

### **Definitions of SOE Scores**

- **400 or more** – area of substantial strength
- **More than 300** – area is seen more positively than negatively
- **Less than 300** – area is seen more negatively than positively
- **200 or less** – significant source of concern

### **Definitions of Five Workplace Dimension and Survey Constructs**

1. **Work Group:** This dimension relates to employees' immediate work environment and includes factors such as interaction with peers, supervisors and other persons involved in day-to-day work activity.

#### **Constructs**

***Supervisor Effectiveness:*** Examines the nature of supervisory relationships in the organization including the quality of communication, leadership, and fairness employee perceives exist between supervisors and themselves.

***Fairness:*** Measures extent to which employees believe that equal and fair opportunity exists for all members of the organization.

***Team Effectiveness:*** Examines perceptions of work group effectiveness and the extent to which the organizational environment supports appropriate teamwork among employees.

***Diversity:*** Addresses the extent to which employees feel individual differences such as ethnicity, age and lifestyle, may result in alienation and/or missed opportunities for learning or advancement.

2. **Accommodations:** This dimension looks at the physical work setting and factors associated with compensation, work technology and tools.

#### **Constructs**

***Fair Pay:*** Examines the competitiveness of the total compensation package when employees compare it to similar jobs in their own communities.

***Physical Environment:*** Examines the work setting and the degree to which employees believe that a safe and pleasant working environment exists.

***Benefits:*** Provides an indication of the role the employment benefit package plays in attracting and retaining employees.

***Employment Development:*** Examines priority given to the career and personal development of employees by the organization.

3. **Organizational Features:** This dimension addresses organizational interface with external influences and the ability to assess changes in the environment and make needed adjustments.

#### **Constructs**

***Change Oriented:*** Examines organizational capability and readiness to change based on new information and ideas.

**Goal Oriented:** Examines organizational ability to include all its members in focusing resources towards goal accomplishment.

**Holographic:** Refers to the degree to which decision-making and activity are consistent within the organization.

**Strategic:** Refers to how the organization responds to external influence, including those who play a role in defining the mission, services and products provided by the organization.

**Quality:** Focuses upon the degree to which quality principles, such as customer service and continuous improvement, are part of the organizational culture.

4. **Information:** This dimension refers to how consistent and structured communication flow is within the organization and to outside groups. It examines the degree to which communication is directed towards work concerns, how focused and effective it is, and how accessible information is to employees.

#### **Constructs**

**Internal:** Captures the extent to which information exchanges within an organization are perceived as open and productive.

**Availability:** Provides insight into whether employees know where to get needed information and whether they have the ability to access it in a timely manner.

**External:** Examines how information flows in and out of the organization and focuses on the organizational ability to synthesize and apply external information to work performed by the organization.

5. **Personal:** This dimension reports on how much internalization of stress is occurring and the extent to which debilitating social and psychological conditions appear to be developing at the level of the individual employee. It addresses the interface between employees' home and work lives, and how this relationship may impact job performance.

#### **Constructs**

**Job Satisfaction:** Addresses employees' satisfaction with their overall work situation and is weighted heavily by employees' evaluation of the availability of time and resources needed to perform job duties.

**Time and Stress:** Examines how realistic job demands are given time and resource constraints. Captures employee's feelings about their ability to balance home and work demands. (Note: The higher the score the lower the level of stress)

**Burnout:** Examines employees' feelings of extreme mental exhaustion, which can negatively impact physical health and job performance, leading to lost resources and opportunities in the organization. (Note: The higher the score the lower the level of burnout)

**Empowerment:** Measures the degree to which employee's feel they have some control over their jobs and the outcome of their efforts.