

**Spring 2000  
Core Values  
Employee Assessment Results**

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Prepared by the Office of Planning and Institutional Effectiveness.

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# **Estrella Mountain Core Values Spring 2000 Evaluation**

## **Background**

During the Fall 1997, the Estrella Mountain Strategic Planning Steering Team identified a need to redefine the College's fifteen Institutional Values. These fifteen Institutional Values were originally identified during the Spring 1994 semester. Although these original Institutional Values represented what was important at Estrella Mountain, they contained considerable overlap and were not written in behavioral terms. The Strategic Planning Steering Team made a formal recommendation to Leadership Council to condense the college Institutional Values into a smaller set of Core Values. After a yearlong process, the Estrella Mountain Leadership Council adopted five Core Values in October of 1998.

Core Values are intended to communicate what the College stands for and on what principles it operates. They guide the everyday actions of employees as well as college planning. It is believed that if employees live the Core Values, the College will be a more effective institution.

Core Values are little more than words on a paper if they are not assessed. Strategies based on assessment results also need to be identified and implemented to reduce the gap between employee behavior and the intent of the Core Values. This evaluation report serves as the first assessment of Estrella Mountain's five Core Values.

## **Methodology**

The Estrella Mountain Core Values Employee Assessment was developed and validated by the Estrella Mountain Core Values team, a cross functional group of employees including full-time faculty, professional staff (PSA) and managerial administrative technical (MAT) employees. The survey was beta tested by Student Services staff and faculty during a regularly scheduled retreat. During the Fall 1999 semester the Estrella Mountain Employee Core Values assessment was finalized using input from the beta test and the Values Planning Team. The assessment was then distributed in February of 2000.

The survey population included all current employees of the college that were employed at the start of the Spring 2000 semester. The survey was distributed via intra campus mail and by US mail for adjunct faculty who taught off campus. The sampling technique was a census. The table below documents the response rate for each employee group. While the overall response rate was 28%, the response rate for board-approved employees was close to 60%.

<b>Employee Group</b>	<b>Population</b>	<b># Return</b>	<b>% Return</b>
Full-time faculty*	35	24	69%
Part-time faculty	187	34	18%
PSA*	55	30	55%
MAT*	26	17	65%
Craft/M&O/Security*	14	3	21%
Senior Administration* (Deans Only)	2	2	100%
Temporary/Student Worker	203	37	18%
Blank - Unknown	2	2	100%
<b>Total</b>	<b>524</b>	<b>149</b>	<b>28%</b>
<b>* Board-approved Employees</b>	<b>132</b>	<b>76</b>	<b>58%</b>

\* Board-approved = Full-Time Faculty, PSA, MAT, Crafts, M&O, Security and Senior Admin. Employee Groups.

Each Core Value was assessed using a five-point Likert scale to rate how often Estrella Mountain employees demonstrate the Core Values of the college. Employees were asked to rate themselves, employees in their division, their supervisor, senior administration (president and deans) and employees in general. Means and frequency distributions were tabulated for all responses. Data were cross tabulated by the employee groups completing the surveys. Analysis of Variance (ANOVA) was used to determine if there were statistical differences based on the employee group completing the survey. Paired T analysis was used to determine if statistical differences existed between the ratings that were given to specific groups of employees (i.e. “Yourself” vs. “All Employees in General”).

Open-ended questions were also used to identify specific examples of how core values are demonstrated at Estrella Mountain and how we can better promote Core Value behavior.

## Limitations

The primary limitation of this study was the low response rate for certain employee groups such as Crafts/M&O/Security, part-time faculty, and student/temporary employees. Response rates for these subgroups ranged between 18% and 21%. Care should be taken when projecting results of these samples to the entire subgroup population. Response rates for full-time faculty, professional staff (PSA), managerial administrative technical (MAT), and senior administration (deans only) ranged between 55% and 100%.

## Core Values Report Card

The following Core Values Report Card has been produced to provide a quick overview on how well Estrella Mountain employees are demonstrating the five Core Values of the College. Mean scores have been converted to a letter grade system for easy interpretation.

<b>Core Values Grade Scale:</b>	
<b>Mean Score</b>	<b>Grade</b>
4.90 - 5.00	A+
4.60 - 4.89	A
4.50 - 4.59	A-
4.40 - 4.49	B+
4.10 - 4.39	B
4.00 - 4.09	B-
3.90 - 3.99	C+
3.60 - 3.89	C
3.50 - 3.59	C-
3.00 - 3.49	D
< 3.0	F

The grading scale is based on a traditional percent scale of <60% = F, D= 60-70%, C = 70-80%, B = 80-90%, and A=90-100%. To calculate the grade, the respondent mean score was divided into highest possible mean score of 5.0. The resulting percentage was then converted to a grade. For example, a mean of 4.5= 90%=A- (4.5/5=90%). A mean of 4.0=80%=B- (4.0/5.0=80%). Pluses and Minuses were added for the extreme ends of the scale.

# Core Values Report Card

Collaboration and Teamwork	Overall Rating		Grade and Means				
	Grade	Mean Score	Grade and Means				
	<b>B</b>	<b>4.25</b>	Division Yourself	Division Employees	Division Supervisor	Senior Admin.	All Employees
Work Together Toward Common Goals	B	4.37	A (4.54)	B (4.38)	A- (4.52)	B (4.20)	B (4.14)
Promote an Ongoing Exchange of Ideas	B	4.14	B (4.27)	B (4.17)	B (4.27)	C+ (3.98)	C+ (3.93)

Diversity	Overall Rating		Grade and Means				
	Grade	Mean Score	Grade and Means				
	<b>B</b>	<b>4.34</b>	Division Yourself	Division Employees	Division Supervisor	Senior Admin.	All Employees
Recognize that perspectives are shaped by backgrounds and experiences	B	4.37	A - (4.59)	B (4.32)	B+ (4.45)	B-(4.26)	B (4.19)
Promote positive attitudes toward each other	B	4.31	A - (4.54)	B (4.31)	B (4.39)	B (4.16)	B (4.11)

Integrity	Overall Rating		Grade and Means				
	Grade	Mean Score	Grade and Means				
	<b>A-</b>	<b>4.52</b>	Division Yourself	Division Employees	Division Supervisor	Senior Admin.	All Employees
Commit to the highest principals of academic and professional standards	B	4.52	A (4.69)	B (4.49)	A (4.56)	B+ (4.41)	B (4.39)

Creative and Continuous Learning	Overall Rating		Grade and Means				
	Grade	Mean Score	Grade and Means				
	<b>B+</b>	<b>4.40</b>	Division Yourself	Division Employees	Division Supervisor	Senior Admin.	All Employees
Commit to the success of the students and employees	A-	4.52	A (4.71)	A- (4.50)	A - (4.57)	B+ (4.44)	B (4.35)
Encourage innovation	B	4.29	B+ (4.46)	B (4.23)	B (4.34)	B (4.24)	B (4.16)
Promote a caring and supportive environment	B	4.38	A (4.64)	B (4.38)	B+ (4.40)	B (4.13)	B (4.31)

Respect and Fairness	Overall Rating		Grade and Means				
	Grade	Mean Score	Grade and Means				
	<b>A-</b>	<b>4.55</b>	Division Yourself	Division Employees	Division Supervisor	Senior Admin.	All Employees
Treat each other with respect	A-	4.57	A (4.80)	A- (4.54)	A (4.62)	B+ (4.43)	B+ (4.45)
Act fairly and honestly with all	A-	4.53	A (4.78)	A- (4.53)	A- (4.53)	B (4.30)	B+ (4.42)

## **Key Findings:**

In addition to the Core Values Report Card, numerous other forms of analysis were conducted. The following key findings are related to the Core Values Spring 2000 Evaluation.

- All Core Values received relatively high mean Likert scores indicating that most respondents believe that Estrella Mountain employees are demonstrating these values. Most mean scores were between 4.0 and 5.0 on a five point scale. The vast majority of respondents also indicated that employees demonstrated the Core Values almost always or most of the time for virtually all Core Values bullet statements.
- While all Core Values received relatively high mean scores, there is room for growth. The Core Value behavioral statement that received the lowest mean score is “Collaboration and Team Work - Promoting an ongoing exchange of ideas.” Depending on the set of employees being rated, mean scores ranged between 3.93 and 4.27 for this aspect of the Core Value. The lowest mean score of 3.93 was for Estrella Mountain employees in general, while the 4.27 mean was a self-rating of the respondent (Yourself). It should be noted that the 4.27 mean was the lowest mean score for a self-rated item.
- Mean scores for supervisors and other employees in the same division were high for all Core Values and related behavioral statements. Mean scores for these groups ranged between 4.24 and 4.62. This indicates that most employees feel that their supervisor(s) and employees in the same division are doing a good job demonstrating the Core Values.
- Respondents tended to rate themselves with higher scores on the Core Values than employees in general at the college. The category of “Yourself” had higher mean scores than the category of “Estrella Mountain Employees in General.” Using Paired T-test it was confirmed that the differences were statistically significant for all Core Values.
- There were some minor differences in the way employee groups responded to the questions. The primary difference is that the MAT employees tended to rate how other employees demonstrated the Core Values slightly lower than other respondent groups. These lower ratings were clustered in the Core Values of Collaboration and Team Work, Diversity and Creative and Continuous Learning. The lower mean scores were attributed to supervisors, senior administration and employees in general. It should be noted that scores given by MAT employees were still positive, but just not as positive as other employee groups. These differences were statistically significant at .05 level of error using the ANOVA F statistic.
- When employees were asked how Estrella Mountain can promote the values on campus, common themes were improving communication, improving quality of programs and encouraging input and an open exchange of ideas.

# Appendix A: Spring 2000 Employee Core Values Survey

## ESTRELLA ▲ MOUNTAIN ▲ COMMUNITY ▲ COLLEGE

### How are we living the Core Values?

#### Spring 2000 Employee Survey

You are being asked to evaluate how well we are demonstrating Estrella Mountain's Core Values. These Core Values represent what is important at Estrella Mountain and they should guide the actions of all employees. Your candid feedback will be used to develop an action plan designed to promote these Core Values at Estrella Mountain.

Under each Core Value heading there are bullets that describe the Core Value in action oriented terms. For each Core Value bullet, please indicate how frequently you believe that you, your division, your supervisor, senior administration (Dr. Lopez, Dr. Solley, and Dr. Lara) and Estrella Mountain employees in general demonstrate each aspect of the Core Value in day-to-day operations. Also please provide examples of how employees live the Core Values as well as ways each Core Value can be promoted on campus. Please return this survey to the Office of Planning and Institutional Effectiveness no later than March 3, 2000. Thank You!

#### Which employee group do you belong to?

- Full-time Faculty       PSA       Crafts/M&O/Security       Division Chairs/Directors  
 Part-time Faculty       MAT       Temporary/Student Worker       Senior Administration  
(Dr. Lopez, Dr. Solley, Dr. Lara)

#### Core Value: COLLABORATION AND TEAMWORK

Estrella Mountain employees demonstrate this Core Value .....

*Almost Always*      *Most of the Time*      *Some of the Time*      *Rarely*      *Never*      *Not Sure*

##### ◆ Work together toward common goals

Yourself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in your Division	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior Administration (President & Deans)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estrella Mountain Employees (in general)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

##### ◆ Promote an ongoing exchange of ideas

Yourself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in your Division	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior Administration (President & Deans)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estrella Mountain Employees (in general)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please give a SPECIFIC example of how our employees demonstrate this Core Value.

Please suggest ways we can promote this Core Value on our campus.

**Appendix A Continued**

<b>Core Value:</b> <b>DIVERSITY</b>	Estrella Mountain employees demonstrate this Core Value .....					
	<i>Almost Always</i>	<i>Most of the Time</i>	<i>Some of the Time</i>	<i>Rarely</i>	<i>Never</i>	<i>Not Sure</i>
<b>◆ Recognize that perspectives are shaped by backgrounds and experiences</b>						
Yourself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in your Division	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior Administration (President & Deans)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estrella Mountain Employees (in general)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>◆ Promote positive attitudes toward each other</b>						
Yourself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in your Division	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior Administration (President & Deans)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estrella Mountain Employees (in general)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Please give a SPECIFIC example of how our employees demonstrate this Core Value.</b>						
_____						
<b>Please suggest ways we can promote this Core Value on our campus.</b>						
_____						

<b>Core Value:</b> <b>INTEGRITY</b>	Estrella Mountain employees demonstrate this Core Value .....					
	<i>Almost Always</i>	<i>Most of the Time</i>	<i>Some of the Time</i>	<i>Rarely</i>	<i>Never</i>	<i>Not Sure</i>
<b>◆ Commit to the highest principles of academic and professional standards</b>						
Yourself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in your Division	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior Administration (President & Deans)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estrella Mountain Employees (in general)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Please give a SPECIFIC example of how our employees demonstrate this Core Value.</b>						
_____						
<b>Please suggest ways we can promote this Core Value on our campus.</b>						
_____						

Appendix A Continued

**Core Value:  
CREATIVE AND  
CONTINUOUS LEARNING**

Estrella Mountain employees demonstrate this Core Value .....

Almost Always      Most of the Time      Some of the Time      Rarely      Never      Not Sure

◆ **Commit to the success of students and employees**

Yourself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in your Division	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior Administration (President & Deans)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estrella Mountain Employees (in general)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

◆ **Encourage innovation**

Yourself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in your Division	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior Administration (President & Deans)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estrella Mountain Employees (in general)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

◆ **Promote a caring and supportive environment**

Yourself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in your Division	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior Administration (President & Deans)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estrella Mountain Employees (in general)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Please give a SPECIFIC example of how our employees demonstrate this Core Value.**

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**Please suggest ways we can promote this Core Value on our campus.**

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**Appendix A Continued**

<b>Core Value: RESPECT AND FAIRNESS:</b>	Estrella Mountain employees demonstrate this Core Value .....					
	<i>Almost Always</i>	<i>Most of the Time</i>	<i>Some of the Time</i>	<i>Rarely</i>	<i>Never</i>	<i>Not Sure</i>
<b>◆ Treat each other with respect</b>						
Yourself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in your Division	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior Administration (President & Deans)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estrella Mountain Employees (in general)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>◆ Act fairly and honestly with all</b>						
Yourself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in your Division	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior Administration (President & Deans)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estrella Mountain Employees (in general)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Please give a SPECIFIC example of how our employees demonstrate this Core Value.**

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**Please suggest ways we can promote this Core Value on our campus.**

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***Additional Comments?***

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## Appendix B: Overall Mean Likert Scores

Key:		
CTW	=	Collaboration and Team Work – Work together toward common goals
CTP	=	Collaboration and Team Work – Promote an Ongoing Exchange of Ideas
DR	=	Diversity – Recognize that perspectives are shaped by backgrounds and experiences
DP	=	Diversity – Promote positive attitudes toward each other
I	=	Integrity – Commit to the highest principles of academic and professional integrity
CLC	=	Creative and Continuous Learning – Commit to the success of students and employees
CLE	=	Creative and Continuous Learning – Encourage innovation
CLP	=	Creative and Continuous Learning – Promote a caring and supportive environment
RFT	=	Respect and Fairness - Treat each other with Respect
RFA	=	Respect and Fairness – Act fairly and honestly with all

Core Value	N	Minimum	Maximum	Mean	Std. Deviation
CTW - Yourself	148	3	5	4.54	.58
CTW - Division Employees	134	2	5	4.38	.66
CTW - Supervisor	141	1	5	4.52	.70
CTW - Senior Admin.	115	1	5	4.20	.92
CTW - All Employees	132	2	5	4.14	.68
CTP - Yourself	147	2	5	4.27	.75
CTP - Division Employees	137	1	5	4.17	.79
CTP - Supervisor	142	1	5	4.27	.96
CTP - Senior Admin.	109	1	5	3.98	.98
CTP - All Employees	124	2	5	3.93	.85
DR - Yourself	145	3	5	4.59	.55
DR - Division Employees	130	2	5	4.32	.75
DR - Supervisor	138	1	5	4.45	.80
DR - Senior Admin.	112	1	5	4.26	.96
DR - All Employees	122	2	5	4.19	.81
DP - Yourself	147	2	5	4.54	.59
DP - Division Employees	134	1	5	4.31	.79
DP - Supervisor	142	1	5	4.39	.87
DP - Senior Admin.	112	1	5	4.16	.97
DP - All Employees	128	2	5	4.11	.82
Integrity - Yourself	146	3	5	4.69	.52
Integrity - Division Employees	135	2	5	4.49	.70
Integrity - Supervisor	140	1	5	4.56	.70
Integrity - Senior Admin.	121	1	5	4.41	.89
Integrity - All Employees	123	2	5	4.39	.73
CLC - Yourself	145	3	5	4.71	.51
CLC - Division Employees	133	1	5	4.50	.70
CLC - Supervisor	141	2	5	4.57	.70
CLC - Senior Admin.	120	1	5	4.44	.82
CLC - All Employees	127	2	5	4.35	.73
CLE - Yourself	143	3	5	4.46	.64
CLE - Division Employees	128	1	5	4.23	.86
CLE - Supervisor	132	1	5	4.34	.92
CLE - Senior Admin.	115	2	5	4.24	.91
CLE - All Employees	116	2	5	4.16	.85
CLP - Yourself	146	2	5	4.64	.57
CLP - Division Employees	136	1	5	4.38	.79
CLP - Supervisor	140	1	5	4.40	.96
CLP - Senior Admin.	120	1	5	4.13	1.09
CLP - All Employees	126	2	5	4.31	.76
RFT - Yourself	143	3	5	4.80	.42
RFT - Division Employees	138	2	5	4.54	.73
RFT - Supervisor	143	2	5	4.62	.67
RFT - Senior Admin.	121	2	5	4.43	.82
RFT - All Employees	132	1	5	4.45	.75
RFA - Yourself	144	4	5	4.78	.41
RFA - Division Employees	135	2	5	4.53	.73
RFA - Supervisor	142	2	5	4.53	.76
RFA - Senior Admin.	114	1	5	4.30	.92
RFA - All Employees	123	2	5	4.42	.75

## Appendix C: Frequency Distribution Percent Who marked “Almost All the Time” or “Most of the Time”

<b>COLLABORATION AND TEAMWORK</b>								
<b>% Almost Always or Most of the Time</b>								
<b>Work together toward common goals</b>	All	Full-Time Faculty	Adjunct Faculty	PSA	MAT	Crafts/M&0/ Security	Temps/ Students	Senior Admin
Yourself	96%	96%	91%	100%	88%	100%	100%	100%
Employees in your Division	92%	96%	91%	82%	88%	100%	97%	100%
Your Supervisor	91%	91%	96%	93%	82%	100%	92%	100%
Senior Administration (President & Deans)	82%	79%	82%	81%	82%	100%	85%	100%
Estrella Mountain Employees (in general)	85%	79%	92%	88%	65%	67%	93%	50%
<b>Promote an ongoing exchange of ideas</b>	All	Full-Time Faculty	Adjunct Faculty	PSA	MAT	Crafts/M&0/ Security	Temps/ Students	Senior Admin
Yourself	86%	88%	78%	97%	89%	66%	81%	100%
Employees in your Division	81%	84%	78%	78%	71%	66%	88%	100%
Your Supervisor	80%	84%	80%	79%	70%	67%	86%	100%
Senior Administration (President & Deans)	73%	67%	70%	68%	64%	100%	85%	100%
Estrella Mountain Employees (in general)	67%	65%	72%	55%	47%	67%	86%	100%
<b>DIVERSITY</b>								
<b>% Almost Always or Most of the Time</b>								
<b>Recognize that perspectives are shaped by backgrounds and experiences</b>	All	Full-Time Faculty	Adjunct Faculty	PSA	MAT	Crafts/M&0/ Security	Temps/ Students	Senior Admin
Yourself	97%	100%	97%	100%	100%	67%	94%	100%
Employees in your Division	86%	88%	96%	84%	75%	67%	91%	50%
Your Supervisor	86%	88%	93%	84%	75%	100%	86%	100%
Senior Administration (President & Deans)	83%	88%	86%	92%	65%	67%	82%	100%
Estrella Mountain Employees (in general)	80%	86%	92%	78%	53%	100%	87%	100%
<b>Promote positive attitudes toward each other</b>	All	Full-Time Faculty	Adjunct Faculty	PSA	MAT	Crafts/M&0/ Security	Temps/ Students	Senior Admin
Yourself	97%	96%	97%	94%	94%	100%	100%	100%
Employees in your Division	88%	92%	92%	85%	69%	100%	97%	50%
Your Supervisor	85%	80%	94%	86%	76%	100%	89%	100%
Senior Administration (President & Deans)	77%	83%	90%	79%	47%	100%	82%	100%
Estrella Mountain Employees	78%	74%	92%	75%	47%	67%	94%	50%

<b>INTEGRITY</b>	<b>% Almost Always or Most of the Time</b>							
<b>Commit to the highest principles of academic and professional standards</b>	All	Full-Time Faculty	Adjunct Faculty	PSA	MAT	Crafts/M&0/ Security	Temps/ Students	Senior Admin
Yourself	97%	100%	94%	100%	100%	100%	95%	100%
Employees in your Division	91%	96%	92%	83%	82%	100%	100%	100%
Your Supervisor	91%	84%	97%	93%	89%	100%	94%	100%
Senior Administration (President & Deans)	87%	75%	92%	96%	87%	100%	87%	100%
Estrella Mountain Employees (in general)	87%	79%	96%	88%	67%	100%	100%	100%

<b>CREATIVE AND CONTINUOUS LEARNING</b>	<b>% Almost Always or Most of the Time</b>							
<b>Commit to the success of students and employees</b>	All	Full-Time Faculty	Adjunct Faculty	PSA	MAT	Crafts/M&0/ Security	Temps/ Students	Senior Admin
Yourself	97%	100%	94%	100%	88%	100%	100%	100%
Employees in your Division	92%	96%	92%	96%	71%	100%	94%	100%
Your Supervisor	91%	96%	100%	93%	70%	100%	92%	100%
Senior Administration (President & Deans)	85%	83%	96%	88%	69%	100%	87%	100%
Estrella Mountain Employees (in general)	87%	92%	92%	84%	60%	100%	94%	100%
<b>Encourage innovation</b>	All	Full-Time Faculty	Adjunct Faculty	PSA	MAT	Crafts/M&0/ Security	Temps/ Students	Senior Admin
Yourself	92%	92%	94%	89%	88%	67%	97%	100%
Employees in your Division	82%	83%	87%	73%	65%	67%	100%	50%
Your Supervisor	85%	71%	100%	84%	71%	67%	94%	100%
Senior Administration (President & Deans)	80%	71%	85%	84%	56%	100%	95%	100%
Estrella Mountain Employees (in general)	80%	78%	95%	29%	35%	57%	100%	50%
<b>Promote a caring and supportive environment</b>	All	Full-Time Faculty	Adjunct Faculty	PSA	MAT	Crafts/M&0/ Security	Temps/ Students	Senior Admin
Yourself	97%	96%	100%	81%	88%	100%	100%	100%
Employees in your Division	89%	92%	94%	86%	82%	100%	94%	100%
Your Supervisor	85%	80%	100%	81%	62%	100%	86%	100%
Senior Administration (President & Deans)	75%	67%	84%	81%	50%	100%	83%	100%
Estrella Mountain Employees (in general)	87%	84%	92%	85%	57%	67%	100%	100%

## Appendix D: Open Ended Responses

<b>Collaboration &amp; Teamwork</b>		
<b>Specific Example of How Employees Demonstrate the Core Value</b>	<b># of Respondents</b>	<b>% of Respondents</b>
Conducting Meetings/Committees	14	9%
Providing Good Customer Service and Quality Programs	12	8%
Sharing Information and Resources Between Divisions	11	7%
Being Helpful, Courteous	8	5%
Conducting College-Wide Events	5	3%
Exchanging Different Viewpoints	4	3%
Respecting Others	4	3%
Working Together to Solve Problems	4	3%
Working Together to Help Students	4	3%
Cross Training	2	1%
Misc. (Individual Comments Not Categorized)	8	5%
<b>Ways to promote this Core Value</b>	<b># of Respondents</b>	<b>% of Respondents</b>
Improve Communication	11	7%
Continue to Provide Opportunities for Input Through Meetings/Committees/Focus Groups	10	7%
Encourage Exchanging of Ideas	5	3%
Improve Interaction Between Departments/Divisions	4	3%
Provide Good Customer Service and Quality Programs	3	2%
Provide More Opportunities for Social Interaction	3	2%
Provide Training in Renewal/Team Building	3	2%
Be More Helpful/Courteous	2	1%
Collecting Input from Suggestions /Complaint Box	2	1%
Ensure All Staff Get A Good Orientation	2	1%
Only Ask For Input if You Plan on Using it	2	1%
Pay Adjuncts for Participating	2	1%
Misc. (Individual Comments Not Categorized)	6	4%

**Appendix D: Continued**

<b>Diversity</b>		
<b>Specific Example of How Employees Demonstrate the Core Value</b>	<b># of Respondents</b>	<b>% of Respondents</b>
Respecting & Understanding Individual Differences	19	13%
Providing Good Customer Service and Quality Programs	7	5%
Being Helpful/Courteous	6	4%
Exchanging Different Viewpoints/Communication	5	3%
Conducting College-Wide Events	4	3%
Ensuring Hiring Process Incorporates Diversity	4	3%
Conducting Diversity Training/Workshops	2	1%
Creating a Student Centered Environment	2	1%
Providing for a Family Friendly Environment	2	1%
Misc. (Individual Comments Not Categorized)	4	3%
<b>Ways to promote this Core Value</b>	<b># of Respondents</b>	<b>% of Respondents</b>
Improve Customer Service and Quality of Programs	11	7%
Respect for Individual Differences and Cross Cultural Understanding	10	7%
Improve Communication & Exchange of Different Viewpoints	8	5%
Conduct More Diversity Training/Workshops	4	3%
Provide More Opportunities for Social Interaction	3	2%
Reduce the Promotion of Diversity	3	2%
Be More Helpful/Courteous	2	1%
Conduct More College-Wide Events	2	1%
Misc. (Individual Comments Not Categorized)	5	3%

**Appendix D: Continued**

<b>Integrity</b>	<b># of</b>	<b>% of</b>
<b>Specific Example of How Employees Demonstrate the Core Value</b>	<b>Respondents</b>	<b>Respondents</b>
Provide Good Customer Service and Quality Programs	12	8%
Convey Professionalism	8	5%
Provide the Highest Level of Academic Standards	6	4%
Respecting Others	4	3%
Be More Accountable	3	2%
Employees Continuing Their Own Personal Development	3	2%
Exchanging Different Viewpoints/Communication	3	2%
Practice Honesty & Sincerity	3	2%
Being Helpful/Courteous	2	1%
Misc. (Individual Comments Not Categorized)	3	2%
	<b># of</b>	<b>% of</b>
<b>Ways to promote this Core Value</b>	<b>Respondents</b>	<b>Respondents</b>
Be More Accountable	10	7%
Improve Customer Service and Quality of Programs	7	5%
Provide the Highest Level of Academic Standards	4	3%
Conducting Meetings/Committees	2	1%
Respect Others	2	1%
Work Together to Solve Problems	2	1%
Misc. (Individual Comments Not Categorized)	5	3%

**Appendix D: Continued**

<b>Creative and Continuous Learning</b>	<b># of</b>	<b>% of</b>
<b>Specific Example of How Employees Demonstrate the Core Value</b>	<b>Respondents</b>	<b>Respondents</b>
Providing Good Customer Service and Quality Programs	23	15%
Employees Continuing Their Own Personal Development & Growth	10	7%
Encourage Use of New Technology	9	6%
Being Helpful/Courteous	7	5%
Conducting Training/Workshops	4	3%
Create a Student Centered Environment	4	3%
Encourage Creativity/Initiative	4	3%
Creating a Supportive Work Environment	3	2%
Exchange Different Viewpoints/Communication	3	2%
Conducting Meetings/Committees	2	1%
Misc. (Individual Comments Not Categorized)	2	1%
<b>Ways to promote this Core Value</b>	<b># of</b>	<b>% of</b>
<b>Ways to promote this Core Value</b>	<b>Respondents</b>	<b>Respondents</b>
Provide Good Customer Service and Quality Programs	10	7%
Encourage Employee Personal Development	6	4%
Encourage Exchange of Ideas/Open Communication	5	3%
Encourage Innovation/Support One Another	5	3%
Provide Opportunities for Input Through Meetings/Committees/Focus Groups	5	3%
Interaction Between Department/Divisions	3	2%
Create a Student Centered Environment	2	1%
Misc. (Individual Comments Not Categorized)	2	1%

**Appendix D: Continued**

<b>Respect and Fairness</b>		
<b>Specific Example of How Employees Demonstrate the Core Value</b>	<b># of Respondents</b>	<b>% of Respondents</b>
Providing Good Customer Service and Quality Programs	10	7%
Being Helpful/Courteous	7	5%
Practice Respect/Honesty	7	5%
Everyone Treated Fairly/Equally	6	4%
Employees Feel Valued & Appreciated	5	3%
Exchanging Different Viewpoints	5	3%
Create Student Centered Environment	3	2%
Misc. (Individual Comments Not Categorized)	6	4%
<b>Ways to promote this Core Value</b>	<b># of Respondents</b>	<b>% of Respondents</b>
Practice Respect & Honesty	4	3%
Provide Good Customer Service & Quality Programs	4	3%
Identify Common Goals in Divisions	3	2%
Be More Accountable	2	1%
Create Student Centered Environment	2	1%
Encourage Exchanging of Ideas	2	1%
Improve Communication	2	1%
Misc. (Individual Comments Not Categorized)	3	2%

## Appendix E: Mean Score Comparisons

Core Value	Employee Group	N	Mean	Std. Dev.	Std. Error	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min.	Max.
CTW - Yourself	Full-time Faculty	24	4.50	.59	.12	4.25	4.75	3	5
	Part-time Faculty	33	4.52	.67	.12	4.28	4.75	3	5
	PSA /Crafts/M&O/Security	33	4.55	.51	8.80E-02	4.37	4.72	4	5
	MAT	17	4.35	.70	.17	3.99	4.71	3	5
	Temporary/Student Worker	37	4.70	.46	7.62E-02	4.55	4.86	4	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	146	4.55	.58	4.77E-02	4.45	4.64	3	5
CTW - Division Employees	Full-time Faculty	24	4.42	.58	.12	4.17	4.66	3	5
	Part-time Faculty	23	4.39	.66	.14	4.11	4.68	3	5
	PSA /Crafts/M&O/Security	32	4.22	.71	.12	3.96	4.47	3	5
	MAT	17	4.18	.64	.15	3.85	4.50	3	5
	Temporary/Student Worker	34	4.59	.66	.11	4.36	4.82	2	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	132	4.38	.66	5.74E-02	4.27	4.49	2	5
CTW - Supervisor	Full-time Faculty	24	4.50	.66	.13	4.22	4.78	3	5
	Part-time Faculty	28	4.68	.55	.10	4.47	4.89	3	5
	PSA /Crafts/M&O/Security	32	4.56	.62	.11	4.34	4.79	3	5
	MAT	17	4.24	1.09	.26	3.67	4.80	1	5
	Temporary/Student Worker	36	4.56	.65	.11	4.33	4.78	3	5
	Senior Administration	2	5.00	.00	.00	5.00	5.00	5	5
	Total	139	4.54	.69	5.89E-02	4.42	4.66	1	5
CTW - Senior Admin.	Full-time Faculty	24	4.13	.74	.15	3.81	4.44	3	5
	Part-time Faculty	22	4.23	.97	.21	3.80	4.66	2	5
	PSA /Crafts/M&O/Security	29	4.14	.99	.18	3.76	4.51	1	5
	MAT	16	4.13	.89	.22	3.65	4.60	2	5
	Temporary/Student Worker	20	4.40	1.05	.23	3.91	4.89	1	5
	Senior Administration	2	5.00	.00	.00	5.00	5.00	5	5
	Total	113	4.21	.92	8.66E-02	4.04	4.38	1	5
CTW - All Employees	Full-time Faculty	24	4.08	.72	.15	3.78	4.39	3	5
	Part-time Faculty	27	4.37	.63	.12	4.12	4.62	3	5
	PSA /Crafts/M&O/Security	29	4.07	.59	.11	3.84	4.29	3	5
	MAT	17	3.65	.70	.17	3.29	4.01	2	5
	Temporary/Student Worker	31	4.39	.62	.11	4.16	4.61	3	5
	Senior Administration	2	3.50	.71	.50	-2.85	9.85	3	4
	Total	130	4.15	.68	5.99E-02	4.03	4.26	2	5

CTP - Yourself	Full-time Faculty	24	4.54	.72	.15	4.24	4.85	3	5
	Part-time Faculty	32	4.16	.92	.16	3.82	4.49	2	5
	PSA /Crafts/M&O/Security	33	4.24	.56	9.76E-02	4.04	4.44	3	5
	MAT	17	4.12	.60	.15	3.81	4.43	3	5
	Temporary/Student Worker	37	4.24	.83	.14	3.97	4.52	2	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	145	4.26	.75	6.27E-02	4.14	4.39	2	5
CTP - Division Employees	Full-time Faculty	24	4.46	.88	.18	4.09	4.83	2	5
	Part-time Faculty	27	4.07	.96	.18	3.70	4.45	1	5
	PSA /Crafts/M&O/Security	31	4.00	.68	.12	3.75	4.25	3	5
	MAT	17	3.76	.56	.14	3.48	4.05	3	5
	Temporary/Student Worker	34	4.41	.70	.12	4.17	4.66	3	5
	Senior Administration	2	4.00	.00	.00	4.00	4.00	4	4
	Total	135	4.17	.80	6.86E-02	4.03	4.31	1	5
CTP - Supervisor	Full-time Faculty	24	4.38	1.06	.22	3.93	4.82	2	5
	Part-time Faculty	29	4.21	1.01	.19	3.82	4.59	2	5
	PSA /Crafts/M&O/Security	32	4.22	.87	.15	3.91	4.53	2	5
	MAT	17	3.88	1.17	.28	3.28	4.48	1	5
	Temporary/Student Worker	36	4.47	.81	.14	4.20	4.75	2	5
	Senior Administration	2	5.00	.00	.00	5.00	5.00	5	5
	Total	140	4.28	.96	8.11E-02	4.12	4.44	1	5
CTP - Senior Admin.	Full-time Faculty	24	4.00	.93	.19	3.61	4.39	2	5
	Part-time Faculty	20	3.80	1.28	.29	3.20	4.40	1	5
	PSA /Crafts/M&O/Security	27	3.96	.85	.16	3.63	4.30	2	5
	MAT	14	3.79	.89	.24	3.27	4.30	2	5
	Temporary/Student Worker	20	4.20	1.01	.22	3.73	4.67	1	5
	Senior Administration	2	5.00	.00	.00	5.00	5.00	5	5
	Total	107	3.98	.99	9.57E-02	3.79	4.17	1	5
CTP - All Employees	Full-time Faculty	23	4.00	.95	.20	3.59	4.41	2	5
	Part-time Faculty	25	4.04	.89	.18	3.67	4.41	2	5
	PSA /Crafts/M&O/Security	27	3.74	.76	.15	3.44	4.04	3	5
	MAT	17	3.47	.72	.17	3.10	3.84	2	5
	Temporary/Student Worker	28	4.25	.80	.15	3.94	4.56	2	5
	Senior Administration	2	4.00	.00	.00	4.00	4.00	4	4
	Total	122	3.93	.85	7.70E-02	3.78	4.09	2	5

DR - Yourself	Full-time Faculty	24	4.67	.48	9.83E-02	4.46	4.87	4	5
	Part-time Faculty	33	4.67	.54	9.40E-02	4.48	4.86	3	5
	PSA /Crafts/M&O/Security	31	4.55	.57	.10	4.34	4.76	3	5
	MAT	16	4.25	.45	.11	4.01	4.49	4	5
	Temporary/Student Worker	37	4.65	.59	9.66E-02	4.45	4.84	3	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	143	4.59	.55	4.58E-02	4.50	4.68	3	5
DR - Division Employees	Full-time Faculty	24	4.50	.72	.15	4.19	4.81	3	5
	Part-time Faculty	25	4.40	.71	.14	4.11	4.69	2	5
	PSA /Crafts/M&O/Security	28	4.25	.84	.16	3.92	4.58	2	5
	MAT	16	3.94	.68	.17	3.58	4.30	3	5
	Temporary/Student Worker	33	4.42	.66	.12	4.19	4.66	3	5
	Senior Administration	2	4.00	1.41	1.00	-8.71	16.71	3	5
	Total	128	4.33	.74	6.57E-02	4.20	4.46	2	5
DR - Supervisor	Full-time Faculty	24	4.54	.72	.15	4.24	4.85	3	5
	Part-time Faculty	30	4.57	.86	.16	4.25	4.89	1	5
	PSA /Crafts/M&O/Security	29	4.48	.78	.15	4.18	4.78	3	5
	MAT	16	4.25	.86	.21	3.79	4.71	3	5
	Temporary/Student Worker	35	4.40	.81	.14	4.12	4.68	2	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	136	4.46	.80	6.84E-02	4.33	4.60	1	5
DR - Senior Admin.	Full-time Faculty	24	4.46	.83	.17	4.11	4.81	2	5
	Part-time Faculty	22	4.18	1.18	.25	3.66	4.71	1	5
	PSA /Crafts/M&O/Security	26	4.35	.75	.15	4.05	4.65	2	5
	MAT	14	4.00	.88	.23	3.49	4.51	3	5
	Temporary/Student Worker	22	4.32	1.04	.22	3.86	4.78	1	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	110	4.29	.93	8.89E-02	4.11	4.47	1	5
DR - All Employees	Full-time Faculty	22	4.32	.72	.15	4.00	4.64	3	5
	Part-time Faculty	24	4.33	.76	.16	4.01	4.65	2	5
	PSA /Crafts/M&O/Security	26	4.08	.84	.17	3.74	4.42	2	5
	MAT	15	3.60	.83	.21	3.14	4.06	2	5
	Temporary/Student Worker	31	4.42	.72	.13	4.16	4.68	3	5
	Senior Administration	2	4.00	1.41	1.00	-8.71	16.71	3	5
	Total	120	4.20	.81	7.35E-02	4.05	4.35	2	5

DP - Yourself	Full-time Faculty	24	4.58	.58	.12	4.34	4.83	3	5
	Part-time Faculty	33	4.70	.53	9.22E-02	4.51	4.88	3	5
	PSA /Crafts/M&O/Security	33	4.45	.62	.11	4.24	4.67	3	5
	MAT	16	4.06	.68	.17	3.70	4.42	2	5
	Temporary/Student Worker	37	4.68	.47	7.80E-02	4.52	4.83	4	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	145	4.54	.59	4.89E-02	4.45	4.64	2	5
DP - Division Employees	Full-time Faculty	24	4.38	.77	.16	4.05	4.70	2	5
	Part-time Faculty	27	4.52	.64	.12	4.26	4.77	3	5
	PSA /Crafts/M&O/Security	30	4.17	.75	.14	3.89	4.45	2	5
	MAT	16	3.56	.96	.24	3.05	4.08	1	5
	Temporary/Student Worker	33	4.61	.56	9.67E-02	4.41	4.80	3	5
	Senior Administration	2	4.00	1.41	1.00	-8.71	16.71	3	5
	Total	132	4.31	.78	6.81E-02	4.18	4.45	1	5
DP - Supervisor	Full-time Faculty	24	4.38	.92	.19	3.98	4.77	2	5
	Part-time Faculty	31	4.65	.61	.11	4.42	4.87	3	5
	PSA /Crafts/M&O/Security	32	4.38	.87	.15	4.06	4.69	2	5
	MAT	16	4.00	1.10	.27	3.42	4.58	1	5
	Temporary/Student Worker	36	4.44	.84	.14	4.16	4.73	2	5
	Senior Administration	1	5.00	.	.	.	.	5	5
	Total	140	4.41	.86	7.24E-02	4.27	4.56	1	5
DP - Senior Admin.	Full-time Faculty	24	4.33	.87	.18	3.97	4.70	2	5
	Part-time Faculty	21	4.38	.92	.20	3.96	4.80	2	5
	PSA /Crafts/M&O/Security	26	4.12	.95	.19	3.73	4.50	1	5
	MAT	15	3.67	.98	.25	3.13	4.21	2	5
	Temporary/Student Worker	22	4.27	1.03	.22	3.82	4.73	1	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	110	4.19	.95	9.09E-02	4.01	4.37	1	5
DP - All Employees	Full-time Faculty	23	3.96	.82	.17	3.60	4.31	2	5
	Part-time Faculty	25	4.52	.65	.13	4.25	4.79	3	5
	PSA /Crafts/M&O/Security	30	3.90	.84	.15	3.58	4.22	2	5
	MAT	15	3.47	.74	.19	3.06	3.88	2	5
	Temporary/Student Worker	31	4.45	.62	.11	4.22	4.68	3	5
	Senior Administration	2	4.00	1.41	1.00	-8.71	16.71	3	5
	Total	126	4.12	.82	7.27E-02	3.98	4.26	2	5

Integrity - Yourself	Full-time Faculty	24	4.88	.34	6.90E-02	4.73	5.02	4	5
	Part-time Faculty	32	4.75	.57	.10	4.55	4.95	3	5
	PSA /Crafts/M&O/Security	33	4.67	.48	8.33E-02	4.50	4.84	4	5
	MAT	17	4.65	.49	.12	4.39	4.90	4	5
	Temporary/Student Worker	36	4.61	.60	9.98E-02	4.41	4.81	3	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	144	4.70	.52	4.30E-02	4.62	4.79	3	5
Integrity - Division Employees	Full-time Faculty	24	4.71	.55	.11	4.48	4.94	3	5
	Part-time Faculty	26	4.58	.64	.13	4.32	4.84	3	5
	PSA /Crafts/M&O/Security	32	4.28	.81	.14	3.99	4.57	2	5
	MAT	17	4.24	.90	.22	3.77	4.70	2	5
	Temporary/Student Worker	32	4.66	.48	8.53E-02	4.48	4.83	4	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	133	4.50	.69	6.00E-02	4.39	4.62	2	5
Integrity - Supervisor	Full-time Faculty	24	4.50	.78	.16	4.17	4.83	3	5
	Part-time Faculty	29	4.72	.53	9.80E-02	4.52	4.92	3	5
	PSA /Crafts/M&O/Security	32	4.53	.62	.11	4.31	4.76	3	5
	MAT	17	4.41	1.06	.26	3.86	4.96	1	5
	Temporary/Student Worker	34	4.62	.60	.10	4.41	4.83	3	5
	Senior Administration	2	5.00	.00	.00	5.00	5.00	5	5
	Total	138	4.58	.69	5.89E-02	4.46	4.70	1	5
Integrity - Senior Admin.	Full-time Faculty	24	4.25	1.03	.21	3.81	4.69	2	5
	Part-time Faculty	25	4.52	.77	.15	4.20	4.84	2	5
	PSA /Crafts/M&O/Security	30	4.57	.82	.15	4.26	4.87	1	5
	MAT	15	4.27	.70	.18	3.88	4.66	3	5
	Temporary/Student Worker	23	4.43	.99	.21	4.01	4.86	1	5
	Senior Administration	2	5.00	.00	.00	5.00	5.00	5	5
	Total	119	4.44	.87	7.97E-02	4.28	4.59	1	5
Integrity - All Employees	Full-time Faculty	23	4.30	.93	.19	3.90	4.70	2	5
	Part-time Faculty	24	4.63	.58	.12	4.38	4.87	3	5
	PSA /Crafts/M&O/Security	28	4.32	.72	.14	4.04	4.60	3	5
	MAT	15	4.13	.92	.24	3.63	4.64	3	5
	Temporary/Student Worker	29	4.52	.51	9.44E-02	4.32	4.71	4	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	121	4.40	.73	6.60E-02	4.27	4.54	2	5

CLC - Yourself	Full-time Faculty	24	4.83	.38	7.77E-02	4.67	4.99	4	5
	Part-time Faculty	33	4.76	.56	9.76E-02	4.56	4.96	3	5
	PSA /Crafts/M&O/Security	31	4.74	.44	7.99E-02	4.58	4.91	4	5
	MAT	17	4.35	.70	.17	3.99	4.71	3	5
	Temporary/Student Worker	36	4.75	.44	7.32E-02	4.60	4.90	4	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	143	4.71	.51	4.28E-02	4.63	4.80	3	5
CLC - Division Employees	Full-time Faculty	24	4.58	.58	.12	4.34	4.83	3	5
	Part-time Faculty	25	4.64	.64	.13	4.38	4.90	3	5
	PSA /Crafts/M&O/Security	30	4.47	.57	.10	4.25	4.68	3	5
	MAT	17	4.06	1.14	.28	3.47	4.65	1	5
	Temporary/Student Worker	33	4.64	.60	.10	4.42	4.85	3	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	131	4.51	.71	6.17E-02	4.39	4.63	1	5
CLC - Supervisor	Full-time Faculty	24	4.67	.56	.12	4.43	4.91	3	5
	Part-time Faculty	29	4.79	.41	7.66E-02	4.64	4.95	4	5
	PSA /Crafts/M&O/Security	30	4.60	.72	.13	4.33	4.87	2	5
	MAT	17	3.94	.90	.22	3.48	4.40	2	5
	Temporary/Student Worker	37	4.68	.63	.10	4.47	4.88	3	5
	Senior Administration	2	5.00	.00	.00	5.00	5.00	5	5
	Total	139	4.60	.68	5.75E-02	4.48	4.71	2	5
CLC - Senior Admin.	Full-time Faculty	24	4.42	.78	.16	4.09	4.74	3	5
	Part-time Faculty	24	4.79	.66	.13	4.51	5.07	2	5
	PSA /Crafts/M&O/Security	28	4.61	.69	.13	4.34	4.87	3	5
	MAT	16	3.88	.72	.18	3.49	4.26	3	5
	Temporary/Student Worker	24	4.38	.97	.20	3.97	4.78	1	5
	Senior Administration	2	5.00	.00	.00	5.00	5.00	5	5
	Total	118	4.47	.80	7.39E-02	4.32	4.61	1	5
CLC - All Employees	Full-time Faculty	24	4.38	.65	.13	4.10	4.65	3	5
	Part-time Faculty	24	4.50	.78	.16	4.17	4.83	2	5
	PSA /Crafts/M&O/Security	28	4.39	.74	.14	4.11	4.68	3	5
	MAT	15	3.80	.77	.20	3.37	4.23	3	5
	Temporary/Student Worker	32	4.50	.62	.11	4.28	4.72	3	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	125	4.37	.72	6.48E-02	4.24	4.50	2	5

CLE - Yourself	Full-time Faculty	24	4.58	.65	.13	4.31	4.86	3	5
	Part-time Faculty	33	4.45	.62	.11	4.24	4.67	3	5
	PSA /Crafts/M&O/Security	30	4.37	.72	.13	4.10	4.63	3	5
	MAT	17	4.18	.64	.15	3.85	4.50	3	5
	Temporary/Student Worker	35	4.60	.55	9.35E-02	4.41	4.79	3	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	141	4.46	.64	5.38E-02	4.35	4.57	3	5

CLE - Division Employees	Full-time Faculty	24	4.38	.77	.16	4.05	4.70	3	5
	Part-time Faculty	24	4.33	.92	.19	3.95	4.72	2	5
	PSA /Crafts/M&O/Security	29	4.07	.88	.16	3.73	4.41	2	5
	MAT	17	3.65	1.06	.26	3.10	4.19	1	5
	Temporary/Student Worker	30	4.60	.50	9.10E-02	4.41	4.79	4	5
	Senior Administration	2	4.00	1.41	1.00	-8.71	16.71	3	5
	Total	126	4.25	.86	7.70E-02	4.09	4.40	1	5

CLE - Supervisor	Full-time Faculty	24	4.21	1.06	.22	3.76	4.66	2	5
	Part-time Faculty	26	4.69	.47	9.23E-02	4.50	4.88	4	5
	PSA /Crafts/M&O/Security	28	4.36	.95	.18	3.99	4.73	2	5
	MAT	17	3.76	1.09	.26	3.20	4.33	1	5
	Temporary/Student Worker	33	4.52	.80	.14	4.23	4.80	2	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	130	4.36	.91	7.95E-02	4.20	4.52	1	5

CLE - Senior Admin.	Full-time Faculty	24	4.25	1.07	.22	3.80	4.70	2	5
	Part-time Faculty	21	4.29	.96	.21	3.85	4.72	2	5
	PSA /Crafts/M&O/Security	27	4.37	.74	.14	4.08	4.66	3	5
	MAT	16	3.69	1.14	.28	3.08	4.29	2	5
	Temporary/Student Worker	23	4.48	.59	.12	4.22	4.73	3	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	113	4.26	.91	8.60E-02	4.09	4.43	2	5

CLE - All Employees	Full-time Faculty	23	4.17	.78	.16	3.84	4.51	3	5
	Part-time Faculty	22	4.41	.73	.16	4.08	4.73	2	5
	PSA /Crafts/M&O/Security	26	4.04	.87	.17	3.69	4.39	2	5
	MAT	14	3.29	.99	.27	2.71	3.86	2	5
	Temporary/Student Worker	27	4.56	.51	9.75E-02	4.36	4.76	4	5
	Senior Administration	2	4.00	1.41	1.00	-8.71	16.71	3	5
	Total	114	4.17	.85	7.97E-02	4.01	4.32	2	5

CLP - Yourself	Full-time Faculty	24	4.67	.56	.12	4.43	4.91	3	5
	Part-time Faculty	33	4.85	.36	6.34E-02	4.72	4.98	4	5
	PSA /Crafts/M&O/Security	31	4.48	.63	.11	4.25	4.71	3	5
	MAT	17	4.18	.81	.20	3.76	4.59	2	5
	Temporary/Student Worker	37	4.78	.42	6.86E-02	4.64	4.92	4	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	144	4.64	.57	4.79E-02	4.54	4.73	2	5
CLP - Division Employees	Full-time Faculty	24	4.46	.66	.13	4.18	4.74	3	5
	Part-time Faculty	29	4.55	.74	.14	4.27	4.83	2	5
	PSA /Crafts/M&O/Security	29	4.21	.73	.13	3.93	4.48	3	5
	MAT	17	3.94	1.09	.26	3.38	4.50	1	5
	Temporary/Student Worker	33	4.64	.60	.10	4.42	4.85	3	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	134	4.40	.77	6.63E-02	4.27	4.53	1	5
CLP - Supervisor	Full-time Faculty	24	4.33	1.05	.21	3.89	4.78	1	5
	Part-time Faculty	32	4.81	.40	7.01E-02	4.67	4.96	4	5
	PSA /Crafts/M&O/Security	30	4.33	.99	.18	3.96	4.70	1	5
	MAT	16	3.81	1.11	.28	3.22	4.40	1	5
	Temporary/Student Worker	34	4.50	.90	.15	4.19	4.81	2	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	138	4.43	.92	7.83E-02	4.27	4.58	1	5
CLP - Senior Admin.	Full-time Faculty	24	4.04	1.23	.25	3.52	4.56	1	5
	Part-time Faculty	24	4.42	.97	.20	4.01	4.83	2	5
	PSA /Crafts/M&O/Security	28	4.21	1.03	.19	3.81	4.61	1	5
	MAT	16	3.56	.96	.24	3.05	4.08	2	5
	Temporary/Student Worker	24	4.33	1.01	.21	3.91	4.76	1	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	118	4.16	1.06	9.78E-02	3.97	4.35	1	5
CLP - All Employees	Full-time Faculty	24	4.25	.85	.17	3.89	4.61	2	5
	Part-time Faculty	26	4.58	.76	.15	4.27	4.88	2	5
	PSA /Crafts/M&O/Security	29	4.17	.80	.15	3.87	4.48	2	5
	MAT	14	3.64	.63	.17	3.28	4.01	3	5
	Temporary/Student Worker	30	4.57	.50	9.20E-02	4.38	4.75	4	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	125	4.31	.77	6.85E-02	4.18	4.45	2	5

RFT - Yourself	Full-time Faculty	23	4.74	.45	9.36E-02	4.54	4.93	4	5
	Part-time Faculty	32	4.97	.18	3.12E-02	4.91	5.03	4	5
	PSA /Crafts/M&O/Security	31	4.71	.53	9.50E-02	4.52	4.90	3	5
	MAT	16	4.56	.51	.13	4.29	4.84	4	5
	Temporary/Student Worker	37	4.92	.28	4.55E-02	4.83	5.01	4	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	141	4.81	.41	3.47E-02	4.74	4.88	3	5
RFT - Division Employees	Full-time Faculty	23	4.65	.49	.10	4.44	4.86	4	5
	Part-time Faculty	30	4.73	.52	9.51E-02	4.54	4.93	3	5
	PSA /Crafts/M&O/Security	31	4.35	.91	.16	4.02	4.69	2	5
	MAT	17	4.12	.99	.24	3.61	4.63	2	5
	Temporary/Student Worker	33	4.73	.52	9.00E-02	4.54	4.91	3	5
	Senior Administration	2	4.00	.00	.00	4.00	4.00	4	4
	Total	136	4.54	.72	6.16E-02	4.42	4.67	2	5
RFT - Supervisor	Full-time Faculty	23	4.61	.66	.14	4.32	4.89	3	5
	Part-time Faculty	32	4.91	.30	5.24E-02	4.80	5.01	4	5
	PSA /Crafts/M&O/Security	30	4.60	.62	.11	4.37	4.83	3	5
	MAT	17	4.24	.90	.22	3.77	4.70	2	5
	Temporary/Student Worker	37	4.68	.63	.10	4.47	4.88	3	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	141	4.65	.63	5.34E-02	4.54	4.75	2	5
RFT - Senior Admin.	Full-time Faculty	23	4.35	.98	.20	3.92	4.77	2	5
	Part-time Faculty	25	4.68	.56	.11	4.45	4.91	3	5
	PSA /Crafts/M&O/Security	27	4.48	.80	.15	4.16	4.80	2	5
	MAT	16	3.81	.83	.21	3.37	4.26	2	5
	Temporary/Student Worker	26	4.73	.53	.10	4.52	4.95	3	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	119	4.46	.79	7.24E-02	4.32	4.61	2	5
RFT - All Employees	Full-time Faculty	23	4.52	.67	.14	4.23	4.81	3	5
	Part-time Faculty	28	4.79	.42	7.90E-02	4.62	4.95	4	5
	PSA /Crafts/M&O/Security	29	4.24	.99	.18	3.87	4.62	1	5
	MAT	15	3.80	.77	.20	3.37	4.23	3	5
	Temporary/Student Worker	33	4.67	.54	9.40E-02	4.48	4.86	3	5
	Senior Administration	2	4.00	.00	.00	4.00	4.00	4	4
	Total	130	4.46	.75	6.57E-02	4.33	4.59	1	5

RFA - Yourself	Full-time Faculty	23	4.83	.39	8.08E-02	4.66	4.99	4	5
	Part-time Faculty	32	4.91	.30	5.24E-02	4.80	5.01	4	5
	PSA /Crafts/M&O/Security	31	4.71	.46	8.29E-02	4.54	4.88	4	5
	MAT	17	4.47	.51	.12	4.21	4.74	4	5
	Temporary/Student Worker	37	4.89	.31	5.18E-02	4.79	5.00	4	5
	Senior Administration	2	5.00	.00	.00	5.00	5.00	5	5
	Total	142	4.80	.40	3.40E-02	4.73	4.86	4	5
RFA - Division Employees	Full-time Faculty	23	4.70	.47	9.81E-02	4.49	4.90	4	5
	Part-time Faculty	27	4.78	.51	9.75E-02	4.58	4.98	3	5
	PSA /Crafts/M&O/Security	31	4.35	.88	.16	4.03	4.68	2	5
	MAT	16	4.06	1.00	.25	3.53	4.59	2	5
	Temporary/Student Worker	34	4.68	.59	.10	4.47	4.88	3	5
	Senior Administration	2	4.50	.71	.50	-1.85	10.85	4	5
	Total	133	4.55	.72	6.27E-02	4.42	4.67	2	5
RFA - Supervisor	Full-time Faculty	23	4.43	.90	.19	4.05	4.82	2	5
	Part-time Faculty	31	4.84	.37	6.72E-02	4.70	4.98	4	5
	PSA /Crafts/M&O/Security	30	4.47	.73	.13	4.19	4.74	2	5
	MAT	17	4.12	.86	.21	3.68	4.56	2	5
	Temporary/Student Worker	37	4.62	.72	.12	4.38	4.86	2	5
	Senior Administration	2	5.00	.00	.00	5.00	5.00	5	5
	Total	140	4.55	.73	6.19E-02	4.43	4.67	2	5
RFA - Senior Admin.	Full-time Faculty	23	4.22	1.09	.23	3.75	4.69	2	5
	Part-time Faculty	20	4.55	.60	.14	4.27	4.83	3	5
	PSA /Crafts/M&O/Security	27	4.26	.98	.19	3.87	4.65	1	5
	MAT	15	3.60	.91	.24	3.10	4.10	2	5
	Temporary/Student Worker	25	4.68	.56	.11	4.45	4.91	3	5
	Senior Administration	2	5.00	.00	.00	5.00	5.00	5	5
	Total	112	4.32	.90	8.53E-02	4.15	4.49	1	5
RFA - All Employees	Full-time Faculty	22	4.59	.67	.14	4.30	4.89	3	5
	Part-time Faculty	27	4.70	.47	8.96E-02	4.52	4.89	4	5
	PSA /Crafts/M&O/Security	26	4.31	.74	.14	4.01	4.60	3	5
	MAT	14	3.64	.74	.20	3.21	4.07	2	5
	Temporary/Student Worker	31	4.61	.67	.12	4.37	4.86	3	5
	Senior Administration	1	4.00	.	.	.	.	4	4
	Total	121	4.45	.72	6.53E-02	4.32	4.58	2	5

## Appendix F: ANOVA Significance Test for Mean Comparisons

Core Value/ Employee Group		Sum of Squares	df	Mean Square	F	Sig.
CTW - Yourself	Between Groups	1.628	5	.326	.980	.433
	Within Groups	46.536	140	.332		
	Total	48.164	145			
CTW - Division Employees	Between Groups	3.074	5	.615	1.435	.216
	Within Groups	53.986	126	.428		
	Total	57.061	131			
CTW - Supervisor	Between Groups	2.603	5	.521	1.083	.373
	Within Groups	63.930	133	.481		
	Total	66.532	138			
CTW - Senior Admin.	Between Groups	2.416	5	.483	.559	.731
	Within Groups	92.487	107	.864		
	Total	94.903	112			
CTW - All Employees	Between Groups	8.494	5	1.699	4.072	.002
	Within Groups	51.729	124	.417		
	Total	60.223	129			
CTP - Yourself	Between Groups	2.728	5	.546	.956	.447
	Within Groups	79.313	139	.571		
	Total	82.041	144			
CTP - Division Employees	Between Groups	7.977	5	1.595	2.669	.025
	Within Groups	77.104	129	.598		
	Total	85.081	134			
CTP - Supervisor	Between Groups	5.546	5	1.109	1.213	.307
	Within Groups	122.589	134	.915		
	Total	128.136	139			
CTP - Senior Admin.	Between Groups	4.243	5	.849	.859	.511
	Within Groups	99.720	101	.987		
	Total	103.963	106			
CTP - All Employees	Between Groups	7.845	5	1.569	2.286	.051
	Within Groups	79.630	116	.686		
	Total	87.475	121			
DR - Yourself	Between Groups	2.381	5	.476	1.620	.159
	Within Groups	40.277	137	.294		
	Total	42.657	142			
DR - Division Employees	Between Groups	3.971	5	.794	1.462	.207
	Within Groups	66.248	122	.543		
	Total	70.219	127			
DR - Supervisor	Between Groups	1.350	5	.270	.415	.837
	Within Groups	84.466	130	.650		
	Total	85.816	135			
DR - Senior Admin.	Between Groups	2.303	5	.461	.518	.762
	Within Groups	92.388	104	.888		
	Total	94.691	109			
DR - All Employees	Between Groups	8.099	5	1.620	2.672	.025
	Within Groups	69.101	114	.606		
	Total	77.200	119			

DP - Yourself	Between Groups	5.428	5	1.086	3.389	.006
	Within Groups	44.530	139	.320		
	Total	49.959	144			
DP - Division Employees	Between Groups	13.916	5	2.783	5.286	.000
	Within Groups	66.349	126	.527		
	Total	80.265	131			
DP - Supervisor	Between Groups	4.861	5	.972	1.341	.251
	Within Groups	97.111	134	.725		
	Total	101.971	139			
DP - Senior Admin.	Between Groups	5.854	5	1.171	1.307	.267
	Within Groups	93.137	104	.896		
	Total	98.991	109			
DP - All Employees	Between Groups	15.907	5	3.181	5.672	.000
	Within Groups	67.307	120	.561		
	Total	83.214	125			
Integrity - Yourself	Between Groups	1.263	5	.253	.945	.454
	Within Groups	36.896	138	.267		
	Total	38.160	143			
Integrity - Division Employees	Between Groups	4.697	5	.939	2.038	.078
	Within Groups	58.551	127	.461		
	Total	63.248	132			
Integrity - Supervisor	Between Groups	1.714	5	.343	.708	.618
	Within Groups	63.909	132	.484		
	Total	65.623	137			
Integrity - Senior Admin.	Between Groups	2.585	5	.517	.674	.644
	Within Groups	86.692	113	.767		
	Total	89.277	118			
Integrity - All Employees	Between Groups	3.081	5	.616	1.179	.324
	Within Groups	60.076	115	.522		
	Total	63.157	120			
CLC - Yourself	Between Groups	2.783	5	.557	2.213	.056
	Within Groups	34.462	137	.252		
	Total	37.245	142			
CLC - Division Employees	Between Groups	4.595	5	.919	1.910	.097
	Within Groups	60.138	125	.481		
	Total	64.733	130			
CLC -Supervisor	Between Groups	9.098	5	1.820	4.453	.001
	Within Groups	54.341	133	.409		
	Total	63.439	138			
CLC - Senior Admin.	Between Groups	9.519	5	1.904	3.238	.009
	Within Groups	65.845	112	.588		
	Total	75.364	117			
CLC - All Employees	Between Groups	5.868	5	1.174	2.359	.044
	Within Groups	59.204	119	.498		
	Total	65.072	124			

CLE - Yourself	Between Groups	2.683	5	.537	1.333	.254
	Within Groups	54.352	135	.403		
	Total	57.035	140			
CLE - Division Employees	Between Groups	11.470	5	2.294	3.361	.007
	Within Groups	81.903	120	.683		
	Total	93.373	125			
CLE - Supervisor	Between Groups	10.281	5	2.056	2.664	.025
	Within Groups	95.727	124	.772		
	Total	106.008	129			
CLE - Senior Admin.	Between Groups	6.799	5	1.360	1.677	.146
	Within Groups	86.759	107	.811		
	Total	93.558	112			
CLE - All Employees	Between Groups	16.725	5	3.345	5.549	.000
	Within Groups	65.108	108	.603		
	Total	81.833	113			
CLP - Yourself	Between Groups	6.664	5	1.333	4.535	.001
	Within Groups	40.559	138	.294		
	Total	47.222	143			
CLP - Division Employees	Between Groups	7.272	5	1.454	2.623	.027
	Within Groups	70.967	128	.554		
	Total	78.239	133			
CLP - Supervisor	Between Groups	11.463	5	2.293	2.901	.016
	Within Groups	104.313	132	.790		
	Total	115.775	137			
CLP - Senior Admin.	Between Groups	8.664	5	1.733	1.574	.173
	Within Groups	123.277	112	1.101		
	Total	131.941	117			
CLP - All Employees	Between Groups	10.767	5	2.153	4.129	.002
	Within Groups	62.065	119	.522		
	Total	72.832	124			
RFT - Yourself	Between Groups	2.845	5	.569	3.660	.004
	Within Groups	20.985	135	.155		
	Total	23.830	140			
RFT - Division Employees	Between Groups	7.244	5	1.449	3.014	.013
	Within Groups	62.491	130	.481		
	Total	69.735	135			
RFT - Supervisor	Between Groups	5.206	5	1.041	2.752	.021
	Within Groups	51.064	135	.378		
	Total	56.270	140			
RFT - Senior Admin.	Between Groups	10.129	5	2.026	3.608	.005
	Within Groups	63.451	113	.562		
	Total	73.580	118			
RFT - All Employees	Between Groups	12.811	5	2.562	5.340	.000
	Within Groups	59.497	124	.480		
	Total	72.308	129			
RFA - Yourself	Between Groups	2.864	5	.573	3.855	.003
	Within Groups	20.213	136	.149		
	Total	23.077	141			
RFA - Division Employees	Between Groups	7.421	5	1.484	3.064	.012
	Within Groups	61.512	127	.484		
	Total	68.932	132			
RFA - Supervisor	Between Groups	6.870	5	1.374	2.716	.023
	Within Groups	67.780	134	.506		
	Total	74.650	139			
RFA - Senior Admin.	Between Groups	13.340	5	2.668	3.669	.004
	Within Groups	77.088	106	.727		
	Total	90.429	111			
RFA - All Employees	Between Groups	12.845	5	2.569	6.023	.000
	Within Groups	49.055	115	.427		
	Total	61.901	120			

## Appendix G – Paired T Analysis – Mean Score Comparison for “Yourself” vs. “All Employees”

Pair	Core Value	Paired Differences - Mean	Std. Dev.	Std. Error Mean	95% Confidence Interval of the Difference Lower Bound	Upper Bound	t	df	Sig (2-tail)
Pair 1	CTW - Yourself - CTW - All Employees	.40	.72	6.26E-02	.28	.53	6.416	131	.000
Pair 2	CTP - Yourself - CTP - All Employees	.32	.84	7.56E-02	.17	.47	4.269	123	.000
Pair 3	DR - Yourself - DR - All Employees	.38	.72	6.51E-02	.25	.51	5.787	121	.000
Pair 4	DP - Yourself - DP - All Employees	.40	.67	5.94E-02	.28	.52	6.757	126	.000
Pair 5	Integrity - Yourself - Integrity - All Employees	.31	.68	6.12E-02	.19	.43	5.046	122	.000
Pair 6	CLC - Yourself - CLC - All Employees	.36	.65	5.80E-02	.24	.47	6.161	125	.000
Pair 7	CLE - Yourself - CLE - All Employees	.32	.76	7.10E-02	.18	.46	4.494	115	.000
Pair 8	CLP - Yourself - CLP - All Employees	.35	.70	6.20E-02	.23	.47	5.628	125	.000
Pair 9	RFT - Yourself - RFT - All Employees	.34	.63	5.50E-02	.23	.45	6.244	130	.000
Pair 10	RFA - Yourself - RFA - All Employees	.35	.67	6.00E-02	.23	.47	5.829	122	.000