



2024

Engagement Survey Report Bethel University

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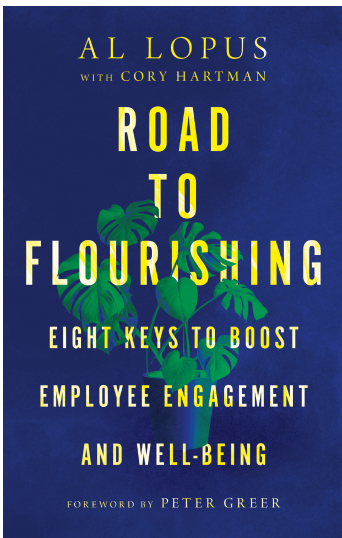
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Road to Flourishing: 8 Keys to Boost Employee Engagement and Well-Being

Road to Flourishing will help you discover how to create a workplace where people thrive and love what they do and where they work.

FLOURISH MODEL COLOR CODING

Throughout the report we will be using the following color coding to represent the drivers that impact employee engagement toward a Flourishing workplace.

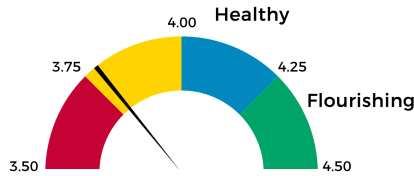
Fantastic Teams	Uplifting Growth	Sustainable Strategy
Life-Giving Work	Rewarding Compensation	Healthy Communication
Outstanding Talent	Inspirational Leadership	Engagement Indicators*

*The questions in the "Engagement Indicators" category are not drivers of engagement, but rather the dependent variables used for data analysis.

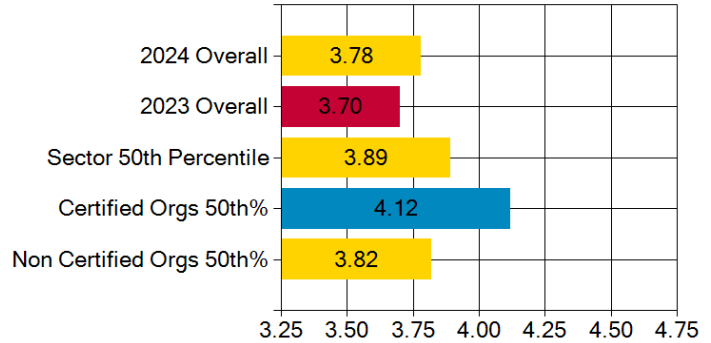


OVERALL SUMMARY

Year	Overall Score	Percentile Ranking
2024	3.78	32nd
2023	3.70	26th



Overall Engagement Survey Comparisons



Your scores are compared with other organizations in our Higher Education Sector, with a 50th percentile score of 3.89 over the past five years. The sector comparison includes 55 other organizations with a total of 23,666 completed surveys. Your overall score is at the 32nd percentile of your sector. Your score is based on a 5-point scale where 5 is Strongly Agree and 1 is Strongly Disagree. To give you an idea of organizations in the sector comparison groups, the Certified organizations (Overall Score of 4.00+) can be viewed at www.workplaces.org/certification.

LEVEL OF ENGAGEMENT

Engagement is a measure demonstrating your employees' investments of energy and commitment to Bethel University. This chart indicates the percent of employees in each category based on their average scores on our core questionnaire.

Level of Engagement	2023	2024	Sector Avg.
Engaged Average scores between 4.00 and 5.00	33.8 %	37.5 %	44.6 %
Neutral Average scores between 3.00 and 3.99	53.0 %	51.7 %	43.8 %
Disengaged Average scores below 3.00	13.2 %	10.8 %	11.6 %

PARTICIPATION RATE

The participation rate for Bethel University's employees invited to participate in the survey is highlighted below:

	2023	2024
Total Surveys Distributed	511	507
Total Surveys Completed	379	389
Participation Rate	74 %	77 %
Targeted Surveys*	277	276

*Targeted Surveys is the number of surveys required to establish a 95% confidence level, .5 standard deviation and a confidence interval of +/-5% based on the number of employees invited to survey.



TREND COMPARISON

This report shows Bethel University's most significant changes from the previous survey.

MOST FAVORABLE CHANGES

	Rank	This Year	Previous Survey	Difference	Question
	1	3.83	3.45	0.38	27. Over the past year, Bethel University has changed for the better.
	2	2.48	2.20	0.28	13. Bethel University effectively rewards top performers.
	3	2.52	2.28	0.24	22. In comparison with people in similar jobs in other organizations, I feel I am paid fairly.
	4	3.80	3.57	0.23	38. Bethel University has an effective strategy for meeting the needs of those we serve.
	5	3.63	3.41	0.22	28. Bethel University is well-managed.
	6	3.12	2.90	0.22	29. There is a high level of trust between leaders and employees at Bethel University.
	7	3.88	3.66	0.22	44. Leaders at Bethel University explain the reasons behind major decisions.
	8	3.72	3.50	0.22	45. Bethel University seeks the suggestions of employees.
	9	3.29	3.07	0.22	46. Bethel University acts on the suggestions of employees.
	10	3.71	3.51	0.20	39. There is clear consensus on the goals of Bethel University.
	11	2.90	2.73	0.17	12. Bethel University retains highly capable employees.
	12	2.98	2.82	0.16	25. I am satisfied with my retirement plan(s).
	13	3.96	3.81	0.15	40. Overall the quality of the programs/services which Bethel University offers meets the needs of those we serve.
	14	3.39	3.25	0.14	54. I would rate Bethel University as an exceptional place to work.
	15	3.29	3.15	0.14	55. I would prefer to remain with Bethel University even if a comparable role at a higher pay level were available in another organization.
	16	4.06	3.93	0.13	41. I would recommend that my family/friends use or support the programs/services of Bethel University.
	17	4.07	3.94	0.13	47. In my area, we feel free to voice our opinions openly.
	18	3.67	3.55	0.12	30. Bethel University conducts its activities openly and honestly.

LEAST FAVORABLE CHANGES

	Rank	This Year	Previous Survey	Difference	Question
	1	3.68	3.75	-0.07	23. I am satisfied with my medical or health plan.
	2	4.01	4.07	-0.06	4. The people I work with exhibit good conflict resolution skills.
	3	4.09	4.14	-0.05	24. I am satisfied with my paid time off.
	4	4.43	4.47	-0.04	17. My supervisor helps me to solve work-related problems.
	5	3.66	3.70	-0.04	18. I am satisfied with the recognition I receive for doing a good job.
	6	4.44	4.47	-0.03	2. In my area we work effectively as a team.
	7	4.55	4.58	-0.03	16. My supervisor cares about me as a person.
	8	4.20	4.22	-0.02	7. The mission and goals at Bethel University make me feel my work is important.



TOP AND BOTTOM 10

10 MOST FAVORABLE ITEMS

Scores are relative to other Higher Education. These are areas of strength you can build upon.

	Rank	Question	Percentile Rank
	1	1. Fellow employees are highly committed to excellence in their work.	86th
	2	44. Leaders at Bethel University explain the reasons behind major decisions.	82nd
	3	43. Diversity is clearly valued by people at Bethel University.	82nd
	4	52. Bethel University has an effective process to respond to unethical behavior, including harassment.	63rd
	5	45. Bethel University seeks the suggestions of employees.	62nd
	6	37. Leaders at Bethel University model humility.	61st*
	7	47. In my area, we feel free to voice our opinions openly.	56th
	8	16. My supervisor cares about me as a person.	55th
	9	31. Leaders at Bethel University model fairness and integrity.	54th*
	10	32. Leaders at Bethel University exhibit the fruit of the Holy Spirit (love, joy, peace, kindness, etc.).	53rd*

IMPORTANCE OF STRENGTH AREAS TO EMPLOYEE ENGAGEMENT

* Improving employee engagement starts by focusing on areas of strength that have the highest impact. In the percentile rank column on the table above we have put an asterisk next to the questions that have the most impact on employee engagement in organizations in the Higher Education sector. To determine which questions have the most influence on employee engagement, we regressed each question against the combination of these Engagement Indicator questions in the survey:

- I would recommend Bethel University to others as a good place to work.
- I would rate Bethel University as an exceptional place to work.
- I would prefer to remain with Bethel University even if a comparable role at a higher pay level were available in another organization.
- I am motivated to put in extra effort beyond what is expected to help Bethel University succeed.

For a full list of impact scores, also known as correlations, please see the Appendix: Sector Comparison.



10 LEAST FAVORABLE ITEMS

The 10 lowest scores relative to other Higher Education. The question with the 1st rank is the lowest.

	Rank	Question	Percentile Rank
	1	25. I am satisfied with my retirement plan(s).	4th
	2	26. Bethel University provides good job security to employees that perform well.	5th
	3	13. Bethel University effectively rewards top performers.	10th*
	4	22. In comparison with people in similar jobs in other organizations, I feel I am paid fairly.	11th
	5	12. Bethel University retains highly capable employees.	14th*
	6	14. Bethel University promotes highly capable employees.	17th*
	7	18. I am satisfied with the recognition I receive for doing a good job.	17th
	8	7. The mission and goals at Bethel University make me feel my work is important.	25th
	9	29. There is a high level of trust between leaders and employees at Bethel University.	28th*
	10	23. I am satisfied with my medical or health plan.	28th

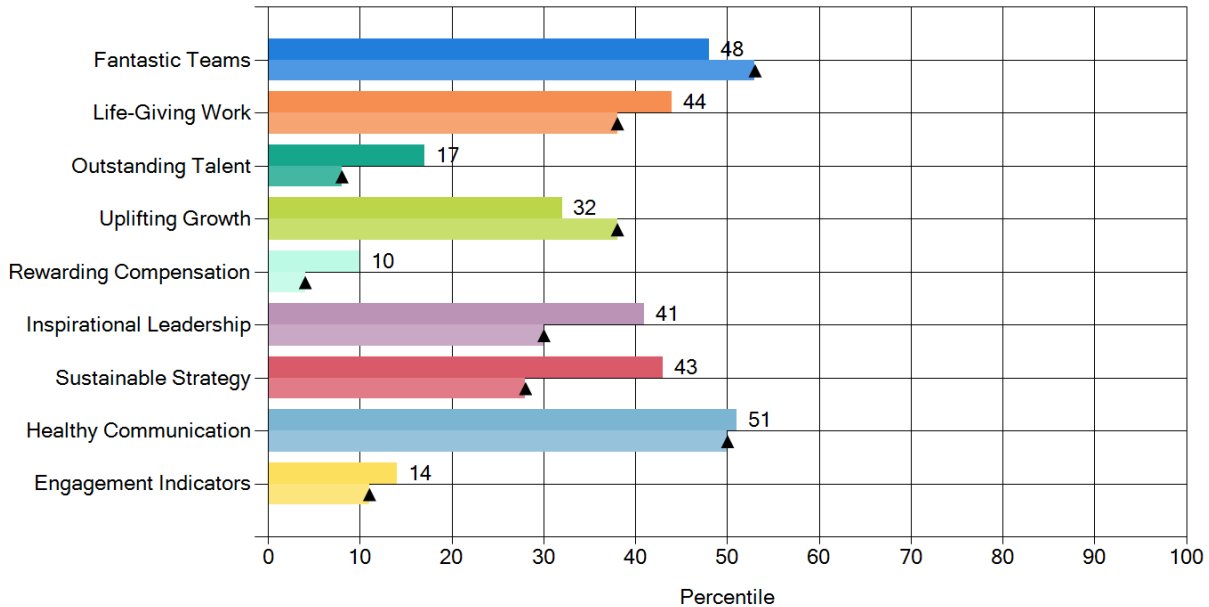
IMPORTANCE OF THE LEAST FAVORABLE ITEMS:

Your least favorable items are the ones that create the greatest opportunity for you to increase employee engagement. Focusing on these areas provides the best opportunity for you to move towards a healthy, flourishing culture.



FLOURISH MODEL

The labeled bars below represent your scores relative to other organizations in your Sector.



Last year's scores are indicated by a caret ▲.

QUESTION BY QUESTION COMPARISON

FLOURISH Driver/Question	Your Score	Vs. Last Survey	Percentile Rank
Fantastic Teams	4.18	-0.01	48th
1. Fellow employees are highly committed to excellence in their work.	4.59	0.00	86th
2. In my area we work effectively as a team.	4.44	-0.03	51st
3. At Bethel University, there is generally good teamwork across departments.	3.66	0.05	35th
4. The people I work with exhibit good conflict resolution skills.	4.01	-0.06	39th
Life-Giving Work	4.16	0.04	44th
5. I am very satisfied with the opportunities I have to use my spiritual gifts in my role.	4.18	0.04	44th
6. I have fun at work.	4.11	0.04	51st
7. The mission and goals at Bethel University make me feel my work is important.	4.20	-0.02	25th
8. I know what is expected of me.	4.24	0.02	37th
9. I have the decision-making authority I need to carry out my responsibilities effectively.	4.10	0.08	40th
10. I am very satisfied with the opportunities I have to use my skills in my role.	4.15	0.11	52nd
Outstanding Talent	3.09	0.14	17th
11. Bethel University recruits and hires highly capable employees.	3.95	0.11	53rd
12. Bethel University retains highly capable employees.	2.90	0.17	14th
13. Bethel University effectively rewards top performers.	2.48	0.28	10th



	FLOURISH Driver/Question	Your Score	Vs. Last Survey	Percentile Rank
	14. Bethel University promotes highly capable employees.	3.02	0.01	17th
	Uplifting Growth	4.07	0.00	32nd
	15. In the last six months, someone has talked to me about my progress.	3.82	0.03	37th
	16. My supervisor cares about me as a person.	4.55	-0.03	55th
	17. My supervisor helps me to solve work-related problems.	4.43	-0.04	40th
	18. I am satisfied with the recognition I receive for doing a good job.	3.66	-0.04	17th
	19. I receive the training needed to carry out my current assignment.	3.91	0.04	37th
	20. In the past year, I have had opportunities at work to learn and grow.	4.17	0.00	37th
	21. Someone at Bethel University encourages my development.	3.97	0.06	32nd
	Rewarding Compensation	3.29	0.07	10th
	22. In comparison with people in similar jobs in other organizations, I feel I am paid fairly.	2.52	0.24	11th
	23. I am satisfied with my medical or health plan.	3.68	-0.07	28th
	24. I am satisfied with my paid time off.	4.09	-0.05	46th
	25. I am satisfied with my retirement plan(s).	2.98	0.16	4th
	Inspirational Leadership	3.76	0.10	41st
	26. Bethel University provides good job security to employees that perform well.	3.26	0.06	5th
	27. Over the past year, Bethel University has changed for the better.	3.83	0.38	39th
	28. Bethel University is well-managed.	3.63	0.22	40th
	29. There is a high level of trust between leaders and employees at Bethel University.	3.12	0.22	28th
	30. Bethel University conducts its activities openly and honestly.	3.67	0.12	53rd
	31. Leaders at Bethel University model fairness and integrity.	3.89	0.08	54th
	32. Leaders at Bethel University exhibit the fruit of the Holy Spirit (love, joy, peace, kindness, etc.).	4.03	0.02	53rd
	33. Leaders at Bethel University demonstrate compassion for people at all levels.	3.82	-0.01	39th
	34. Overall, I am very satisfied with the level of Christian fellowship in Bethel University.	4.04	0.07	47th
	35. Leaders at Bethel University keep a focus on putting Christ first in daily decision-making.	3.90	0.04	50th
	36. Bethel University reflects Christ to the world.	4.01	0.00	38th
	37. Leaders at Bethel University model humility.	3.91	0.01	61st
	Sustainable Strategy	3.86	0.16	43rd
	38. Bethel University has an effective strategy for meeting the needs of those we serve.	3.80	0.23	41st
	39. There is clear consensus on the goals of Bethel University.	3.71	0.20	40th
	40. Overall the quality of the programs/services which Bethel University offers meets the needs of those we serve.	3.96	0.15	42nd
	41. I would recommend that my family/friends use or support the programs/services of Bethel University.	4.06	0.13	39th
	42. Over the past year, Bethel University has met its goals.	3.74	0.06	41st
	Healthy Communication	3.68	0.11	51st
	43. Diversity is clearly valued by people at Bethel University.	3.88	0.09	82nd
	44. Leaders at Bethel University explain the reasons behind major decisions.	3.88	0.22	82nd
	45. Bethel University seeks the suggestions of employees.	3.72	0.22	62nd
	46. Bethel University acts on the suggestions of employees.	3.29	0.22	46th
	47. In my area, we feel free to voice our opinions openly.	4.07	0.13	56th



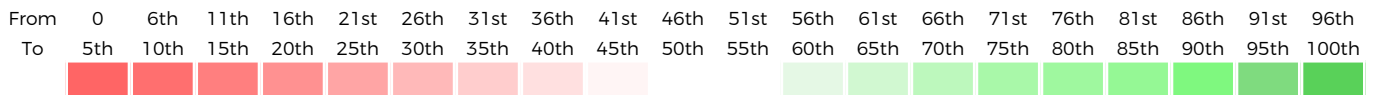
	FLOURISH Driver/Question	Your Score	Vs. Last Survey	Percentile Rank
	48. Bethel University involves employees in decisions that affect them.	3.18	0.08	38th
	49. Employees at Bethel University are encouraged to experiment and to be innovative.	3.57	0.05	37th
	50. At Bethel University we strive to help one another maintain life balance.	3.68	0.03	34th
	51. At Bethel University, people are responsible and held accountable for doing what they say they will do.	3.58	0.06	40th
	52. Bethel University has an effective process to respond to unethical behavior, including harassment.	4.00	0.02	63rd
	Engagement Indicators	3.63	0.08	14th
	53. I would recommend Bethel University to others as a good place to work.	3.82	0.02	18th
	54. I would rate Bethel University as an exceptional place to work.	3.39	0.14	18th
	55. I would prefer to remain with Bethel University even if a comparable role at a higher pay level were available in another organization.	3.29	0.14	18th
	56. I am motivated to put in extra effort beyond what is expected to help Bethel University succeed.	4.01	0.01	19th

The following color scales are used to represent the strength of difference between compared values.

VS. LAST SURVEY SCALE

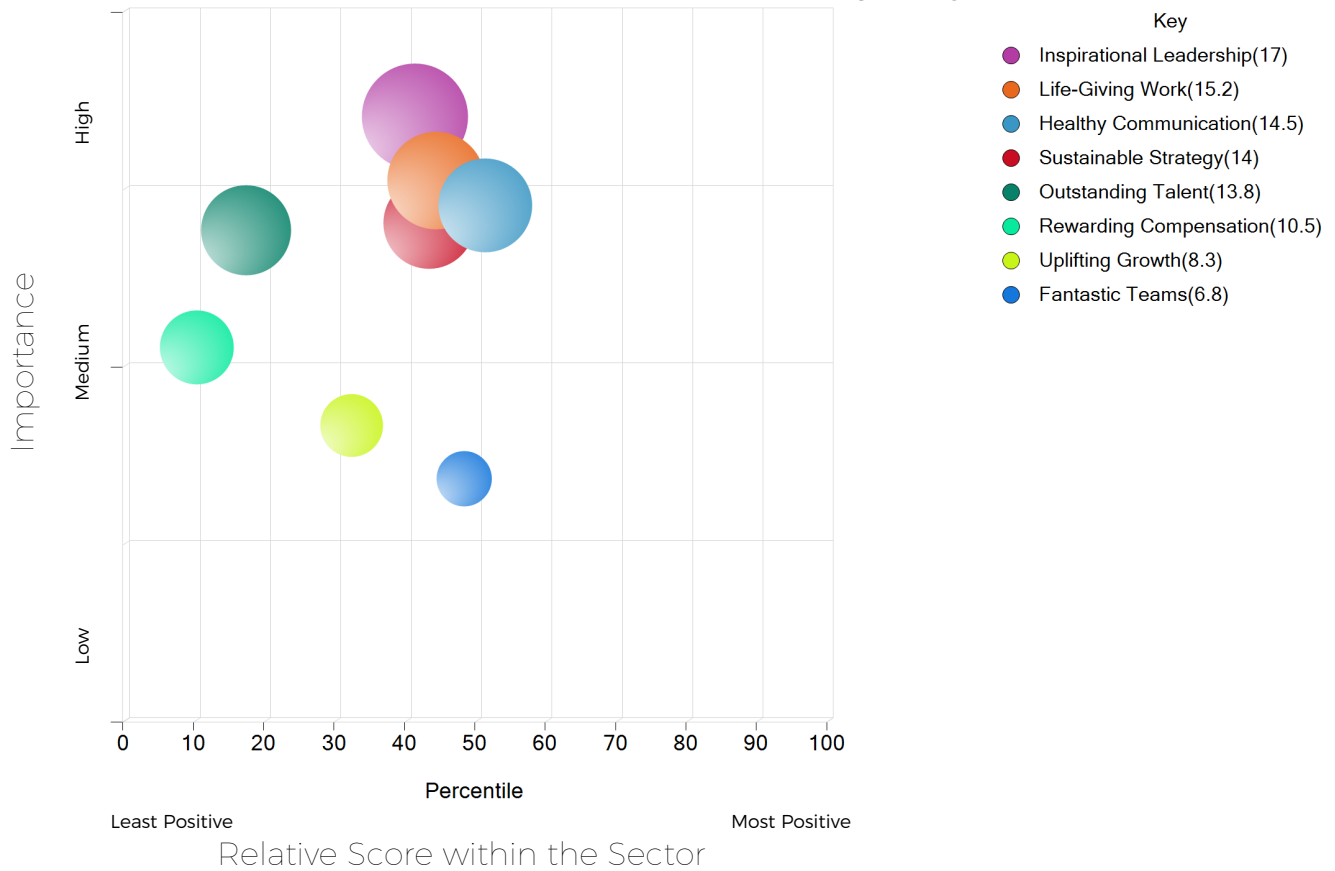


PERCENTILE RANK SCALE





FLOURISH Drivers: Positioned by Importance



The summary above is a combination of your Engagement Survey Report results and the relative importance of each driver based on our research. It is a snapshot of your relative strengths and improvement opportunities. The size of the spheres and the number (representing the weighting) demonstrate how important each driver is to staff engagement. The position (left to right) matches your survey scores relative to your sector. The goal is to move these spheres to the right.