), a quarter of all state employees are currently age 55 or older. This proportion is even greater in some departments, such as the Department of Employment (DOE) in which one in three employees is older than age 55 and in the Department of Workforce Services (DWS) in which nearly 40% of employees are in this age group. This is a sizeable number of employees who could potentially retire from the state in the next 5 to 10 years, taking with them years of knowledge and experience.

Part of the purpose of succession planning is to identify the conditions that could possibly influence the decision of these employees to return to work for the state following retirement. This is particularly important because many of those who say they are going to retire generally do so within the time frame indicated. The following sections will cover future retirement plans as well as these conditions in detail based on state agency and age group.

Future Retirement Plans

Respondents were asked when they plan to retire. Although the majority of employees in all agencies combined indicated they plan to retire in more than five years (69.1%; see Table 1), more than half of those age 55 or older (54.1%) said they plan to retire in the next one to five years. This was similar for each of the three agencies. In each case the majority of respondents stated they plan to retire in more than five years, but 57.5% of Department of Family Services (DFS) employees age 55 or older, 47.1% of those in DOE, and 55.2% of those in DWS plan to retire in less than five years (see Tables 2, 3, and 4, pages 44, 45, and 46, respectively). A chi-square analysis confirmed that these results were all statistically significant (see Chapter 4, page 14, for a definition of chi-square and statistical significance).

Table 1: (Question 33) When Do You Plan to Retire?, All Agencies

	<35	35-44	45-54	55+	Total
More than 1 year to less than 3 years	0	1	7	63	**71**
Cell Chi-Square	12.4	15.5	10.0	97.9	
Percent	0.0%	0.1%	0.8%	7.0%	**7.9%**
Col.%	0.0%	0.5%	2.5%	25.6%	
More than 3 years to less than 5 years	0	0	12	70	**82**
Cell Chi-Square	14.3	20.1	6.9	101.0	
Percent	0.0%	0.0%	1.3%	7.8%	**9.1%**
Col.%	0.0%	0.0%	4.4%	28.5%	
More than 5 years	131	193	219	79	**622**
Cell Chi-Square	4.7	10.6	4.2	48.7	
Percent	14.6%	21.4%	24.3%	8.8%	**69.1%**
Col.%	83.4%	87.3%	79.4%	32.1%	
Don't know	26	27	38	34	**125**
Cell Chi-Square	0.8	0.4	0.0	0.0	
Percent	2.8%	3.0%	4.2%	3.8%	**13.9%**
Col.%	16.6%	12.2%	13.8%	13.8%	
Total	**157**	**221**	**276**	**246**	**900**
	17.4%	**24.6%**	**30.7%**	**27.3%**	**100.0%**

Frequency Missing = 371

Statistic	DF	Value	Prob
Chi-Square	9	347.6	<.0001

By Agency

More than half (54.2%) of all employees said they would be likely or very likely to work after retirement (see Table 5, page 47). Although a majority of employees in each agency indicated they would be likely or very likely to work after retirement, a greater proportion of DOE employees indicated they were neutral about working after retirement (10.5%) than did employees in DFS (8.5%) and DWS (7.0%). A greater percentage of DWS employees said it was very unlikely they would work after retirement (6.4%) than did employees in DOE (4.4%) or DFS (3.3%).

Nearly half of employees (44.5%) said they would be most likely to return to work in a part-time position after retirement (see Table 6, page 47). This was particularly true for DFS (45.3%) and DWS (46.9%). A greater proportion of DOE employees stated they would be willing to return to work occasionally as needed (15.5%).

Respondents were given a series of statements to choose from regarding their interest in returning to work for the State of Wyoming after retirement. They were allowed to choose as many statements as they wanted. The first of these statements was “I would be willing to return to work for the State of Wyoming as an independent contractor in my old position with my department.” Overall, 30.7% of responding employees chose this option (see Table 7, page 48). A greater proportion of DOE employees chose this statement (35.7%) than DFS employees (31.0%) or DWS employees (23.6%).

The second statement presented to respondents was, “I would be willing to return to work for the State of Wyoming in a different job assignment within my department.” In total, 19.7% of respondents marked this statement (see Table 8, page 48). A greater percentage of DFS employees chose this option (22.0%) than did DOE employees (19.2%) or DWS respondents (14.0%).

The third option was “I would be willing to return to work for the State of Wyoming as an employee in a different state government agency.” This statement was selected by 22.8% of all employees. Nearly one-quarter of DOE employees (24.1%), 22.4% of DFS employees, and 22.0% of

Table 2 : (Question 33) When Do You Plan to Retire?, DFS

	<35	35-44	45-54	55+	Total
More than 1 year to less than 3 years	0	1	3	28	**32**
Cell Chi-Square	6.7	6.1	4.6	54.5	
Percent	0.0%	0.2%	0.6%	5.6%	**6.4%**
Col.%	0.0%	0.8%	2.0%	23.3%	
More than 3 years to less than 5 years	0	0	6	41	**47**
Cell Chi-Square	9.9	11.8	4.7	79.4	
Percent	0.0%	0.0%	1.2%	8.1%	**9.3%**
Col.%	0.0%	0.0%	4.0%	34.2%	
More than 5 years	86	111	122	40	**359**
Cell Chi-Square	1.5	5.0	1.7	24.2	
Percent	17.1%	22.0%	24.2%	7.9%	**71.2%**
Col.%	81.1%	88.1%	80.3%	33.3%	
Don’t know	20	14	21	11	**66**
Cell Chi-Square	2.7	0.4	0.1	1.4	
Percent	4.0%	2.8%	4.2%	2.2%	**13.1%**
Col.%	18.9%	11.1%	13.8%	9.2%	
Total	**106**	**126**	**152**	**120**	**504**
	21.0%	**25.0%**	**30.2%**	**23.8%**	**100.0%**

Frequency Missing = 247

Statistic	DF	Value	Prob
Chi-Square	9	214.7	<.0001

DWS employees expressed interest in this option (see Table 9, page 48).

Participants were offered a fourth statement, "I would be willing to return to work for the State of Wyoming for part-time employment." This was by far the most popular option with nearly half of all employees choosing it (48.0%; see Table 10, page 49). In DOE 54.5% of respondents chose this option compared to 45.0% of DFS employees and 48.4% of DWS employees.

Respondents were also given the choice of none, other, or don't know. Only 6.9% of respondents chose none of the above (see Table 11, page 49). However, a greater proportion of DWS employees chose this option (11.3%) than did those in DFS (6.8%) or DOE (3.6%). Overall, 4.7% of all employees chose other (see Table 12, page 49). Examples of other might entail include a desire for more flexible work schedules, better management, and less stress. One-quarter (25.0%) of all employees chose don't know category (see Table 13, page 49). A somewhat greater proportion of employees in DFS (27.0%) chose this option than did those in DOE (21.0%) or DWS (24.2%).

Table 3: (Question 33) When Do You Plan to Retire?, DOE

	<35	35-44	45-54	55+	Total
More than 1 year to less than 3 years	0	0	3	18	**21**
Cell Chi-Square	3.0	5.0	1.9	20.2	
Percent	0.0%	0.0%	1.4%	8.2%	**9.6%**
Col.%	0.0%	0.0%	4.4%	26.5%	
More than 3 years to less than 5 years	0	0	4	14	**18**
Cell Chi-Square	2.5	4.3	0.5	12.7	
Percent	0.0%	0.0%	1.8%	6.4%	**8.2%**
Col.%	0.0%	0.0%	5.9%	20.6%	
More than 5 years	27	42	52	21	**142**
Cell Chi-Square	2.4	2.0	1.4	12.1	
Percent	12.3%	19.2%	23.7%	9.6%	**64.8%**
Col.%	87.1%	80.8%	76.5%	30.9%	
Don't know	4	10	9	15	**38**
Cell Chi-Square	0.4	0.1	0.7	0.9	
Percent	1.8%	4.6%	4.1%	6.9%	**17.4%**
Col.%	12.9%	19.2%	13.2%	22.1%	
Total	**31**	**52**	**68**	**68**	**219**
	14.2%	**23.7%**	**31.1%**	**31.1%**	**100.0%**

Frequency Missing = 72

Statistic	DF	Value	Prob
Chi-Square	9	69.9	<.0001

By Age Group

Overall, 54.2% of all employees indicated it was likely that they would work after retirement (see Table 14, page 50). The greatest proportion of employees who chose this response were age 45 or older. Nearly two-thirds (62.4%) of those between the ages of 45 and 54 said they would be likely or very likely to work after retirement, and another 59.2% of those older than age 55 answered this way. In contrast, almost one in five (18.4%) respondents younger than age 35 stated that they would be unlikely or very unlikely to work after retirement, and 38.0% of those in this age group said they did not know if they would work after retirement or not.

Part-time employment was the most popular response for all employees (44.6%) as well as within each age group (see Table 15, page 50). This was particularly true for respondents older than age 55 (52.3%). Younger respondents (age 45 or younger) were more likely

Table 4: (Question 33) When Do You Plan to Retire?, DWS

	<35	35-44	45-54	55+	Total
More than 1 year to less than 3 years	**0**	**0**	**1**	**17**	**18**
Cell Chi-Square	2.0	4.4	3.9	20.9	
Percent	0.0%	0.0%	0.6%	9.6%	10.2%
Col.%	0.0%	0.0%	1.8%	29.3%	
More than 3 years to less than 5 years	**0**	**0**	**2**	**15**	**17**
Cell Chi-Square	1.9	4.1	2.1	16.0	
Percent	0.0%	0.0%	1.1%	8.5%	9.6%
Col.%	0.0%	0.0%	3.6%	25.9%	
More than 5 years	**18**	**40**	**45**	**18**	**121**
Cell Chi-Square	1.4	3.8	1.2	11.8	
Percent	10.2%	22.6%	25.4%	10.2%	68.4%
Col.%	90.0%	93.0%	80.4%	31.0%	
Don't know	**2**	**3**	**8**	**8**	**21**
Cell Chi-Square	0.1	0.9	0.3	0.2	
Percent	1.1%	1.7%	4.5%	4.5%	11.9%
Col.%	10.0%	7.0%	14.3%	13.8%	
Total	**20**	**43**	**56**	**58**	**177**
	11.3%	**24.3%**	**31.6%**	**32.8%**	**100.0%**

Frequency Missing = 52

Statistic	DF	Value	Prob
Chi-Square	9	74.9	<.0001

to choose don't know, and a greater proportion of those age 35 or younger marked "occasional if needed" (15.4%) than did the other age groups.

In total, approximately one-third of employees indicated interest in working in their old positions as contractors after retirement (30.7%; see Table 16, page 51). This option was least popular with those younger than 35 (23.4%). Another one in five (19.8%; see Table 17, page 51) stated they would be interested in working in a different position within their agency after retirement. This option was more popular with those employees in the middle age groups (35-44, 21.6%; 45-54, 24.7%) than with the youngest (14.9%) or oldest (15.9%) respondents. Similarly, nearly one in four employees of all age groups expressed interest in working for another state agency after retirement (22.8%, see Table 18, page 51). Again, this option was much less popular among those younger than age 35 than in any of the other age groups (11.7%).

As mentioned earlier, part-time employment within state government was the most often chosen option (see Table 19, page 52). Nearly half (48.0%) of employees in all age groups chose this option. This proportion was similar for employees age 35-44 (49.1%), 45-54 (50.9%), and 55 or older (48.9%). However, only 39.6% of respondents younger than age 35 chose this option (see Appendix B, page 92 to see these tables by agency).

Conclusions

Overall, part-time employment after retirement is the most popular option for employees both by department and by age group. Perhaps departments could create job-sharing positions that could be filled by two or more retirees who work partial days. This may be particularly useful to the three agencies that participated in this study since nearly 50% of respondents indicated they would be interested in returning to their departments either as contractors in their original positions or in a different position.

Another 20% indicated an interest in returning to work for the state in a different agency. Because several positions in DFS, DOE, and DWS are similar, this may present a way for these agencies to work together to provide opportunities for these retirees to use their knowledge in a new position. As Harris (2006) illustrates, there are tools such as O*NET available to identify occupations with skill sets that overlap, which could help to identify which occupations could be considered interchangeable across agencies. Perhaps a job shadowing program could then be put in place in which employees with a particular set of skills in one agency could spend time training with similarly skilled employees of another agency. This could help broaden the pool of employees who could fill a job as well as ease employee transitions between agencies.

References

Harris, M. A. (2006). Tools for identifying critical occupations. *Outlook 2010 Revisited: Wyoming's Labor Market at Mid-Decade* (Occasional Paper No.4, pp. 37-46). Casper, WY: Research & Planning. Retrieved September 10, 2008, from: http://doe.state.wy.us/LMI/Occasional/occ4.pdf

Table 5: (Question 36) How likely are you to work after retirement? by Department

		DFS	**DOE**	**DWS**	**Total**
Very Likely	N	128	44	57	**229**
	Col.%	24.6%	19.2%	30.5%	**24.5%**
Likely	N	155	68	55	**278**
	Col.%	29.8%	29.7%	29.4%	**29.7%**
Neither Likely nor Unlikely	N	44	24	13	**81**
	Col.%	8.5%	10.5%	7.0%	**8.7%**
Unlikely	N	52	23	14	**89**
	Col.%	10.0%	10.0%	7.5%	**9.5%**
Very Unlikely	N	17	10	12	**39**
	Col.%	3.3%	4.4%	6.4%	**4.2%**
Don't know	N	124	60	36	**220**
	Col.%	23.8%	26.2%	19.3%	**23.5%**
Total	**N**	**520**	**229**	**187**	**936**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Table 6: (Question 37) If you plan to work after retirement, in what type of work are you most likely to engage?, by Department

		DFS	**DOE**	**DWS**	**Total**
Full-time work	**N**	46	10	16	**72**
	Col.%	9.6%	4.7%	9.0%	**8.3%**
Part-time work	**N**	216	87	83	**386**
	Col.%	45.3%	40.8%	46.9%	**44.5%**
Independent contracts	**N**	29	20	10	**59**
	Col.%	6.1%	9.4%	5.6%	**6.8%**
Occasional if needed	**N**	57	33	11	**101**
	Col.%	11.9%	15.5%	6.2%	**11.6%**
Other	**N**	31	15	20	**66**
	Col.%	6.5%	7.0%	11.3%	**7.6%**
Don't know	**N**	98	48	37	**183**
	Col.%	20.5%	22.5%	20.9%	**21.1%**
Total	**N**	**477**	**213**	**177**	**867**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Table 7: (Question 38a) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: As an independent contractor in my old position with my department., by Department

		DFS	DOE	DWS	Total
Checked	**N**	159	80	44	**283**
	Col.%	31.0%	35.7%	23.6%	**30.7%**
Not Checked	**N**	354	144	142	**640**
	Col.%	69.0%	64.3%	76.3%	**69.3%**
Total	**N**	**513**	**224**	**186**	**923**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Table 8: (Question 38b) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: Different job assignment within my department., by Department

		DFS	DOE	DWS	Total
Checked	**N**	113	43	26	**182**
	Col.%	22.0%	19.2%	14.0%	**19.7%**
Not Checked	**N**	400	181	160	**741**
	Col.%	78.0%	80.8%	86.0%	**80.3%**
Total	**N**	**513**	**224**	**186**	**923**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Table 9: (Question 38c) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: Employment in a different state government agency., by Department

		DFS	DOE	DWS	Total
Checked	**N**	115	54	41	**210**
	Col.%	22.4%	24.1%	22.0%	**22.8%**
Not Checked	**N**	398	170	145	**713**
	Col.%	77.6%	75.9%	78.0%	**77.2%**
Total	**N**	**513**	**224**	**186**	**923**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Table 10: (Question 38d) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: Part-time employment.

		DFS	DOE	DWS	Total
Checked	**N**	231	122	90	**443**
	Col.%	45.0%	54.5%	48.4%	**48.0%**
Not Checked	**N**	282	102	96	**480**
	Col.%	55.0%	45.5%	51.6%	**52.0%**
Total	**N**	**513**	**224**	**186**	**923**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Table 11: (Question 39e) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: None.

		DFS	DOE	DWS	Total
Checked	**N**	35	8	21	**64**
	Col.%	6.8%	3.6%	11.3%	**6.9%**
Not Checked	**N**	478	216	165	**859**
	Col.%	93.2%	96.4%	88.7%	**93.1%**
Total	**N**	**513**	**224**	**186**	**923**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Table 12: (Question 38f) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: Other.

		DFS	DOE	DWS	Total
Checked	**N**	22	11	10	**43**
	Col.%	4.3%	4.9%	5.4%	**4.7%**
Not Checked	**N**	491	213	176	**880**
	Col.%	95.7%	95.1%	94.6%	**95.3%**
Total	**N**	**513**	**224**	**186**	**923**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Table 13: (Question 38g) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: Don't know.

		DFS	DOE	DWS	Total
Checked	**N**	139	47	45	**231**
	Col.%	27.0%	21.0%	24.2%	**25.0%**
Not Checked	**N**	375	177	141	**693**
	Col.%	73.0%	79.0%	75.8%	**75.0%**
Total	**N**	**514**	**224**	**186**	**924**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Table 14: (Question 36) How likely are you to work after retirement?, by Age

		<35	35-44	45-54	55+	Total
Very Likely	**N**	19	50	77	82	**228**
	Col.%	12.0%	22.3%	27.8%	29.8%	**24.4%**
Likely	**N**	37	64	96	81	**278**
	Col.%	23.4%	28.6%	34.6%	29.4%	**29.8%**
Neither Likely nor Unlikely	**N**	13	21	24	23	**81**
	Col.%	8.2%	9.4%	8.7%	8.4%	**8.7%**
Unlikely	**N**	23	17	23	25	**88**
	Col.%	14.6%	7.6%	8.3%	9.1%	**9.4%**
Very Unlikely	**N**	6	10	8	15	**39**
	Col.%	3.8%	4.5%	2.9%	5.5%	**4.2%**
Don't know	**N**	60	62	49	49	**220**
	Col.%	38.0%	27.7%	17.7%	17.8%	**23.5%**
Total	**N**	**158**	**224**	**277**	**275**	**934**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Table 15: (Question 37) If you plan to work after retirement, in what type of work are you most likely to engage?, by Age

		<35	35-44	45-54	55+	Total
Full-time work	**N**	7	15	29	21	**72**
	Col.%	4.9%	7.2%	11.2%	8.2%	**8.3%**
Part-time work	**N**	44	93	115	134	**386**
	Col.%	30.8%	44.5%	44.6%	52.3%	**44.6%**
Independent contracts	**N**	11	15	20	12	**58**
	Col.%	7.7%	7.2%	7.8%	4.7%	**6.7%**
Occasional if needed	**N**	22	24	29	26	**101**
	Col.%	15.4%	11.5%	11.2%	10.2%	**11.7%**
Other	**N**	11	14	22	19	**66**
	Col.%	7.7%	6.7%	8.5%	7.4%	**7.6%**
Don't know	**N**	48	48	43	44	**183**
	Col.%	33.6%	23.0%	16.7%	17.2%	**21.1%**
Total	**N**	**143**	**209**	**258**	**256**	**866**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Table 16: (Question 38a) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: As an independent contractor in my old position with my department., by Age

		<35	35-44	45-54	55+	Total
Checked	**N**	36	71	94	82	**283**
	Col.%	23.4%	32.0%	34.2%	30.4%	**30.7%**
Not Checked	**N**	118	151	181	188	**638**
	Col.%	76.6%	68.0%	65.8%	69.6%	**69.3%**
Total	**N**	**154**	**222**	**275**	**270**	**921**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Table 17: (Question 38b) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: Different job assignment within my department., by Age

		<35	35-44	45-54	55+	Total
Checked	**N**	23	48	68	43	**182**
	Col.%	14.9%	21.6%	24.7%	15.9%	**19.8%**
Not Checked	**N**	131	174	207	227	**739**
	Col.%	85.1%	78.4%	75.3%	84.1%	**80.2%**
Total	**N**	**154**	**222**	**275**	**270**	**921**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Table 18: (Question 38c) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: Employment in a different state agency., by Age

		<35	35-44	45-54	55+	Total
Checked	**N**	18	50	81	61	**210**
	Col.%	11.7%	22.5%	29.4%	22.6%	**22.8%**
Not Checked	**N**	136	172	194	209	**711**
	Col.%	88.3%	77.5%	70.5%	77.4%	**77.2%**
Total	**N**	**154**	**222**	**275**	**270**	**921**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Table 19: (Question 38d) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: Part-time employment., by Age

		<35	35-44	45-54	55+	Total
Checked	**N**	61	109	140	132	**442**
	Col.%	39.6%	49.1%	50.9%	48.9%	**48.0%**
Not Checked	**N**	93	113	135	138	**479**
	Col.%	60.4%	50.9%	49.1%	51.1%	**52.0%**
Total	**N**	**154**	**222**	**275**	**270**	**921**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Chapter 9: Factors That May Influence Job Changing

by: Lisa L. Knapp, Research Analyst

Agency employees were asked the question "Even if you do not have definite plans for leaving your department, which of the following factors, if offered by a different employer, would lead you to take a job somewhere else?" They were offered a series of 14 factors (either on paper or over the phone, see Chapter 2, page 5) and allowed to choose as many as they felt applied to their situation. Because they were allowed to choose more than one factor, the totals for each agency will not equal 100.0%.

These factors can be viewed as a sort of wish list of things that could improve job quality. There are some factors that individual agencies cannot change, such as wages or benefits, but there are also some that could easily be altered to improve employee morale and tenure. Examples of these include flexible scheduling, employee recognition, autonomy, and respect.

The Figure and Table (see pages 54 and 55, respectively) show these factors and the percentage of respondents in all three agencies that chose them. The most influential factors for all employees were wages (81.3%), opportunities for advancement (48.7%), benefits (42.8%), flexible scheduling (37.3%), and more opportunities for training and education (33.5%). The least important factors for all employees included fewer non-job-related tasks (5.6%), autonomy (7.4%), location (10.2%), and a better quality of work produced by the agency (10.8%).

Several issues crosscut agencies as important factors in the decision to change jobs. In each of the three agencies, wages, opportunities for advancement, benefits, and flexible scheduling options were among the most often chosen factors that would affect this decision. There were, however, some differences among agencies. For instance, as the Figure shows, more Department of Family Service (DFS) employees (26.4%) chose better staffing, which would include more employees to cover the workload and better supervisor-employee relationships, as a factor that could influence a job change than in the Department of Employment (DOE) or the Department of Workforce Services (DWS). Among DOE employees autonomy was chosen more often (11.6%) than among DWS employees (7.4%) or DFS employees (5.5%). And DWS employees were more likely to indicate that the quality of work produced by the agency was a factor that could influence their decision to move (13.2%), a factor that was less important in DFS (11.2%) or DOE (7.8%).

Many of these issues appear in other sections of this report. For instance, this analysis shows wages, benefits, and advancement to be among the most important factors to job changing in all three agencies. In Chapter 4 (see page 14), we found that employees in all three agencies were unhappy with their wages and the perceived lack of opportunities for advancement within their jobs, among other things.

The chi-square analysis found that employees in DFS were unhappy with the amount of time they have to complete their work (see Chapter 4, Table 21, page 26). As indicated in the comments from these employees, this may be because there are fewer staff members to cover an increasing caseload and more job-related stress. According to the analysis of turnover (see Chapter 6, Figure 1, page 32), the number of employees in DFS has been steadily

(Text continued on page 55)

Figure: Factors that May Influence Job Changing by Factor

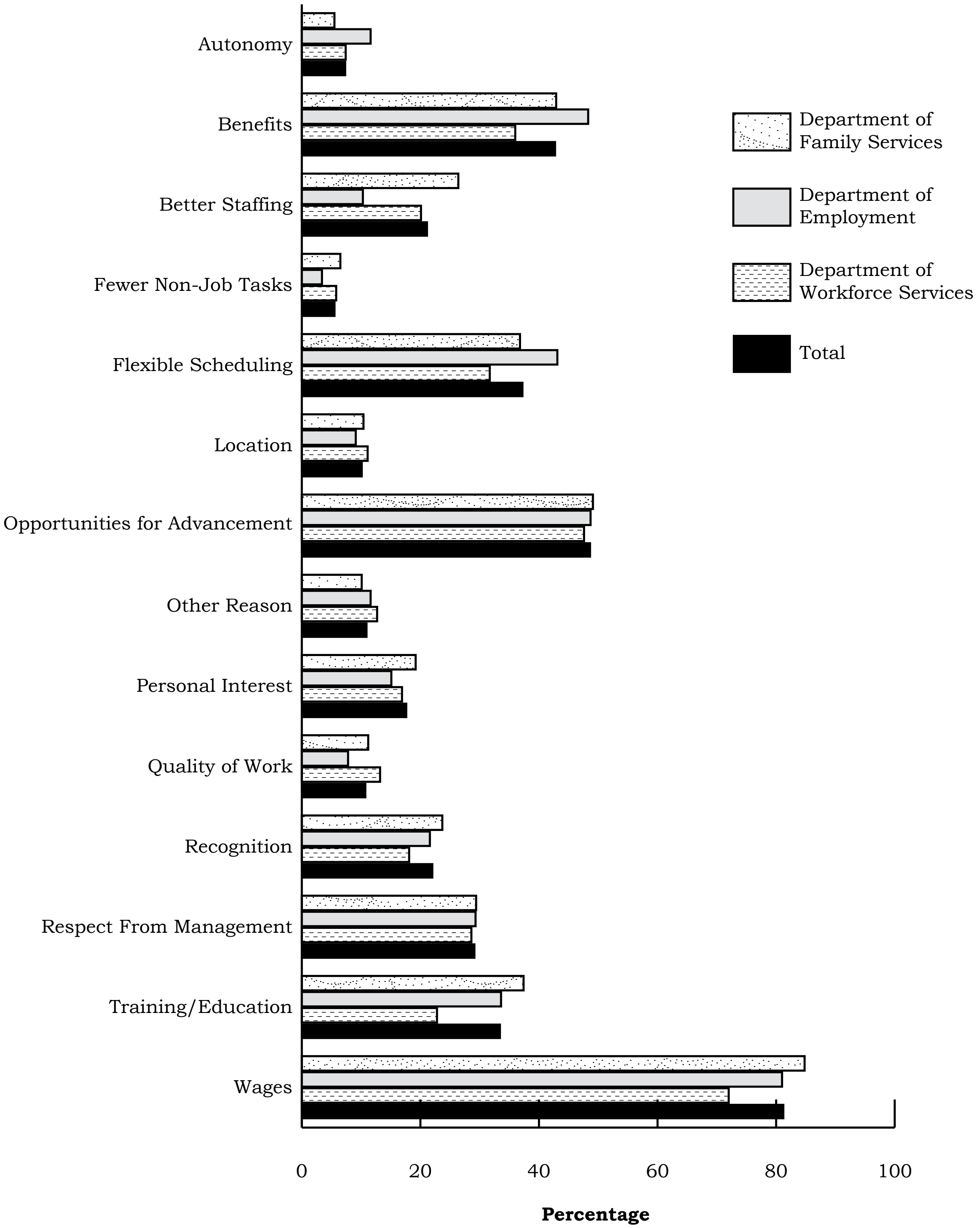


Table: Factors that Influence Job Changing by Agency

	DFS	DOE	DWS	Total
Wages	84.8%	81.0%	72.0%	**81.3%**
Opportunities for Advancement	49.1%	48.7%	47.6%	**48.7%**
Benefits	42.9%	48.3%	36.0%	**42.8%**
Flexible Scheduling	36.8%	43.1%	31.7%	**37.3%**
Training/ Education	37.4%	33.6%	22.8%	**33.5%**
Respect From Management	29.4%	29.3%	28.6%	**29.2%**
Recognition	23.7%	21.6%	18.1%	**22.1%**
Better Staffing	26.4%	10.3%	20.1%	**21.2%**
Personal Interest	19.2%	15.1%	16.9%	**17.7%**
Other Reason	10.1%	11.6%	12.7%	**11.0%**
Quality of Work	11.2%	7.8%	13.2%	**10.8%**
Location	10.4%	9.1%	11.1%	**10.2%**
Autonomy	5.5%	11.6%	7.4%	**7.4%**
Fewer Non-Job Tasks	6.5%	3.4%	5.8%	**5.6%**

(Text continued from page 53)

increasing over the past several years, but perhaps not fast enough. This analysis indicated that the opportunity for a workplace with better staffing was a more important factor in job changing for these employees than for employees in DOE or DWS, possibly because of increased stress levels.

Similarly, this analysis indicated that increased job autonomy was a more important factor in the decision to change jobs for employees in DOE than for employees in either of the other agencies. This is supported to a degree in Chapter 4 (see Table 14, page 22), where it was found that a sizeable proportion of DOE employees disagreed with the statement “I have some control over what I am supposed to accomplish (my job objectives).”

Chapter 10: Interest in Training

by: Lisa L. Knapp, Research Analyst

In other chapters of this report an interest in career advancement has been identified by respondents as an issue of great importance. The following chapter analyzes the degree to which these employees are interested in both receiving and offering training to help attain these career advancement goals.

Willing to Learn

In all agencies, more than half of respondents in each age group indicated that they would be likely or very likely to be willing to learn others' job duties (see Figure 1). This was also the case for respondents in each agency, especially for those younger than age 55. Those older than age 55, particularly in the Department of Family Services (DFS), were somewhat less likely to answer this question in the affirmative.

Similarly, a majority of respondents in all agencies and in each agency stated that they would be likely or very likely to be willing to attend management or other training for career advancement (see Figure 2, page 57). A greater proportion of those younger than age 55 answered this way in each agency compared to those older than age 55.

As shown in Figure 3 (see page 57), a majority of respondents in each agency stated that they would be likely or very likely to participate in a career advancement program if such a program existed. Again, a larger proportion of those younger than 55 responded this way than those age 55 or older.

The responses to these three questions indicated that there was a great amount of interest from employees, regardless of agency, in receiving training to advance in their jobs both in terms of learning the duties of others and in obtaining outside training. This was more often the case for workers younger than 55 who could potentially work for the state for several more years. However,

Figure 1: Percentage of Respondents Who Answered Likely or Very Likely to "Willingness to Learn Others' Job Duties" by Agency and Age Group

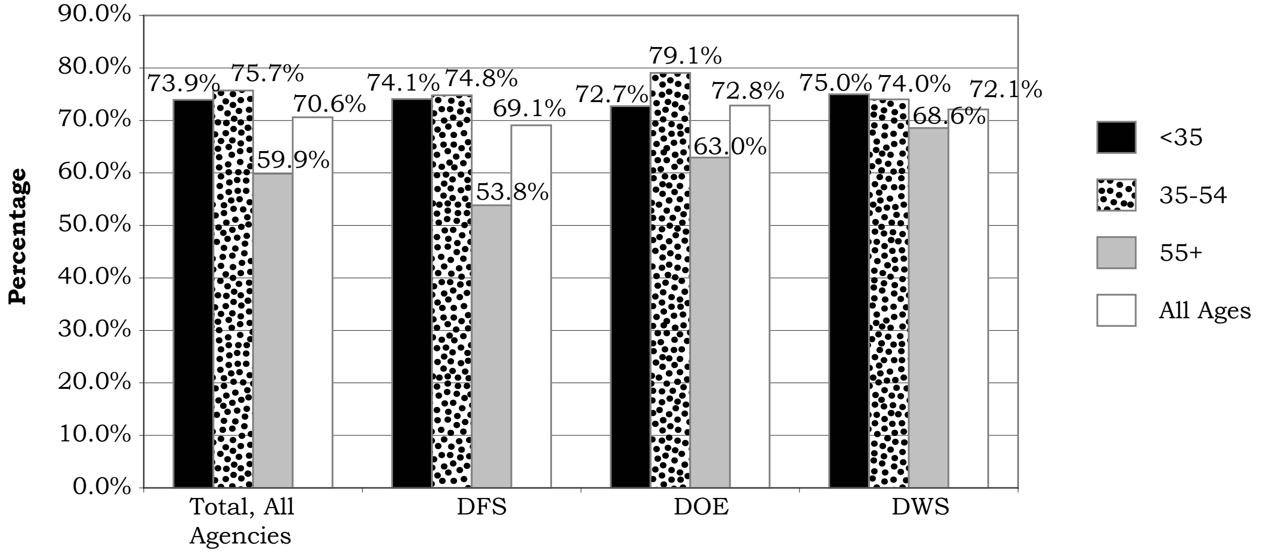
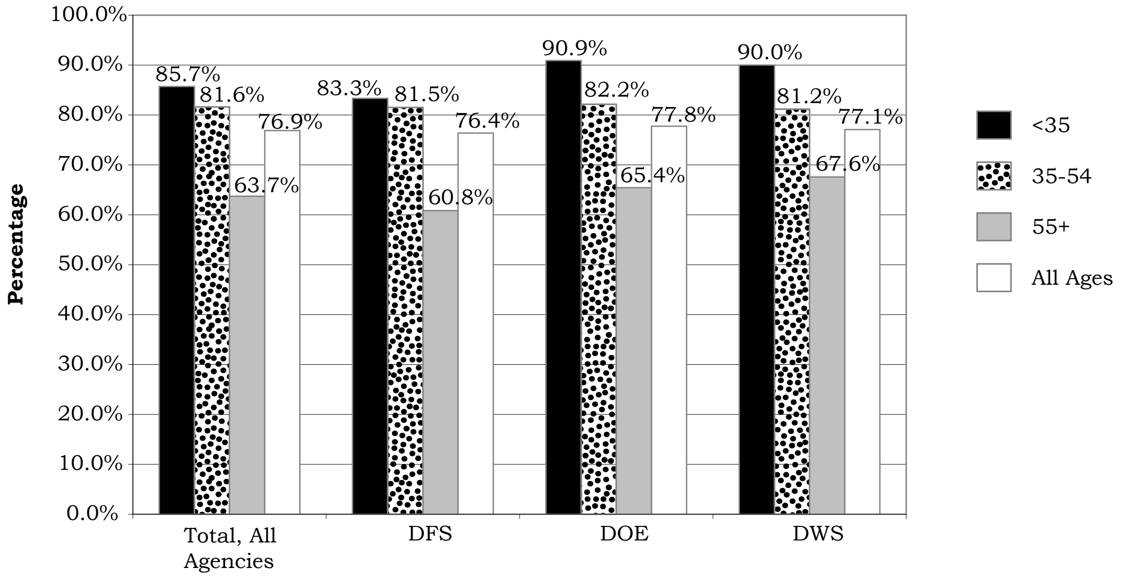


Figure 2: Percentage of Respondents Who Answered Likely or Very Likely to "Willingness to Attend Management or Other Training For Your Career Advancement" By Agency and Age Group



at this time, we are unaware of any programs like this that are currently in use. It may be beneficial to the agencies involved in this study, in conjunction with a program to help advance employees to similar positions across agencies, to put into place some form of training program to help these employees advance.

Figure 3: Percentage of Respondents Who Answered Likely or Very Likely to "Willingness to Participate in a Career Advancement Program Within My Department if Such a Program Were to Exist" by Agency and Age Group

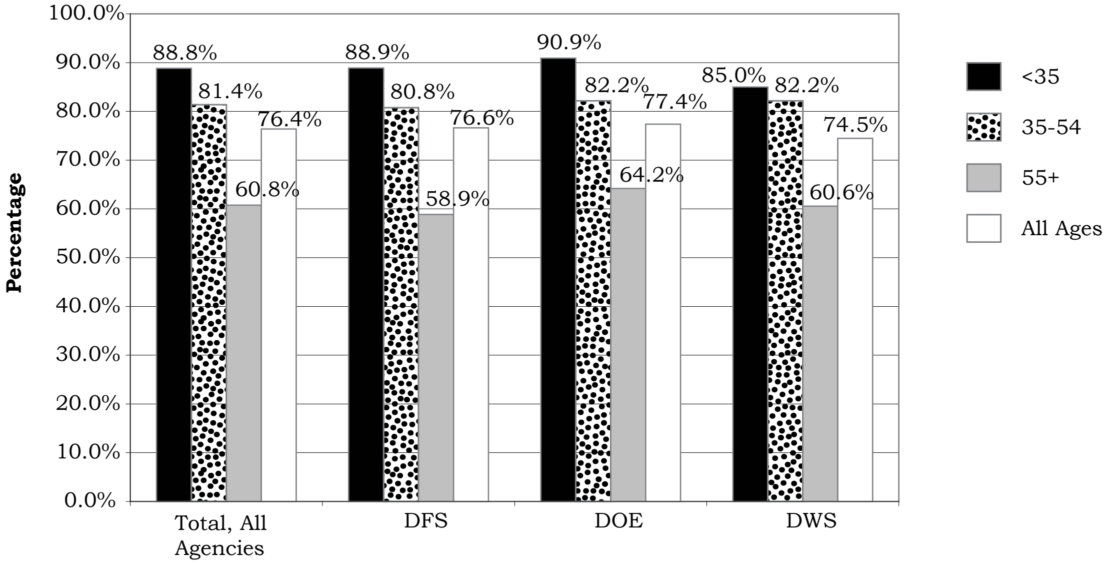
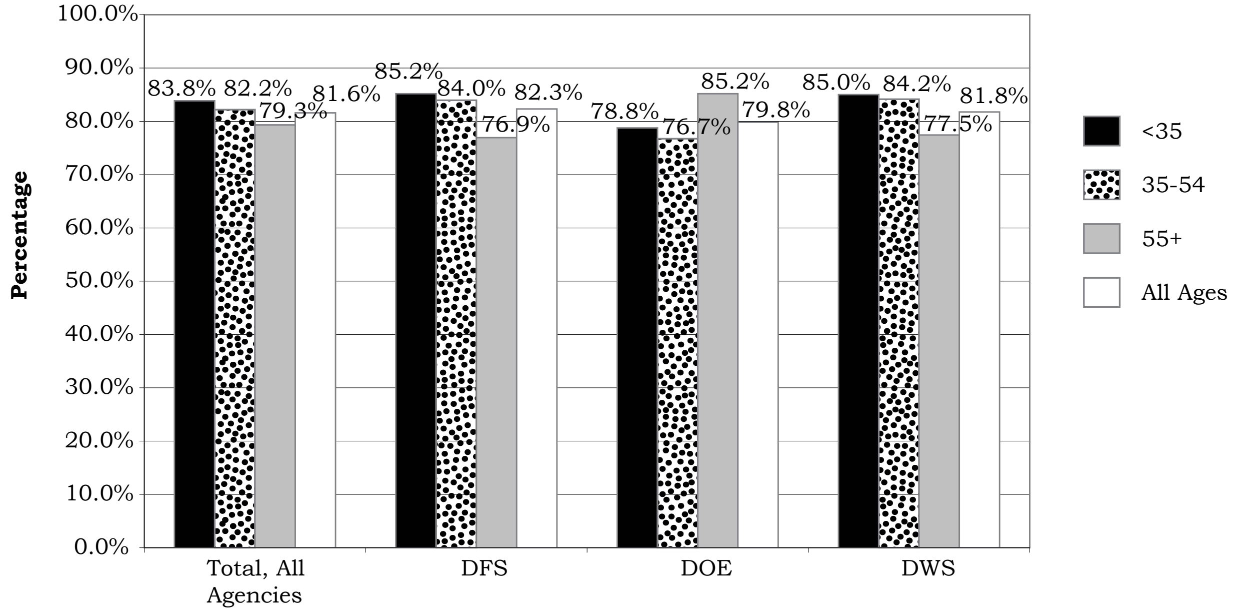


Figure 4: Percentage of Respondents Who Answered Likely or Very Likely to "Willingness to Train Co-Workers For Your Job Duties" by Agency and Age Group



Willing to Train Others

As with the questions regarding willingness to receive training, a vast majority of respondents indicated that they would be likely or very likely to be willing to train co-workers in their duties (see Figure 4). This was the case across all agencies and for all age groups. This suggests that not only are employees interested in being trained to advance in their jobs, but that they are probably willing to help each other accomplish this. Another possible approach would be for agency administration to set up specific programs to cross-train employees.

Chapter 11: Conclusions

by: Lisa L. Knapp, Research Analyst

One of the main purposes of succession planning is to identify groups of employees that state an intention to leave due to retirement or for some other reason. Another purpose is to identify factors that might either influence the employee to not leave, delay exit, or, in the case of retirees, induce returning to work in some capacity after retirement. This will continue to be important in the future as the state's employees continue to age. Currently, nearly one in three employees in these three agencies — the Department of Employment, Department of Family Services, and the Department of Workforce Services — is age 55 or older and another third are between the ages of 45 and 54. This means that in the next 20 years 60% of these employees could potentially retire. Without a strategy to transfer knowledge, they will take with them years of experience that will be difficult to replace.

This study was initiated by management in three state agencies to investigate employee plans and attitudes toward their work environments. Because of a high response rate, we are confident that the results of this study can largely be generalized to all employees in these agencies.

Although there are some things over which agency management has little direct control, such as wages and benefits, this research has shown several areas in which action can be taken that may result in greater employee satisfaction.

There are other avenues of study that we have not covered in this report. In the future, it would be useful to investigate gender differences in workplace satisfaction. We will also be able to test the idea of predictive validity in the near future. As described in this report, Research & Planning can use our administrative databases to determine whether respondents who said they planned to leave their jobs did so at a later time, and what were the characteristics of those who changed jobs.

Appendix A: Frequency Tables

Respondent age group		Department DFS	DOE	DWS	Total
<35	N	108	32	19	**159**
	Col.%	20.1%	13.2%	9.9%	**16.4%**
35 - 44	N	128	56	43	**227**
	Col.%	23.9%	23.0%	22.4%	**23.4%**
45 - 54	N	156	72	58	**286**
	Col.%	29.1%	29.6%	30.2%	**29.4%**
55 - 64	N	140	77	64	**281**
	Col.%	26.1%	31.7%	33.3%	**28.9%**
65+	N	4	5	7	**16**
	Col.%	0.7%	2.1%	3.6%	**1.6%**
Unknown	N	0	1	1	**2**
	Col.%	0.0%	0.4%	0.5%	**0.2%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q1) At my department my performance on the job is evaluated fairly.		Department DFS	DOE	DWS	Total
Strongly Disagree	N	32	14	14	**60**
	Col.%	6.0%	5.8%	7.3%	**6.2%**
Disagree	N	83	26	23	**132**
	Col.%	15.5%	10.7%	12.0%	**13.6%**
Neither Agree Nor Disagree	N	102	48	30	**180**
	Col.%	19.0%	19.8%	15.6%	**18.5%**
Agree	N	196	99	68	**363**
	Col.%	36.6%	40.7%	35.4%	**37.4%**
Strongly Agree	N	90	42	44	**176**
	Col.%	16.8%	17.3%	22.9%	**18.1%**
No Answer	N	5	3	2	**10**
	Col.%	0.9%	1.2%	1.0%	**1.0%**
Don't Know	N	28	11	11	**50**
	Col.%	5.2%	4.5%	5.7%	**5.1%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q2) The mission/purpose of my department makes me feel my job is important.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	N	30	8	17	**55**
	Col.%	5.6%	3.3%	8.9%	**5.7%**
Disagree	N	60	24	21	**105**
	Col.%	11.2%	9.9%	10.9%	**10.8%**
Neither Agree nor Disagree	N	81	39	21	**141**
	Col.%	15.1%	16.0%	10.9%	**14.5%**
Agree	N	202	100	75	**377**
	Col.%	37.7%	41.1%	39.1%	**38.8%**
Strongly Agree	N	160	64	57	**281**
	Col.%	29.8%	26.3%	29.7%	**28.9%**
No Answer	N	1	1	1	**3**
	Col.%	0.2%	0.4%	0.5%	**0.3%**
Don’t Know	N	2	7	0	**9**
	Col.%	0.4%	2.9%	0.0%	**0.9%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q3) I have some control over what I am supposed to accomplish (my job objectives).		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	N	127	83	67	**277**
	Col.%	23.7%	34.2%	34.9%	**28.5%**
Disagree	N	50	22	30	**102**
	Col.%	9.3%	9.1%	15.6%	**10.5%**
Neither Agree nor Disagree	N	80	31	22	**133**
	Col.%	14.9%	12.8%	11.5%	**13.7%**
Agree	N	272	105	69	**446**
	Col.%	50.7%	43.2%	35.9%	**45.9%**
No Answer	N	2	0	3	**5**
	Col.%	0.4%	0.0%	1.6%	**0.5%**
Don’t Know	N	5	2	1	**8**
	Col.%	0.9%	0.8%	0.5%	**0.8%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q4) My supervisor seems to care about me as a person.		Department			
		DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	N	42	12	24	**78**
	Col.%	7.8%	4.9%	12.5%	**8.0%**
Disagree	N	44	27	17	**88**
	Col.%	8.2%	11.1%	8.9%	**9.1%**
Neither Agree nor Disagree	N	72	25	18	**115**
	Col.%	13.4%	10.3%	9.4%	**11.8%**
Agree	N	163	77	55	**295**
	Col.%	30.4%	31.7%	28.6%	**30.4%**
Strongly Agree	N	210	94	71	**375**
	Col.%	39.2%	38.7%	37.0%	**38.6%**
No Answer	N	0	1	1	**2**
	Col.%	0.0%	0.4%	0.5%	**0.2%**
Don't Know	N	5	7	6	**18**
	Col.%	0.9%	2.9%	3.1%	**1.9%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q5) Someone other than my supervisor seems to care about me as a person.		Department			
		DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	N	34	13	11	**58**
	Col.%	6.3%	5.3%	5.7%	**6.0%**
Disagree	N	31	10	21	**62**
	Col.%	5.8%	4.1%	10.9%	**6.4%**
Neither Agree nor Disagree	N	65	36	19	**120**
	Col.%	12.1%	14.8%	9.9%	**12.4%**
Agree	N	203	102	67	**372**
	Col.%	37.9%	42.0%	34.9%	**38.3%**
Strongly Agree	N	197	70	69	**336**
	Col.%	36.8%	28.8%	35.9%	**34.6%**
No Answer	N	0	1	0	**1**
	Col.%	0.0%	0.4%	0.0%	**0.1%**
Don't Know	N	6	11	5	**22**
	Col.%	1.1%	4.5%	2.6%	**2.3%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q6) Compared to other people doing similar work in my department, I think I am paid fairly.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	N	75	23	11	**109**
	Col.%	14.0%	9.5%	5.7%	**11.2%**
Disagree	N	124	45	37	**206**
	Col.%	23.1%	18.5%	19.3%	**21.2%**
Neither Agree nor Disagree	N	98	44	35	**177**
	Col.%	18.3%	18.1%	18.2%	**18.2%**
Agree	N	143	75	63	**281**
	Col.%	26.7%	30.9%	32.8%	**28.9%**
Strongly Agree	N	58	35	30	**123**
	Col.%	10.8%	14.4%	15.6%	**12.7%**
No Answer	N	3	1	0	**4**
	Col.%	0.6%	0.4%	0.0%	**0.4%**
Don’t Know	N	35	20	16	**71**
	Col.%	6.5%	8.2%	8.3%	**7.3%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q7) Compared to other people doing similar work outside my department, I think I am paid fairly.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	N	107	30	21	**158**
	Col.%	20.0%	12.3%	10.9%	**16.3%**
Disagree	N	155	59	47	**261**
	Col.%	28.9%	24.3%	24.5%	**26.9%**
Neither Agree nor Disagree	N	106	57	41	**204**
	Col.%	19.8%	23.4%	21.3%	**21.0%**
Agree	N	75	41	44	**160**
	Col.%	14.0%	16.9%	22.9%	**16.5%**
Strongly Agree	N	33	18	18	**69**
	Col.%	6.2%	7.4%	9.4%	**7.1%**
No Answer	N	1	0	0	**1**
	Col.%	0.2%	0.0%	0.0%	**0.1%**
Don’t Know	N	59	38	21	**118**
	Col.%	11.0%	15.6%	10.9%	**12.2%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q8) My department does an adequate job of keeping employees informed about matters affecting us.		**DFS**	**DOE**	**DWS**	**Total**
		Department			
Strongly Disagree	N	47	20	25	**92**
	Col.%	8.8%	8.2%	13.0%	**9.5%**
Disagree	N	111	48	43	**202**
	Col.%	20.7%	19.8%	22.4%	**20.8%**
Neither Agree nor Disagree	N	140	59	42	**241**
	Col.%	26.1%	24.3%	21.9%	**24.8%**
Agree	N	189	93	57	**339**
	Col.%	35.3%	38.3%	29.7%	**34.9%**
Strongly Agree	N	43	20	24	**87**
	Col.%	8.0%	8.2%	12.5%	**9.0%**
No Answer	N	4	0	0	**4**
	Col.%	0.7%	0.0%	0.0%	**0.4%**
Don't Know	N	2	3	1	**6**
	Col.%	0.4%	1.2%	0.5%	**0.6%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q9) In my department we can speak our minds without fear of reprisal.		**DFS**	**DOE**	**DWS**	**Total**
		Department			
Strongly Disagree	N	83	29	38	**150**
	Col.%	15.5%	11.9%	19.8%	**15.4%**
Disagree	N	105	51	41	**197**
	Col.%	19.6%	21.0%	21.3%	**20.3%**
Neither Agree nor Disagree	N	113	48	36	**197**
	Col.%	21.1%	19.8%	18.8%	**20.3%**
Agree	N	154	90	46	**290**
	Col.%	28.7%	37.0%	23.9%	**29.9%**
Strongly Agree	N	70	20	25	**115**
	Col.%	13.1%	8.2%	13.0%	**11.8%**
No Answer	N	5	1	3	**9**
	Col.%	0.9%	0.4%	1.6%	**0.9%**
Don't Know	N	6	4	3	**13**
	Col.%	1.1%	1.6%	1.6%	**1.3%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q10) I am satisfied with the advancement or promotion opportunities within my department.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	N	115	41	34	**190**
	Col.%	21.4%	16.9%	17.7%	**19.6%**
Disagree	N	145	52	43	**240**
	Col.%	27.1%	21.4%	22.4%	**24.7%**
Neither Agree nor Disagree	N	137	69	46	**252**
	Col.%	25.6%	28.4%	23.9%	**25.9%**
Agree	N	81	57	43	**181**
	Col.%	15.1%	23.4%	22.4%	**18.6%**
Strongly Agree	N	37	16	19	**72**
	Col.%	6.9%	6.6%	9.9%	**7.4%**
No Answer	N	3	0	0	**3**
	Col.%	0.6%	0.0%	0.0%	**0.3%**
Don't Know	N	18	8	7	**33**
	Col.%	3.4%	3.3%	3.6%	**3.4%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q11) Overall, I am satisfied with my department as a place to work.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	N	23	10	14	**47**
	Col.%	4.3%	4.1%	7.3%	**4.8%**
Disagree	N	92	32	36	**160**
	Col.%	17.2%	13.2%	18.8%	**16.5%**
Neither Agree nor Disagree	N	115	42	29	**186**
	Col.%	21.4%	17.3%	15.1%	**19.1%**
Agree	N	224	117	73	**414**
	Col.%	41.8%	48.1%	38.0%	**42.6%**
Strongly Agree	N	79	38	39	**156**
	Col.%	14.7%	15.6%	20.3%	**16.1%**
No Answer	N	2	2	1	**5**
	Col.%	0.4%	0.8%	0.5%	**0.5%**
Don't Know	N	1	2	0	**3**
	Col.%	0.2%	0.8%	0.0%	**0.3%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q12) I speak highly of this department to others.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Stongly Disagree	N	18	7	10	**35**
	Col.%	3.4%	2.9%	5.2%	**3.6%**
Disagree	N	56	30	27	**113**
	Col.%	10.4%	12.3%	14.1%	**11.6%**
Neither Agree nor Disagree	N	146	68	46	**260**
	Col.%	27.2%	28.0%	23.9%	**26.8%**
Agree	N	217	96	59	**372**
	Col.%	40.5%	39.5%	30.7%	**38.3%**
Strongly Agree	N	97	39	49	**185**
	Col.%	18.1%	16.0%	25.5%	**19.1%**
No Answer	N	1	0	1	**2**
	Col.%	0.2%	0.0%	0.5%	**0.2%**
Don’t Know	N	1	3	0	**4**
	Col.%	0.2%	1.2%	0.0%	**0.4%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q13) I am proud to tell others I am part of this department.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Stongly Disagree	N	21	10	13	**44**
	Col.%	3.9%	4.1%	6.8%	**4.5%**
Disagree	N	65	29	27	**121**
	Col.%	12.1%	11.9%	14.1%	**12.5%**
Neither Agree nor Disagree	N	128	61	44	**233**
	Col.%	23.9%	25.1%	22.9%	**24.0%**
Agree	N	210	96	53	**359**
	Col.%	39.2%	39.5%	27.6%	**37.0%**
Strongly Agree	N	108	44	55	**207**
	Col.%	20.1%	18.1%	28.6%	**21.3%**
No Answer	N	1	0	0	**1**
	Col.%	0.2%	0.0%	0.0%	**0.1%**
Don’t Know	N	3	3	0	**6**
	Col.%	0.6%	1.2%	0.0%	**0.6%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q15) This department is a great place to work.		Department DFS	 DOE	 DWS	 Total
Stongly Disagree	N	30	18	19	**67**
	Col.%	5.6%	7.4%	9.9%	**6.9%**
Disagree	N	72	26	30	**128**
	Col.%	13.4%	10.7%	15.6%	**13.2%**
Neither Agree nor Disagree	N	142	71	44	**257**
	Col.%	26.5%	29.2%	22.9%	**26.5%**
Agree	N	202	89	58	**349**
	Col.%	37.7%	36.6%	30.2%	**35.9%**
Strongly Agree	N	86	36	41	**163**
	Col.%	16.0%	14.8%	21.3%	**16.8%**
No Answer	N	1	0	0	**1**
	Col.%	0.2%	0.0%	0.0%	**0.1%**
Don’t Know	N	3	3	0	**6**
	Col.%	0.6%	1.2%	0.0%	**0.6%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q16) I have to do things that should be done differently.		Department DFS	 DOE	 DWS	 Total
Never	N	31	8	13	**52**
	Col.%	5.8%	3.3%	6.8%	**5.4%**
Rarely	N	105	55	47	**207**
	Col.%	19.6%	22.6%	24.5%	**21.3%**
Occasionally	N	177	86	56	**319**
	Col.%	33.0%	35.4%	29.2%	**32.9%**
Sometimes	N	130	62	47	**239**
	Col.%	24.3%	25.5%	24.5%	**24.6%**
Frequently	N	57	12	17	**86**
	Col.%	10.6%	4.9%	8.9%	**8.9%**
No Answer	N	20	8	8	**36**
	Col.%	3.7%	3.3%	4.2%	**3.7%**
Don’t Know	N	16	12	4	**32**
	Col.%	3.0%	4.9%	2.1%	**3.3%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q17) I work under incompatible policies and guidelines.		Department DFS	DOE	DWS	Total
Never	N	69	35	35	**139**
	Col.%	12.9%	14.4%	18.2%	**14.3%**
Rarely	N	134	85	60	**279**
	Col.%	25.0%	35.0%	31.3%	**28.7%**
Occasionally	N	144	69	45	**258**
	Col.%	26.9%	28.4%	23.4%	**26.6%**
Sometimes	N	111	37	29	**177**
	Col.%	20.7%	15.2%	15.1%	**18.2%**
Frequently	N	61	11	17	**89**
	Col.%	11.4%	4.5%	8.9%	**9.2%**
No Answer	N	2	1	2	**5**
	Col.%	0.4%	0.4%	1.0%	**0.5%**
Don’t Know	N	15	5	4	**24**
	Col.%	2.8%	2.1%	2.1%	**2.5%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q18) I have to buck a rule or policy in order to carry out an assignment.		Department DFS	DOE	DWS	Total
Never	N	162	80	58	**300**
	Col.%	30.2%	32.9%	30.2%	**30.9%**
Rarely	N	167	90	67	**324**
	Col.%	31.1%	37.0%	34.9%	**33.4%**
Occasionally	N	105	30	36	**171**
	Col.%	19.6%	12.3%	18.8%	**17.6%**
Sometimes	N	71	32	27	**130**
	Col.%	13.2%	13.2%	14.1%	**13.4%**
Frequently	N	15	4	2	**21**
	Col.%	2.8%	1.6%	1.0%	**2.2%**
No Answer	N	2	1	0	**3**
	Col.%	0.4%	0.4%	0.0%	**0.3%**
Don’t Know	N	14	6	2	**22**
	Col.%	2.6%	2.5%	1.0%	**2.3%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q19) I know exactly what is expected of me.		**Department** **DFS**	 **DOE**	 **DWS**	 **Total**
Never	N	9	5	2	**16**
	Col.%	1.7%	2.1%	1.0%	**1.6%**
Rarely	N	39	10	15	**64**
	Col.%	7.3%	4.1%	7.8%	**6.6%**
Occasionally	N	74	21	38	**133**
	Col.%	13.8%	8.6%	19.8%	**13.7%**
Sometimes	N	167	60	54	**281**
	Col.%	31.1%	24.7%	28.1%	**28.9%**
Frequently	N	242	140	83	**465**
	Col.%	45.1%	57.6%	43.2%	**47.9%**
No Answer	N	2	1	0	**3**
	Col.%	0.4%	0.4%	0.0%	**0.3%**
Don’t Know	N	3	6	0	**9**
	Col.%	0.6%	2.5%	0.0%	**0.9%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q20) I receive incompatible requests from two or more people.		**Department** **DFS**	 **DOE**	 **DWS**	 **Total**
Never	N	86	51	36	**173**
	Col.%	16.0%	21.0%	18.8%	**17.8%**
Rarely	N	178	101	69	**348**
	Col.%	33.2%	41.6%	35.9%	**35.8%**
Occasionally	N	111	43	39	**193**
	Col.%	20.7%	17.7%	20.3%	**19.9%**
Sometimes	N	107	32	32	**171**
	Col.%	20.0%	13.2%	16.7%	**17.6%**
Frequently	N	30	9	11	**50**
	Col.%	5.6%	3.7%	5.7%	**5.1%**
No Answer	N	9	1	4	**14**
	Col.%	1.7%	0.4%	2.1%	**1.4%**
Don’t Know	N	15	6	1	**22**
	Col.%	2.8%	2.5%	0.5%	**2.3%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q21) I work on unnecessary things.		Department			
		DFS	**DOE**	**DWS**	**Total**
Never	N	111	50	33	**194**
	Col.%	20.7%	20.6%	17.2%	**20.0%**
Rarely	N	199	106	66	**371**
	Col.%	37.1%	43.6%	34.4%	**38.2%**
Occasionally	N	94	46	39	**179**
	Col.%	17.5%	18.9%	20.3%	**18.4%**
Sometimes	N	91	26	35	**152**
	Col.%	17.0%	10.7%	18.2%	**15.7%**
Frequently	N	33	9	18	**60**
	Col.%	6.2%	3.7%	9.4%	**6.2%**
No Answer	N	1	1	0	**2**
	Col.%	0.2%	0.4%	0.0%	**0.2%**
Don’t Know	N	7	5	1	**13**
	Col.%	1.3%	2.1%	0.5%	**1.3%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q22) I have to work under vague directives or orders.		Department			
		DFS	**DOE**	**DWS**	**Total**
Never	N	73	39	36	**148**
	Col.%	13.6%	16.0%	18.8%	**15.2%**
Rarely	N	167	96	49	**312**
	Col.%	31.1%	39.5%	25.5%	**32.1%**
Occasionally	N	120	54	47	**221**
	Col.%	22.4%	22.2%	24.5%	**22.8%**
Sometimes	N	118	36	33	**187**
	Col.%	22.0%	14.8%	17.2%	**19.3%**
Frequently	N	53	15	23	**91**
	Col.%	9.9%	6.2%	12.0%	**9.4%**
No Answer	N	1	1	2	**4**
	Col.%	0.2%	0.4%	1.0%	**0.4%**
Don’t Know	N	4	2	2	**8**
	Col.%	0.7%	0.8%	1.0%	**0.8%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q23) I do not have enough time to get everything done at work.		Department			
		DFS	DOE	DWS	Total
Never	N	42	34	15	**91**
	Col.%	7.8%	14.0%	7.8%	**9.4%**
Rarely	N	105	77	36	**218**
	Col.%	19.6%	31.7%	18.8%	**22.4%**
Occasionally	N	98	59	55	**212**
	Col.%	18.3%	24.3%	28.6%	**21.8%**
Sometimes	N	127	38	42	**207**
	Col.%	23.7%	15.6%	21.9%	**21.3%**
Frequently	N	162	30	44	**236**
	Col.%	30.2%	12.3%	22.9%	**24.3%**
No Answer	N	1	1	0	**2**
	Col.%	0.2%	0.4%	0.0%	**0.2%**
Don’t Know	N	1	4	0	**5**
	Col.%	0.2%	1.6%	0.0%	**0.5%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q24) My workload is too heavy.		Department			
		DFS	DOE	DWS	Total
Never	N	51	35	13	**99**
	Col.%	9.5%	14.4%	6.8%	**10.2%**
Rarely	N	121	73	46	**240**
	Col.%	22.6%	30.0%	23.9%	**24.7%**
Occasionally	N	112	73	63	**248**
	Col.%	20.9%	30.0%	32.8%	**25.5%**
Sometimes	N	141	40	41	**222**
	Col.%	26.3%	16.5%	21.3%	**22.9%**
Frequently	N	107	16	28	**151**
	Col.%	20.0%	6.6%	14.6%	**15.6%**
No Answer	N	2	2	1	**5**
	Col.%	0.4%	0.8%	0.5%	**0.5%**
Don’t Know	N	2	4	0	**6**
	Col.%	0.4%	1.6%	0.0%	**0.6%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q25) Willingness to learn others job duties.		Department			
		DFS	**DOE**	**DWS**	**Total**
Very Unlikely	N	29	10	9	**48**
	Col.%	5.4%	4.1%	4.7%	**4.9%**
Unlikely	N	42	14	7	**63**
	Col.%	7.8%	5.8%	3.6%	**6.5%**
Neither Likely nor Unlikely	N	83	38	36	**157**
	Col.%	15.5%	15.6%	18.8%	**16.2%**
Likely	N	207	86	76	**369**
	Col.%	38.6%	35.4%	39.6%	**38.0%**
Very Likely	N	160	90	61	**311**
	Col.%	29.8%	37.0%	31.8%	**32.0%**
No Answer	N	4	2	2	**8**
	Col.%	0.7%	0.8%	1.0%	**0.8%**
Don't Know	N	11	3	1	**15**
	Col.%	2.1%	1.2%	0.5%	**1.5%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q26) Willingness to attend management or other training for your career advancement.		Department			
		DFS	**DOE**	**DWS**	**Total**
Very Unlikely	N	31	12	10	**53**
	Col.%	5.8%	4.9%	5.2%	**5.5%**
Unlikely	N	39	15	15	**69**
	Col.%	7.3%	6.2%	7.8%	**7.1%**
Neither Likely nor Unlikely	N	49	24	17	**90**
	Col.%	9.1%	9.9%	8.9%	**9.3%**
Likely	N	176	83	65	**324**
	Col.%	32.8%	34.2%	33.9%	**33.4%**
Very Likely	N	231	104	83	**418**
	Col.%	43.1%	42.8%	43.2%	**43.0%**
No Answer	N	3	2	0	**5**
	Col.%	0.6%	0.8%	0.0%	**0.5%**
Don't Know	N	7	3	2	**12**
	Col.%	1.3%	1.2%	1.0%	**1.2%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q27) Willingness to participate in a career advancement program within my department if such a program were to exist.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Very Unlikely	N	32	11	15	**58**
	Col.%	6.0%	4.5%	7.8%	**6.0%**
Unlikely	N	31	13	8	**52**
	Col.%	5.8%	5.3%	4.2%	**5.4%**
Neither Likely nor Unlikely	N	46	26	25	**97**
	Col.%	8.6%	10.7%	13.0%	**10.0%**
Likely	N	167	78	59	**304**
	Col.%	31.1%	32.1%	30.7%	**31.3%**
Very Likely	N	239	108	84	**431**
	Col.%	44.6%	44.4%	43.8%	**44.4%**
No Answer	N	6	2	0	**8**
	Col.%	1.1%	0.8%	0.0%	**0.8%**
Don’t Know	N	15	5	1	**21**
	Col.%	2.8%	2.1%	0.5%	**2.2%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q28) Willingness to train co-workers for your job duties.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Very Unlikely	N	23	8	9	**40**
	Col.%	4.29%	3.29%	4.68%	**4.11%**
Unlikely	N	20	20	9	**49**
	Col.%	3.73%	8.23%	4.68%	**5.04%**
Neither Likely nor Unlikely	N	46	17	16	**79**
	Col.%	8.58%	6.99%	8.33%	**8.13%**
Likely	N	204	90	74	**368**
	Col.%	38.05%	37.03%	38.54%	**37.89%**
Very Likely	N	235	103	83	**421**
	Col.%	43.84%	42.38%	43.22%	**43.35%**
No Answer	N	3	2	0	**5**
	Col.%	0.55%	0.82%	0.00%	**0.51%**
Don’t Know	N	5	3	1	**9**
	Col.%	0.93%	1.23%	0.52%	**0.92%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.00%**	**100.00%**	**100.00%**	**100.00%**

(Q29) Willingness to train interns about your job duties.		Department			
		DFS	DOE	DWS	Total
Very Unlikely	N	42	16	15	**73**
	Col.%	7.8%	6.6%	7.8%	**7.5%**
Unlikely	N	31	27	17	**75**
	Col.%	5.8%	11.1%	8.9%	**7.7%**
Neither Likely nor Unlikely	N	67	27	17	**111**
	Col.%	12.5%	11.1%	8.9%	**11.4%**
Likely	N	183	78	57	**318**
	Col.%	34.1%	32.1%	29.7%	**32.7%**
Very Likely	N	198	85	77	**360**
	Col.%	36.9%	35.0%	40.1%	**37.1%**
No Answer	N	4	2	0	**6**
	Col.%	0.7%	0.8%	0.0%	**0.6%**
Don't Know	N	11	8	9	**28**
	Col.%	2.1%	3.3%	4.7%	**2.9%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q30a) Previously retired from a position in state government but have returned.		Department			
		DFS	DOE	DWS	Total
Yes	N	4	3	2	**9**
	Col.%	0.7%	1.2%	1.0%	**0.9%**
No	N	532	239	190	**961**
	Col.%	99.3%	98.4%	99.0%	**99.0%**
No Answer	N	0	1	0	**1**
	Col.%	0.0%	0.4%	0.0%	**0.1%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q30b) If you left your job tomorrow, someone in your unit could immediately take over.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
All of your job duties	N	119	80	21	**220**
	Col.%	22.2%	32.9%	10.9%	**22.7%**
Most of your job duties	N	144	64	59	**267**
	Col.%	26.9%	26.3%	30.7%	**27.5%**
Some of your job duties	N	218	74	104	**396**
	Col.%	40.7%	30.4%	54.2%	**40.8%**
None of your job duties	N	24	8	4	**36**
	Col.%	4.5%	3.3%	2.1%	**3.7%**
Skip	N	4	3	2	**9**
	Col.%	0.7%	1.2%	1.0%	**0.9%**
No Answer	N	9	2	0	**11**
	Col.%	1.7%	0.8%	0.0%	**1.1%**
Don’t Know	N	18	12	2	**32**
	Col.%	3.4%	4.9%	1.0%	**3.3%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q31) Do you plan to leave employment with your department within the next 12 months?		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Yes	N	74	33	27	**134**
	Col.%	13.8%	13.6%	14.1%	**13.8%**
No	N	447	202	162	**811**
	Col.%	83.4%	83.1%	84.4%	**83.5%**
Skip	N	4	3	2	**9**
	Col.%	0.7%	1.2%	1.0%	**0.9%**
No Answer	N	11	5	1	**17**
	Col.%	2.1%	2.1%	0.5%	**1.8%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q32) If you plan to leave employment with your department within the next 12 months, what is your primary reason for leaving?		Department			
		DFS	DOE	DWS	Total
Taking another job in state government	N	4	11	3	**18**
	Col.%	0.7%	4.5%	1.6%	**1.9%**
Taking another job outside state government	N	16	4	5	**25**
	Col.%	3.0%	1.6%	2.6%	**2.6%**
Family status change	N	1	2	0	**3**
	Col.%	0.2%	0.8%	0.0%	**0.3%**
Relocating	N	7	1	1	**9**
	Col.%	1.3%	0.4%	0.5%	**0.9%**
Continuing education	N	2	1	1	**4**
	Col.%	0.4%	0.4%	0.5%	**0.4%**
Retiring	N	13	8	8	**29**
	Col.%	2.4%	3.3%	4.2%	**3.0%**
Other	N	29	7	11	**47**
	Col.%	5.4%	2.9%	5.7%	**4.8%**
Skip	N	451	204	163	**818**
	Col.%	84.1%	84.0%	84.9%	**84.2%**
No Answer	N	13	5	0	**18**
	Col.%	2.4%	2.1%	0.0%	**1.9%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q33) When do you plan to retire?		Department DFS	 DOE	 DWS	 Total
More than 1 year to less than 3 years	N	32	21	18	**71**
	Col.%	6.0%	8.6%	9.4%	**7.3%**
More than 3 years to less than 5 years	N	47	18	17	**82**
	Col.%	8.8%	7.4%	8.9%	**8.4%**
More than 5 years	N	355	142	121	**618**
	Col.%	66.2%	58.4%	63.0%	**63.6%**
Skip	N	14	11	10	**35**
	Col.%	2.6%	4.5%	5.2%	**3.6%**
No Answer	N	23	14	5	**42**
	Col.%	4.3%	5.8%	2.6%	**4.3%**
Don't Know	N	65	37	21	**123**
	Col.%	12.1%	15.2%	10.9%	**12.7%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q34a) If offered by a different employer, I would take a job somewhere else for higher wages.		Department DFS	 DOE	 DWS	 Total
Checked	N	442	186	135	**763**
	Col.%	82.5%	76.5%	70.3%	**78.6%**
Not Checked	N	66	33	43	**142**
	Col.%	12.3%	13.6%	22.4%	**14.6%**
Skip	N	14	11	10	**35**
	Col.%	2.6%	4.5%	5.2%	**3.6%**
No Answer	N	14	13	4	**31**
	Col.%	2.6%	5.3%	2.1%	**3.2%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q34b) If offered by a different employer, I would take a job somewhere else for better benefits.		Department			
		DFS	DOE	DWS	Total
Checked	N	225	110	67	**402**
	Col.%	42.0%	45.3%	34.9%	**41.4%**
Not Checked	N	283	109	111	**503**
	Col.%	52.8%	44.9%	57.8%	**51.8%**
Skip	N	14	11	10	**35**
	Col.%	2.6%	4.5%	5.2%	**3.6%**
No Answer	N	14	13	4	**31**
	Col.%	2.6%	5.3%	2.1%	**3.2%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q34c) If offered by a different employer, I would take a job somewhere else for training opportunities or education.		Department			
		DFS	DOE	DWS	Total
Checked	N	196	78	42	**316**
	Col.%	36.6%	32.1%	21.9%	**32.5%**
Not Checked	N	312	141	136	**589**
	Col.%	58.2%	58.0%	70.8%	**60.7%**
Skip	N	14	11	10	**35**
	Col.%	2.6%	4.5%	5.2%	**3.6%**
No Answer	N	14	13	4	**31**
	Col.%	2.6%	5.3%	2.1%	**3.2%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q34d) If offered by a different employer, I would take a job somewhere else for flexible scheduling.		Department			
		DFS	DOE	DWS	Total
Checked	N	193	98	60	**351**
	Col.%	36.0%	40.3%	31.3%	**36.1%**
Not Checked	N	315	121	118	**554**
	Col.%	58.8%	49.8%	61.5%	**57.0%**
Skip	N	14	11	10	**35**
	Col.%	2.6%	4.5%	5.2%	**3.6%**
No Answer	N	14	13	4	**31**
	Col.%	2.6%	5.3%	2.1%	**3.2%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q34e) If offered by a different employer, I would take a job somewhere else for more recognition.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Checked	N	128	52	35	**215**
	Col.%	23.9%	21.4%	18.2%	**22.1%**
Not Checked	N	380	167	143	**690**
	Col.%	70.9%	68.7%	74.5%	**71.1%**
Skip	N	14	11	10	**35**
	Col.%	2.6%	4.5%	5.2%	**3.6%**
No Answer	N	14	13	4	**31**
	Col.%	2.6%	5.3%	2.1%	**3.2%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q34f) If offered by a different employer, I would take a job somewhere else for more respect from management.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Checked	N	155	67	54	**276**
	Col.%	28.9%	27.6%	28.1%	**28.4%**
Not Checked	N	353	152	124	**629**
	Col.%	65.8%	62.5%	64.6%	**64.8%**
Skip	N	14	11	10	**35**
	Col.%	2.6%	4.5%	5.2%	**3.6%**
No Answer	N	14	13	4	**31**
	Col.%	2.6%	5.3%	2.1%	**3.2%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q34g) If offered by a different employer, I would take a job somewhere else for fewer non-job related tasks.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Checked	N	34	8	11	**53**
	Col.%	6.3%	3.3%	5.7%	**5.5%**
Not Checked	N	474	211	167	**852**
	Col.%	88.4%	86.8%	87.0%	**87.7%**
Skip	N	14	11	10	**35**
	Col.%	2.6%	4.5%	5.2%	**3.6%**
No Answer	N	14	13	4	**31**
	Col.%	2.6%	5.3%	2.1%	**3.2%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q34h) If offered by a different employer, I would take a job somewhere else for better staffing.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Checked	N	139	24	37	**200**
	Col.%	25.9%	9.9%	19.3%	**20.6%**
Not Checked	N	369	195	141	**705**
	Col.%	68.8%	80.2%	73.4%	**72.6%**
Skip	N	14	11	10	**35**
	Col.%	2.6%	4.5%	5.2%	**3.6%**
No Answer	N	14	13	4	**31**
	Col.%	2.6%	5.3%	2.1%	**3.2%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q34i) If offered by a different employer, I would take a job somewhere else for more opportunities for advancement.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Checked	N	257	111	89	**457**
	Col.%	47.9%	45.7%	46.4%	**47.1%**
Not Checked	N	251	108	89	**448**
	Col.%	46.8%	44.4%	46.4%	**46.1%**
Skip	N	14	11	10	**35**
	Col.%	2.6%	4.5%	5.2%	**3.6%**
No Answer	N	14	13	4	**31**
	Col.%	2.6%	5.3%	2.1%	**3.2%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q34j) If offered by a different employer, I would take a job somewhere else for more autonomy.		Department			
		DFS	DOE	DWS	Total
Checked	N	29	27	14	**70**
	Col.%	5.4%	11.1%	7.3%	**7.2%**
Not Checked	N	479	192	164	**835**
	Col.%	89.4%	79.0%	85.4%	**86.0%**
Skip	N	14	11	10	**35**
	Col.%	2.6%	4.5%	5.2%	**3.6%**
No Answer	N	14	13	4	**31**
	Col.%	2.6%	5.3%	2.1%	**3.2%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q34k) If offered by a different employer, I would take a job somewhere else for more personal interest in the work.		Department			
		DFS	DOE	DWS	Total
Checked	N	101	34	32	**167**
	Col.%	18.8%	14.0%	16.7%	**17.2%**
Not Checked	N	407	185	146	**738**
	Col.%	75.9%	76.1%	76.0%	**76.0%**
Skip	N	14	11	10	**35**
	Col.%	2.6%	4.5%	5.2%	**3.6%**
No Answer	N	14	13	4	**31**
	Col.%	2.6%	5.3%	2.1%	**3.2%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q34l) If offered by a different employer, I would take a job somewhere else for a different location.		Department			
		DFS	DOE	DWS	Total
Checked	N	55	21	21	**97**
	Col.%	10.3%	8.6%	10.9%	**10.0%**
Not Checked	N	453	198	157	**808**
	Col.%	84.5%	81.5%	81.8%	**83.2%**
Skip	N	14	11	10	**35**
	Col.%	2.6%	4.5%	5.2%	**3.6%**
No Answer	N	14	13	4	**31**
	Col.%	2.6%	5.3%	2.1%	**3.2%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q34m) If offered by a different employer, I would take a job somewhere else for better quality of work produced by agency.		Department			
		DFS	DOE	DWS	Total
Checked	N	59	18	25	**102**
	Col.%	11.0%	7.4%	13.0%	**10.5%**
Not Checked	N	449	201	153	**803**
	Col.%	83.8%	82.7%	79.7%	**82.7%**
Skip	N	14	11	10	**35**
	Col.%	2.6%	4.5%	5.2%	**3.6%**
No Answer	N	14	13	4	**31**
	Col.%	2.6%	5.3%	2.1%	**3.2%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q34n) If offered by a different employer, I would take a job somewhere else for some other reason.		Department			
		DFS	DOE	DWS	Total
Checked	N	52	27	24	**103**
	Col.%	9.7%	11.1%	12.5%	**10.6%**
Not Checked	N	456	192	154	**802**
	Col.%	85.1%	79.0%	80.2%	**82.6%**
Skip	N	14	11	10	**35**
	Col.%	2.6%	4.5%	5.2%	**3.6%**
No Answer	N	14	13	4	**31**
	Col.%	2.6%	5.3%	2.1%	**3.2%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q36) How likely are you to work after retirement?		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Very Likely	N	127	44	56	**227**
	Col.%	23.7%	18.1%	29.2%	**23.4%**
Likely	N	151	67	55	**273**
	Col.%	28.2%	27.6%	28.6%	**28.1%**
Neither Likely nor Unlikely	N	44	24	13	**81**
	Col.%	8.2%	9.9%	6.8%	**8.3%**
Unlikely	N	52	23	14	**89**
	Col.%	9.7%	9.5%	7.3%	**9.2%**
Very Unlikely	N	17	9	12	**38**
	Col.%	3.2%	3.7%	6.3%	**3.9%**
Skip	N	5	3	2	**10**
	Col.%	0.9%	1.2%	1.0%	**1.0%**
No Answer	N	16	13	4	**33**
	Col.%	3.0%	5.3%	2.1%	**3.4%**
Don't Know	N	124	60	36	**220**
	Col.%	23.1%	24.7%	18.8%	**22.7%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q37) If you plan to work after retirement, in what type of work are you most likely to engage?		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Full-time work	N	45	10	15	**70**
	Col.%	8.4%	4.1%	7.8%	**7.2%**
Part-time work	N	213	86	83	**382**
	Col.%	39.7%	35.4%	43.2%	**39.3%**
Independent contracts	N	29	20	10	**59**
	Col.%	5.4%	8.2%	5.2%	**6.1%**
Occasional if needed	N	56	33	11	**100**
	Col.%	10.4%	13.6%	5.7%	**10.3%**
Other	N	31	15	20	**66**
	Col.%	5.8%	6.2%	10.4%	**6.8%**
Skip	N	12	7	3	**22**
	Col.%	2.2%	2.9%	1.6%	**2.3%**
No Answer	N	52	25	13	**90**
	Col.%	9.7%	10.3%	6.8%	**9.3%**
Don't Know	N	98	47	37	**182**
	Col.%	18.3%	19.3%	19.3%	**18.7%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q38a) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: As an independent contractor in my old position with my department.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Checked	N	158	80	44	**282**
	Col.%	29.5%	32.9%	22.9%	**29.0%**
Not Checked	N	350	142	141	**633**
	Col.%	65.3%	58.4%	73.4%	**65.2%**
Skip	N	12	7	3	**22**
	Col.%	2.2%	2.9%	1.6%	**2.3%**
No Answer	N	16	14	4	**34**
	Col.%	3.0%	5.8%	2.1%	**3.5%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q38b) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: Different job assignment within my department.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Checked	N	112	43	26	**181**
	Col.%	20.9%	17.7%	13.5%	**18.6%**
Not Checked	N	396	179	159	**734**
	Col.%	73.9%	73.7%	82.8%	**75.6%**
Skip	N	12	7	3	**22**
	Col.%	2.2%	2.9%	1.6%	**2.3%**
No Answer	N	16	14	4	**34**
	Col.%	3.0%	5.8%	2.1%	**3.5%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q38c) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: Employment in a different state agency.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Checked	N	113	53	41	**207**
	Col.%	21.1%	21.8%	21.3%	**21.3%**
Not Checked	N	395	169	144	**708**
	Col.%	73.7%	69.5%	75.0%	**72.9%**
Skip	N	12	7	3	**22**
	Col.%	2.2%	2.9%	1.6%	**2.3%**
No Answer	N	16	14	4	**34**
	Col.%	3.0%	5.8%	2.1%	**3.5%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q38d) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: Part-time employment.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Checked	N	228	121	90	**439**
	Col.%	42.5%	49.8%	46.9%	**45.2%**
Not Checked	N	280	101	95	**476**
	Col.%	52.2%	41.6%	49.5%	**49.0%**
Skip	N	12	7	3	**22**
	Col.%	2.2%	2.9%	1.6%	**2.3%**
No Answer	N	16	14	4	**34**
	Col.%	3.0%	5.8%	2.1%	**3.5%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q39e) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: None.			**Department**		
		DFS	**DOE**	**DWS**	**Total**
Checked	N	35	8	21	**64**
	Col.%	6.5%	3.3%	10.9%	**6.6%**
Not Checked	N	473	214	164	**851**
	Col.%	88.2%	88.1%	85.4%	**87.6%**
Skip	N	12	7	3	**22**
	Col.%	2.2%	2.9%	1.6%	**2.3%**
No Answer	N	16	14	4	**34**
	Col.%	3.0%	5.8%	2.1%	**3.5%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q38f) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: Other.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Checked	N	22	11	10	**43**
	Col.%	4.1%	4.5%	5.2%	**4.4%**
Not Checked	N	486	211	175	**872**
	Col.%	90.7%	86.8%	91.1%	**89.8%**
Skip	N	12	7	3	**22**
	Col.%	2.2%	2.9%	1.6%	**2.3%**
No Answer	N	16	14	4	**34**
	Col.%	3.0%	5.8%	2.1%	**3.5%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q38g) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: Don't know.		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Checked	N	138	46	45	**229**
	Col.%	25.7%	18.9%	23.4%	**23.6%**
Not Checked	N	371	176	140	**687**
	Col.%	69.2%	72.4%	72.9%	**70.8%**
Skip	N	12	7	3	**22**
	Col.%	2.2%	2.9%	1.6%	**2.3%**
No Answer	N	15	14	4	**33**
	Col.%	2.8%	5.8%	2.1%	**3.4%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q40) In which of the state's health insurance plans do you participate?		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Individual coverage	N	208	99	71	**378**
	Col.%	38.8%	40.7%	37.0%	**38.9%**
Family coverage	N	241	93	86	**420**
	Col.%	45.0%	38.3%	44.8%	**43.3%**
Split coverage	N	20	12	7	**39**
	Col.%	3.7%	4.9%	3.6%	**4.0%**
None, I am covered by my spouse or another family members insurance plan	N	34	22	14	**70**
	Col.%	6.3%	9.1%	7.3%	**7.2%**
None, I do not have health insurance coverage	N	4	2	2	**8**
	Col.%	0.7%	0.8%	1.0%	**0.8%**
Other	N	9	9	6	**24**
	Col.%	1.7%	3.7%	3.1%	**2.5%**
No Answer	N	20	6	6	**32**
	Col.%	3.7%	2.5%	3.1%	**3.3%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q41) Do you feel that the State of Wyoming's retirement program will sufficiently meet your retirement needs in the future?		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Yes	N	102	44	45	**191**
	Col.%	19.0%	18.1%	23.4%	**19.7%**
No	N	217	95	76	**388**
	Col.%	40.5%	39.1%	39.6%	**40.0%**
No Answer	N	19	5	7	**31**
	Col.%	3.5%	2.1%	3.6%	**3.2%**
Don't Know	N	198	99	64	**361**
	Col.%	36.9%	40.7%	33.3%	**37.2%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q42) What is your marital status?		DFS	DOE	DWS	Total
		Department			
Married	N	351	161	126	**638**
	Col.%	65.5%	66.3%	65.6%	**65.7%**
Single	N	65	32	23	**120**
	Col.%	12.1%	13.2%	12.0%	**12.4%**
Divorced	N	76	32	26	**134**
	Col.%	14.2%	13.2%	13.5%	**13.8%**
Widowed	N	8	3	1	**12**
	Col.%	1.5%	1.2%	0.5%	**1.2%**
Co-habitating	N	19	9	9	**37**
	Col.%	3.5%	3.7%	4.7%	**3.8%**
No Answer	N	17	6	7	**30**
	Col.%	3.2%	2.5%	3.6%	**3.1%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q43) Do you have dependents that are 26 years old or younger?		DFS	DOE	DWS	Total
		Department			
Yes	N	267	95	87	**449**
	Col.%	49.8%	39.1%	45.3%	**46.2%**
No	N	249	142	99	**490**
	Col.%	46.5%	58.4%	51.6%	**50.5%**
No Answer	N	20	6	6	**32**
	Col.%	3.7%	2.5%	3.1%	**3.3%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q44) What is the highest level of education you have completed?		**Department** **DFS**	**DOE**	**DWS**	**Total**
Less than high school graduate	N	0	2	0	**2**
	Col.%	0.0%	0.8%	0.0%	**0.2%**
High school graduate (includes equivalency)	N	50	26	14	**90**
	Col.%	9.3%	10.7%	7.3%	**9.3%**
Some college or associates degree	N	213	104	63	**380**
	Col.%	39.7%	42.8%	32.8%	**39.1%**
Bachelors degree	N	188	73	66	**327**
	Col.%	35.1%	30.0%	34.4%	**33.7%**
Graduate or professional degree	N	61	32	42	**135**
	Col.%	11.4%	13.2%	21.9%	**13.9%**
Other	N	6	1	1	**8**
	Col.%	1.1%	0.4%	0.5%	**0.8%**
No Answer	N	18	5	6	**29**
	Col.%	3.4%	2.1%	3.1%	**3.0%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

(Q45) What was the combined total pre-tax income in your household in the past 12 months?		**Department**			
		DFS	**DOE**	**DWS**	**Total**
Less than $20,000	N	19	4	0	**23**
	Col.%	3.5%	1.6%	0.0%	**2.4%**
$20,000 to $29,999	N	39	8	11	**58**
	Col.%	7.3%	3.3%	5.7%	**6.0%**
$30,000 to $39,999	N	66	18	28	**112**
	Col.%	12.3%	7.4%	14.6%	**11.5%**
$40,000 to $49,999	N	63	31	27	**121**
	Col.%	11.8%	12.8%	14.1%	**12.5%**
$50,000 to $59,999	N	40	12	15	**67**
	Col.%	7.5%	4.9%	7.8%	**6.9%**
$60,000 to $69,999	N	63	25	16	**104**
	Col.%	11.8%	10.3%	8.3%	**10.7%**
$70,000 to $79,999	N	67	24	22	**113**
	Col.%	12.5%	9.9%	11.5%	**11.6%**
$80,000 to $99,999	N	70	37	24	**131**
	Col.%	13.1%	15.2%	12.5%	**13.5%**
$100,000 to $124,999	N	46	42	25	**113**
	Col.%	8.6%	17.3%	13.0%	**11.6%**
$125,000 to $149,999	N	16	10	2	**28**
	Col.%	3.0%	4.1%	1.0%	**2.9%**
$150,000 to $199,999	N	3	2	5	**10**
	Col.%	0.6%	0.8%	2.6%	**1.0%**
$200,000 or more	N	3	2	3	**8**
	Col.%	0.6%	0.8%	1.6%	**0.8%**
No Answer	N	41	28	14	**83**
	Col.%	7.6%	11.5%	7.3%	**8.5%**
Total	**N**	**536**	**243**	**192**	**971**
	Col.%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Appendix B: Chi-Square Tables

Table 1: Respondent Age Group

	Department			Total
	DFS	**DOE**	**DWS**	
<35	108	32	19	**159**
Cell Chi-Square	4.6631	1.5254	4.922	
%	11.1%	3.3%	2.0%	**16.4%**
Col.%	20.2%	13.2%	9.9%	
35-44	128	56	43	**227**
Cell Chi-Square	0.0579	0.0115	0.0792	
%	13.2%	5.8%	4.4%	**23.4%**
Col.%	23.9%	23.1%	22.4%	
45-54	156	72	58	**286**
Cell Chi-Square	0.0223	0.0025	0.0371	
%	16.1%	7.4%	6.0%	**29.5%**
Col.%	29.1%	29.6%	30.2%	
55-64	140	77	64	**281**
Cell Chi-Square	1.4727	0.6341	1.281	
%	14.4%	7.9%	6.6%	**28.9%**
Col.%	26.1%	31.7%	33.3%	
65+	4	5	7	**16**
Cell Chi-Square	2.6437	0.2477	4.6517	
%	0.4%	0.5%	0.7%	**1.7%**
Col.%	0.8%	2.1%	3.7%	
Unknown	0	1	1	**2**
Cell Chi-Square	1.104	0.4985	0.9241	
%	0.0%	0.1%	0.1%	**0.2%**
Col.%	0.0%	0.4%	0.5%	
Total	**536**	**243**	**192**	**971**
Total Col.%	**55.2%**	**25.0%**	**19.8%**	**100.0%**

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	24.7787	0.0058

Table 2: (Question 1) At my department my performance on the job is evaluated fairly.

	Department			Total
	DFS	**DOE**	**DWS**	
Strongly Disagree	32	14	14	**60**
Cell Chi-Square	0.0401	0.0647	0.3851	
%	3.3%	1.5%	1.5%	**6.2%**
Col.%	6.0%	5.8%	7.4%	
Disagree	83	26	23	**132**
Cell Chi-Square	1.3885	1.4718	0.3677	
%	8.6%	2.7%	2.4%	**13.7%**
Col.%	15.6%	10.8%	12.1%	
Neither Agree Nor Disagree	102	48	30	**180**
Cell Chi-Square	0.0649	0.2065	0.8774	
%	10.6%	5.0%	3.1%	**18.7%**
Col.%	19.2%	20.0%	15.8%	
Agree	196	99	68	**363**
Cell Chi-Square	0.1044	0.7681	0.1979	
%	20.4%	10.3%	7.1%	**37.8%**
Col.%	36.9%	41.3%	35.8%	
Strongly Agree	90	42	44	**176**
Cell Chi-Square	0.5403	0.0869	2.4339	
%	9.4%	4.4%	4.6%	**18.3%**
Col.%	17.0%	17.5%	23.2%	
Don't Know	28	11	11	**50**
Cell Chi-Square	0.005	0.1771	0.1256	
%	2.9%	1.1%	1.1%	**5.2%**
Col.%	5.3%	4.6%	5.8%	
Total	**531**	**240**	**190**	**961**
Total Col.%	**55.3%**	**25.0%**	**19.8%**	**100.0%**

Frequency Missing = 10

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	9.306	0.5033

Table 3: (Question 2) The mission/purpose of my department makes me feel my job is important.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	30	8	17	**55**
Cell Chi-Square	0.0052	2.4045	3.4826	
%	3.1%	0.8%	1.8%	**5.7%**
Col.%	5.6%	3.3%	8.9%	
Disagree	60	24	21	**105**
Cell Chi-Square	0.0667	0.1929	0.0038	
%	6.2%	2.5%	2.2%	**10.9%**
Col.%	11.2%	9.9%	11.0%	
Neither Agree nor Disagree	81	39	21	**141**
Cell Chi-Square	0.121	0.3989	1.6725	
%	8.4%	4.0%	2.2%	**14.6%**
Col.%	15.1%	16.1%	11.0%	
Agree	202	100	75	**377**
Cell Chi-Square	0.1943	0.3508	0.005	
%	20.9%	10.3%	7.8%	**39.0%**
Col.%	37.8%	41.3%	39.3%	
Strongly Agree	160	64	57	**281**
Cell Chi-Square	0.1419	0.556	0.0436	
%	16.5%	6.6%	5.9%	**29.0%**
Col.%	29.9%	26.5%	29.8%	
Don't Know	2	7	0	**9**
Cell Chi-Square	1.7783	10.028	1.7758	
%	0.2%	0.7%	0.0%	**0.9%**
Col.%	0.4%	2.9%	0.0%	
Total	**535**	**242**	**191**	**968**
Total Col.%	**55.3%**	**25.0%**	**19.7%**	**100.0%**

Frequency Missing = 3

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	23.2219	0.01

Table 4: (Question 3) I have some control over what I am supposed to accomplish (my job objectives.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	127	83	67	**277**
Cell Chi-Square	4.457	2.5462	3.0252	
%	13.2%	8.6%	6.9%	**28.7%**
Col.%	23.8%	34.2%	35.5%	
Disagree	50	22	30	**102**
Cell Chi-Square	0.7231	0.5216	5.0546	
%	5.2%	2.3%	3.1%	**10.6%**
Col.%	9.4%	9.1%	15.9%	
Neither Agree nor Disagree	80	31	22	**133**
Cell Chi-Square	0.5708	0.1804	0.6216	
%	8.9%	3.2%	2.3%	**13.8%**
Col.%	15.0%	12.8%	11.6%	
Agree	272	105	69	**446**
Cell Chi-Square	2.6278	0.4611	3.8214	
%	28.2%	10.9%	7.1%	**46.2%**
Col.%	50.9%	43.2%	36.5%	
Don't Know	5	2	1	**8**
Cell Chi-Square	0.0755	0.0001	0.2041	
%	0.5%	0.2%	0.1%	**0.8%**
Col.%	0.9%	0.8%	0.5%	
Total	**534**	**243**	**189**	**966**
Total Col.%	**55.3%**	**25.2%**	**19.6%**	**100.0%**

Frequency Missing = 5

Statistic	**DF**	**Value**	**Prob**
Chi-Square	8	24.8903	0.0016

Table 5: (Question 4) My supervisor seems to care about me as a person.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	42	12	24	**78**
Cell Chi-Square	0.0304	2.8721	4.839	
%	4.3%	1.2%	2.5%	**8.1%**
Col.%	7.8%	5.0%	12.6%	
Disagree	44	27	17	**88**
Cell Chi-Square	0.4494	1.1479	0.0069	
%	4.5%	2.8%	1.8%	**9.1%**
Col.%	8.2%	11.2%	8.9%	
Neither Agree nor Disagree	72	25	18	**115**
Cell Chi-Square	1.1061	0.4819	0.9612	
%	7.4%	2.6%	1.9%	**11.9%**
Col.%	13.4%	10.3%	9.4%	
Agree	163	77	55	**295**
Cell Chi-Square	0.0002	0.1502	0.1704	
%	16.8%	8.0%	5.7%	**30.4%**
Col.%	30.4%	31.8%	28.8%	
Strongly Agree	210	94	71	**375**
Cell Chi-Square	0.0318	0.0013	0.1151	
%	21.7%	9.7%	7.3%	**38.7%**
Col.%	39.2%	38.8%	37.2%	
Don't Know	5	7	6	**18**
Cell Chi-Square	2.4675	1.3955	1.6946	
%	0.5%	0.7%	0.6%	**1.9%**
Col.%	0.9%	2.9%	3.1%	
Total	**536**	**242**	**191**	**969**
Total Col.%	**55.3%**	**25.0%**	**19.7%**	**100.0%**

Frequency Missing = 2

Statistic	DF	Value	Prob
Chi-Square	10	17.9214	0.0563

Table 6: (Question 5) Someone other than my supervisor seems to care about me as a person.

	Department			Total
	DFS	**DOE**	**DWS**	
Strongly Disagree	34	13	11	**58**
Cell Chi-Square	0.1187	0.1494	0.0201	
%	3.5%	1.3%	1.1%	**6.0%**
Col.%	6.3%	5.4%	5.7%	
Disagree	31	10	21	**62**
Cell Chi-Square	0.3102	1.933	6.2071	
%	3.2%	1.0%	2.2%	**6.4%**
Col.%	5.8%	4.1%	10.9%	
Neither Agree nor Disagree	65	36	19	**120**
Cell Chi-Square	0.0259	1.2274	0.9509	
%	6.7%	3.7%	2.0%	**12.4%**
Col.%	12.1%	14.9%	9.9%	
Agree	203	102	67	**372**
Cell Chi-Square	0.0319	0.9104	0.5975	
%	20.9%	10.5%	6.9%	**38.4%**
Col.%	37.9%	42.2%	34.9%	
Strongly Agree	197	70	69	**336**
Cell Chi-Square	0.6919	2.2807	0.0934	
%	20.3%	7.2%	7.1%	**34.6%**
Col.%	36.8%	28.9%	35.9%	
Don't Know	6	11	5	**22**
Cell Chi-Square	3.118	5.5341	0.0956	
%	0.6%	1.1%	0.5%	**2.3%**
Col.%	1.1%	4.6%	2.6%	
Total	**536**	**242**	**192**	**970**
Total Col.%	**55.3%**	**25.0%**	**19.8%**	**100.0%**

Frequency Missing = 1

Statistic	DF	Value	Prob
Chi-Square	10	24.2961	0.0069

Table 7: (Question 6) Compared to other people doing similar work in my department, I think I am paid fairly.

	Department			Total
	DFS	DOE	DWS	
Strongly Disagree	75	23	11	**109**
Cell Chi-Square	3.7054	0.671	5.2331	
%	7.8%	2.4%	1.1%	**11.3%**
Col.%	14.1%	9.5%	5.7%	
Disagree	124	45	37	**206**
Cell Chi-Square	0.9627	0.833	0.3722	
%	12.8%	4.7%	3.8%	**21.3%**
Col.%	23.3%	18.6%	19.3%	
Neither Agree nor Disagree	98	44	35	**177**
Cell Chi-Square	0.002	0.002	0.0006	
%	10.1%	4.6%	3.6%	**18.3%**
Col.%	18.4%	18.2%	18.2%	
Agree	143	75	63	**281**
Cell Chi-Square	0.9119	0.3111	0.9309	
%	14.8%	7.8%	6.5%	**29.1%**
Col.%	26.8%	31.0%	32.8%	
Strongly Agree	58	35	30	**123**
Cell Chi-Square	1.4155	0.578	1.2741	
%	6.0%	3.6%	3.1%	**12.7%**
Col.%	10.9%	14.5%	15.6%	
Don't Know	35	20	16	**71**
Cell Chi-Square	0.4368	0.2803	0.2568	
%	3.6%	2.1%	1.7%	**7.3%**
Col.%	6.6%	8.3%	8.3%	
Total	**533**	**242**	**192**	**967**
Total Col.%	**55.1%**	**25.0%**	**19.9%**	**100.0%**

Frequency Missing = 4

Statistic	DF	Value	Prob
Chi-Square	10	18.1773	0.052

Table 8: (Question 7) Compared to other people doing similar work outside my department, I think I am paid fairly.

	Department			
	DFS	DOE	DWS	Total
Strongly Disagree	107	30	21	**158**
Cell Chi-Square	4.5241	2.3194	3.3753	
%	11.0%	3.1%	2.2%	**16.3%**
Col.%	20.0%	12.4%	10.9%	
Disagree	155	59	47	**261**
Cell Chi-Square	0.8477	0.6234	0.4207	
%	16.0%	6.1%	4.9%	**26.9%**
Col.%	29.0%	24.3%	24.5%	
Neither Agree nor Disagree	106	57	41	**204**
Cell Chi-Square	0.3773	0.68	0.0095	
%	10.9%	5.9%	4.2%	**21.0%**
Col.%	19.8%	23.5%	21.4%	
Agree	75	41	44	**160**
Cell Chi-Square	1.9887	0.021	4.8003	
%	7.7%	4.2%	4.5%	**16.5%**
Col.%	14.0%	16.9%	22.9%	
Strongly Agree	33	18	18	**69**
Cell Chi-Square	0.6719	0.0295	1.3806	
%	3.4%	1.9%	1.9%	**7.1%**
Col.%	6.2%	7.4%	9.4%	
Don't Know	59	38	21	**118**
Cell Chi-Square	0.5685	2.4093	0.2378	
%	6.1%	3.9%	2.2%	**12.2%**
Col.%	11.0%	15.6%	10.9%	
Total	**535**	**243**	**192**	**970**
Total Col.%	**55.2%**	**25.1%**	**19.8%**	**100.0%**

Frequency Missing = 1

Statistic	DF	Value	Prob
Chi-Square	10	25.2847	0.0048

Table 9: (Question 8) My department does an adequate job of keeping employees informed about matters affecting us.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	47	20	25	**92**
Cell Chi-Square	0.2581	0.4208	2.4819	
%	4.9%	2.1%	2.6%	**9.5%**
Col.%	8.8%	8.2%	13.0%	
Disagree	111	48	43	**202**
Cell Chi-Square	0.0002	0.1502	0.2086	
%	11.5%	5.0%	4.5%	**20.9%**
Col.%	20.9%	19.8%	22.4%	
Neither Agree nor Disagree	140	59	42	**241**
Cell Chi-Square	0.4144	0.0403	0.7155	
%	14.5%	6.1%	4.3%	**24.9%**
Col.%	26.3%	24.3%	21.9%	
Agree	189	93	57	**339**
Cell Chi-Square	0.0334	0.7163	1.579	
%	19.5%	9.6%	5.9%	**35.1%**
Col.%	35.5%	38.3%	29.7%	
Strongly Agree	43	20	24	**87**
Cell Chi-Square	0.4942	0.1587	2.6189	
%	4.5%	2.1%	2.5%	**9.0%**
Col.%	8.1%	8.2%	12.5%	
Don't Know	2	3	1	**6**
Cell Chi-Square	0.5127	1.4769	0.0307	
%	0.2%	0.3%	0.1%	**0.6%**
Col.%	0.4%	1.2%	0.5%	
Total	**532**	**243**	**192**	**967**
Total Col.%	**55.0%**	**25.1%**	**19.9%**	**100.0%**

Frequency Missing = 4

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	12.3106	0.2648

Table 10: (Question 9) In my department we can speak our minds without fear of reprisal.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	83	29	38	**150**
Cell Chi-Square	0.0005	2.0215	2.4691	
%	8.6%	3.0%	4.0%	**15.6%**
Col.%	15.6%	12.0%	20.1%	
Disagree	105	51	41	**197**
Cell Chi-Square	0.1286	0.042	0.1362	
%	10.9%	5.3%	4.3%	**20.5%**
Col.%	19.8%	21.1%	21.7%	
Neither Agree nor Disagree	113	48	36	**197**
Cell Chi-Square	0.167	0.0489	0.1889	
%	11.8%	5.0%	3.7%	**20.5%**
Col.%	21.3%	19.8%	19.1%	
Agree	154	90	46	**290**
Cell Chi-Square	0.2304	3.9838	2.1141	
%	16.0%	9.4%	4.8%	**30.2%**
Col.%	29.0%	37.2%	24.3%	
Strongly Agree	70	20	25	**115**
Cell Chi-Square	0.6703	2.7561	0.2563	
%	7.3%	2.1%	2.6%	**12.0%**
Col.%	13.2%	8.3%	13.2%	
Don't Know	6	4	3	**13**
Cell Chi-Square	0.1926	0.1628	0.0779	
%	0.6%	0.4%	0.3%	**1.4%**
Col.%	1.1%	1.7%	1.6%	
Total	**531**	**242**	**189**	**962**
Total Col.%	**55.2%**	**25.2%**	**19.7%**	**100.0%**

Frequency Missing = 9

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	15.6471	0.1102

Table 11: (Question 10) I am satisfied with the advancement or promotion opportunities within my department.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	115	41	34	**190**
Cell Chi-Square	1.0303	0.9401	0.3605	
%	11.9%	4.2%	3.5%	**19.6%**
Col.%	21.6%	16.9%	17.7%	
Disagree	145	52	43	**240**
Cell Chi-Square	1.2498	1.1291	0.4451	
%	15.0%	5.4%	4.4%	**24.8%**
Col.%	27.2%	21.4%	22.4%	
Neither Agree nor Disagree	137	69	46	**252**
Cell Chi-Square	0.0222	0.5208	0.3175	
%	14.2%	7.1%	4.8%	**26.0%**
Col.%	25.7%	28.4%	24.0%	
Agree	81	57	43	**181**
Cell Chi-Square	3.4946	2.9426	1.4038	
%	8.4%	5.9%	4.4%	**18.7%**
Col.%	15.2%	23.5%	22.4%	
Strongly Agree	37	16	19	**72**
Cell Chi-Square	0.1764	0.2381	1.5593	
%	3.8%	1.7%	2.0%	**7.4%**
Col.%	6.9%	6.6%	10.0%	
Don't Know	18	8	7	**33**
Cell Chi-Square	0.0016	0.0097	0.0316	
%	1.9%	0.8%	0.7%	**3.4%**
Col.%	3.4%	3.3%	3.7%	
Total	**533**	**243**	**192**	**968**
Total Col.%	**55.1%**	**25.1%**	**19.8%**	**100.0%**

Frequency Missing = 3

Statistic	DF	Value	Prob
Chi-Square	10	15.8732	0.1033

Table 12: (Question 11) Overall, I am satisfied with my department as a place to work.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	23	10	14	**47**
Cell Chi-Square	0.3421	0.254	2.3842	
%	2.4%	1.0%	1.5%	**4.9%**
Col.%	4.3%	4.2%	7.3%	
Disagree	92	32	36	**160**
Cell Chi-Square	0.1427	1.5703	0.6021	
%	9.5%	3.3%	3.7%	**16.6%**
Col.%	17.2%	13.3%	18.9%	
Neither Agree nor Disagree	115	42	29	**186**
Cell Chi-Square	1.4429	0.4179	1.6443	
%	11.9%	4.4%	3.0%	**19.3%**
Col.%	21.5%	17.4%	15.2%	
Agree	224	117	73	**414**
Cell Chi-Square	0.1031	1.821	0.9584	
%	23.2%	12.1%	7.6%	**42.9%**
Col.%	42.0%	48.6%	38.2%	
Strongly Agree	79	38	39	**156**
Cell Chi-Square	0.6072	0.0217	2.1562	
%	8.2%	3.9%	4.0%	**16.2%**
Col.%	14.8%	15.8%	20.4%	
Don't Know	1	2	0	**3**
Cell Chi-Square	0.2614	2.0928	0.5932	
%	0.1%	0.2%	0.0%	**0.3%**
Col.%	0.2%	0.8%	0.0%	
Total	**534**	**241**	**191**	**966**
Total Col.%	**55.3%**	**25.0%**	**19.8%**	**100.0%**

Frequency Missing = 5

Statistic	DF	Value	Prob
Chi-Square	10	17.4154	0.0657

Table 13: (Question 12) I speak highly of this department to others.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	18	7	10	**35**
Cell Chi-Square	0.0907	0.3598	1.394	
%	1.9%	0.7%	1.0%	**3.6%**
Col.%	3.4%	2.9%	5.2%	
Disagree	56	30	27	**113**
Cell Chi-Square	0.6543	0.0975	1.003	
%	5.8%	3.1%	2.8%	**11.7%**
Col.%	10.5%	12.4%	14.1%	
Neither Agree nor Disagree	146	68	46	**260**
Cell Chi-Square	0.0418	0.1201	0.5376	
%	15.1%	7.0%	4.8%	**26.8%**
Col.%	27.3%	28.0%	24.1%	
Agree	217	96	59	**372**
Cell Chi-Square	0.6566	0.0788	2.7986	
%	22.4%	9.9%	6.1%	**38.4%**
Col.%	40.6%	39.5%	30.9%	
Strongly Agree	97	39	49	**185**
Cell Chi-Square	0.2588	1.1782	4.3086	
%	10.0%	4.0%	5.1%	**19.1%**
Col.%	18.1%	16.1%	25.7%	
Don't Know	1	3	0	**4**
Cell Chi-Square	0.6613	3.9753	0.7884	
%	0.1%	0.3%	0.0%	**0.4%**
Col.%	0.2%	1.2%	0.0%	
Total	**535**	**243**	**191**	**969**
Total Col.%	**55.2%**	**25.1%**	**19.7%**	**100.0%**

Frequency Missing = 2

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	19.0035	0.0402

Table 14: (Question 13) I am proud to tell others I am part of this department.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	21	10	13	**44**
Cell Chi-Square	0.4401	0.0949	2.1139	
%	2.2%	1.0%	1.3%	**4.5%**
Col.%	3.9%	4.1%	6.8%	
Disagree	65	29	27	**121**
Cell Chi-Square	0.0452	0.0568	0.3883	
%	6.7%	3.0%	2.8%	**12.5%**
Col.%	12.2%	12.0%	14.1%	
Neither Agree nor Disagree	128	61	44	**233**
Cell Chi-Square	0.002	0.1185	0.0974	
%	13.2%	6.3%	4.5%	**24.0%**
Col.%	23.9%	25.1%	22.9%	
Agree	210	96	53	**359**
Cell Chi-Square	0.7266	0.409	4.5899	
%	21.7%	9.9%	5.5%	**37.0%**
Col.%	39.3%	39.5%	27.6%	
Strongly Agree	108	44	55	**207**
Cell Chi-Square	0.3335	1.1904	4.8019	
%	11.1%	4.5%	5.7%	**21.3%**
Col.%	20.2%	18.1%	28.7%	
Don't Know	3	3	0	**6**
Cell Chi-Square	0.0289	1.4907	1.1876	
%	0.3%	0.3%	0.0%	**0.6%**
Col.%	0.6%	1.2%	0.0%	
Total	**535**	**243**	**192**	**970**
Total Col.%	**55.2%**	**25.1%**	**19.8%**	**100.0%**

Frequency Missing = 1

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	18.1156	0.053

Table 15: (Question 14) This department inspires my best performance.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	27	18	15	**60**
Cell Chi-Square	1.1218	0.5865	0.8216	
%	2.8%	1.9%	1.6%	**6.2%**
Col.%	5.1%	7.4%	7.8%	
Disagree	95	33	32	**160**
Cell Chi-Square	0.5167	1.2515	0.0034	
%	9.8%	3.4%	3.3%	**16.5%**
Col.%	17.8%	13.6%	16.7%	
Neither Agree nor Disagree	135	67	44	**246**
Cell Chi-Square	0.0034	0.4685	0.4523	
%	13.9%	6.9%	4.5%	**25.4%**
Col.%	25.2%	27.6%	22.9%	
Agree	195	86	62	**343**
Cell Chi-Square	0.179	0.0001	0.5115	
%	20.1%	8.9%	6.4%	**35.4%**
Col.%	36.5%	35.4%	32.3%	
Strongly Agree	83	35	39	**157**
Cell Chi-Square	0.1491	0.4769	2.0204	
%	8.6%	3.6%	4.0%	**16.2%**
Col.%	15.5%	14.4%	20.3%	
Don't Know	0	4	0	**4**
Cell Chi-Square	2.2062	8.9691	0.7918	
%	0.0%	0.4%	0.0%	**0.4%**
Col.%	0.0%	1.7%	0.0%	
Total	**535**	**243**	**192**	**970**
Total Col.%	**55.2%**	**25.1%**	**19.8%**	**100.0%**

Frequency Missing = 1

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	20.5296	0.0246

Table 16: (Question 15) This department is a great place to work.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Strongly Disagree	30	18	19	**67**
Cell Chi-Square	1.3085	0.088	2.4828	
%	3.1%	1.9%	2.0%	**6.9%**
Col.%	5.6%	7.4%	9.9%	
Disagree	72	26	30	**128**
Cell Chi-Square	0.0278	1.1475	0.8585	
%	7.4%	2.7%	3.1%	**13.2%**
Col.%	13.5%	10.7%	15.6%	
Neither Agree nor Disagree	142	71	44	**257**
Cell Chi-Square	0.0005	0.6802	0.9278	
%	14.6%	7.3%	4.5%	**26.5%**
Col.%	26.5%	29.2%	22.9%	
Agree	202	89	58	**349**
Cell Chi-Square	0.4699	0.0282	1.7773	
%	20.8%	9.2%	6.0%	**36.0%**
Col.%	37.8%	36.6%	30.2%	
Strongly Agree	86	36	41	**163**
Cell Chi-Square	0.1694	0.5723	2.3655	
%	8.9%	3.7%	4.2%	**16.8%**
Col.%	16.1%	14.8%	21.4%	
Don't Know	3	3	0	**6**
Cell Chi-Square	0.0289	1.4907	1.1876	
%	0.3%	0.3%	0.0%	**0.6%**
Col.%	0.6%	1.2%	0.0%	
Total	**535**	**243**	**192**	**970**
Total Col.%	**55.2%**	**25.1%**	**19.8%**	**100.0%**

Frequency Missing = 1

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	15.6113	0.1113

Table 17: (Question 16) I have to do things that should be done differently.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Never	31	8	13	**52**
Cell Chi-Square	0.1848	1.9664	0.7481	
%	3.3%	0.9%	1.4%	**5.6%**
Col.%	6.0%	3.4%	7.1%	
Rarely	105	55	47	**207**
Cell Chi-Square	0.747	0.1699	0.9633	
%	11.2%	5.9%	5.0%	**22.1%**
Col.%	20.4%	23.4%	25.5%	
Occasionally	177	86	56	**319**
Cell Chi-Square	0.0052	0.423	0.7315	
%	18.9%	9.2%	6.0%	**34.1%**
Col.%	34.3%	36.6%	30.4%	
Sometimes	130	62	47	**239**
Cell Chi-Square	0.0273	0.062	2.34E-05	
%	13.9%	6.6%	5.0%	**25.6%**
Col.%	25.2%	26.4%	25.5%	
Frequently	57	12	17	**86**
Cell Chi-Square	1.9172	4.277	0.0003	
%	6.1%	1.3%	1.8%	**9.2%**
Col.%	11.1%	5.1%	9.2%	
Don't Know	16	12	4	**32**
Cell Chi-Square	0.156	1.947	0.8381	
%	1.7%	1.3%	0.4%	**3.4%**
Col.%	3.1%	5.1%	2.2%	
Total	**516**	**235**	**184**	**935**
Total Col.%	**55.2%**	**25.1%**	**19.7%**	**100.0%**

Frequency Missing = 36

Statistic	DF	Value	Prob
Chi-Square	10	15.1641	0.1262

Table 18: (Question 17) I work under incompatible policies and guidelines.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Never	69	35	35	**139**
Cell Chi-Square	0.7996	0.0009	2.1464	
%	7.1%	3.6%	3.6%	**14.4%**
Col.%	12.9%	14.5%	18.4%	
Rarely	134	85	60	**279**
Cell Chi-Square	2.6535	3.2646	0.4785	
%	13.9%	8.8%	6.2%	**28.9%**
Col.%	25.1%	35.1%	31.6%	
Occasionally	144	69	45	**258**
Cell Chi-Square	0.0133	0.295	0.6505	
%	14.9%	7.1%	4.7%	**26.7%**
Col.%	27.0%	28.5%	23.7%	
Sometimes	111	37	29	**177**
Cell Chi-Square	1.7687	1.2155	0.9708	
%	11.5%	3.8%	3.0%	**18.3%**
Col.%	20.8%	15.3%	15.3%	
Frequently	61	11	17	**89**
Cell Chi-Square	2.8307	5.723	0.0146	
%	6.3%	1.1%	1.8%	**9.2%**
Col.%	11.4%	4.6%	9.0%	
Don't Know	15	5	4	**24**
Cell Chi-Square	0.2264	0.1705	0.11	
%	1.6%	0.5%	0.4%	**2.5%**
Col.%	2.8%	2.1%	2.1%	
Total	**534**	**242**	**190**	**966**
Total Col.%	**55.3%**	**25.1%**	**19.7%**	**100.0%**

Frequency Missing = 5

Statistic	DF	Value	Prob
Chi-Square	10	23.3327	0.0096

Table 19: (Question 18) I have to buck a rule or policy in order to carry out an assignment.

	Department			
	DFS	DOE	DWS	Total
Never	162	80	58	**300**
Cell Chi-Square	0.0738	0.3333	0.038	
%	16.7%	8.3%	6.0%	**31.0%**
Col.%	30.3%	33.1%	30.2%	
Rarely	167	90	67	**324**
Cell Chi-Square	0.7705	1	0.1164	
%	17.3%	9.3%	6.9%	**33.5%**
Col.%	31.3%	37.2%	34.9%	
Occasionally	105	30	36	**171**
Cell Chi-Square	1.2063	3.8026	0.1279	
%	10.9%	3.1%	3.7%	**17.7%**
Col.%	19.7%	12.4%	18.8%	
Sometimes	71	32	27	**130**
Cell Chi-Square	0.0071	0.0077	0.0572	
%	7.3%	3.3%	2.8%	**13.4%**
Col.%	13.3%	13.2%	14.1%	
Frequently	15	4	2	**21**
Cell Chi-Square	1.0069	0.2976	1.1256	
%	1.6%	0.4%	0.2%	**2.2%**
Col.%	2.8%	1.7%	1.0%	
Don't Know	14	6	2	**22**
Cell Chi-Square	0.2862	0.0455	1.2803	
%	1.5%	0.6%	0.2%	**2.3%**
Col.%	2.6%	2.5%	1.0%	
Total	**534**	**242**	**192**	**968**
Total Col.%	**55.2%**	**25.0%**	**19.8%**	**100.0%**

Frequency Missing = 3

Statistic	DF	Value	Prob
Chi-Square	10	11.5831	0.3139

Table 20: (Question 19) I know exactly what is expected of me.

	Department			
	DFS	DOE	DWS	Total
Never	9	5	2	**16**
Cell Chi-Square	0.0034	0.25	0.434	
%	0.9%	0.5%	0.2%	**1.7%**
Col.%	1.7%	2.1%	1.0%	
Rarely	39	10	15	**64**
Cell Chi-Square	0.3865	2.25	0.4188	
%	4.0%	1.0%	1.6%	**6.6%**
Col.%	7.3%	4.1%	7.8%	
Occasionally	74	21	38	**133**
Cell Chi-Square	0.0054	4.5132	5.1183	
%	7.6%	2.2%	3.9%	**13.7%**
Col.%	13.9%	8.7%	19.8%	
Sometimes	167	60	54	**281**
Cell Chi-Square	0.9267	1.4956	0.054	
%	17.3%	6.2%	5.6%	**29.0%**
Col.%	31.3%	24.8%	28.1%	
Frequently	242	140	83	**465**
Cell Chi-Square	0.8217	4.8522	0.924	
%	25.0%	14.5%	8.6%	**48.0%**
Col.%	45.3%	57.9%	43.2%	
Don't Know	3	6	0	**9**
Cell Chi-Square	0.7776	6.25	1.7851	
%	0.3%	0.6%	0.0%	**0.9%**
Col.%	0.6%	2.5%	0.0%	
Total	**534**	**242**	**192**	**968**
Total Col.%	**55.2%**	**25.0%**	**19.8%**	**100.0%**

Frequency Missing = 3

Statistic	DF	Value	Prob
Chi-Square	10	31.2665	0.0005

Table 21: (Question 20) I receive incompatible requests from two or more people.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Never	86	51	36	**173**
Cell Chi-Square	0.9015	1.2025	0.1194	
%	9.0%	5.3%	3.8%	**18.1%**
Col.%	16.3%	21.1%	19.2%	
Rarely	178	101	69	**348**
Cell Chi-Square	0.9703	1.9205	0.0059	
%	18.6%	10.6%	7.2%	**36.4%**
Col.%	33.8%	41.7%	36.7%	
Occasionally	111	43	39	**193**
Cell Chi-Square	0.2095	0.6904	0.0311	
%	11.6%	4.5%	4.1%	**20.2%**
Col.%	21.1%	17.8%	20.7%	
Sometimes	107	32	32	**171**
Cell Chi-Square	1.7491	2.9224	0.0755	
%	11.2%	3.3%	3.3%	**17.9%**
Col.%	20.3%	13.2%	17.0%	
Frequently	30	9	11	**50**
Cell Chi-Square	0.2209	1.05	0.1412	
%	3.1%	0.9%	1.2%	**5.2%**
Col.%	5.7%	3.7%	5.9%	
Don't Know	15	6	1	**22**
Cell Chi-Square	0.687	0.0343	2.5532	
%	1.6%	0.6%	0.1%	**2.3%**
Col.%	2.9%	2.5%	0.5%	
Total	**527**	**242**	**188**	**957**
Total Col.%	**55.1%**	**25.3%**	**19.6%**	**100.0%**

Frequency Missing = 14

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	15.4848	0.1154

Table 22: (Question 21) I work on unnecessary things.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Never	111	50	33	**194**
Cell Chi-Square	0.1412	0.0496	0.7698	
%	11.5%	5.2%	3.4%	**20.0%**
Col.%	20.8%	20.7%	17.2%	
Rarely	199	106	66	**371**
Cell Chi-Square	0.1662	1.9223	0.7674	
%	20.5%	10.9%	6.8%	**38.3%**
Col.%	37.2%	43.8%	34.4%	
Occasionally	94	46	39	**179**
Cell Chi-Square	0.2359	0.0376	0.3518	
%	9.7%	4.8%	4.0%	**18.5%**
Col.%	17.6%	19.0%	20.3%	
Sometimes	91	26	35	**152**
Cell Chi-Square	0.597	3.7686	0.7915	
%	9.4%	2.7%	3.6%	**15.7%**
Col.%	17.0%	10.7%	18.2%	
Frequently	33	9	18	**60**
Cell Chi-Square	0.0005	2.3901	3.1417	
%	3.4%	0.9%	1.9%	**6.2%**
Col.%	6.2%	3.7%	9.4%	
Don't Know	7	5	1	**13**
Cell Chi-Square	0.0044	0.9469	0.9641	
%	0.7%	0.5%	0.1%	**1.3%**
Col.%	1.3%	2.1%	0.5%	
Total	**535**	**242**	**192**	**969**
Total Col.%	**55.2%**	**25.0%**	**19.8%**	**100.0%**

Frequency Missing = 2

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	17.0466	0.0733

Table 23: (Question 22) I have to work under vague directives or orders.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Never	73	39	36	**148**
Cell Chi-Square	0.9635	0.1039	1.6469	
%	7.6%	4.0%	3.7%	**15.3%**
Col.%	13.6%	16.1%	19.0%	
Rarely	167	96	49	**312**
Cell Chi-Square	0.1827	4.1124	2.4691	
%	17.3%	9.9%	5.1%	**32.3%**
Col.%	31.2%	39.7%	25.8%	
Occasionally	120	54	47	**221**
Cell Chi-Square	0.0421	0.0309	0.2947	
%	12.4%	5.6%	4.9%	**22.9%**
Col.%	22.4%	22.3%	24.7%	
Sometimes	118	36	33	**187**
Cell Chi-Square	2.0437	2.4916	0.3812	
%	12.2%	3.7%	3.4%	**19.3%**
Col.%	22.1%	14.9%	17.4%	
Frequently	53	15	23	**91**
Cell Chi-Square	0.1399	2.6534	1.4661	
%	5.5%	1.6%	2.4%	**9.4%**
Col.%	9.9%	6.2%	12.1%	
Don't Know	4	2	2	**8**
Cell Chi-Square	0.041	0.00	0.1166	
%	0.4%	0.2%	0.2%	**0.8%**
Col.%	0.8%	0.8%	1.1%	
Total	**535**	**242**	**190**	**967**
Total Col.%	**55.3%**	**25.0%**	**19.7%**	**100.0%**

Frequency Missing = 4

Statistic	DF	Value	Prob
Chi-Square	10	19.1798	0.038

Table 24: (Question 23) I do not have enough time to get everything done at work.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Never	42	34	15	**91**
Cell Chi-Square	1.3522	5.5922	0.5095	
%	4.3%	3.5%	1.6%	**9.4%**
Col.%	7.9%	14.1%	7.8%	
Rarely	105	77	36	**218**
Cell Chi-Square	1.9605	9.3451	1.1985	
%	10.8%	8.0%	3.7%	**22.5%**
Col.%	19.6%	31.8%	18.8%	
Occasionally	98	59	55	**212**
Cell Chi-Square	3.1	0.6924	4.0194	
%	10.1%	6.1%	5.7%	**21.9%**
Col.%	18.3%	24.4%	28.7%	
Sometimes	127	38	42	**207**
Cell Chi-Square	1.4139	3.6288	0.0236	
%	13.1%	3.9%	4.3%	**21.4%**
Col.%	23.7%	15.7%	21.9%	
Frequently	162	30	44	**236**
Cell Chi-Square	7.7125	14.209	0.1631	
%	16.7%	3.1%	4.5%	**24.4%**
Col.%	30.3%	12.4%	22.9%	
Don't Know	1	4	0	**5**
Cell Chi-Square	1.1228	6.0619	0.9907	
%	0.1%	0.4%	0.0%	**0.5%**
Col.%	0.2%	1.7%	0.0%	
Total	**535**	**242**	**192**	**969**
Total Col.%	**55.2%**	**25.0%**	**19.8%**	**100.0%**

Frequency Missing = 2

Statistic	DF	Value	Prob
Chi-Square	10	63.0963	<.0001

Table 25: (Question 24) My workload is too heavy.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Never	51	35	13	**99**
Cell Chi-Square	0.2538	4.2964	2.2082	
%	5.3%	3.6%	1.4%	**10.3%**
Col.%	9.6%	14.5%	6.8%	
Rarely	121	73	46	**240**
Cell Chi-Square	1.0267	2.8767	0.0445	
%	12.5%	7.6%	4.8%	**24.8%**
Col.%	22.7%	30.3%	24.1%	
Occasionally	112	73	63	**248**
Cell Chi-Square	4.593	2.0016	3.9771	
%	11.6%	7.6%	6.5%	**25.7%**
Col.%	21.0%	30.3%	33.0%	
Sometimes	141	40	41	**222**
Cell Chi-Square	2.7228	4.2737	0.1909	
%	14.6%	4.1%	4.2%	**23.0%**
Col.%	26.4%	16.6%	21.5%	
Frequently	107	16	28	**151**
Cell Chi-Square	6.6317	12.467	0.1154	
%	11.1%	1.7%	2.9%	**15.6%**
Col.%	20.0%	6.6%	14.7%	
Don't Know	2	4	0	**6**
Cell Chi-Square	0.5228	4.1857	1.1863	
%	0.2%	0.4%	0.0%	**0.6%**
Col.%	0.4%	1.7%	0.0%	
Total	**534**	**241**	**191**	**966**
Total Col.%	**55.3%**	**25.0%**	**19.8%**	**100.0%**

Frequency Missing = 5

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	53.5745	<.0001

Table 26: (Question 25) Willingness to learn others job duties.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Very Unlikely	29	10	9	**48**
Cell Chi-Square	0.2325	0.3371	0.0234	
%	3.0%	1.0%	0.9%	**5.0%**
Col.%	5.5%	4.2%	4.7%	
Unlikely	42	14	7	**63**
Cell Chi-Square	1.4879	0.1979	2.372	
%	4.4%	1.5%	0.7%	**6.5%**
Col.%	7.9%	5.8%	3.7%	
Neither Likely nor Unlikely	83	38	36	**157**
Cell Chi-Square	0.1607	0.0424	0.8148	
%	8.6%	4.0%	3.7%	**16.3%**
Col.%	15.6%	15.8%	19.0%	
Likely	207	86	76	**369**
Cell Chi-Square	0.0487	0.4361	0.1403	
%	21.5%	8.9%	7.9%	**38.3%**
Col.%	38.9%	35.7%	40.0%	
Very Likely	160	90	61	**311**
Cell Chi-Square	0.8117	1.9027	0.0021	
%	16.6%	9.4%	6.3%	**32.3%**
Col.%	30.1%	37.3%	32.1%	
Don't Know	11	3	1	**15**
Cell Chi-Square	0.8885	0.1514	1.2974	
%	1.1%	0.3%	0.1%	**1.6%**
Col.%	2.1%	1.2%	0.5%	
Total	**532**	**241**	**190**	**963**
Total Col.%	**55.2%**	**25.0%**	**19.7%**	**100.0%**

Frequency Missing = 8

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	11.3476	0.3311

Table 27: (Question 26) Willingness to attend management or other training for your career advancement.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Very Unlikely	31	12	10	**53**
Cell Chi-Square	0.1055	0.113	0.0271	
%	3.2%	1.2%	1.0%	**5.5%**
Col.%	5.8%	5.0%	5.2%	
Unlikely	39	15	15	**69**
Cell Chi-Square	0.0226	0.2848	0.1205	
%	4.0%	1.6%	1.6%	**7.1%**
Col.%	7.3%	6.2%	7.8%	
Neither Likely nor Unlikely	49	24	17	**90**
Cell Chi-Square	0.0087	0.1065	0.0441	
%	5.1%	2.5%	1.8%	**9.3%**
Col.%	9.2%	10.0%	8.9%	
Likely	176	83	65	**324**
Cell Chi-Square	0.0429	0.0581	0.0056	
%	18.2%	8.6%	6.7%	**33.5%**
Col.%	33.0%	34.4%	33.9%	
Very Likely	231	104	83	**418**
Cell Chi-Square	0.0006	0.0008	0.0001	
%	23.9%	10.8%	8.6%	**43.3%**
Col.%	43.3%	43.2%	43.2%	
Don't Know	7	3	2	**12**
Cell Chi-Square	0.0217	1.29E-05	0.0622	
%	0.7%	0.3%	0.2%	**1.2%**
Col.%	1.3%	1.2%	1.0%	
Total	**533**	**241**	**192**	**966**
Total Col.%	**55.2%**	**25.0%**	**19.9%**	**100.0%**

Frequency Missing = 5

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	1.025	0.9998

Table 28: (Question 27) Willingness to participate in a career advancement program within my department if such a program were to exist.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Very Unlikely	32	11	15	**58**
Cell Chi-Square	0.0002	0.8512	1.021	
%	3.3%	1.1%	1.6%	**6.0%**
Col.%	6.0%	4.6%	7.8%	
Unlikely	31	13	8	**52**
Cell Chi-Square	0.1981	1.40E-05	0.5407	
%	3.2%	1.5%	0.8%	**5.4%**
Col.%	5.9%	5.4%	4.2%	
Neither Likely nor Unlikely	46	26	25	**97**
Cell Chi-Square	1.0217	0.1226	1.6567	
%	4.8%	2.7%	2.6%	**10.1%**
Col.%	8.7%	10.8%	13.0%	
Likely	167	78	59	**304**
Cell Chi-Square	0.0006	0.0485	0.0428	
%	17.3%	8.1%	6.1%	**31.6%**
Col.%	31.5%	32.4%	30.7%	
Very Likely	239	108	84	**431**
Cell Chi-Square	0.0136	0.0002	0.0434	
%	24.8%	11.2%	8.7%	**44.8%**
Col.%	45.1%	44.8%	43.8%	
Don't Know	15	5	1	**21**
Cell Chi-Square	1.0253	0.0124	2.4258	
%	1.6%	0.5%	0.1%	**2.2%**
Col.%	2.8%	2.1%	0.5%	
Total	**530**	**241**	**192**	**963**
Total Col.%	**55.0%**	**25.0%**	**19.9%**	**100.0%**

Frequency Missing = 8

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	9.0247	0.5298

Table 29: (Question 28) Willingness to train co-workers for your job duties.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Very Unlikely	23	8	9	**40**
Cell Chi-Square	0.0392	0.3926	0.1386	
%	2.4%	0.8%	0.9%	**4.1%**
Col.%	4.3%	3.3%	4.7%	
Unlikely	20	20	9	**49**
Cell Chi-Square	1.8312	4.9454	0.0561	
%	2.1%	2.1%	0.9%	**5.1%**
Col.%	3.8%	8.3%	4.7%	
Neither Likely nor Unlikely	46	17	16	**79**
Cell Chi-Square	0.1334	0.3724	0.0057	
%	4.8%	1.8%	1.7%	**8.2%**
Col.%	8.6%	7.1%	8.3%	
Likely	204	90	74	**368**
Cell Chi-Square	0.0045	0.0357	0.01	
%	21.1%	9.3%	7.7%	**38.1%**
Col.%	38.3%	37.3%	38.5%	
Very Likely	235	103	83	**421**
Cell Chi-Square	0.0316	0.0393	0.0055	
%	24.3%	10.7%	8.6%	**43.6%**
Col.%	44.1%	42.7%	43.2%	
Don't Know	5	3	1	**9**
Cell Chi-Square	0.0002	0.2536	0.3478	
%	0.5%	0.3%	0.1%	**0.9%**
Col.%	0.9%	1.2%	0.5%	
Total	**533**	**241**	**192**	**966**
Total Col.%	**55.2%**	**25.0%**	**19.9%**	**100.0%**

Frequency Missing = 5

Statistic	DF	Value	Prob
Chi-Square	10	8.6427	0.5663

Table 30: (Question 29) Willingness to train interns about your job duties.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Very Unlikely	42	16	15	**73**
Cell Chi-Square	0.0766	0.273	0.0156	
%	4.4%	1.7%	1.6%	**7.6%**
Col.%	7.9%	6.6%	7.8%	
Unlikely	31	27	17	**75**
Cell Chi-Square	2.5894	3.6509	0.2893	
%	3.2%	2.8%	1.8%	**7.8%**
Col.%	5.8%	11.2%	8.9%	
Neither Likely nor Unlikely	67	27	17	**111**
Cell Chi-Square	0.5509	0.0188	1.1708	
%	6.9%	2.8%	1.8%	**11.5%**
Col.%	12.6%	11.2%	8.9%	
Likely	183	78	57	**318**
Cell Chi-Square	0.3372	0.0253	0.6214	
%	19.0%	8.1%	5.9%	**33.0%**
Col.%	34.4%	32.4%	29.7%	
Very Likely	198	85	77	**360**
Cell Chi-Square	0.0011	0.2678	0.4031	
%	20.5%	8.8%	8.0%	**37.3%**
Col.%	37.2%	35.3%	40.1%	
Don't Know	11	8	9	**28**
Cell Chi-Square	1.275	0.1451	2.1106	
%	1.1%	0.8%	0.9%	**2.9%**
Col.%	2.1%	3.3%	4.7%	
Total	532	241	192	**965**
Total Col.%	55.1%	25.0%	20.0%	**100.0%**

Frequency Missing = 6

Statistic	DF	Value	Prob
Chi-Square	10	13.8217	0.1813

Table 31: (Question 30a) Previously retired from a position in state government but have returned.

	Department			
	DFS	DOE	DWS	Total
Yes	4	3	2	**9**
Cell Chi-Square	0.1904	0.2536	0.0268	
%	0.4%	0.3%	0.2%	**0.9%**
Col.%	0.8%	1.2%	1.0%	
No	532	239	190	**961**
Cell Chi-Square	0.0018	0.0024	0.0003	
%	54.9%	24.6%	19.6%	**99.1%**
Col.%	99.2%	98.8%	99.0%	
Total	**536**	**242**	**192**	**970**
Total Col.%	**55.3%**	**25.0%**	**19.8%**	**100.0%**

Frequency Missing = 1

Statistic	DF	Value	Prob
Chi-Square	2	0.4753	0.7885

Table 32: (Question 30b) If you left your job tomorrow, someone in your unit could immediately take over.

	Department			
	DFS	DOE	DWS	Total
All of your job duties	119	80	21	**220**
Cell Chi-Square	0.026	11.11	12.023	
%	12.4%	8.3%	2.2%	**22.9%**
Col.%	22.6%	33.2%	10.9%	
Most of your job duties	144	64	59	**267**
Cell Chi-Square	0.0451	0.1368	0.5873	
%	15.0%	6.7%	6.2%	**27.8%**
Col.%	27.3%	26.6%	30.7%	
Some of your job duties	218	74	104	**396**
Cell Chi-Square	0.0017	6.4961	7.7657	
%	22.7%	7.7%	10.8%	**41.3%**
Col.%	41.4%	30.7%	54.2%	
None of your job duties	24	8	4	**36**
Cell Chi-Square	0.9086	0.1191	1.4222	
%	2.5%	0.8%	0.4%	**3.8%**
Col.%	4.6%	3.3%	2.1%	
Skip	4	3	2	**9**
Cell Chi-Square	0.1791	0.2428	0.0222	
%	0.4%	0.3%	0.2%	**0.9%**
Col.%	0.8%	1.2%	1.0%	
Don't Know	18	12	2	**32**
Cell Chi-Square	0.0107	1.9586	3.025	
%	1.9%	1.3%	0.2%	**3.3%**
Col.%	3.4%	5.0%	1.0%	
Total	**527**	**241**	**192**	**960**
Total Col.%	**54.9%**	**25.1%**	**20.0%**	**100.0%**

Frequency Missing = 11

Statistic	DF	Value	Prob
Chi-Square	10	46.0797	<.0001

Table 33: (Question 31) Do you plan to leave employment with your department within the next 12 months?

	Department			
	DFS	**DOE**	**DWS**	**Total**
Yes	74	33	27	**134**
Cell Chi-Square	0.0002	0.0031	0.0015	
%	7.8%	3.5%	2.9%	**14.2%**
Col.%	14.2%	14.0%	14.3%	
No	447	202	162	**811**
Cell Chi-Square	3.37E-05	0.0005	0.0002	
%	47.3%	21.4%	17.1%	**85.8%**
Col.%	85.8%	86.0%	85.7%	
Total	**521**	**235**	**189**	**945**
Total Col.%	**55.1%**	**24.9%**	**20.0%**	**100.0%**

Frequency Missing = 26

Statistic	DF	Value	Prob
Chi-Square	2	0.0056	0.9972

Table 34: (Question 32) If you plan to leave employment with your department within the next 12 months, what is your primary reason for leaving?

	Department			
	DFS	**DOE**	**DWS**	**Total**
Taking another job in state government	4	11	3	**18**
Cell Chi-Square	3.2667	9.2245	0.1943	
%	3.0%	8.2%	2.2%	**13.3%**
Col.%	5.6%	32.4%	10.3%	
Taking another job outside state government	16	4	5	**25**
Cell Chi-Square	0.5333	0.8375	0.0255	
%	11.9%	3.0%	3.7%	**18.5%**
Col.%	22.2%	11.8%	17.2%	
Family status change	1	2	0	**3**
Cell Chi-Square	0.225	2.0497	0.6444	
%	0.7%	1.5%	0.0%	**2.2%**
Col.%	1.4%	5.9%	0.0%	
Relocating	7	1	1	**9**
Cell Chi-Square	1.0083	0.7078	0.4506	
%	5.2%	0.7%	0.7%	**6.7%**
Col.%	9.7%	2.9%	3.5%	
Continuing education	2	1	1	**4**
Cell Chi-Square	0.0083	5.45E-05	0.0231	
%	1.5%	0.7%	0.7%	**3.0%**
Col.%	2.8%	2.9%	3.5%	
Retiring	13	8	8	**29**
Cell Chi-Square	0.3934	0.0664	0.5031	
%	9.6%	5.9%	5.9%	**21.5%**
Col.%	18.1%	23.5%	27.6%	
Other	29	7	11	**47**
Cell Chi-Square	0.6172	1.9766	0.0809	
%	21.5%	5.2%	815.0%	**34.8%**
Col.%	40.3%	20.6%	3795.0%	
Total	**72**	**34**	**29**	**135**
Total Col.%	**53.3%**	**25.2%**	**21.5%**	**100.0%**

Frequency Missing = 836

Statistic	DF	Value	Prob
Chi-Square	12	22.8366	0.0291

Table 35: (Question 33) When do you plan to retire?

	Department			
	DFS	**DOE**	**DWS**	**Total**
In more than 1 year to less than 3 years	32	21	18	**71**
Cell Chi-Square	1.4689	0.7851	1.106	
%	3.6%	2.4%	2.0%	**7.9%**
Col.%	6.4%	9.6%	10.2%	
In more than 3 years to less than 5 years	47	18	17	**82**
Cell Chi-Square	0.0331	0.1992	0.0361	
%	5.3%	2.0%	1.9%	**9.2%**
Col.%	9.4%	8.3%	9.6%	
More than 5 years	355	142	121	**618**
Cell Chi-Square	0.293	0.502	0.015	
%	39.7%	15.9%	13.5%	**69.1%**
Col.%	71.1%	65.1%	68.4%	
Don't Know	65	37	21	**123**
Cell Chi-Square	0.1945	1.6368	0.4615	
%	7.3%	4.1%	2.4%	**13.8%**
Col.%	13.0%	17.0%	11.9%	
Total	**499**	**218**	**177**	**894**
Total Col.%	**55.8%**	**24.4%**	**19.8%**	**100.0%**

Frequency Missing = 77

Statistic	DF	Value	Prob
Chi-Square	6	6.7312	0.3464

Table 36: (Question 34a) If offered by a different employer, I would take a job somewhere else for higher wages.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	442	186	135	**763**
Cell Chi-Square	0.4388	0.0101	1.5135	
%	48.8%	20.6%	14.9%	**84.3%**
Col.%	87.0%	84.9%	75.8%	
Not Checked	66	33	43	**142**
Cell Chi-Square	2.3576	0.054	8.1322	
%	7.3%	3.7%	4.8%	**15.7%**
Col.%	13.0%	15.1%	24.2%	
Total	**508**	**219**	**178**	**905**
Total Col.%	**56.1%**	**24.2%**	**19.7%**	**100.0%**

Frequency Missing = 66

Statistic	DF	Value	Prob
Chi-Square	2	12.5061	0.0019

Table 37: (Question 34b) If offered by a different employer, I would take a job somewhere else for better benefits.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	225	110	67	**402**
Cell Chi-Square	0.0019	1.6633	1.8417	
%	24.9%	12.2%	7.4%	**44.4%**
Col.%	44.3%	50.2%	37.6%	
Not Checked	283	109	111	**503**
Cell Chi-Square	0.0015	1.3294	1.4719	
%	31.3%	12.0%	12.3%	**55.6%**
Col.%	55.7%	49.8%	62.4%	
Total	**508**	**219**	**178**	**905**
Total Col.%	**56.1%**	**24.2%**	**19.7%**	**100.0%**

Frequency Missing = 66

Statistic	DF	Value	Prob
Chi-Square	2	6.3098	0.0426

Table 38: (Question 34c) If offered by a different employer, I would take a job somewhere else for training opportunities or education.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	196	78	42	**316**
Cell Chi-Square	1.9548	0.0307	6.5343	
%	21.7%	8.6%	4.6%	**34.9%**
Col.%	38.6%	35.6%	23.6%	
Not Checked	312	141	136	**589**
Cell Chi-Square	1.0488	0.0165	3.5057	
%	34.5%	15.6%	15.0%	**65.1%**
Col.%	61.4%	64.4%	76.4%	
Total	**508**	**219**	**178**	**905**
Total Col.%	**56.1%**	**24.2%**	**19.7%**	**100.0%**

Frequency Missing = 66

Statistic	DF	Value	Prob
Chi-Square	2	13.0907	0.0014

Table 39: (Question 34d) If offered by a different employer, I would take a job somewhere else for flexible scheduling.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	193	98	60	**351**
Cell Chi-Square	0.0822	2.0087	1.1828	
%	21.3%	10.8%	6.6%	**38.8%**
Col.%	38.0%	44.8%	33.7%	
Not Checked	315	121	118	**554**
Cell Chi-Square	0.0521	1.2726	0.7494	
%	34.8%	13.4%	13.0%	**61.2%**
Col.%	62.0%	55.3%	66.3%	
Total	**508**	**219**	**178**	**905**
Total Col.%	**56.10%**	**24.20%**	**19.70%**	**100.00%**

Frequency Missing = 66

Statistic	DF	Value	Prob
Chi-Square	2	5.3479	0.069

Table 40: (Question 34e) If offered by a different employer, I would take a job somewhere else for more recognition.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	128	52	35	**215**
Cell Chi-Square	0.4434	1.47E-05	1.2558	
%	14.1%	5.8%	3.9%	**23.8%**
Col.%	25.2%	23.7%	19.7%	
Not Checked	380	167	143	**690**
Cell Chi-Square	0.1382	4.57E-06	0.3913	
%	42.0%	18.5%	15.8%	**76.2%**
Col.%	74.8%	76.3%	80.3%	
Total	**508**	**219**	**178**	**905**
Total Col.%	**56.1%**	**24.2%**	**19.7%**	**100.0%**

Frequency Missing = 66

Statistic	DF	Value	Prob
Chi-Square	2	2.2286	0.3281

Table 41: (Question 34f) If offered by a different employer, I would take a job somewhere else for more respect from management.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	155	67	54	**276**
Cell Chi-Square	0.0000	0.0007	0.0015	
%	17.1%	7.4%	6.0%	**30.5%**
Col.%	30.5%	30.6%	30.3%	
Not Checked	353	152	124	**629**
Cell Chi-Square	0.0000	0.0003	0.0007	
%	39.0%	16.8%	13.7%	**69.5%**
Col.%	69.5%	69.4%	69.7%	
Total	**508**	**219**	**178**	**905**
Total Col.%	**56.1%**	**24.2%**	**19.7%**	**100.0%**

Frequency Missing = 66

Statistic	DF	Value	Prob
Chi-Square	2	0.0032	0.9984

Table 42: (Question 34g) If offered by a different employer, I would take a job somewhere else for fewer non-job related tasks.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	34	8	11	**53**
Cell Chi-Square	0.6071	1.8155	0.0318	
%	3.8%	0.9%	1.2%	**5.9%**
Col.%	6.7%	3.7%	6.2%	
Not Checked	474	211	167	**852**
Cell Chi-Square	0.0378	0.1129	0.002	
%	52.4%	23.3%	18.5%	**94.1%**
Col.%	93.3%	96.4%	93.8%	
Total	**508**	**219**	**178**	**905**
Total Col.%	**56.1%**	**24.2%**	**19.7%**	**100.0%**

Frequency Missing = 66

Statistic	**DF**	**Value**	**Prob**
Chi-Square	2	2.607	0.2716

Table 43: (Question 34h) If offered by a different employer, I would take a job somewhere else for better staffing.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	139	24	37	**200**
Cell Chi-Square	6.3666	12.299	0.1388	
%	15.4%	2.7%	4.1%	**22.1%**
Col.%	27.4%	11.0%	20.8%	
Not Checked	369	195	141	**705**
Cell Chi-Square	1.8061	3.4891	0.0394	
%	40.8%	21.6%	15.6%	**77.9%**
Col.%	72.6%	89.0%	79.2%	
Total	**508**	**219**	**178**	**905**
Total Col.%	**56.1%**	**24.2%**	**19.7%**	**100.0%**

Frequency Missing = 66

Statistic	**DF**	**Value**	**Prob**
Chi-Square	2	24.1393	<.0001

Table 44: (Question 34i) If offered by a different employer, I would take a job somewhere else for more opportunities for advancement.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	257	111	89	**457**
Cell Chi-Square	0.0009	0.0015	0.0087	
%	28.4%	12.3%	9.8%	**50.5%**
Col.%	50.6%	50.7%	50.0%	
Not Checked	251	108	89	**448**
Cell Chi-Square	0.0009	0.0016	0.0089	
%	27.7%	11.9%	9.8%	**49.5%**
Col.%	49.4%	49.3%	50.0%	
Total	**508**	**219**	**178**	**905**
Total Col.%	**56.1%**	**24.2%**	**19.7%**	**100.0%**

Frequency Missing = 66

Statistic	**DF**	**Value**	**Prob**
Chi-Square	2	0.0225	0.9888

Table 45: (Question 34j) If offered by a different employer, I would take a job somewhere else for more autonomy.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	29	27	14	**70**
Cell Chi-Square	2.6962	5.9754	0.0039	
%	3.2%	3.0%	1.6%	**7.7%**
Col.%	5.7%	12.3%	7.9%	
Not Checked	479	192	164	**835**
Cell Chi-Square	0.226	0.5009	0.0003	
%	52.9%	21.2%	18.1%	**92.3%**
Col.%	94.3%	87.7%	92.1%	
Total	**508**	**219**	**178**	**905**
Total Col.%	**56.1%**	**24.2%**	**19.7%**	**100.0%**

Frequency Missing = 66

Statistic	**DF**	**Value**	**Prob**
Chi-Square	2	9.4029	0.0091

Table 46: (Question 34k) If offered by a different employer, I would take a job somewhere else for more personal interest in the work.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	101	34	32	**167**
Cell Chi-Square	0.562	1.0174	0.0218	
%	1.1%	3.8%	3.5%	**18.4%**
Col.%	19.9%	15.5%	18.0%	
Not Checked	407	185	146	**738**
Cell Chi-Square	0.1272	0.2302	0.0049	
%	45.0%	20.4%	16.1%	**81.6%**
Col.%	80.1%	84.5%	82.0%	
Total	**508**	**219**	**178**	**905**
Total Col.%	**56.1%**	**24.2%**	**19.7%**	**100.0%**

Frequency Missing = 66

Statistic	DF	Value	Prob
Chi-Square	2	1.9636	0.3746

Table 47: (Question 34l) If offered by a different employer, I would take a job somewhere else for a different location.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	55	21	21	**97**
Cell Chi-Square	0.0056	0.2605	0.1935	
%	6.1%	2.3%	2.3%	**10.7%**
Col.%	10.8%	9.6%	11.8%	
Not Checked	453	198	157	**808**
Cell Chi-Square	0.0007	0.0313	0.0232	
%	50.1%	21.9%	17.4%	**89.3%**
Col.%	89.2%	90.4%	88.2%	
Total	**508**	**219**	**178**	**905**
Total Col.%	**56.1%**	**24.2%**	**19.7%**	**100.0%**

Frequency Missing = 66

Statistic	DF	Value	Prob
Chi-Square	2	0.5148	0.773

Table 48: (Question 34m) If offered by a different employer, I would take a job somewhere else for better quality of work produced by agency.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	59	18	25	**102**
Cell Chi-Square	0.0532	1.8094	1.2155	
%	6.5%	2.0%	2.8%	**11.3%**
Col.%	11.6%	8.2%	14.0%	
Not Checked	449	201	153	**803**
Cell Chi-Square	0.0068	0.2298	0.1544	
%	49.6%	22.2%	16.9%	**88.7%**
Col.%	88.4%	91.8%	86.0%	
Total	**508**	**219**	**178**	**905**
Total Col.%	**56.1%**	**24.2%**	**19.7%**	**100.0%**

Frequency Missing = 66

Statistic	DF	Value	Prob
Chi-Square	2	3.469	0.1765

Table 49: (Question 34n) If offered by a different employer, I would take a job somewhere else for some other reason.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	52	27	24	**103**
Cell Chi-Square	0.5852	0.1728	0.691	
%	5.8%	3.0%	2.7%	**11.4%**
Col.%	10.2%	12.3%	13.5%	
Not Checked	456	192	154	**802**
Cell Chi-Square	0.0752	0.0222	0.0887	
%	50.4%	21.2%	17.0%	**88.6%**
Col.%	89.8%	87.7%	86.5%	
Total	**508**	**219**	**178**	**905**
Total Col.%	**56.1%**	**24.2%**	**19.7%**	**100.0%**

Frequency Missing = 66

Statistic	DF	Value	Prob
Chi-Square	2	1.635	0.4415

Table 53: (Question 36) How likely are you to work after retirement?

	Department			
	DFS	**DOE**	**DWS**	**Total**
Very Likely	127	44	56	**227**
Cell Chi-Square	0.0083	2.3929	2.4242	
%	13.7%	4.7%	6.0%	**24.5%**
Col.%	24.7%	19.4%	30.1%	
Likely	151	67	55	**273**
Cell Chi-Square	0.0017	0.0007	0.0015	
%	16.3%	7.2%	5.9%	**29.4%**
Col.%	29.3%	29.5%	29.6%	
Neither Likely nor Unlikely	44	24	13	**81**
Cell Chi-Square	0.0201	0.8846	0.6446	
%	4.7%	2.6%	1.4%	**8.7%**
Col.%	8.5%	10.6%	7.0%	
Unlikely	52	23	14	**89**
Cell Chi-Square	0.1378	0.0694	0.8259	
%	5.6%	2.5%	1.5%	**9.6%**
Col.%	10.1%	10.1%	7.5%	
Very Unlikely	17	9	12	**38**
Cell Chi-Square	0.7926	0.0094	2.523	
%	1.8%	1.0%	1.3%	**4.1%**
Col.%	3.3%	4.0%	6.5%	
Don't Know	124	60	36	**220**
Cell Chi-Square	0.0299	0.7109	1.486	
%	13.4%	6.5%	3.9%	**23.7%**
Col.%	24.1%	26.4%	19.4%	
Total	**515**	**227**	**186**	**928**
Total Col.%	**55.5%**	**24.5%**	**20.0%**	**100.0%**

Frequency Missing = 43

Statistic	DF	Value	Prob
Chi-Square	10	12.9635	0.2257

Table 54: (Question 37) If you plan to work after retirement, in what type of work are you most likely to engage?

	Department			
	DFS	**DOE**	**DWS**	**Total**
Full-time work	45	10	15	**70**
Cell Chi-Square	1.1109	3.0103	0.0302	
%	5.2%	1.2%	1.8%	**8.2%**
Col.%	9.5%	4.7%	8.5%	
Part-time work	213	86	83	**382**
Cell Chi-Square	0.0458	0.6538	0.2861	
%	24.8%	10.0%	9.7%	**44.5%**
Col.%	45.1%	40.8%	47.2%	
Independent contracts	29	20	10	**59**
Cell Chi-Square	0.3606	2.093	0.3608	
%	3.4%	2.3%	1.2%	**6.9%**
Col.%	6.1%	9.5%	5.7%	
Occasional if needed	56	33	11	**100**
Cell Chi-Square	0.0202	2.8976	4.3946	
%	6.5%	3.8%	1.3%	**11.6%**
Col.%	11.9%	15.6%	6.3%	
Other	31	15	20	**66**
Cell Chi-Square	0.7645	0.0906	3.1026	
%	3.6%	1.8%	2.3%	**7.7%**
Col.%	6.6%	7.1%	11.4%	
Don't Know	98	47	37	**182**
Cell Chi-Square	0.0402	0.1178	0.0023	
%	11.4%	5.5%	4.3%	**21.2%**
Col.%	20.8%	22.3%	21.0%	
Total	**472**	**211**	**176**	**859**
Total Col.%	**55.0%**	**24.6%**	**20.5%**	**100.0%**

Frequency Missing = 112

Statistic	DF	Value	Prob
Chi-Square	10	19.3817	0.0357

Table 55: (Question 38a) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: As an independent contractor in my old position with my department.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	158	80	44	**282**
Cell Chi-Square	0.0132	1.96	2.9715	
%	17.3%	8.7%	4.8%	**30.8%**
Col.%	31.1%	36.0%	23.8%	
Not Checked	350	142	141	**633**
Cell Chi-Square	0.0059	0.8732	1.3238	
%	38.3%	15.5%	15.4%	**69.2%**
Col.%	68.9%	64.0%	76.2%	
Total	**508**	**222**	**185**	**915**
Total Col.%	**55.5%**	**24.3%**	**20.2%**	**100.0%**

Frequency Missing = 56

Statistic	DF	Value	Prob
Chi-Square	2	7.1476	0.028

Table 56: (Question 38b) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: Different job assignment within my department.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	112	43	26	**181**
Cell Chi-Square	1.3184	0.0191	3.0678	
%	12.2%	4.7%	2.8%	**19.8%**
Col.%	22.1%	19.4%	14.1%	
Not Checked	396	179	159	**734**
Cell Chi-Square	0.3251	0.0047	0.7565	
%	43.3%	19.6%	17.4%	**80.2%**
Col.%	78.0%	80.6%	86.0%	
Total	**508**	**222**	**185**	**915**
Total Col.%	**55.5%**	**24.3%**	**20.2%**	**100.0%**

Frequency Missing = 56

Statistic	DF	Value	Prob
Chi-Square	2	5.4916	0.0642

Table 57: (Question 38c) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: Employment in a different state agency.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	113	53	41	**207**
Cell Chi-Square	0.0322	0.1536	0.0174	
%	12.4%	5.8%	4.5%	**22.6%**
Col.%	22.2%	23.9%	22.2%	
Not Checked	395	169	144	**708**
Cell Chi-Square	0.0094	0.0449	0.0051	
%	43.2%	18.5%	15.7%	**77.4%**
Col.%	77.8%	76.1%	77.8%	
Total	**508**	**222**	**185**	**915**
Total Col.%	**55.5%**	**24.3%**	**20.2%**	**100.0%**

Frequency Missing = 56

Statistic	DF	Value	Prob
Chi-Square	2	0.2625	0.877

Table 58: (Question 38d) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: Part-time employment.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	228	121	90	**439**
Cell Chi-Square	1.0151	1.9708	0.0173	
%	24.9%	13.2%	9.8%	**48.0%**
Col.%	44.9%	54.5%	48.7%	
Not Checked	280	101	95	**476**
Cell Chi-Square	0.9362	1.8176	0.016	
%	30.6%	11.0%	10.4%	**52.0%**
Col.%	55.1%	45.5%	51.4%	
Total	**508**	**222**	**185**	**915**
Total Col.%	**55.5%**	**24.3%**	**20.2%**	**100.0%**

Frequency Missing = 56

Statistic	DF	Value	Prob
Chi-Square	2	5.773	0.0558

Table 59: (Question 39e) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: None.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	35	8	21	**64**
Cell Chi-Square	0.008	3.6495	5.0205	
%	3.8%	0.9%	2.3%	**7.0%**
Col.%	6.9%	3.6%	11.4%	
Not Checked	473	214	164	**851**
Cell Chi-Square	0.0006	0.2745	0.3776	
%	51.7%	23.4%	17.9%	**93.0%**
Col.%	93.1%	96.4%	88.7%	
Total	**508**	**222**	**185**	**915**
Total Col.%	**55.5%**	**24.3%**	**20.2%**	**100.0%**

Frequency Missing = 56

Statistic	DF	Value	Prob
Chi-Square	2	9.3306	0.0094

Table 60: (Question 38f) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: Other.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	22	11	10	**43**
Cell Chi-Square	0.147	0.0308	0.1962	
%	2.4%	1.2%	1.1%	**4.7%**
Col.%	433.0%	495.0%	541.0%	
Not Checked	486	211	175	**872**
Cell Chi-Square	0.0072	0.0015	0.0097	
%	53.1%	23.1%	19.1%	**95.3%**
Col.%	95.7%	95.1%	94.6%	
Total	**508**	**222**	**185**	**915**
Total Col.%	**55.5%**	**24.3%**	**20.2%**	**100.0%**

Frequency Missing = 56

Statistic	DF	Value	Prob
Chi-Square	2	0.3925	0.8218

Table 61: (Question 39e) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: None.

	Department			
Total Col.%	**DFS**	**DOE**	**DWS**	**Total**
Checked	35	8	21	**64**
Cell Chi-Square	0.008	3.6495	5.0205	
%	3.8%	0.9%	2.3%	**7.0%**
Col.%	6.9%	3.6%	11.4%	
Not Checked	473	214	164	**851**
Cell Chi-Square	0.0006	0.2745	0.3776	
%	51.7%	23.4%	17.9%	**93.0%**
Col.%	93.1%	96.4%	88.7%	
Total	**508**	**222**	**185**	**915**
Total Col.%	**55.5%**	**24.3%**	**20.2%**	**100.0%**

Frequency Missing = 56

Statistic	DF	Value	Prob
Chi-Square	2	9.3306	0.0094

Table 62: (Question 38g) Under what circumstances after retirement might you be willing to return to work for the State of Wyoming: Don't know.

	Department			
	DFS	**DOE**	**DWS**	**Total**
Checked	138	46	45	**229**
Cell Chi-Square	0.9082	1.6261	0.0338	
%	15.1%	5.0%	4.9%	**25.0%**
Col.%	27.1%	20.7%	24.3%	
Not Checked	371	176	140	**687**
Cell Chi-Square	0.3027	0.542	0.0113	
%	40.5%	19.2%	15.3%	**75.0%**
Col.%	72.9%	79.3%	75.7%	
Total	**509**	**222**	**185**	**916**
Total Col.%	**55.6%**	**24.2%**	**20.2%**	**100.0%**

Frequency Missing = 55

Statistic	DF	Value	Prob
Chi-Square	2	3.4241	0.1805

Table 63: (Question 39) Do you feel that at least one of the State of Wyoming's health insurance plans sufficiently meets your needs?

	Department			
	DFS	**DOE**	**DWS**	**Total**
Yes	407	175	138	**720**
Cell Chi-Square	0.2558	0.1841	0.1304	
%	43.5%	18.7%	14.7%	**76.9%**
Col.%	78.9%	74.5%	74.6%	
No	75	35	31	**141**
Cell Chi-Square	0.0959	0.0045	0.3519	
%	8.0%	3.7%	3.3%	**15.1%**
Col.%	14.5%	14.9%	16.8%	
Don't Know	34	25	16	**75**
Cell Chi-Square	1.3052	2.0216	0.0933	
%	3.6%	2.7%	1.7%	**8.0%**
Col.%	6.6%	10.6%	8.7%	
Total	**516**	**235**	**185**	**936**
Total Col.%	**55.1%**	**25.1%**	**19.8%**	**100.0%**

Frequency Missing = 35

Statistic	DF	Value	Prob
Chi-Square	4	4.4429	0.3494

Table 64: (Question 40) In which of the state's health insurance plans do you participate?

	Department			
	DFS	**DOE**	**DWS**	**Total**
Individual coverage	208	99	71	**378**
Cell Chi-Square	0.0004	0.1354	0.2006	
%	22.2%	10.5%	7.6%	**40.3%**
Col.%	40.3%	41.8%	38.2%	
Family coverage	241	93	86	**420**
Cell Chi-Square	0.4509	1.5958	0.0946	
%	25.7%	9.9%	9.2%	**44.7%**
Col.%	46.7%	39.2%	46.2%	
Split coverage	20	12	7	**39**
Cell Chi-Square	0.0956	0.4725	0.0681	
%	2.1%	1.3%	0.8%	**4.2%**
Col.%	3.9%	5.1%	3.8%	
None, I am covered by my spouse's or another family member's insurance plan	34	22	14	**70**
Cell Chi-Square	0.5186	1.0623	0.0013	
%	3.6%	2.3%	1.5%	**7.5%**
Col.%	6.6%	9.3%	7.5%	
None, I do not have health insurance coverage	4	2	2	**8**
Cell Chi-Square	0.0357	0.0002	0.1089	
%	0.4%	0.2%	0.2%	**0.9%**
Col.%	0.8%	0.8%	1.1%	
Other	9	9	6	**24**
Cell Chi-Square	1.3302	1.4293	0.3266	
%	1.0%	1.0%	0.6%	**2.6%**
Col.%	1.7%	3.8%	3.2%	
Total	**516**	**237**	**186**	**939**
Total Col.%	**55.0%**	**25.2%**	**19.8%**	**100.0%**

Frequency Missing = 32

Statistic	DF	Value	Prob
Chi-Square	10	7.9269	0.636

Table 65: (Question 41) Do you feel that the State of Wyoming's retirement program will sufficiently meet your retirement needs in the future?

	Department			
	DFS	**DOE**	**DWS**	**Total**
Yes	102	44	45	**191**
Cell Chi-Square	0.0886	0.393	1.4605	
%	10.9%	4.7%	4.8%	**20.3%**
Col.%	19.7%	18.5%	24.3%	
No	217	95	76	**388**
Cell Chi-Square	0.0607	0.1067	0.0017	
%	23.1%	10.1%	8.1%	**41.3%**
Col.%	42.0%	3992.0%	41.1%	
Don't Know	198	99	64	**361**
Cell Chi-Square	0.0015	0.6316	0.6991	
%	21.1%	10.5%	6.8%	**38.4%**
Col.%	38.3%	41.6%	34.6%	
Total	**517**	**238**	**185**	**940**
Total Col.%	**55.0%**	**25.3%**	**19.7%**	**100.0%**

Frequency Missing = 31

Statistic	DF	Value	Prob
Chi-Square	4	3.4435	0.4865

Table 66: (Question 42) What is your marital status?

	Department			
	DFS	**DOE**	**DWS**	**Total**
Married	351	161	126	**638**
Cell Chi-Square	0.0022	0.0006	0.0026	
%	37.3%	17.1%	13.4%	**67.8%**
Col.%	67.6%	67.9%	68.1%	
Single	65	32	23	**120**
Cell Chi-Square	0.0212	0.1045	0.0149	
%	6.9%	3.4%	2.4%	**12.8%**
Col.%	12.5%	13.5%	12.4%	
Divorced	76	32	26	**134**
Cell Chi-Square	0.0593	0.0907	0.0045	
%	8.1%	3.4%	2.8%	**14.2%**
Col.%	14.6%	13.5%	14.1%	
Widowed	8	3	1	**12**
Cell Chi-Square	0.2884	0.0002	0.7831	
%	0.9%	0.3%	0.1%	**1.3%**
Col.%	1.5%	1.3%	0.5%	
Co-habitating	19	9	9	**37**
Cell Chi-Square	0.097	0.0109	0.4095	
%	205.0%	1.0%	1.0%	**39.3%**
Col.%	3.7%	3.8%	4.9%	
Total	**519**	**237**	**185**	**941**
Total Col.%	**55.2%**	**25.2%**	**19.7%**	**100.0%**

Frequency Missing = 30

Statistic	**DF**	**Value**	**Prob**
Chi-Square	8	1.8894	0.9842

Table 67: (Question 43) Do you have dependents that are 26 years old or younger?

	Department			
	DFS	**DOE**	**DWS**	**Total**
Yes	267	95	87	**449**
Cell Chi-Square	1.6644	2.9635	0.0423	
%	28.4%	10.1%	9.3%	**47.8%**
Col.%	51.7%	40.1%	46.8%	
No	249	142	99	**490**
Cell Chi-Square	1.5252	2.7155	0.0387	
%	26.5%	15.1%	10.5%	**52.2%**
Col.%	48.3%	59.9%	53.2%	
Total	**516**	**237**	**186**	**939**
Total Col.%	**55.0%**	**25.2%**	**19.8%**	**100.0%**

Frequency Missing = 32

Statistic	**DF**	**Value**	**Prob**
Chi-Square	2	8.9496	0.0114

Table 68: (Question 44) What is the highest level of education you have completed?

	Department			
	DFS	**DOE**	**DWS**	**Total**
Less than high school graduate	0	2	0	**2**
Cell Chi-Square	1.0998	4.4213	0.3949	
%	0.0%	0.2%	0.0%	**0.2%**
Col.%	0.0%	0.8%	0.0%	
High school graduate (includes equivalency)	50	26	14	**90**
Cell Chi-Square	0.0052	0.4677	0.8001	
%	5.3%	2.8%	1.5%	**9.6%**
Col.%	9.7%	10.9%	7.5%	
Some college or associates degree	213	104	63	**380**
Cell Chi-Square	0.0781	0.6652	1.9294	
%	22.6%	11.0%	6.7%	**40.3%**
Col.%	41.1%	43.7%	33.9%	
Bachelors degree	188	73	66	**327**
Cell Chi-Square	0.3725	1.1196	0.0318	
%	20.0%	7.8%	7.0%	**34.7%**
Col.%	36.3%	30.7%	35.5%	
Graduate or professional degree	61	32	42	**135**
Cell Chi-Square	2.3598	0.1303	8.8324	
%	6.5%	3.4%	4.5%	**14.3%**
Col.%	11.8%	13.5%	22.6%	
Other	6	1	1	**8**
Cell Chi-Square	0.5825	0.516	0.2127	
%	0.6%	0.1%	0.1%	**0.9%**
Col.%	1.2%	0.4%	0.5%	
Total	**518**	**238**	**186**	**942**
Total Col.%	**55.0%**	**25.3%**	**19.8%**	**100.0%**

Frequency Missing = 29

Statistic	**DF**	**Value**	**Prob**
Chi-Square	10	24.0195	0.0075

Table 69: (Question 45) What was the combined total pre-tax income in your household in the past 12 months?

	Department			
	DFS	**DOE**	**DWS**	**Total**
Less than $20,000	19	4	0	**23**
Cell Chi-Square	2.978	0.4419	4.6104	
%	2.1%	0.5%	0.0%	**2.6%**
Col.%	3.8%	1.9%	0.0%	
$20,000 to $29,999	39	8	11	**58**
Cell Chi-Square	1.3756	2.6003	0.0337	
%	4.4%	0.9%	1.2%	**6.5%**
Col.%	7.9%	3.7%	6.2%	
$30,000 to $39,999	66	18	28	**112**
Cell Chi-Square	0.2039	3.0653	1.3718	
%	7.4%	2.0%	3.2%	**12.6%**
Col.%	13.3%	8.4%	15.7%	
$40,000 to $49,999	63	31	27	**121**
Cell Chi-Square	0.2935	0.0991	0.3108	
%	7.1%	3.5%	3.0%	**13.6%**
Col.%	12.7%	14.4%	15.2%	
$50,000 to $59,999	40	12	15	**67**
Cell Chi-Square	0.1883	1.0988	0.1835	
%	4.5%	1.4%	1.7%	**7.6%**
Col.%	8.1%	5.6%	8.4%	
$60,000 to $69,999	63	25	16	**104**
Cell Chi-Square	0.4359	0.0013	1.1269	
%	7.1%	2.8%	1.8%	**11.7%**
Col.%	12.7%	11.6%	9.0%	
$70,000 to $79,999	67	24	22	**113**
Cell Chi-Square	0.2553	0.4125	0.0187	
%	7.6%	2.7%	2.5%	**12.7%**
Col.%	13.5%	11.2%	12.4%	
$80,000 to $99,999	70	37	24	**131**
Cell Chi-Square	0.1252	0.8798	0.1943	
%	7.9%	4.2%	2.7%	**14.8%**
Col.%	14.1%	17.2%	13.5%	
$100,000 to $124,999	46	42	25	**113**
Cell Chi-Square	4.5826	7.8347	0.2436	

Table continued on page 120

Table continued from page 119

%	5.2%	4.7%	2.8%	**12.7%**
Col.%	9.3%	19.5%	14.0%	
$125,000 to $149,999	16	10	2	**28**
Cell Chi-Square	0.0098	1.5301	2.3253	
%	1.8%	1.1%	0.2%	**3.2%**
Col.%	3.2%	4.7%	1.1%	
$150,000 to $199,999	3	2	5	**10**
Cell Chi-Square	1.1889	0.0733	4.4764	
%	0.3%	0.2%	0.6%	**1.1%**
Col.%	0.6%	0.9%	2.8%	
$200,000 or more	3	2	3	**8**
Cell Chi-Square	0.4776	0.0021	1.216	
%	0.3%	0.2%	0.3%	**0.9%**
Col.%	0.6%	0.9%	1.7%	
Total	**495**	**215**	**178**	**888**
Total Col.%	**55.7%**	**24.2%**	**20.1%**	**100.0%**

Frequency Missing = 83

Statistic	**DF**	**Value**	**Prob**
Chi-Square	22	46.265	0.0018

Appendix C: Survey Instrument

Employee Announcement

Dear State Employees,

On April 29th, 2008, the Department of Employment: Research & Planning (R&P), under contract with our department, will be surveying all current employees. A number of workplace subjects will be covered in the survey including employee satisfaction, attitudes toward promotional and training opportunities, and retirement plans, among other topics. This survey was conducted previously among Department of Employment employees during the fall of 2006. The report containing the results of this earlier study can be found at (http://doe.state.wy.us/lmi/SP_report.pdf). The purpose of the survey is to facilitate improving the workplace, improve retention of experienced workers, and understanding how human resource needs will change as a large share of state employees reach retirement age.

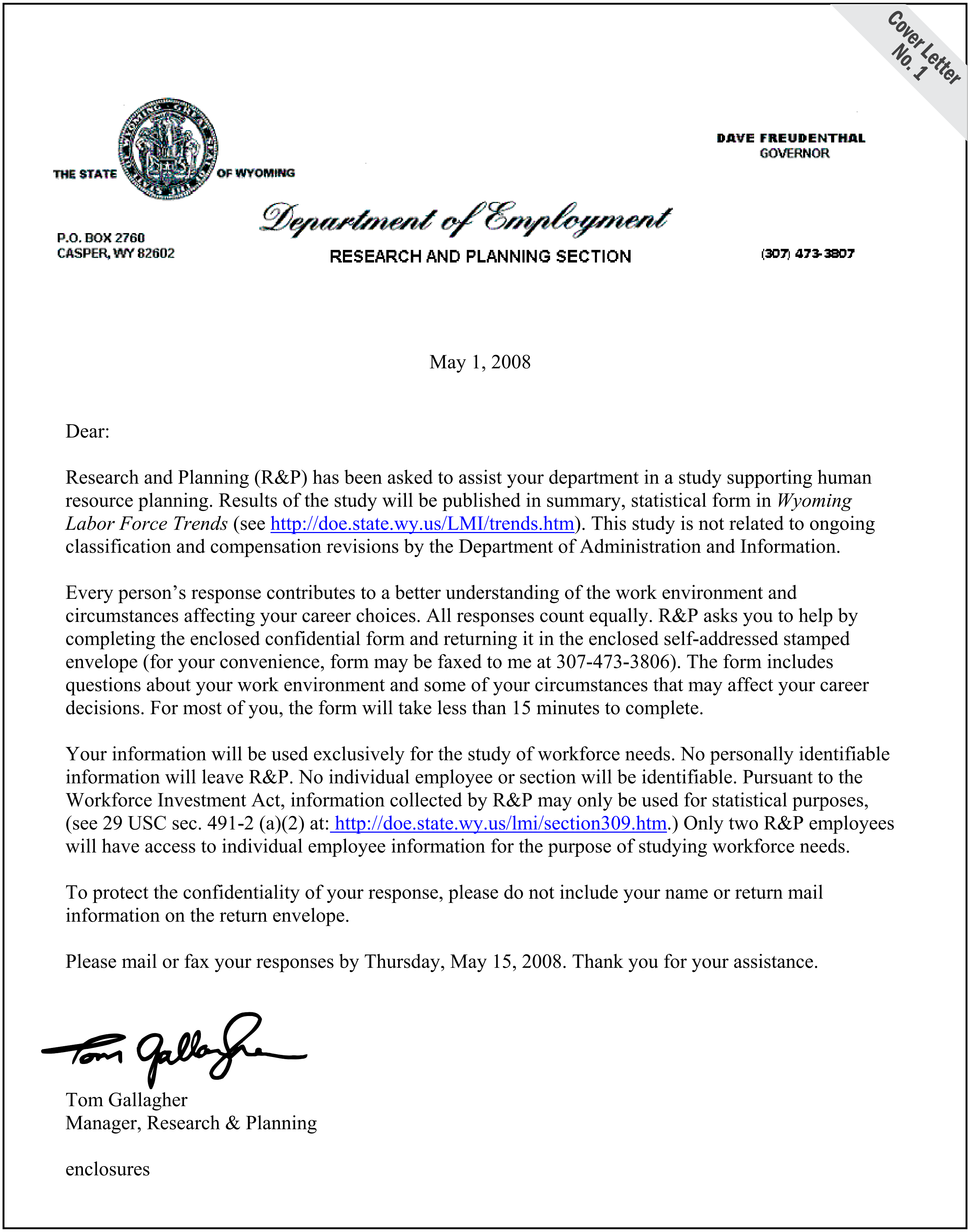
The following are some examples of findings from the 2006 Department of Employment Succession Planning Study:

- ❖ If the average age of retirement is 65, then nearly 30% of DOE employees are expected to retire in the next 10 years and nearly 60% are expected to retire in the next 20 years.
- ❖ Approximately 20% of employees would be willing to work after retirement if they could either change jobs within DOE or transfer to another agency.
- ❖ The top five factors that would influence a DOE employee to take another job are: higher wages, better benefits, more career advancement opportunities, flexible schedules, and more training opportunities.
- ❖ Overall, employees older than age 55 were somewhat less satisfied with aspects related to their jobs than those younger than age 54.

The survey will be mailed to your home address for you to complete and return to R&P in an addressed, stamped envelope.

Confidentiality of survey responses is addressed through the following process: Only the two analysts assigned to this project will have necessary access to any personally identifiable information and only for the duration of the study. To view the interagency agreement, which includes the confidentiality statutes, please visit: http://doe.state.wy.us/LMI/

If you would like additional information about the study process, please see: http://doe.state.wy.us/LMI/



Cover Letter No. 1

THE STATE OF WYOMING

DAVE FREUDENTHAL
GOVERNOR

Department of Employment
RESEARCH AND PLANNING SECTION

P.O. BOX 2760
CASPER, WY 82602

(307) 473-3807

May 1, 2008

Dear:

Research and Planning (R&P) has been asked to assist your department in a study supporting human resource planning. Results of the study will be published in summary, statistical form in *Wyoming Labor Force Trends* (see http://doe.state.wy.us/LMI/trends.htm). This study is not related to ongoing classification and compensation revisions by the Department of Administration and Information.

Every person's response contributes to a better understanding of the work environment and circumstances affecting your career choices. All responses count equally. R&P asks you to help by completing the enclosed confidential form and returning it in the enclosed self-addressed stamped envelope (for your convenience, form may be faxed to me at 307-473-3806). The form includes questions about your work environment and some of your circumstances that may affect your career decisions. For most of you, the form will take less than 15 minutes to complete.

Your information will be used exclusively for the study of workforce needs. No personally identifiable information will leave R&P. No individual employee or section will be identifiable. Pursuant to the Workforce Investment Act, information collected by R&P may only be used for statistical purposes, (see 29 USC sec. 491-2 (a)(2) at: http://doe.state.wy.us/lmi/section309.htm.) Only two R&P employees will have access to individual employee information for the purpose of studying workforce needs.

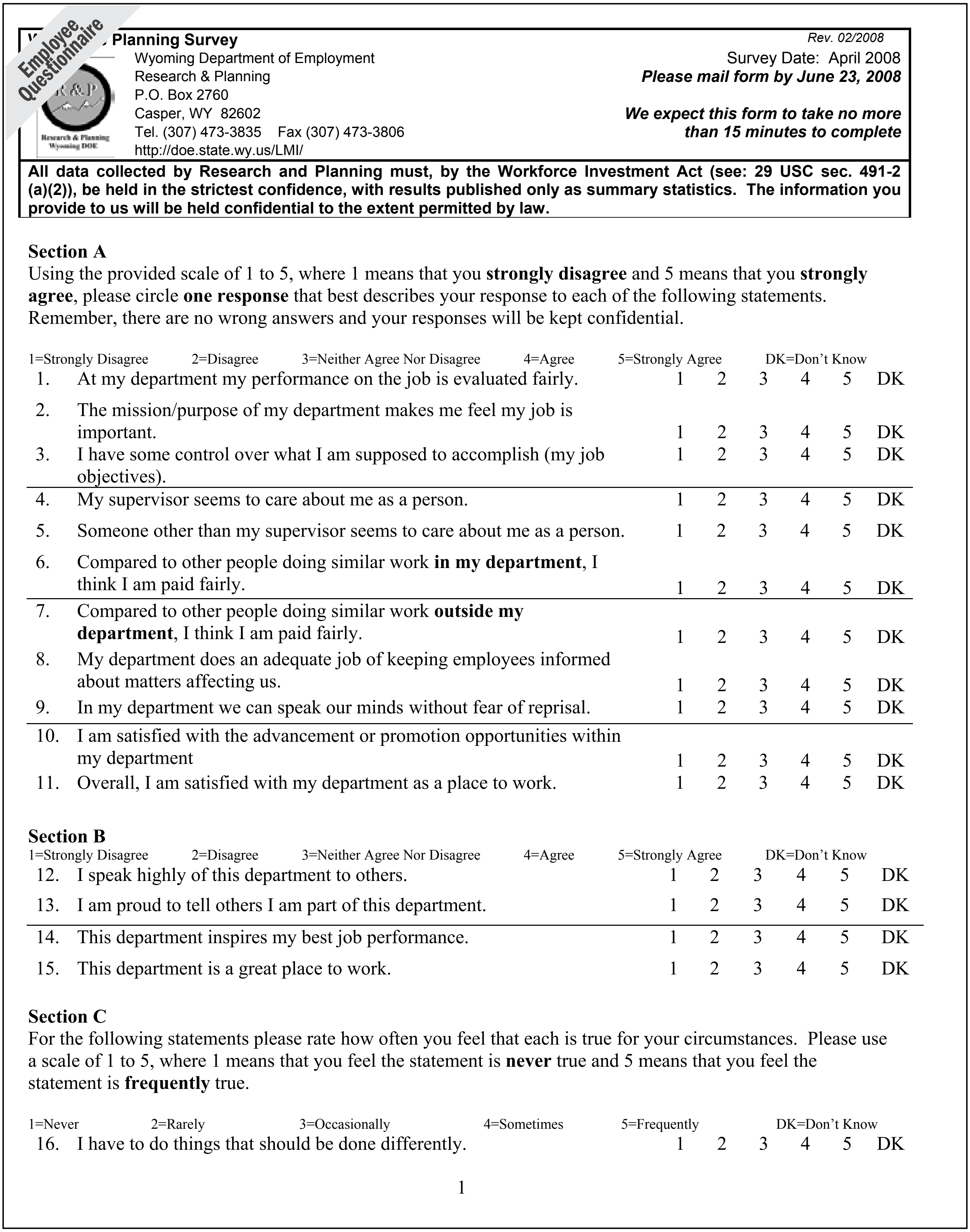
To protect the confidentiality of your response, please do not include your name or return mail information on the return envelope.

Please mail or fax your responses by Thursday, May 15, 2008. Thank you for your assistance.

Tom Gallagher

Tom Gallagher
Manager, Research & Planning

enclosures



Employee Questionnaire

Planning Survey

Rev. 02/2008

Wyoming Department of Employment
Research & Planning
P.O. Box 2760
Casper, WY 82602
Tel. (307) 473-3835 Fax (307) 473-3806
http://doe.state.wy.us/LMI/

Survey Date: April 2008
Please mail form by June 23, 2008

We expect this form to take no more than 15 minutes to complete

All data collected by Research and Planning must, by the Workforce Investment Act (see: 29 USC sec. 491-2 (a)(2)), be held in the strictest confidence, with results published only as summary statistics. The information you provide to us will be held confidential to the extent permitted by law.

Section A

Using the provided scale of 1 to 5, where 1 means that you **strongly disagree** and 5 means that you **strongly agree**, please circle **one response** that best describes your response to each of the following statements. Remember, there are no wrong answers and your responses will be kept confidential.

1=Strongly Disagree 2=Disagree 3=Neither Agree Nor Disagree 4=Agree 5=Strongly Agree DK=Don't Know

1.	At my department my performance on the job is evaluated fairly.	1	2	3	4	5	DK
2.	The mission/purpose of my department makes me feel my job is important.	1	2	3	4	5	DK
3.	I have some control over what I am supposed to accomplish (my job objectives).	1	2	3	4	5	DK
4.	My supervisor seems to care about me as a person.	1	2	3	4	5	DK
5.	Someone other than my supervisor seems to care about me as a person.	1	2	3	4	5	DK
6.	Compared to other people doing similar work **in my department**, I think I am paid fairly.	1	2	3	4	5	DK
7.	Compared to other people doing similar work **outside my department**, I think I am paid fairly.	1	2	3	4	5	DK
8.	My department does an adequate job of keeping employees informed about matters affecting us.	1	2	3	4	5	DK
9.	In my department we can speak our minds without fear of reprisal.	1	2	3	4	5	DK
10.	I am satisfied with the advancement or promotion opportunities within my department	1	2	3	4	5	DK
11.	Overall, I am satisfied with my department as a place to work.	1	2	3	4	5	DK

Section B

1=Strongly Disagree 2=Disagree 3=Neither Agree Nor Disagree 4=Agree 5=Strongly Agree DK=Don't Know

12.	I speak highly of this department to others.	1	2	3	4	5	DK
13.	I am proud to tell others I am part of this department.	1	2	3	4	5	DK
14.	This department inspires my best job performance.	1	2	3	4	5	DK
15.	This department is a great place to work.	1	2	3	4	5	DK

Section C

For the following statements please rate how often you feel that each is true for your circumstances. Please use a scale of 1 to 5, where 1 means that you feel the statement is **never** true and 5 means that you feel the statement is **frequently** true.

1=Never 2=Rarely 3=Occasionally 4=Sometimes 5=Frequently DK=Don't Know

16.	I have to do things that should be done differently.	1	2	3	4	5	DK

1=Never 2=Rarely 3=Occasionally 4=Sometimes 5=Frequently DK=Don't Know

17.	I work under incompatible policies and guidelines.	1	2	3	4	5	DK
18.	I have to buck a rule or policy in order to carry out an assignment.	1	2	3	4	5	DK
19.	I know exactly what is expected of me.	1	2	3	4	5	DK
20.	I receive incompatible requests from two or more people.	1	2	3	4	5	DK
21.	I work on unnecessary things.	1	2	3	4	5	DK
22.	I have to work under vague directives or orders.	1	2	3	4	5	DK
23.	I do not have enough time to get everything done at work.	1	2	3	4	5	DK
24.	My workload is too heavy.	1	2	3	4	5	DK

Section D

For the following activities please rate how likely you would be, if given the opportunity, to participate using a scale of 1 to 5, where 1 means that you would be **very unlikely** and 5 means that you would be **very likely** to participate. Please circle **one** response.

1=Very Unlikely 2=Unlikely 3=Neither Likely Nor Unlikely 4=Likely 5=Very Likely DK=Don't Know

25.	Learn others' job duties.	1	2	3	4	5	DK
26.	Attend management or other training for your career advancement.	1	2	3	4	5	DK
27.	Participate in a career advancement program within my department if such a program were to exist.	1	2	3	4	5	DK
28.	Train co-workers for your job duties.	1	2	3	4	5	DK
29.	Train interns about your job duties.	1	2	3	4	5	DK

☐ If you have **previously retired** from a position in state government but have returned, please mark the box and ***skip to question #39***

If you have **never retired** from a position with the State of Wyoming, please ***continue to question #30***.

Section E

For the following questions, please place a mark next to the response you feel best describes your situation.

30. If you left your job tomorrow, someone in your unit could immediately take over *(please select one)*:
    - ☐ All of your job duties
    - ☐ Most of your job duties
    - ☐ Some of your job duties
    - ☐ None of your job duties
    - ☐ Don't know

31. Do you plan to leave employment with your department within the next 12 months?
    - ☐ Yes
    - ☐ No ***(please skip to question #33)***

32. If you answered **YES** to question #31, what is your **primary** reason for leaving? *(Please select one)*
    - ☐ Taking another job in state government
    - ☐ Taking another job outside state government
    - ☐ Family status change (e.g., marriage, divorce, birth of a child)
    - ☐ Relocating
    - ☐ Continuing education
    - ☐ Retiring ***(please skip to question #35)***
    - ☐ Other (specify:______________________)

33. Do you plan to retire *(please select one)*:
    - ☐ In more than 1 year to less than 3 years
    - ☐ In more than 3 years to less than 5 years
    - ☐ In more than 5 years
    - ☐ Don't know

34. Even if you do not have definite plans for leaving your department, which of the following factors, if offered by a different employer, would lead you to take a job somewhere else? *(Please select all that apply)*
    - ☐ Higher wages
    - ☐ Better benefits
    - ☐ Training opportunities/education
    - ☐ Flexible scheduling
    - ☐ More recognition
    - ☐ More respect from management
    - ☐ Fewer non-related job tasks
    - ☐ Better staffing
    - ☐ Opportunities for advancement
    - ☐ More autonomy
    - ☐ More personal interest in the work
    - ☐ Different location
    - ☐ Quality of work produced by agency
    - ☐ Other (specify:______________________)

35. What do you feel is the usual retirement age for people who work with you or have the same type of job as you? *(Please select one)*
    - ______________years of age
    - ☐ Don't know

36. How likely are you to work after retirement?
    - ☐ Very likely
    - ☐ Likely
    - ☐ Neither likely nor unlikely
    - ☐ Unlikely
    - ☐ Very Unlikely
    - ☐ Don't know
    - ☐ Not at all ***(skip to question #39)***

37. If you plan to work after retirement, in what type of work are you most likely to engage? *(Please select one)*
    - ☐ Full-time work
    - ☐ Part-time work
    - ☐ Independent contracts
    - ☐ Occasional if needed
    - ☐ Other (specify:_______________________)
    - ☐ Don't know

38. Under what circumstance(s) after retirement might you be willing to return to work for the State of Wyoming? *(Please select all that apply)*
    - ☐ As an independent contractor in my old position with my department
    - ☐ Different job assignment within my department
    - ☐ Employment in a different state government agency
    - ☐ Part-time employment
    - ☐ None
    - ☐ Other (specify:______________________)
    - ☐ Don't know

Section F

39. Do you feel that at least one of the State of Wyoming's health insurance plans sufficiently meets your needs? *(Please select one)*
☐ Yes ☐ No ☐ Don't know

40. In which of the state's group health insurance plans do you participate? *(Please select one)*
☐ Individual coverage
☐ Family coverage
☐ Split coverage
☐ None, I am covered by my spouse or another family member's insurance plan
☐ None, I do not have health insurance coverage
☐ Other (specify:_____________________)

41. Do you feel that the State of Wyoming's retirement program will sufficiently meet your retirement needs in the future? *(Please select one)*
☐ Yes ☐ No ☐ Don't know

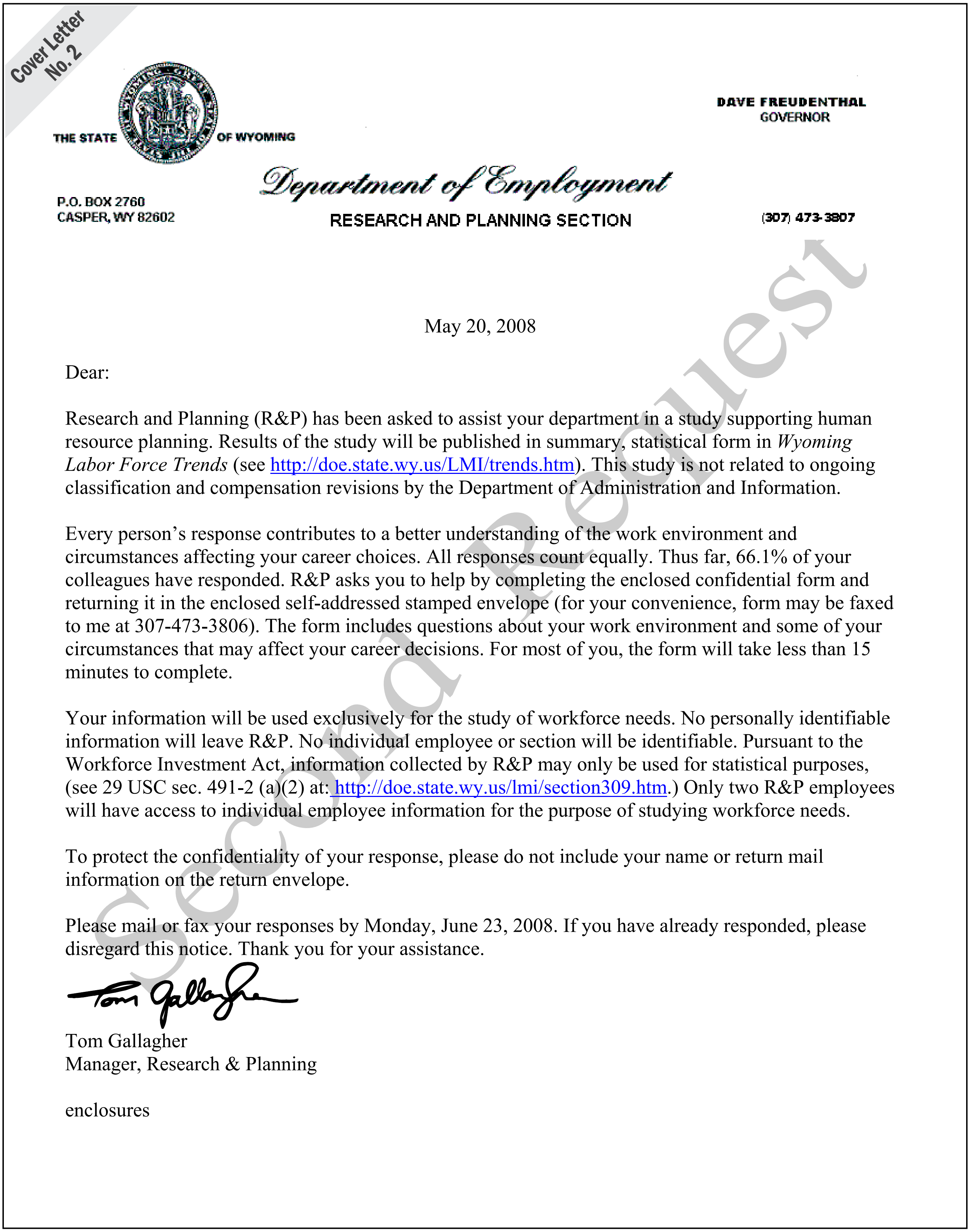
42. What is your marital status? *(Please select one)*
☐ Married ☐ Divorced ☐ Cohabitating
☐ Single ☐ Widowed

43. Do you have dependents who are 26 years old or younger?
☐ Yes
☐ No

44. What is the highest level of education you have completed? *(Please select one)*
☐ Less than high school degree
☐ High school degree (includes equivalency)
☐ Some college or associate's degree
☐ Bachelor's degree
☐ Graduate or professional degree
☐ Other (specify:_____________________)

45. What was the combined total pre-tax income in your household in the past 12 months? *(Please select one)*
☐ Less than $20,000
☐ $20,000 to $29,999
☐ $30,000 to $39,999
☐ $40,000 to $49,999
☐ $50,000 to $59,999
☐ $60,000 to $69,999
☐ $70,000 to $79,999
☐ $80,000 to $99,999
☐ $100,000 to $124,999
☐ $125,000 to $149,999
☐ $150,000 to $199,999
☐ $200,000 or more

46. Comments:____
____
____
____



Cover Letter No. 2

THE STATE OF WYOMING

DAVE FREUDENTHAL
GOVERNOR

Department of Employment
RESEARCH AND PLANNING SECTION

P.O. BOX 2760
CASPER, WY 82602

(307) 473-3807

Second Request

May 20, 2008

Dear:

Research and Planning (R&P) has been asked to assist your department in a study supporting human resource planning. Results of the study will be published in summary, statistical form in *Wyoming Labor Force Trends* (see http://doe.state.wy.us/LMI/trends.htm). This study is not related to ongoing classification and compensation revisions by the Department of Administration and Information.

Every person's response contributes to a better understanding of the work environment and circumstances affecting your career choices. All responses count equally. Thus far, 66.1% of your colleagues have responded. R&P asks you to help by completing the enclosed confidential form and returning it in the enclosed self-addressed stamped envelope (for your convenience, form may be faxed to me at 307-473-3806). The form includes questions about your work environment and some of your circumstances that may affect your career decisions. For most of you, the form will take less than 15 minutes to complete.

Your information will be used exclusively for the study of workforce needs. No personally identifiable information will leave R&P. No individual employee or section will be identifiable. Pursuant to the Workforce Investment Act, information collected by R&P may only be used for statistical purposes, (see 29 USC sec. 491-2 (a)(2) at: http://doe.state.wy.us/lmi/section309.htm.) Only two R&P employees will have access to individual employee information for the purpose of studying workforce needs.

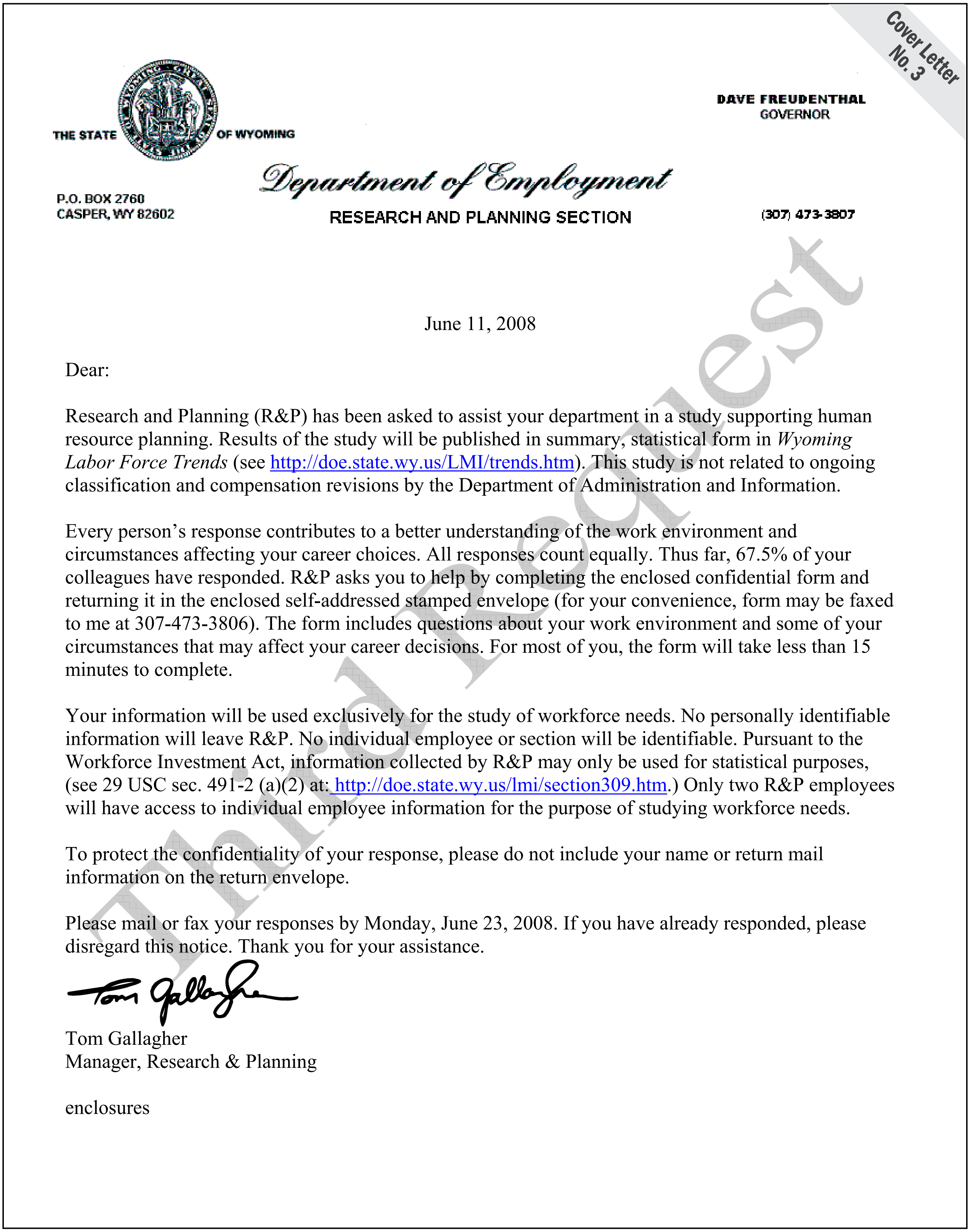
To protect the confidentiality of your response, please do not include your name or return mail information on the return envelope.

Please mail or fax your responses by Monday, June 23, 2008. If you have already responded, please disregard this notice. Thank you for your assistance.

Tom Gallagher

Tom Gallagher
Manager, Research & Planning

enclosures



Cover Letter No. 3

THE STATE OF WYOMING

DAVE FREUDENTHAL
GOVERNOR

Department of Employment
RESEARCH AND PLANNING SECTION

P.O. BOX 2760
CASPER, WY 82602

(307) 473-3807

June 11, 2008

Dear:

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Every person's response contributes to a better understanding of the work environment and circumstances affecting your career choices. All responses count equally. Thus far, 67.5% of your colleagues have responded. R&P asks you to help by completing the enclosed confidential form and returning it in the enclosed self-addressed stamped envelope (for your convenience, form may be faxed to me at 307-473-3806). The form includes questions about your work environment and some of your circumstances that may affect your career decisions. For most of you, the form will take less than 15 minutes to complete.

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To protect the confidentiality of your response, please do not include your name or return mail information on the return envelope.

Please mail or fax your responses by Monday, June 23, 2008. If you have already responded, please disregard this notice. Thank you for your assistance.

Tom Gallagher

Tom Gallagher
Manager, Research & Planning

enclosures

Third Request

Appendix D: Factor Analysis Tables

```
        State of Wyoming Succession Planning Report Factor Analysis: Combined Agency Results

                                      The FACTOR Procedure
                             Initial Factor Method: Maximum Likelihood

                               Prior Communality Estimates: SMC

                                                         OTHER_
       EVAL     MISSION   OBJECTIVE  SUPERVISOR      PERSON       PAY_IN       PAY_EX     INFORMED

 0.50289539  0.54803970  0.48366704  0.53096422  0.43540557  0.43092513  0.40716696  0.51135915

   REPRISAL     ADVANCE     OVERALL       SPEAK       PROUD    BEST_JOB       GREAT   DIFFERENT

 0.49945590  0.41855238  0.71373526  0.80488623  0.81252072  0.73558263  0.79505598  0.32838797

     POLICY   BUCK_RULE      EXPECT    INCOMPAT  UNNECESSARY       VAGUE     NO_TIME    WORKLOAD

 0.48050114  0.45062465  0.32471089  0.39822381   0.42589400  0.47973764  0.61206016  0.59997045

      OTHER_                          ADV_
      DUTIES           TRAIN       PROGRAM        COWORKER          INTERN        TOMORROW

  0.39126389      0.65224558    0.63052778      0.56982084      0.57446705      0.10201570


              Preliminary Eigenvalues: Total = 42.0174173   Average = 1.40058058

                       Eigenvalue    Difference    Proportion    Cumulative

                  1    25.6643181    19.4031066        0.6108        0.6108
                  2     6.2612115     1.3597066        0.1490        0.7598
                  3     4.9015049     2.6304675        0.1167        0.8765
                  4     2.2710374     0.0812698        0.0540        0.9305
                  5     2.1897676     0.5720655        0.0521        0.9826
                  6     1.6177020     0.4195548        0.0385        1.0211
                  7     1.1981472     0.3855027        0.0285        1.0497
                  8     0.8126445     0.3607060        0.0193        1.0690
                  9     0.4519385     0.1282566        0.0108        1.0797
                 10     0.3236819     0.0582602        0.0077        1.0875
                 11     0.2654216     0.1084156        0.0063        1.0938
                 12     0.1570060     0.0892099        0.0037        1.0975
                 13     0.0677961     0.0507877        0.0016        1.0991
                 14     0.0170084     0.0168271        0.0004        1.0995
                 15     0.0001814     0.0468429        0.0000        1.0995
                 16    -0.0466615     0.0324466       -0.0011        1.0984
                 17    -0.0791081     0.0167725       -0.0019        1.0965
                 18    -0.0958806     0.0432190       -0.0023        1.0943
                 19    -0.1390997     0.0565801       -0.0033        1.0909
                 20    -0.1956798     0.0139600       -0.0047        1.0863
                 21    -0.2096398     0.0351573       -0.0050        1.0813
                 22    -0.2447971     0.0835672       -0.0058        1.0755
                 23    -0.3283644     0.0137316       -0.0078        1.0677
                 24    -0.3420960     0.0109251       -0.0081        1.0595
                 25    -0.3530211     0.0062284       -0.0084        1.0511
                 26    -0.3592495     0.0230577       -0.0086        1.0426
                 27    -0.3823072     0.0498196       -0.0091        1.0335
                 28    -0.4321268     0.0485845       -0.0103        1.0232
```

```
State of Wyoming Succession Planning Report Factor Analysis: Combined Agency Results

                          The FACTOR Procedure
                 Initial Factor Method: Maximum Likelihood

        Preliminary Eigenvalues: Total = 42.0174173  Average = 1.40058058

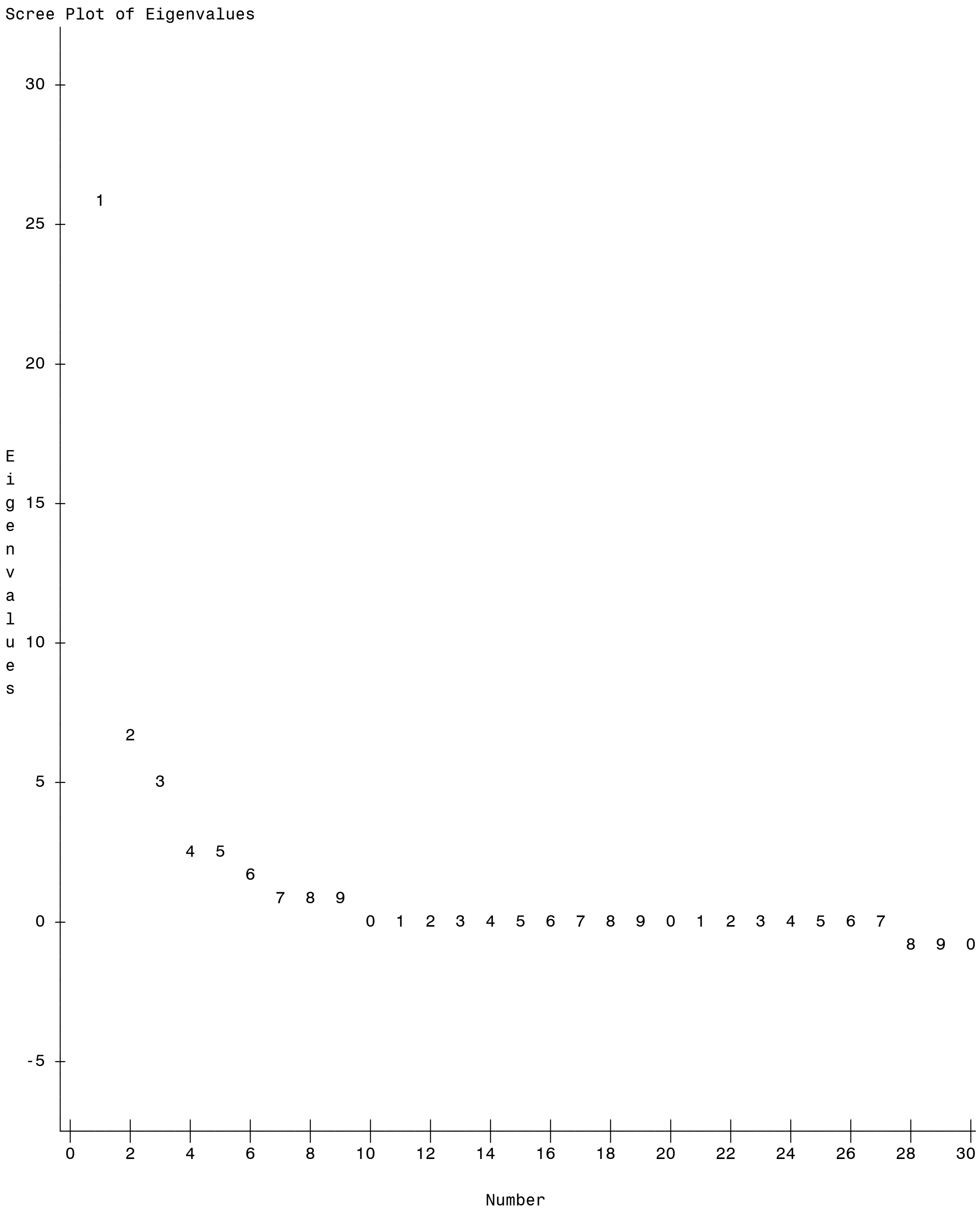
              Eigenvalue    Difference    Proportion    Cumulative

        29    -0.4807113     0.0124956       -0.0114        1.0117
        30    -0.4932069                     -0.0117        1.0000

          3 factors will be retained by the NFACTOR criterion.
```

State of Wyoming Succession Planning Report Factor Analysis: Combined Agency Results

The FACTOR Procedure
Initial Factor Method: Maximum Likelihood



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                State of Wyoming Succession Planning Report Factor Analysis: Combined Agency Results

                                               The FACTOR Procedure
                                        Initial Factor Method: Maximum Likelihood

  Iteration    Criterion    Ridge   Change                       Communalities

      1        3.8126174   0.0000   0.3396   0.41948  0.48613  0.38048  0.42684  0.30834  0.11969
                                             0.06759  0.43254  0.42836  0.26390  0.71622  0.77324
                                             0.75742  0.73359  0.78326  0.29512  0.42501  0.32486
                                             0.23393  0.36394  0.38431  0.39558  0.39268  0.36735
                                             0.43509  0.64435  0.62141  0.42760  0.44477  0.06425
      2        3.7312866   0.0000   0.1176   0.41947  0.48395  0.38171  0.42726  0.30759  0.11361
                                             0.05613  0.43407  0.43156  0.26329  0.71648  0.76806
                                             0.76266  0.73421  0.78829  0.33622  0.47777  0.38257
                                             0.24907  0.40532  0.43354  0.44786  0.27512  0.25499
                                             0.42764  0.69651  0.66254  0.38150  0.39439  0.05592
      3        3.7147448   0.0000   0.0445   0.41949  0.48316  0.38154  0.42713  0.30823  0.11194
                                             0.05030  0.43304  0.43181  0.26008  0.71667  0.76846
                                             0.76180  0.73413  0.78876  0.35005  0.49672  0.40580
                                             0.25650  0.41927  0.45180  0.46207  0.23128  0.21050
                                             0.41778  0.72394  0.69270  0.34740  0.36351  0.04998
      4        3.7116306   0.0000   0.0180   0.41970  0.48303  0.38161  0.42728  0.30854  0.11163
                                             0.04850  0.43250  0.43171  0.25875  0.71673  0.76768
                                             0.76171  0.73407  0.78880  0.35314  0.50165  0.41254
                                             0.25841  0.42182  0.45628  0.46449  0.22029  0.19978
                                             0.41122  0.73954  0.70598  0.32936  0.34624  0.04821
      5        3.7110492   0.0000   0.0086   0.41983  0.48309  0.38172  0.42741  0.30870  0.11159
                                             0.04802  0.43239  0.43169  0.25836  0.71679  0.76749
                                             0.76138  0.73402  0.78881  0.35378  0.50297  0.41426
                                             0.25882  0.42223  0.45727  0.46480  0.21791  0.19741
                                             0.40809  0.74567  0.71258  0.32075  0.33826  0.04781
      6        3.7109490   0.0000   0.0036   0.41991  0.48314  0.38178  0.42747  0.30877  0.11160
                                             0.04790  0.43237  0.43170  0.25828  0.71684  0.76735
                                             0.76128  0.73401  0.78880  0.35393  0.50333  0.41473
                                             0.25890  0.42229  0.45750  0.46482  0.21739  0.19690
                                             0.40666  0.74853  0.71497  0.31711  0.33482  0.04773
      7        3.7109326   0.0000   0.0015   0.41994  0.48316  0.38180  0.42750  0.30880  0.11161
                                             0.04786  0.43237  0.43171  0.25825  0.71685  0.76730
                                             0.76122  0.73400  0.78880  0.35396  0.50344  0.41485
                                             0.25892  0.42230  0.45755  0.46481  0.21727  0.19679
                                             0.40610  0.74954  0.71608  0.31560  0.33343  0.04771
      8        3.7109300   0.0000   0.0006   0.41996  0.48318  0.38182  0.42752  0.30882  0.11161
                                             0.04785  0.43237  0.43171  0.25824  0.71686  0.76728
                                             0.76120  0.73400  0.78880  0.35397  0.50347  0.41489
                                             0.25892  0.42229  0.45757  0.46481  0.21725  0.19676
                                             0.40586  0.75001  0.71646  0.31500  0.33286  0.04771


                 Convergence criterion satisfied.
```

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          State of Wyoming Succession Planning Report Factor Analysis: Combined Agency Results

                                        The FACTOR Procedure
                                Initial Factor Method: Maximum Likelihood

                              Significance Tests Based on 916 Observations

                                                                                  Pr >
                           Test                         DF     Chi-Square      ChiSq

                HO: No common factors                   435     14754.5222     <.0001
                HA: At least one common factor
                HO: 3 Factors are sufficient            348      3347.8773     <.0001
                HA: More factors are needed


                    Chi-Square without Bartlett's Correction       3395.5010
                    Akaike's Information Criterion                 2699.5010
                    Schwarz's Bayesian Criterion                   1022.1353
                    Tucker and Lewis's Reliability Coefficient        0.7381


                                    Squared Canonical Correlations

                                 Factor1         Factor2         Factor3

                              0.95813332      0.87411609      0.80006677


    Eigenvalues of the Weighted Reduced Correlation Matrix: Total = 33.8308405  Average = 1.12769468

                          Eigenvalue    Difference    Proportion    Cumulative

                     1    22.8853448    15.9415180        0.6765        0.6765
                     2     6.9438268     2.9421569        0.2053        0.8817
                     3     4.0016699     2.4711162        0.1183        1.0000
                     4     1.5305536     0.3730827        0.0452        1.0452
                     5     1.1574710     0.3199283        0.0342        1.0795
                     6     0.8375426     0.1059410        0.0248        1.1042
                     7     0.7316016     0.2262424        0.0216        1.1258
                     8     0.5053592     0.1331949        0.0149        1.1408
                     9     0.3721643     0.1555653        0.0110        1.1518
                    10     0.2165990     0.0395673        0.0064        1.1582
                    11     0.1770317     0.1263580        0.0052        1.1634
                    12     0.0506737     0.0396650        0.0015        1.1649
                    13     0.0110087     0.0319604        0.0003        1.1652
                    14    -0.0209517     0.0323714       -0.0006        1.1646
                    15    -0.0533231     0.0043895       -0.0016        1.1630
                    16    -0.0577126     0.0772059       -0.0017        1.1613
                    17    -0.1349185     0.0352140       -0.0040        1.1573
                    18    -0.1701325     0.0402274       -0.0050        1.1523
                    19    -0.2103599     0.0086499       -0.0062        1.1461
                    20    -0.2190098     0.0610696       -0.0065        1.1396
                    21    -0.2800793     0.0508068       -0.0083        1.1313
                    22    -0.3308861     0.0347929       -0.0098        1.1216
                    23    -0.3656790     0.0388431       -0.0108        1.1108
                    24    -0.4045222     0.0160916       -0.0120        1.0988
                    25    -0.4206138     0.0353241       -0.0124        1.0864
```

```
      State of Wyoming Succession Planning Report Factor Analysis: Combined Agency Results

                                      The FACTOR Procedure
                            Initial Factor Method: Maximum Likelihood

Eigenvalues of the Weighted Reduced Correlation Matrix: Total = 33.8308405  Average = 1.12769468

                          Eigenvalue    Difference    Proportion    Cumulative

                    26    -0.4559379     0.0676065       -0.0135        1.0729
                    27    -0.5235443     0.0767930       -0.0155        1.0574
                    28    -0.6003373     0.0243198       -0.0177        1.0397
                    29    -0.6246570     0.0926842       -0.0185        1.0212
                    30    -0.7173413                     -0.0212        1.0000


                                         Factor Pattern

                                               Factor1      Factor2      Factor3

               EVAL            EVAL                 64 *         -9            1
               MISSION         MISSION              66 *          0           22
               OBJECTIVE       OBJECTIVE            61 *         -6           10
               SUPERVISOR      SUPERVISOR           64 *         -3           10
               OTHER_PERSON    OTHER_PERSON         54 *         -3           14
               PAY_IN          PAY_IN               32           -8           -1
               PAY_EX          PAY_EX               14          -13          -11
               INFORMED        INFORMED             65 *        -10           -7
               REPRISAL        REPRISAL             65 *         -7           -6
               ADVANCE         ADVANCE              46 *        -14          -16
               OVERALL         OVERALL              84 *         -9            7
               SPEAK           SPEAK                85 *         -1           21
               PROUD           PROUD                85 *         -3           20
               BEST_JOB        BEST_JOB             85 *         -5           11
               GREAT           GREAT                88 *         -3            9
               DIFFERENT       DIFFERENT           -29           18           49 *
               POLICY          POLICY              -44 *          7           55 *
               BUCK_RULE       BUCK_RULE           -39            2           52 *
               EXPECT          EXPECT               46 *         -6          -20
               INCOMPAT        INCOMPAT            -39            9           51 *
               UNNECESSARY     UNNECESSARY         -45 *          6           50 *
               VAGUE           VAGUE               -45 *         13           50 *
               NO_TIME         NO_TIME             -22           11           39
               WORKLOAD        WORKLOAD            -22            7           38
               OTHER_DUTIES    OTHER_DUTIES         18           60 *        -13
               TRAIN           TRAIN                20           84 *         -7
               ADV_PROGRAM     ADV_PROGRAM          20           82 *         -5
               COWORKER        COWORKER             18           53 *         -5
               INTERN          INTERN               19           54 *         -5
               TOMORROW        TOMORROW             -7            6           20

               Printed values are multiplied by 100 and rounded to the nearest
               integer.  Values greater than 0.4 are flagged by an '*'.
```

```
   State of Wyoming Succession Planning Report Factor Analysis: Combined Agency Results

                                 The FACTOR Procedure
                      Initial Factor Method: Maximum Likelihood

                            Variance Explained by Each Factor

                           Factor         Weighted    Unweighted


                           Factor1      22.8853448    8.23513104
                           Factor2       6.9438268    2.48424732
                           Factor3       4.0016699    2.20941692



                      Final Communality Estimates and Variable Weights
               Total Communality: Weighted = 33.830841   Unweighted = 12.928795

                         Variable         Communality         Weight


                         EVAL              0.41996566     1.72401840
                         MISSION           0.48318144     1.93489841
                         OBJECTIVE         0.38182272     1.61764601
                         SUPERVISOR        0.42752107     1.74677396
                         OTHER_PERSON      0.30882299     1.44679594
                         PAY_IN            0.11161314     1.12563350
                         PAY_EX            0.04784975     1.05025835
                         INFORMED          0.43237169     1.76171150
                         REPRISAL          0.43171476     1.75967348
                         ADVANCE           0.25823970     1.34814861
                         OVERALL           0.71686336     3.53183549
                         SPEAK             0.76727104     4.29695441
                         PROUD             0.76118803     4.18751874
                         BEST_JOB          0.73399559     3.75935764
                         GREAT             0.78879794     4.73482433
                         DIFFERENT         0.35396782     1.54790668
                         POLICY            0.50347689     2.01397360
                         BUCK_RULE         0.41490365     1.70909100
                         EXPECT            0.25892134     1.34938282
                         INCOMPAT          0.42229436     1.73098571
                         UNNECESSARY       0.45757243     1.84355203
                         VAGUE             0.46480662     1.86848702
                         NO_TIME           0.21724066     1.27754181
                         WORKLOAD          0.19675158     1.24495527
                         OTHER_DUTIES      0.40581002     1.68310349
                         TRAIN             0.75007635     4.00010834
                         ADV_PROGRAM       0.71655378     3.52681379
                         COWORKER          0.31480372     1.45984849
                         INTERN            0.33268972     1.49894396
                         TOMORROW          0.04770745     1.05009767
```

```
         State of Wyoming Succession Planning Report Factor Analysis: Combined Agency Results

                                        The FACTOR Procedure
                                 Rotation Method: Oblimin (tau = 0)

                                   Oblique Transformation Matrix

                                        1               2               3

                         1     0.90765747      -0.1427634      0.11493158
                         2     -0.1794186      0.12716018      0.99172211
                         3     0.63860096      1.09564722      -0.1740276


                                     Inter-Factor Correlations

                                     Factor1      Factor2      Factor3

                       Factor1         100 *        -43 *         15
                       Factor2         -43 *        100 *          0
                       Factor3          15            0          100 *

                       Printed values are multiplied by 100 and
                       rounded to the nearest integer.  Values greater
                       than 0.4 are flagged by an '*'.
```

```
  State of Wyoming Succession Planning Report Factor Analysis: Combined Agency Results

                                The FACTOR Procedure
                           Rotation Method: Oblimin (tau = 0)

                Rotated Factor Pattern (Standardized Regression Coefficients)

                                         Factor1      Factor2      Factor3

          EVAL            EVAL                61 *         -9           -2
          MISSION         MISSION             74 *         15            3
          OBJECTIVE       OBJECTIVE           63 *          2           -1
          SUPERVISOR      SUPERVISOR          66 *          2            3
          OTHER_PERSON    OTHER_PERSON        58 *          7            1
          PAY_IN          PAY_IN              31           -6           -4
          PAY_EX          PAY_EX               7          -16           -9
          INFORMED        INFORMED            56 *        -18           -1
          REPRISAL        REPRISAL            57 *        -17            2
          ADVANCE         ADVANCE             35          -26           -5
          OVERALL         OVERALL             82 *         -6            0
          SPEAK           SPEAK               91 *         11            5
          PROUD           PROUD               90 *          9            4
          BEST_JOB        BEST_JOB            85 *         -1            3
          GREAT           GREAT               86 *         -4            6
          DIFFERENT       DIFFERENT            1           60 *          6
          POLICY          POLICY              -7           67 *         -7
          BUCK_RULE       BUCK_RULE           -2           62 *        -11
          EXPECT          EXPECT              30          -29            3
          INCOMPAT        INCOMPAT            -5           63 *         -4
          UNNECESSARY     UNNECESSARY         -9           62 *         -8
          VAGUE           VAGUE              -12           62 *         -1
          NO_TIME         NO_TIME              3           48 *          2
          WORKLOAD        WORKLOAD             3           45 *         -3
          OTHER_DUTIES    OTHER_DUTIES        -2           -9           63 *
          TRAIN           TRAIN               -2            1           87 *
          ADV_PROGRAM     ADV_PROGRAM          1            3           85 *
          COWORKER        COWORKER             4           -1           55 *
          INTERN          INTERN               5           -1           57 *
          TOMORROW        TOMORROW             5           24            1

          Printed values are multiplied by 100 and rounded to the nearest
          integer.  Values greater than 0.4 are flagged by an '*'.


                            Reference Axis Correlations

                              Factor1      Factor2      Factor3

                    Factor1       100 *         44 *        -16
                    Factor2        44 *        100 *         -7
                    Factor3       -16           -7          100 *

                    Printed values are multiplied by 100 and
                    rounded to the nearest integer.  Values greater
                    than 0.4 are flagged by an '*'.
          State of Wyoming Succession Planning Report Factor Analysis: Combined Agency Results

                                       The FACTOR Procedure
                                 Rotation Method: Oblimin (tau = 0)

                             Reference Structure (Semipartial Correlations)

                                                 Factor1      Factor2      Factor3

                   EVAL            EVAL               54 *         -8           -2
                   MISSION         MISSION            66 *         13            3
                   OBJECTIVE       OBJECTIVE          56 *          2           -1
                   SUPERVISOR      SUPERVISOR         58 *          2            3
                   OTHER_PERSON    OTHER_PERSON       52 *          7            1
                   PAY_IN          PAY_IN             27           -6           -4
                   PAY_EX          PAY_EX              7          -14           -9
                   INFORMED        INFORMED           50 *        -16           -1
                   REPRISAL        REPRISAL           50 *        -15            2
                   ADVANCE         ADVANCE            31          -23           -5
                   OVERALL         OVERALL            73 *         -5            0
                   SPEAK           SPEAK              81 *         10            5
                   PROUD           PROUD              80 *          8            3
                   BEST_JOB        BEST_JOB           76 *         -1            3
                   GREAT           GREAT              77 *         -3            6
                   DIFFERENT       DIFFERENT           1           54 *          6
                   POLICY          POLICY             -6           61 *         -7
                   BUCK_RULE       BUCK_RULE          -2           56 *        -11
                   EXPECT          EXPECT             27          -26            3
                   INCOMPAT        INCOMPAT           -4           56 *         -4
                   UNNECESSARY     UNNECESSARY        -8           56 *         -8
                   VAGUE           VAGUE             -10           56 *         -1
                   NO_TIME         NO_TIME             3           43 *          2
                   WORKLOAD        WORKLOAD            2           41 *         -3
                   OTHER_DUTIES    OTHER_DUTIES       -2           -8           63 *
                   TRAIN           TRAIN              -1            1           86 *
                   ADV_PROGRAM     ADV_PROGRAM         1            2           83 *
                   COWORKER        COWORKER            3           -1           55 *
                   INTERN          INTERN              4           -1           56 *
                   TOMORROW        TOMORROW            5           21            1

                   Printed values are multiplied by 100 and rounded to the nearest
                   integer.  Values greater than 0.4 are flagged by an '*'.


                       Variance Explained by Each Factor Eliminating Other Factors

                                  Factor        Weighted     Unweighted

                                  Factor1     16.3860095     5.40845777
                                  Factor2      4.3512667     2.56120112
                                  Factor3      7.0621032     2.48860588
```

```
      State of Wyoming Succession Planning Report Factor Analysis: Combined Agency Results

                                   The FACTOR Procedure
                              Rotation Method: Oblimin (tau = 0)

                                Factor Structure (Correlations)

                                          Factor1      Factor2      Factor3

          EVAL            EVAL                 64 *        -35            7
          MISSION         MISSION              68 *        -17           14
          OBJECTIVE       OBJECTIVE            62 *        -25            8
          SUPERVISOR      SUPERVISOR           65 *        -27           12
          OTHER_PERSON    OTHER_PERSON         55 *        -18            9
          PAY_IN          PAY_IN               33          -19            0
          PAY_EX          PAY_EX               13          -19           -8
          INFORMED        INFORMED             64 *        -43 *          7
          REPRISAL        REPRISAL             64 *        -41 *         10
          ADVANCE         ADVANCE              45 *        -40 *          0
          OVERALL         OVERALL              84 *        -41 *         12
          SPEAK           SPEAK                87 *        -28           18
          PROUD           PROUD                87 *        -30           17
          BEST_JOB        BEST_JOB             86 *        -37           15
          GREAT           GREAT                89 *        -41 *         18
          DIFFERENT       DIFFERENT           -24           59 *          7
          POLICY          POLICY              -37           70 *         -8
          BUCK_RULE       BUCK_RULE           -31           63 *        -12
          EXPECT          EXPECT               43 *        -43 *          7
          INCOMPAT        INCOMPAT            -33           65 *         -5
          UNNECESSARY     UNNECESSARY         -38           66 *         -9
          VAGUE           VAGUE               -39           67 *         -3
          NO_TIME         NO_TIME             -18           46 *          2
          WORKLOAD        WORKLOAD            -17           44 *         -2
          OTHER_DUTIES    OTHER_DUTIES         11           -8           63 *
          TRAIN           TRAIN                11            1           87 *
          ADV_PROGRAM     ADV_PROGRAM          12            2           85 *
          COWORKER        COWORKER             12           -2           56 *
          INTERN          INTERN               13           -3           57 *
          TOMORROW        TOMORROW             -5           21            2

          Printed values are multiplied by 100 and rounded to the nearest
          integer.  Values greater than 0.4 are flagged by an '*'.


               Variance Explained by Each Factor Ignoring Other Factors

                          Factor         Weighted     Unweighted

                          Factor1      22.3919407     7.87483143
                          Factor2       9.5427448     4.76177929
                          Factor3       7.8983612     2.75712544
```

```
       State of Wyoming Succession Planning Report Factor Analysis: Combined Agency Results

                                      The FACTOR Procedure
                               Rotation Method: Oblimin (tau = 0)

                          Final Communality Estimates and Variable Weights
                    Total Communality: Weighted = 33.830841    Unweighted = 12.928795

                               Variable        Communality        Weight

                               EVAL             0.41996566    1.72401840
                               MISSION          0.48318144    1.93489841
                               OBJECTIVE        0.38182272    1.61764601
                               SUPERVISOR       0.42752107    1.74677396
                               OTHER_PERSON     0.30882299    1.44679594
                               PAY_IN           0.11161314    1.12563350
                               PAY_EX           0.04784975    1.05025835
                               INFORMED         0.43237169    1.76171150
                               REPRISAL         0.43171476    1.75967348
                               ADVANCE          0.25823970    1.34814861
                               OVERALL          0.71686336    3.53183549
                               SPEAK            0.76727104    4.29695441
                               PROUD            0.76118803    4.18751874
                               BEST_JOB         0.73399559    3.75935764
                               GREAT            0.78879794    4.73482433
                               DIFFERENT        0.35396782    1.54790668
                               POLICY           0.50347689    2.01397360
                               BUCK_RULE        0.41490365    1.70909100
                               EXPECT           0.25892134    1.34938282
                               INCOMPAT         0.42229436    1.73098571
                               UNNECESSARY      0.45757243    1.84355203
                               VAGUE            0.46480662    1.86848702
                               NO_TIME          0.21724066    1.27754181
                               WORKLOAD         0.19675158    1.24495527
                               OTHER_DUTIES     0.40581002    1.68310349
                               TRAIN            0.75007635    4.00010834
                               ADV_PROGRAM      0.71655378    3.52681379
                               COWORKER         0.31480372    1.45984849
                               INTERN           0.33268972    1.49894396
                               TOMORROW         0.04770745    1.05009767
```

```
State of Wyoming Succession Planning Report Logistic Regression Analysis: Combined Agency Results

                                     The LOGISTIC Procedure

                                       Model Information

                   Data Set                      SUCC.DATA_COMPLETE
                   Response Variable             LEAVE                  LEAVE
                   Number of Response Levels     2
                   Weight Variable               wt
                   Model                         binary logit
                   Optimization Technique        Fisher's scoring


                             Number of Observations Read         904
                             Number of Observations Used         904
                             Sum of Weights Read            1231.481
                             Sum of Weights Used            1231.481


                                         Response Profile

                         Ordered                   Total            Total
                           Value     LEAVE     Frequency           Weight

                               1     Yes              93         126.5118
                               2     No              811        1104.9689

                               Probability modeled is LEAVE='Yes'.


                                  Stepwise Selection Procedure


                                    Class Level Information

    Class          Value                             Design Variables

    Sex            Females     1
                   Males      -1

    RESPECT        1           1
                   2          -1

    DEPENDENTS     1           1     0
                   2           0     1
                   88         -1    -1

    INCOME         1           1     0     0     0     0     0     0     0     0     0     0
                   2           0     1     0     0     0     0     0     0     0     0     0
                   3           0     0     1     0     0     0     0     0     0     0     0
                   4           0     0     0     1     0     0     0     0     0     0     0
                   5           0     0     0     0     1     0     0     0     0     0     0
                   6           0     0     0     0     0     1     0     0     0     0     0
                   7           0     0     0     0     0     0     1     0     0     0     0
                   8           0     0     0     0     0     0     0     1     0     0     0
                   9           0     0     0     0     0     0     0     0     1     0     0
                   10          0     0     0     0     0     0     0     0     0     1     0
```

```
State of Wyoming Succession Planning Report Logistic Regression Analysis: Combined Agency Results

                                     The LOGISTIC Procedure

                                    Class Level Information

    Class          Value                             Design Variables

                   11          0     0     0     0     0     0     0     0     0     0     1
                   12         -1    -1    -1    -1    -1    -1    -1    -1    -1    -1    -1

    WAGE           1           1
                   2          -1

    BENEFIT        1           1
                   2          -1

    EDUC           1           1
                   2          -1

    FLEX_SCHED     1           1
                   2          -1

    RECOGNITION    1           1
                   2          -1

    NON_JOB        1           1
                   2          -1

    STAFF          1           1
                   2          -1

    ADV_OPP        1           1
                   2          -1

    AUTONOMY       1           1
                   2          -1

    PERSONAL       1           1
                   2          -1

    LOCATION       1           1
                   2          -1

    QUALITY        1           1
                   2          -1

    MARITAL        1           1     0     0     0     0
                   2           0     1     0     0     0
                   3           0     0     1     0     0
                   4           0     0     0     1     0
                   5           0     0     0     0     1
                   88         -1    -1    -1    -1    -1

    TOMORROW       1           1     0     0
                   2           0     1     0
                   3           0     0     1
                   4          -1    -1    -1
```

```
State of Wyoming Succession Planning Report Logistic Regression Analysis: Combined Agency Results

                                     The LOGISTIC Procedure

Step  0. Intercept entered:


                                    Model Convergence Status

                         Convergence criterion (GCONV=1E-8) satisfied.

                                      -2 Log L = 815.347


                                    Residual Chi-Square Test

                               Chi-Square       DF     Pr > ChiSq

                                 257.1725       45         <.0001


Step  1. Effect social entered:


                                    Model Convergence Status

                         Convergence criterion (GCONV=1E-8) satisfied.


                                      Model Fit Statistics

                                                          Intercept
                                           Intercept            and
                             Criterion          Only     Covariates

                             AIC             817.347        743.821
                             SC              822.154        753.434
                             -2 Log L        815.347        739.821


                      R-Square    0.0802    Max-rescaled R-Square    0.1349


                             Testing Global Null Hypothesis: BETA=0

                     Test                 Chi-Square       DF     Pr > ChiSq

                     Likelihood Ratio        75.5266        1         <.0001
                     Score                   80.4796        1         <.0001
                     Wald                    71.5368        1         <.0001


                                    Residual Chi-Square Test

                               Chi-Square       DF     Pr > ChiSq

                                 165.7248       44         <.0001
```

```
State of Wyoming Succession Planning Report Logistic Regression Analysis: Combined Agency Results

                                     The LOGISTIC Procedure

NOTE: No effects for the model in Step 1 are removed.


Step  2. Effect AGE entered:


                                    Model Convergence Status

                         Convergence criterion (GCONV=1E-8) satisfied.


                                      Model Fit Statistics

                                                           Intercept
                                            Intercept            and
                             Criterion           Only     Covariates

                             AIC              817.347        705.057
                             SC               822.154        719.478
                             -2 Log L         815.347        699.057


                      R-Square    0.1207    Max-rescaled R-Square    0.2031


                             Testing Global Null Hypothesis: BETA=0

                     Test                 Chi-Square       DF     Pr > ChiSq

                     Likelihood Ratio       116.2900        2         <.0001
                     Score                  118.6789        2         <.0001
                     Wald                    98.6876        2         <.0001


                                    Residual Chi-Square Test

                               Chi-Square       DF     Pr > ChiSq

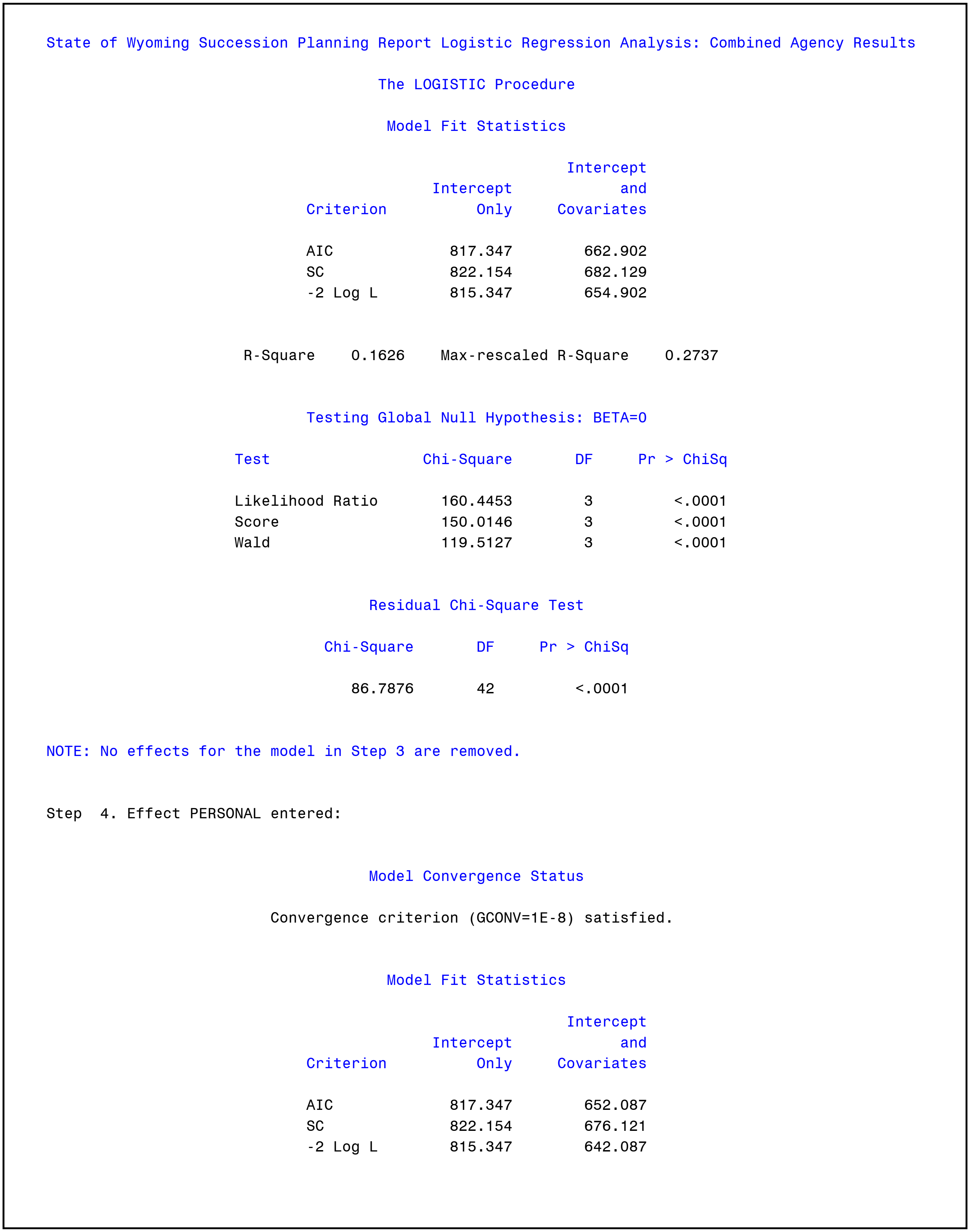
                                 124.1570       43         <.0001


NOTE: No effects for the model in Step 2 are removed.


Step  3. Effect constraint entered:


                                    Model Convergence Status

                         Convergence criterion (GCONV=1E-8) satisfied.
```



```
State of Wyoming Succession Planning Report Logistic Regression Analysis: Combined Agency Results

                                    The LOGISTIC Procedure

                                     Model Fit Statistics

                                                       Intercept
                                         Intercept           and
                             Criterion        Only    Covariates

                             AIC           817.347       662.902
                             SC            822.154       682.129
                             -2 Log L      815.347       654.902


                      R-Square    0.1626    Max-rescaled R-Square    0.2737


                             Testing Global Null Hypothesis: BETA=0

                     Test                 Chi-Square       DF     Pr > ChiSq

                     Likelihood Ratio       160.4453        3         <.0001
                     Score                  150.0146        3         <.0001
                     Wald                   119.5127        3         <.0001


                                    Residual Chi-Square Test

                                Chi-Square       DF     Pr > ChiSq

                                   86.7876       42         <.0001


NOTE: No effects for the model in Step 3 are removed.


Step  4. Effect PERSONAL entered:


                                    Model Convergence Status

                         Convergence criterion (GCONV=1E-8) satisfied.


                                     Model Fit Statistics

                                                       Intercept
                                         Intercept           and
                             Criterion        Only    Covariates

                             AIC           817.347       652.087
                             SC            822.154       676.121
                             -2 Log L      815.347       642.087
```

```
    State of Wyoming Succession Planning Report Logistic Regression Analysis: Combined Agency Results

                                     The LOGISTIC Procedure

                      R-Square    0.1744    Max-rescaled R-Square    0.2935


                             Testing Global Null Hypothesis: BETA=0

                     Test                 Chi-Square       DF     Pr > ChiSq

                     Likelihood Ratio       173.2605        4         <.0001
                     Score                  161.4302        4         <.0001
                     Wald                   125.8677        4         <.0001


                                    Residual Chi-Square Test

                               Chi-Square       DF     Pr > ChiSq

                                  73.0142       41         0.0015


    NOTE: No effects for the model in Step 4 are removed.


    Step  5. Effect BENEFIT entered:


                                    Model Convergence Status

                         Convergence criterion (GCONV=1E-8) satisfied.


                                     Model Fit Statistics

                                                          Intercept
                                           Intercept            and
                             Criterion          Only     Covariates

                             AIC             817.347        638.274
                             SC              822.154        667.115
                             -2 Log L        815.347        626.274


                      R-Square    0.1887    Max-rescaled R-Square    0.3176


                             Testing Global Null Hypothesis: BETA=0

                     Test                 Chi-Square       DF     Pr > ChiSq

                     Likelihood Ratio       189.0733        5         <.0001
                     Score                  176.9760        5         <.0001
                     Wald                   131.5965        5         <.0001
```

```
State of Wyoming Succession Planning Report Logistic Regression Analysis: Combined Agency Results

                                     The LOGISTIC Procedure

                                    Residual Chi-Square Test

                               Chi-Square       DF     Pr > ChiSq

                                  58.9662       40         0.0270


NOTE: No effects for the model in Step 5 are removed.


Step  6. Effect PAY_EX entered:


                                   Model Convergence Status

                         Convergence criterion (GCONV=1E-8) satisfied.


                                     Model Fit Statistics

                                                        Intercept
                                          Intercept           and
                             Criterion          Only     Covariates

                             AIC             817.347        629.764
                             SC              822.154        663.412
                             -2 Log L        815.347        615.764


                      R-Square    0.1981    Max-rescaled R-Square    0.3334


                             Testing Global Null Hypothesis: BETA=0

                     Test                 Chi-Square       DF     Pr > ChiSq

                     Likelihood Ratio       199.5828        6         <.0001
                     Score                  182.9395        6         <.0001
                     Wald                   135.1305        6         <.0001


                                    Residual Chi-Square Test

                               Chi-Square       DF     Pr > ChiSq

                                  49.6739       39         0.1176


NOTE: No effects for the model in Step 6 are removed.


Step  7. Effect RESPECT entered:
```

```
State of Wyoming Succession Planning Report Logistic Regression Analysis: Combined Agency Results

                              The LOGISTIC Procedure

                             Model Convergence Status

                  Convergence criterion (GCONV=1E-8) satisfied.


                              Model Fit Statistics

                                                Intercept
                                  Intercept           and
                    Criterion          Only    Covariates

                    AIC             817.347       627.882
                    SC              822.154       666.336
                    -2 Log L        815.347       611.882


                 R-Square    0.2015    Max-rescaled R-Square    0.3392


                    Testing Global Null Hypothesis: BETA=0

            Test                 Chi-Square       DF     Pr > ChiSq

            Likelihood Ratio       203.4655        7         <.0001
            Score                  187.3361        7         <.0001
            Wald                   137.1760        7         <.0001


                             Residual Chi-Square Test

                         Chi-Square       DF     Pr > ChiSq

                            45.6265       38         0.1847


NOTE: No effects for the model in Step 7 are removed.


Step  8. Effect STAFF entered:


                             Model Convergence Status

                  Convergence criterion (GCONV=1E-8) satisfied.
```

```
State of Wyoming Succession Planning Report Logistic Regression Analysis: Combined Agency Results

                                     The LOGISTIC Procedure

                                      Model Fit Statistics

                                                          Intercept
                                           Intercept            and
                             Criterion          Only     Covariates

                             AIC             817.347        626.997
                             SC              822.154        670.258
                             -2 Log L        815.347        608.997


                      R-Square    0.2041    Max-rescaled R-Square    0.3435


                             Testing Global Null Hypothesis: BETA=0

                     Test                 Chi-Square       DF     Pr > ChiSq

                     Likelihood Ratio       206.3503        8         <.0001
                     Score                  189.2908        8         <.0001
                     Wald                   137.8884        8         <.0001


                                    Residual Chi-Square Test

                               Chi-Square       DF     Pr > ChiSq

                                  43.0454       37         0.2283


Step  9. Effect STAFF is removed:


                                    Model Convergence Status

                         Convergence criterion (GCONV=1E-8) satisfied.


                                      Model Fit Statistics

                                                          Intercept
                                           Intercept            and
                             Criterion          Only     Covariates

                             AIC             817.347        627.882
                             SC              822.154        666.336
                             -2 Log L        815.347        611.882


                      R-Square    0.2015    Max-rescaled R-Square    0.3392
```

```
State of Wyoming Succession Planning Report Logistic Regression Analysis: Combined Agency Results

                                     The LOGISTIC Procedure

                               Testing Global Null Hypothesis: BETA=0

                      Test                 Chi-Square       DF     Pr > ChiSq

                      Likelihood Ratio       203.4655        7         <.0001
                      Score                  187.3361        7         <.0001
                      Wald                   137.1760        7         <.0001


                                    Residual Chi-Square Test

                                  Chi-Square       DF     Pr > ChiSq

                                     45.6265       38         0.1847


NOTE: No effects for the model in Step 9 are removed.


NOTE: Model building terminates because the last effect entered is removed by the Wald statistic
      criterion.


                                  Summary of Stepwise Selection

                      Effect                             Number       Score        Wald
    Step Entered          Removed                 DF         In  Chi-Square  Chi-Square  Pr > ChiSq

       1 social                                    1          1     80.4796                  <.0001
       2 AGE                                       1          2     41.6260                  <.0001
       3 constraint                                1          3     43.3328                  <.0001
       4 PERSONAL                                  1          4     13.9205                  0.0002
       5 BENEFIT                                   1          5     15.2337                  <.0001
       6 PAY_EX                                    1          6     10.1856                  0.0014
       7 RESPECT                                   1          7      3.9172                  0.0478
       8 STAFF                                     1          8      2.8114                  0.0936
       9                  STAFF                    1          7                  2.7977      0.0944

                                  Summary of Stepwise Selection

                                             Variable
                                        Step Label

                                           1
                                           2 AGE
                                           3
                                           4 PERSONAL
                                           5 BENEFIT
                                           6 PAY_EX
                                           7 RESPECT
                                           8 STAFF
                                           9 STAFF
```

```
State of Wyoming Succession Planning Report Logistic Regression Analysis: Combined Agency Results

                                     The LOGISTIC Procedure

                                   Type 3 Analysis of Effects

                                                          Wald
                      Effect                 DF     Chi-Square    Pr > ChiSq

                      constraint              1        28.3101        <.0001
                      AGE                     1        47.3024        <.0001
                      social                  1        33.2821        <.0001
                      PAY_EX                  1         8.9939        0.0027
                      BENEFIT                 1        17.1527        <.0001
                      RESPECT                 1         3.8911        0.0485
                      PERSONAL                1        14.0778        0.0002


                            Analysis of Maximum Likelihood Estimates

                                                       Standard          Wald
       Parameter                    DF    Estimate        Error    Chi-Square    Pr > ChiSq

       Intercept                     1      1.9323       0.8539        5.1204        0.0236
       constraint                    1      0.1006       0.0189       28.3101        <.0001
       AGE                           1     -0.0699       0.0102       47.3024        <.0001
       social                        1     -0.0669       0.0116       33.2821        <.0001
       PAY_EX                        1     -0.2948       0.0983        8.9939        0.0027
       BENEFIT           1           1     -0.4852       0.1171       17.1527        <.0001
       RESPECT           1           1      0.2298       0.1165        3.8911        0.0485
       PERSONAL          1           1      0.4481       0.1194       14.0778        0.0002


                                      Odds Ratio Estimates

                                                      Point          95% Wald
              Effect                               Estimate      Confidence Limits

              constraint                              1.106       1.066       1.148
              AGE                                     0.932       0.914       0.951
              social                                  0.935       0.914       0.957
              PAY_EX                                  0.745       0.614       0.903
              BENEFIT       1 vs 2                    0.379       0.239       0.600
              RESPECT       1 vs 2                    1.584       1.003       2.500
              PERSONAL      1 vs 2                    2.450       1.534       3.913


                  Association of Predicted Probabilities and Observed Responses

                        Percent Concordant     85.4    Somers' D    0.710
                        Percent Discordant     14.3    Gamma        0.713
                        Percent Tied            0.3    Tau-a        0.131
                        Pairs                 75423    c            0.855
```

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State of Wyoming Succession Planning Report Logistic Regression Analysis: Combined Agency Results

                                     The LOGISTIC Procedure

                           Partition for the Hosmer and Lemeshow Test

                                               LEAVE = Yes            LEAVE = No
                   Group       Total     Observed     Expected     Observed     Expected

                       1          90            0         0.34           90        89.66
                       2          90            0         0.81           90        89.19
                       3          90            1         1.34           89        88.66
                       4          90            1         2.14           89        87.86
                       5          90            2         3.20           88        86.80
                       6          90            4         4.83           86        85.17
                       7          90           11         7.50           79        82.50
                       8          90           16        11.84           74        78.16
                       9          90           17        18.79           73        71.21
                      10          94           41        41.53           53        52.47


                           Hosmer and Lemeshow Goodness-of-Fit Test

                              Chi-Square       DF     Pr > ChiSq

                                  6.1836        8         0.6267
```

Appendix E: Occupational Distribution by Agency

Table 1: Standard Occupational Classification (SOC) for Three State Agencies

	DFS	Row %	Col %	DOE	Row %	Col %	DWS	Row %	Col %	Total	Col %
AWEC	ND	ND	ND	ND	ND	ND	ND	ND	ND	**ND**	**ND**
11-1021/General and Operations Managers	ND	ND	ND	7	77.8%	2.3%	ND	ND	ND	**9**	**0.7%**
11-3011/Administrative Services Managers	ND	ND	ND	8	72.7%	2.7%	ND	ND	ND	**11**	**0.9%**
11-3021/Computer and Information Systems Managers	ND	ND	ND	ND	ND	ND	ND	ND	ND	**6**	**0.5%**
11-3049/Human Resources Managers, All Other	ND	ND	ND	ND	ND	ND	7	77.8%	3.0%	**9**	**0.7%**
11-9151/Social and Community Service Managers	23	85.2%	3.1%	ND	ND	ND	ND	ND	ND	**27**	**2.1%**
11-9199/Managers, All Other	10	45.5%	1.4%	6	27.3%	2.0%	6	27.3%	2.5%	**22**	**1.7%**
13-1041/Compliance Officers, Except Agriculture, Construction, Health and Safety, and Transportation				6	100.0%	2.0%				**6**	**0.5%**
13-1071/Employment, Recruitment, and Placement Specialists	ND	ND	ND	ND	ND	ND	88	95.7%	37.1%	**92**	**7.2%**
13-1073/Training and Development Specialists	21	95.5%	2.8%	ND	ND	ND	ND	ND	ND	**22**	**1.7%**
13-1111/Management Analysts	13	61.9%	1.8%	4	19.0%	1.3%	4	19.0%	1.7%	**21**	**1.6%**
13-1199/Business Operations Specialists, All Other	ND	ND	ND	ND	ND	ND	ND	ND	ND	**ND**	**ND**
13-2011/Accountants and Auditors	31	40.8%	4.2%	37	48.7%	12.4%	8	10.5%	3.4%	**76**	**6.0%**
15-1031/Computer Software Engineers, Applications	6	ND	0.8%	9	ND	3.0%	ND	ND	ND	**ND**	**ND**
15-1051/Computer Systems Analysts	4	23.5%	0.5%	8	47.1%	2.7%	5	29.4%	2.1%	**17**	**1.3%**
15-1081/Network Systems and Data Communications Analysts	ND	ND	ND	ND	ND	ND	ND	ND	ND	**5**	**0.4%**
15-2041/Statisticians	ND	ND	ND	ND	ND	ND	ND	ND	ND	**ND**	**ND**
19-3011/Economists	ND	ND	ND	10	90.9%	3.3%	ND	ND	ND	**11**	**0.9%**
21-1015/Rehabilitation Counselors							35	100.0%	14.8%	**35**	**2.7%**
21-1021/Child, Family, and School Social Workers	190	ND	25.7%	ND	ND	ND	ND	ND	ND	**ND**	**ND**
21-1091/Health Educators	15	65.2%	2.0%				8	34.8%	3.4%	**23**	**1.8%**
21-1092/Probation Officers and Correctional Treatment Specialists	ND	ND	ND	ND	ND	ND	ND	ND	ND	**ND**	**ND**
21-1093/Social and Human Service Assistants	97	100.0%	13.1%							**97**	**7.6%**

ND – Not disclosable due to confidentiality of data.

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Table continued from page 156

Table 1: Standard Occupational Classification (SOC) for Three State Agencies

	DFS	Row %	Col %	DOE	Row %	Col %	DWS	Row %	Col %	Total	Col %
23-1011/Lawyers	ND	ND	ND	ND	ND	ND	ND	ND	ND	**ND**	**ND**
23-1021/Administrative Law Judges, Adjudicators, and Hearing Officers	ND	ND	ND	ND	ND	ND	ND	ND	ND	**ND**	**ND**
23-2011/Paralegals and Legal Assistants	ND	ND	ND	ND	ND	ND	ND	ND	ND	**ND**	**ND**
25-9031/Instructional Coordinators	ND	ND	ND	ND	ND	ND	ND	ND	ND	**ND**	**ND**
25-9041/Teacher Assistants	ND	ND	ND	ND	ND	ND	ND	ND	ND	**ND**	**ND**
27-3031/Public Relations Specialists	ND	ND	ND	ND	ND	ND	ND	ND	ND	**5**	**0.4%**
29-1111/Registered Nurses	ND	ND	ND	11	84.6%	3.7%	ND	ND	ND	**13**	**1.0%**
29-2061/Licensed Practical and Licensed Vocational Nurses	ND	ND	ND	ND	ND	ND	ND	ND	ND	**ND**	**ND**
29-9011/Occupational Health and Safety Specialists				15	100.0%	5.0%				**15**	**1.2%**
33-3021/Detectives and Criminal Investigators	5	100.0%	0.7%							**5**	**0.4%**
33-9032/Security Guards	12	100.0%	1.6%							**12**	**0.9%**
37-3011/Landscaping and Groundskeeping Workers	ND	ND	ND	ND	ND	ND	ND	ND	ND	**ND**	**ND**
43-1011/First-Line Supervisors/ Managers of Office and Administrative	ND	ND	ND	15	75.0%	5.0%	ND	ND	ND	**20**	**1.6%**
43-3031/Bookkeeping, Accounting, and Auditing Clerks	9	60.0%	1.2%	ND	ND	ND	ND	ND	ND	**15**	**1.2%**
43-3051/Payroll and Timekeeping Clerks	ND	ND	ND	ND	ND	ND	ND	ND	ND	**ND**	**ND**
43-4061/Eligibility Interviewers, Government Programs	128	60.1%	17.3%	76	35.7%	25.4%	9	4.2%	3.8%	**213**	**16.7%**
43-4161/Human Resources Assistants, Except Payroll and Timekeeping	ND	ND	ND	ND	ND	ND	ND	ND	ND	**ND**	**ND**
43-4171/Receptionists and Information Clerks	4	44.4%	0.5%	5	55.6%	1.7%				**9**	**0.7%**
43-6011/Executive Secretaries and Administrative Assistants	10	27.8%	1.4%	15	41.7%	5.0%	11	30.6%	4.6%	**36**	**2.8%**
43-6014/Secretaries, Except Legal, Medical, and Executive	10	26.3%	1.4%	7	18.4%	2.3%	21	55.3%	8.9%	**38**	**3.0%**
43-9061/Office Clerks, General	40	60.6%	5.4%	22	33.3%	7.4%	4	6.1%	1.7%	**66**	**5.2%**

ND – Not disclosable due to confidentiality of data.

Table continued on page 158

Table continued from page 157

Table 1: Standard Occupational Classification (SOC) for Three State Agencies

	DFS	Row %	Col %	DOE	Row %	Col %	DWS	Row %	Col %	Total	Col %
47-1011/First-Line Supervisors/ Managers of Construction Trades and Extraction Workers	ND	ND	ND	ND	ND	ND	ND	ND	ND	**ND**	**ND**
47-2031/Carpenters	ND	ND	ND	ND	ND	ND	ND	ND	ND	**ND**	**ND**
47-3012/Helpers--Carpenters	ND	ND	ND	ND	ND	ND	ND	ND	ND	**ND**	**ND**
47-4011/Construction and Building Inspectors				5	100.0%	1.7%				**5**	**0.4%**
49-3023/Automotive Service Technicians and Mechanics	ND	ND	ND	ND	ND	ND	ND	ND	ND	**ND**	**ND**
53-6051/Transportation Inspectors	ND	ND	ND	ND	ND	ND	ND	ND	ND	**ND**	**ND**
(blank)	75	77.3%	10.1%	11	11.3%	3.7%	11	11.3%	4.6%	**97**	**7.6%**
Grand Total	**740**	**58.0%**	**100.0%**	**299**	**23.4%**	**100.0%**	**237**	**18.6%**	**100.0%**	**1276**	**100.0%**

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