



CHRISTIANITY TODAY WORKPLACE SURVEYS: 2003-2005

Beginning the fall of 2002, and each fall since, the Cedarville University Administrative Council determined to participate in a nation wide survey of Christian organizations conducted under the sponsorship of the Christianity Today Institute.

The Nature of the Survey

The survey asks all employees of participating organizations to respond to questions clustered in six dimensions: (1) attracting and retaining employees; (2) employee motivation and commitment; (3) empowerment and relationships; (4) rewards and benefits; (5) growth and development; and, (6) Christian culture.

Survey respondents indicate whether they “strongly agree, agree, are neutral, disagree or strongly disagree” with each of the survey statements. Participating organizations receive feedback that displays both the average response and the range of responses for each question, for a composite index for each of the six dimension clusters, and for a set of key indicators (called the “dashboard.” The institution response averages and ranges are compared to the entire CT Workplace survey database, as well as the “top” scores of what are called category finalists. The finalists are those organizations who are in the top 4-5 organizations in their respective categories (for instance, Cedarville University averages are shown compared to the top finalists in the Christian college/university category).

The CT Workplace Survey Results are received in two different files: a **basic report** which shows institution-wide results, and a **comprehensive report** which shows the results in terms of various demographic variables such as division, length of service at Cedarville, and level of position (ranging from senior managers to secretarial/administrative support). The comprehensive report is received several weeks after the basic report. This report focuses on data from the **basic report** and includes four data documents:

- A comparison of the dimension and questions averages for Cedarville University for the 2003, 2004 and 2005 years
- The basic reports from 2003, 2004 and 2005

The Importance of the Workplace Survey to Cedarville University

The Administrative Council at Cedarville University has affirmed the validity and importance of the CT Workplace Survey by agreeing to incorporate the results of the survey into the assessment of their own individual offices. Each vice-president has developed at least one human resource management objective into their assessment that uses the survey as their assessment tool and establishes a benchmark based on the survey averages and comparisons.

Observations for Correctly Interpreting the Survey Results

The participation rates for Cedarville University have been between 60-70 percent of all eligible employees. Participation rates by gender, division, length of service, etc., have essentially mirrored the overall distribution of such characteristics for the entire 600+ faculty/staff community. **Therefore, we can state with some confidence, that the results are representative for the entire CU workplace community.**

The results reflect employee *perceptions*. An argument can be made that perception does not equal reality – that people can, for example, perceive that they are being treated unfairly when, to an “objective” observer, they are actually being treated quite fairly. However, when we aggregate a large number of perceptions into the composite measures reflected in this survey, we can have some confidence that the average perception scores probably map closely to what employees are actually experiencing. Even were this not so, the fact that a large number of employees *believe* a certain condition exists would be significant in its own right and would call for serious supervisory analysis and action. The quality of workplace relationships is closely tied to perception and understanding what people believe is very important.

We say this to alert managers throughout Cedarville University to the need to take the survey responses seriously. Do not make the mistake of dismissing the data as “merely” opinions, or as the result of a “few” discontented employees. We have provided data from three annual studies – and the responses on those studies have been rather consistent and significant.

The Workplace Survey Three Year Trends

On four of the six survey dimension clusters there has been a sustained decline of the average score. Cedarville employees as a whole are more negative today than they were in 2003 on measures of motivation & commitment, empowerment & relationships, rewards & benefits and Christian culture. On only one composite measure (growth & development) is the average score higher in 2005 than 2003, and even this was a decline from the 2004 score. The picture when we look at the individual questions under each dimension is consistently, though not entirely, worrisome. For many questions there has been a steady drop in favorable responses and a subsequent increase in neutral and/or unfavorable responses. **In summary: there has been a serious and sustained decline in employee satisfaction at Cedarville University for the last three years. This decline should receive priority attention from the managers and supervisors on campus.**

Observations and Recommendations Based on the Three Year Trends

A close look at both the survey question data and the anonymous employee comments (provided for the 2004 and 2005 basic reports) makes the following observations reasonable:

- **There is a reserve of good will among Cedarville employees that is deep but finite. There are limits to their willingness to put up with weak human resource management.** Employees feel a great loyalty to Cedarville University. Many characterize their work here as a calling and a ministry and register a great deal of passion about wanting to make a real difference at Cedarville. The energy and desire they bring to their work, in spite of the clear belief that they are frequently underpaid and overworked, actually keeps the survey data from being lower than it is.
- **Employees want to make positive contributions but feel they are not being listened to and/or responded to in encouraging, skill-respecting ways.** There is a significant perception that managers and supervisors are far more likely to act as dictators than as facilitators, more likely to tell people what to do than to listen to employee ideas about how things could be done better.
- **The large number of workplace concerns mirrored in the survey point to a general weakness in supervisory and managerial practices on campus.** Most managers and supervisors have received little or no systematic skill development. If promoted from within (as many of our managers were), they were often selected because they could “get the job done,” rather than display of any particular human relations skills. Furthermore, inside candidates tend to perpetuate the culture they were a part of. The result is a collective set of managers who are far more sensitive to task completion than relationship development.
- **The survey results will not “naturally” get better. Improvement in human resource management on the Cedarville campus will require a significant commitment to (1) open discussion of our HR weaknesses, (2) devotion of far more time and resources to train supervisors in effective HR practices, and (3) real commitment by supervisors to implement positive changes in their particular areas of responsibility.**



Cedarville University
Leadership Scorecard and Survey Report
2003 2005 Employee Survey Results



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The 2003- 2005 Best Christian Places to Work Summary Report!

Introduction

This basic summary report details the aggregated feedback results for each of the six primary dimensions measured in this survey for the years 2003-2005. When looking at your organization's results, it is important to understand that people may have opinions or views that are relatively positive as well as views that are relatively negative. Both provide opportunities for better organizational performance by taking the data seriously and by acting firmly and quickly on the results.

A CEO of a well known large ministry described their report "like looking into the mirror and seeing the true face of our organization. I encourage my managers not to look away and forget who we really are, he said. This survey is an important tool for us as we seek to serve the Lord with excellence."

The Questionnaire Structure

Survey participants were asked to indicate for each question one of five possible responses: (1) Strongly Agree, (2) Agree, (3) Neutral, (4) Disagree, or (5) Strongly Disagree.

The Basic Summary Report contains:

- **Dimension Summary** – is a summary of the six dimensions we include in the survey. These dimensions are designed to explore a wide range of issues, yet specific enough for managers to create meaningful action plans.
- **Question Item Detail** - This report summarizes results at an individual question level grouped under each dimension. This part of the report also displays graphs which group the response data into "positive" (blue), "neutral" (white) and "negative" (red). A response is identified as "negative" if it was neutral, disagree or strongly disagree.

Changes in the Survey from 2003 to 2005

Changes were made in the questions on the survey from the time of its first administration to 2004 and 2005. Therefore, not every question will have 2003 data.



Cedarville University Dimension Summary 2003-2005 Employee Survey Results

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	Number of Respondents	Average Response	Comparative Chart
Attraction & Retention			
Cedarville University'05	430	4.09	
Cedarville University'04	451	4.17	
Cedarville University'03	355	4.11	
Motivation & Commitment			
Cedarville University'05	430	3.89	
Cedarville University'04	451	4.00	
Cedarville University'03	355	4.13	
Empowerment & Relationships			
Cedarville University'05	430	3.97	
Cedarville University'04	451	4.03	
Cedarville University'03	355	4.23	
Rewards & Benefits			
Cedarville University'05	430	3.78	
Cedarville University'04	451	3.87	
Cedarville University'03	354	4.00	
Growth & Development			
Cedarville University'05	430	3.84	
Cedarville University'04	451	3.91	
Cedarville University'03	353	3.82	
Christian Culture			
Cedarville University'05	430	3.84	
Cedarville University'04	451	4.08	
Cedarville University'03	355	4.16	



Cedarville University
Attraction & Retention
2003-2005 Employee Survey Results

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Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
1. My organization values diversity of cultural backgrounds, personal styles, and ideas among our employees.								
Cedarville University'05	27%	52%	11%	8%	2%	430	3.91	
Cedarville University'04	23%	54%	10%	11%	2%	448	3.85	
Cedarville University'03	35%	41%	13%	8%	93%	355	3.99	
2. My organization recruits and hires highly qualified employees.								
Cedarville University'05	36%	49%	10%	4%	1%	430	4.15	
Cedarville University'04	41%	46%	9%	4%	1%	449	4.20	
Cedarville University'03	49%	38%	9%	3%	1%	353	4.31	
3. My organization retains highly qualified employees.								
Cedarville University'05	32%	48%	13%	6%	1%	430	4.02	
Cedarville University'04	36%	48%	9%	5%	2%	448	4.12	
Cedarville University'03	47%	38%	9%	4%	1%	356	4.25	
4. My organization provides good job security to employees who perform well.								
Cedarville University'05	50%	37%	9%	2%	1%	430	4.34	
Cedarville University'04	56%	34%	6%	3%	1%	448	4.42	
Cedarville University'03	na	na	na	na	na	na	na	
5. Over the past year, my organization has improved for the better.								
Cedarville University'05	36%	37%	19%	6%	2%	430	3.97	
Cedarville University'04	48%	37%	10%	4%	2%	440	4.25	
Cedarville University'03	na	na	na	na	na	na	na	



Question Item Detail
Cedarville University
Motivation & Commitment
2003-2005 Employee Survey Results

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Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
6. My organization is well managed.								
Cedarville University'05	31%	44%	14%	7%	3%	430	3.90	
Cedarville University'04	35%	48%	8%	6%	3%	450	4.07	
Cedarville University'03	47%	36%	8%	5%	3%	356	4.18	
7. I would recommend my organization to others as a good place to work.								
Cedarville University'05	48%	38%	9%	3%	2%	430	4.26	
Cedarville University'04	54%	35%	7%	1%	2%	448	4.38	
Cedarville University'03	60%	29%	9%	1%	1%	356	4.46	
8. I would rate my organization as a superior place to work compared with others.								
Cedarville University'05	47%	33%	13%	5%	3%	430	4.16	
Cedarville University'04	54%	31%	9%	3%	2%	440	4.32	
Cedarville University'03	62%	23%	12%	4%	1%	356	4.41	
9. My performance reviews are conducted on a timely basis..								
Cedarville University'05	25%	34%	16%	16%	9%	430	3.51	
Cedarville University'04	27%	36%	13%	18%	7%	438	3.58	
Cedarville University'03	17%	41%	24%	12%	5%	353	3.49	
10. My organization helps poor performers improve their performance.								
Cedarville University'05	10%	38%	34%	12%	5%	430	3.35	
Cedarville University'04	15%	38%	29%	12%	7%	426	3.42	
Cedarville University'03	14%	41%	33%	9%	2%	354	3.54	
11. I am very satisfied with the opportunities I have to use my skills and/or spiritual gifts in my job.								
Cedarville University'05	43%	38%	10%	5%	3%	430	4.11	
Cedarville University'04	47%	37%	9%	5%	3%	447	4.20	
Cedarville University'03	45%	40%	7%	6%	1%	356	4.24	
12. I have fun at work.								
Cedarville University'05	39%	45%	11%	3%	1%	430	4.17	
Cedarville University'04	49%	38%	9%	2%	1%	447	4.31	
Cedarville University'03	45%	43%	9%	3%	1%	353	4.28	
13. I have a best friend at work.								
Cedarville University'05	23%	30%	25%	19%	2%	430	3.51	
Cedarville University'04	29%	32%	20%	16%	3%	433	3.69	
Cedarville University'03	na	na	na	na	na	na	na	



Question Item Detail
Cedarville University
Empowerment & Relationships
2003-2005 Employee Survey Results

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Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
14. Long-term loyal relationships with our customers/supporters are highly valued at my organization.								
Cedarville University'05	50%	41%	7%	2%	1%	430	4.36	
Cedarville University'04	53%	40%	4%	2%	0%	448	4.44	
Cedarville University'03	69%	26%	4%	1%	0%	356	4.61	
15. My co-workers are highly committed to excellence in their work.								
Cedarville University'05	46%	42%	7%	4%	0%	430	4.29	
Cedarville University'04	54%	38%	4%	2%	1%	448	4.40	
Cedarville University'03	na	na	na	na	na	na	na	
16. My organization has a winning strategy for serving our customers/supporters.								
Cedarville University'05	33%	49%	13%	3%	1%	430	4.07	
Cedarville University'04	34%	49%	10%	5%	2%	440	4.09	
Cedarville University'03	53%	37%	8%	3%	0%	355	4.37	
17. My supervisor cares about me as a person.								
Cedarville University'05	57%	29%	9%	3%	2%	430	4.34	
Cedarville University'04	58%	30%	6%	4%	3%	449	4.36	
Cedarville University'03	na	na	na	na	na	na	na	
18. My supervisor helps me to solve work-related problems.								
Cedarville University'05	49%	34%	10%	5%	2%	430	4.24	
Cedarville University'04	53%	31%	8%	5%	3%	448	4.25	
Cedarville University'03	57%	31%	8%	3%	0%	354	4.40	
19. The mission and goals of my organization make me feel my job is important.								
Cedarville University'05	46%	37%	11%	3%	2%	430	4.20	
Cedarville University'04	50%	37%	7%	4%	2%	447	4.28	
Cedarville University'03	na	na	na	na	na	na	na	

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
20. There is clear consensus on my organization's values.								
Cedarville University'05	41%	39%	10%	8%	3%	430	4.05	
Cedarville University'04	60%	31%	5%	3%	1%	450	4.47	
Cedarville University'03	na	na	na	na	na	na	na	
21. My organization's management explains the reasons behind major decisions.								
Cedarville University'05	29%	37%	14%	12%	8%	430	3.65	
Cedarville University'04	29%	40%	15%	10%	7%	446	3.75	
Cedarville University'03	44%	36%	10%	8%	2%	356	4.11	
22. I know what is expected of me at work.								
Cedarville University'05	43%	45%	8%	3%	1%	430	4.26	
Cedarville University'04	45%	43%	7%	3%	1%	444	4.28	
Cedarville University'03	na	na	na	na	na	na	na	
23. I have the materials and equipment I need to do my work right.								
Cedarville University'05	44%	42%	8%	2%	2%	430	4.23	
Cedarville University'04	45%	45%	4%	4%	2%	447	4.27	
Cedarville University'03	na	na	na	na	na	na	na	
24. My organization seeks the suggestions of employees.								
Cedarville University'05	22%	47%	14%	9%	7%	430	3.68	
Cedarville University'04	27%	45%	14%	10%	4%	447	3.81	
Cedarville University'03	26%	47%	13%	11%	3%	352	3.84	
25. My organization acts on the suggestions of employees.								
Cedarville University'05	13%	39%	29%	12%	7%	430	3.40	
Cedarville University'04	18%	41%	25%	10%	5%	444	3.57	
Cedarville University'03	18%	43%	24%	10%	5%	353	3.58	

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
26. Employees feel free to voice their opinions openly in my work area.								
Cedarville University'05	25%	44%	14%	10%	6%	430	3.71	
Cedarville University'04	29%	40%	13%	10%	8%	448	3.74	
Cedarville University'03	30%	41%	13%	10%	6%	356	3.78	
27. I have the decision-making authority I need to do my job effectively.								
Cedarville University'05	33%	44%	13%	7%	2%	430	4.00	
Cedarville University'04	36%	44%	10%	8%	3%	447	4.02	
Cedarville University'03	36%	46%	10%	7%	1%	355	4.10	
28. My organization involves employees in decisions that affect them.								
Cedarville University'05	17%	42%	21%	12%	7%	430	3.49	
Cedarville University'04	23%	41%	17%	13%	6%	443	3.61	
Cedarville University'03	27%	37%	19%	12%	5%	355	3.70	
29. Employees at my organization are encouraged to experiment and to be innovative.								
Cedarville University'05	22%	44%	19%	9%	6%	430	3.66	
Cedarville University'04	29%	36%	21%	9%	5%	442	3.74	
Cedarville University'03	31%	39%	21%	8%	1%	356	3.89	
30. In my work area we work effectively as a team.								
Cedarville University'05	40%	42%	10%	4%	3%	430	4.13	
Cedarville University'04	45%	37%	10%	4%	4%	442	4.15	
Cedarville University'03	52%	35%	9%	3%	1%	356	4.53	
31. At my organization, there is generally good teamwork across departments.								
Cedarville University'05	16%	47%	19%	11%	6%	430	3.54	
Cedarville University'04	25%	41%	17%	10%	7%	444	3.68	
Cedarville University'03	31%	40%	16%	9%	3%	354	3.87	



Question Item Detail
Cedarville University
Rewards & Benefits
2003-2005 Employee Survey Results

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Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response			
								Strongly Agree	Agree	Neutral	Disagree
32. In comparison with people in similar jobs in other Christian organizations, I feel I am paid fairly.											
Cedarville University	23%	39%	22%	10%	4%	430	3.65				
Cedarville University'04	29%	47%	13%	8%	3%	431	3.89				
Cedarville University'03	36%	42%	16%	4%	1%	356	4.07				
33. My organization effectively rewards top performers.											
Cedarville University	12%	33%	34%	14%	6%	430	3.29				
Cedarville University'04	12%	35%	28%	16%	9%	420	3.25				
Cedarville University'03	13%	30%	36%	15%	5%	355	3.30				
34. I am satisfied with the recognition I receive for doing a good job.											
Cedarville University	21%	44%	19%	11%	5%	430	3.64				
Cedarville University'04	24%	41%	18%	12%	6%	442	3.66				
Cedarville University'03	30%	43%	17%	8%	2%	355	3.90				
35. I am satisfied with my medical or health plan.											
Cedarville University	17%	39%	23%	16%	4%	430	3.48				
Cedarville University'04	20%	44%	18%	12%	5%	415	3.62				
Cedarville University'03	21%	45%	22%	9%	3%	356	3.69				
36. I am satisfied with my paid time off (vacation, sick leave).											
Cedarville University	38%	47%	10%	3%	1%	430	4.17				
Cedarville University'04	43%	46%	6%	3%	2%	428	4.26				
Cedarville University'03	50%	37%	8%	3%	1%	356	4.30				
37. I am satisfied with my retirement plans (pension, 403(b), 401(k), RRSP etc.).											
Cedarville University	39%	45%	13%	2%	0%	430	4.17				
Cedarville University'04	46%	43%	9%	1%	1%	434	4.32				
Cedarville University'03	51%	35%	11%	1%	1%	353	4.29				
38. My organization supports flexible work arrangements such as flexible work hours, job sharing, and telecommuting.											
Cedarville University	29%	37%	22%	9%	2%	430	3.82				
Cedarville University'04	37%	39%	13%	8%	3%	420	3.99				
Cedarville University'03	40%	34%	18%	6%	1%	354	4.03				
39. My organization's programs help employees balance work and personal-life responsibilities.											
Cedarville University	30%	43%	17%	8%	2%	430	3.89				
Cedarville University'04	33%	41%	15%	8%	2%	434	3.95				
Cedarville University'03	43%	38%	12%	6%	1%	351	4.11				



Question Item Detail
Cedarville University
Growth & Development
2003-2005 Employee Survey Results

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Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
40. I receive the training needed to do my current job effectively.								
Cedarville University'05	26%	50%	16%	5%	2%	430	3.92	
Cedarville University'04	30%	53%	10%	5%	2%	442	4.04	
Cedarville University'03	35%	45%	13%	5%	1%	351	4.07	
41. In the past year, I have had opportunities at work to learn and grow.								
Cedarville University'05	36%	47%	12%	3%	1%	430	4.10	
Cedarville University'04	38%	47%	9%	5%	1%	445	4.17	
Cedarville University'03	35%	38%	16%	11%	1%	4	3.94	
42. Someone at work encourages my development.								
Cedarville University'05	31%	39%	18%	9%	2%	430	3.85	
Cedarville University'04	34%	42%	14%	7%	3%	440	3.96	
Cedarville University'03	na	na	na	na	na	na	na	
43. My organization promotes the most qualified employees.								
Cedarville University'05	12%	37%	30%	12%	7%	430	3.33	
Cedarville University'04	18%	38%	24%	12%	8%	421	3.45	
Cedarville University'03	20%	37%	28%	11%	4%	355	3.57	



Question Item Detail
Cedarville University
Christian Culture
2003-2005 Employee Survey Results

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Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response			
								Strongly Agree	Agree	Neutral	Disagree
44. There is a high level of trust at my organization between senior management and employees.											
Cedarville University'05	19%	39%	21%	11%	10%	430	3.45				
Cedarville University'04	31%	36%	13%	12%	8%	447	3.71				
Cedarville University'03	na	na	na	na	na	na	na				
45. My organization conducts its activities openly and honestly.											
Cedarville University'05	30%	38%	20%	6%	6%	430	3.78				
Cedarville University'04	40%	40%	10%	7%	3%	444	4.07				
Cedarville University'03	52%	34%	7%	4%	1%	353	4.29				
46. My organization's leaders behave with fairness and integrity.											
Cedarville University'05	36%	36%	16%	8%	4%	430	3.90				
Cedarville University'04	47%	35%	9%	6%	4%	442	4.14				
Cedarville University'03	53%	34%	7%	4%	1%	354	4.32				
47. My organization's leaders exhibit many of the fruits of the holy spirit (love, joy, peace, kindness, etc.).											
Cedarville University'05	40%	38%	15%	4%	3%	430	4.07				
Cedarville University'04	47%	37%	10%	3%	3%	442	4.21				
Cedarville University'03	52%	35%	8%	4%	1%	356	4.31				
48. At my organization, people are responsible and held accountable for doing what they say they will do.											
Cedarville University'05	21%	47%	19%	8%	4%	430	3.74				
Cedarville University'04	32%	40%	15%	8%	4%	440	3.87				
Cedarville University'03	35%	41%	12%	8%	3%	355	3.96				
49. My organization's leaders demonstrate compassion for people at all levels.											
Cedarville University'05	34%	38%	15%	9%	4%	430	3.89				
Cedarville University'04	39%	38%	12%	7%	3%	441	4.03				
Cedarville University'03	44%	37%	10%	7%	2%	356	4.15				
50. Overall, I am very satisfied with the level of Christian fellowship and spirituality at my organization.											
Cedarville University'05	38%	39%	14%	5%	4%	430	4.02				
Cedarville University'04	43%	38%	10%	5%	3%	443	4.13				
Cedarville University'03	49%	32%	10%	7%	1%	353	4.18				