



Building Employee *Commitment*  
And *Engagement*  
In Christian Organizations

2007  
Best Christian Workplaces Survey Report



May the Lord give you the desire of your heart  
and make all your plans succeed. *Psalm 20:4*

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## ***Executive Summary***

Best Christian Workplaces Institute's 2007 research suggests that staff commitment and engagement has a strong impact on an organization's effectiveness. Our 2007 study represents the views of over 11,000 workers in organizations with a Christian mission or purpose and provides a snapshot of the attitudes of today's workforce. This is research based entirely on Christian organizations, for Christian organizations. Wycliffe, Dallas Theological Seminary, Tyndale Publishers, Evangelical Christian Credit Union, Joni and Friends and The Organization of the Resurrection (United Methodist Organization) are just a few of the 93 organizations who participated in this year's research.

In a nutshell our key findings include:

- Ministries with higher levels of engagement are growing faster.
- Finding and keeping great talent that will enable future growth has become more difficult...the workers will become fewer for the harvest due to lower unemployment levels and retiring baby boomers.
- 46% of workers are Neutral or Unengaged.
- 40% of employees feel there is not a high level of trust between senior management and employees. This is one area Christian organizations score below for-profit companies.
- Five factors have emerged that have the most positive impact on staff commitment and engagement
- There are many great Christian organizations demonstrating excellence in engaging their staff to achieve their mission.
- Rewards and benefits are not the key drivers for staff commitment and engagement for Christian organizations.

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## ***Introduction***

Christian organizations realize having an excellent workplace is more important now than ever. The labor market is tight. Unemployment rates are the lowest they have been since the bubble economy burst in 2001/2002. Finding and keeping great talent that will enable future expansion of the faith in the world has become more difficult.

And yet, the current low unemployment is just one element of the brewing “labor market perfect storm” for organizations. In the United States, 8,000 to 10,000 baby boomers are turning 60 every day. There are not enough employees from Generation X or Y to take the place of the members of older generations who will retire. Every skilled worker of every age will be needed to fill the vacuum. To be effective and attract the necessary employees Christian organizations must be known as great workplaces.

Organizational effectiveness is a key element in this war for talent. Organizations that have employees who are committed to the success of the organization and show high engagement levels are typically healthier; this leads to effective ministry outcomes and growth.

But what do we mean by commitment and engagement? Defining commitment and engagement is a critical step in the process of identifying a set of workplace attributes that to build high commitment and engagement:

### **Definitions Used in This Report:**

**Employee Commitment:** the level at which an employee is pledged or motivated to help the whole organization succeed.

**Employee Engagement:** Engagement is a measure that demonstrates employees’ investments of energy and commitment to their unique role in the organization. The level of each employee’s engagement ultimately impacts the overall health of the organization.

## ***Engagement***

Employee Engagement is a popular topic in workplace research and development currently. After all, what organization wouldn’t want an engaged workforce? Engaged employees are much more exciting to have around than merely satisfied employees. Engaged employees are passionate, energized, committed, and ready to put in that extra effort toward the mission and goals of your organization. These are the employees that will affect your organization’s future by advancing the reach of your mission and increasing revenue. These are the employees that will bend over backward to meet the needs of your target groups. Every organization wants as many of these employees as possible – the big question is: where do you find them? The good news is that most workers *want* to be that passionate and energized by their work. As managers, it is your responsibility to help your employees fulfill that innate potential. As an employer, your first task is to assess whether or not you are

engaging your employees. Before embarking on this task, let's address a significant motivator as to why high levels of engagement lead to more than just a dynamic and enthusiastic work environment.

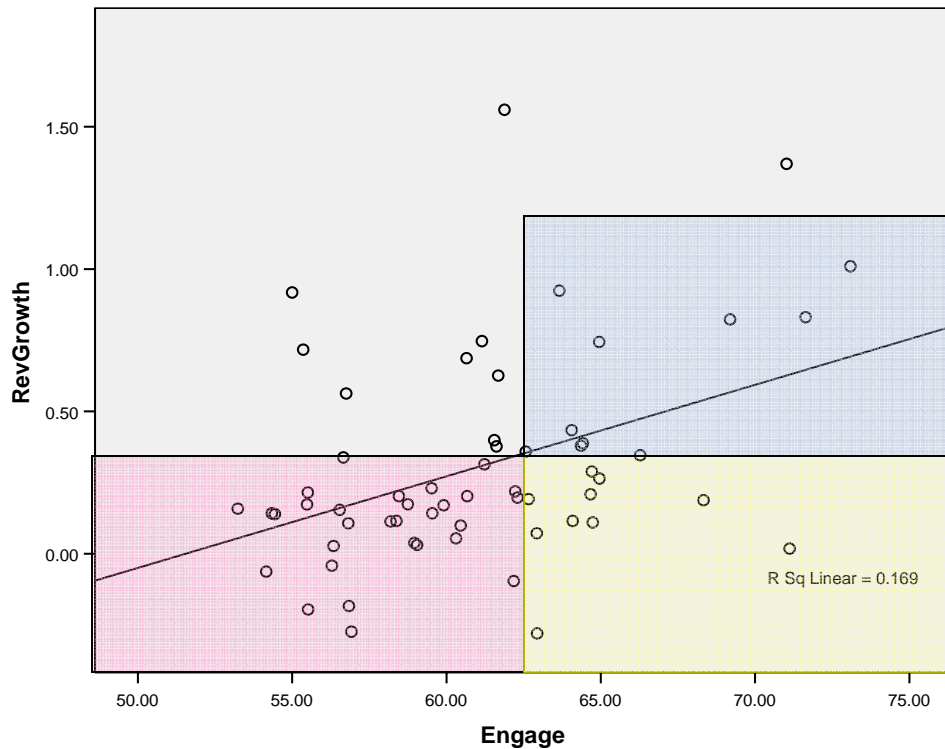
**Employee Engagement Leads to Organization Growth**

“We need more revenue to achieve our mission!” This is a common battle cry of organizational leaders, and we all are aware of the countless meetings called to address the need for increased funding. What if we were to say that this need could be fulfilled simply in being better stewards of our people resources?

As seen in Table 1 below, levels of employee engagement are directly correlated with organization growth. If this is indeed the case, then the obvious question would be, “what causes employees to be engaged at work?” According to a statistical breakdown of our employee survey, five factors emerged that feed into employee engagement. We will later explore each of these factors in greater detail: Christian Culture, Capability and Competence, Climate for Action, Commitment to Learning and Compensation. BCWI has named these factors “The Five C’s.”

**Table 1. Engagement Has a Dramatic Impact on Organization Growth**

	<b>Engagement Level</b>	<b>Revenue Growth</b>
Finalists	4.31	14.7%
Non-Finalists	3.91	5.6%



**Table 2**

## Engagement and Retention

Stewardship encompasses much more than just monetary and material resources. , Stewardship of employees' gifts and talents must also be a core focus. According to the BCWI survey, compensation is not a primary driver of employee satisfaction. In fact, as shown in Table 3, engaged employees will state that their allegiance lies with their organization despite a comparable job offer with higher pay at another organization. The effects of employee engagement are two fold: not only does productivity increase because of improved employee efficiency, but losses due to turnover, such as the cost of recruiting and training new employees, are reduced.

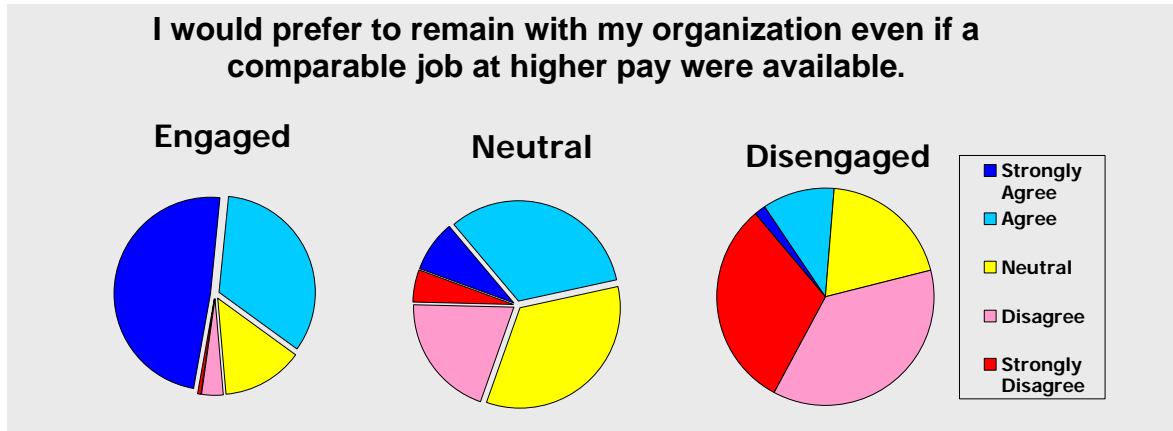


Table 3

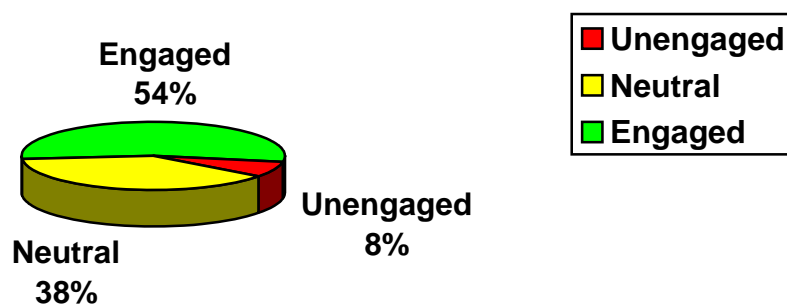
## Measuring Up: How do we know if we're engaged?

**Definition.** The academic and organizational research on employee engagement has begun to converge on the true definition of employee engagement: engagement is (or should be) a measure of cognitive (think), attitudinal (feel), and behavioral components that demonstrate employees' investment of energy and commitment toward organizational pursuits.

Unfortunately, most employee surveys do not measure behaviors – they only measure cognitions and attitudes. Fortunately, behaviors follow from thoughts and feelings, so although employee survey items cannot tell you if your employees are truly behaving in an engaged manner, the items can tell you if your organization has set the right climate for engaged behavior to follow. The best way to find out if your workforce is “behaving engaged” is to measure and monitor performance regularly!

**Measurement.** The next important consideration is: how can we use the employee survey as a measure of the cognitive and affective components of engagement? The Gallup Organization comprised an index of Employee Engagement that consists of 12 items that they believe adequately samples those two components. Gallup chose those particular 12 items because they are seen as actionable at the level of the supervisor or manager level of the company. Most importantly, several research studies have confirmed that employee engagement (as measured by these 12 items) is significantly linked to several business unit performance outcomes, such as

## 2007 Employee Engagement Levels



client satisfaction, productivity, and turnover rate (Harter, Schmidt, and Hayes, *Journal of Applied Psychology* 2002).

**Table 4**

At BCWI, we have selected similar items from our survey that we believe fill the same requirement of demanding action at the management level, but we also added four extra items that have been shown to be particularly salient for participants in our survey. These additional items also hold management accountable for taking action and setting the right conditions for an engaged workforce. The results of our analysis using these 15 items have been remarkable. Using results from our 2007 employee survey, 7.5% of employees surveyed were Unengaged, 38.3% were in the Neutral category, and 54% of employees were Engaged.

**Results.** These results had a .807 correlation with Overall Job Satisfaction as measured by our survey. Another interesting result is the connection between level of engagement and all aspects of job satisfaction. For the remaining 33 questions on our survey, the average responses for employees in each of these engagement categories differed by almost 1.00 per category. For example, one of the items on the survey is “There is clear consensus on my organization’s values.” Employees respond using the same 5-point scale with 1 representing Strongly Disagree and 5 representing Strongly Agree.

- Unengaged employees had an average score for that question of 2.7,
- Neutral employees had an average score of 3.7, and
- Engaged employees’ average score was 4.6.

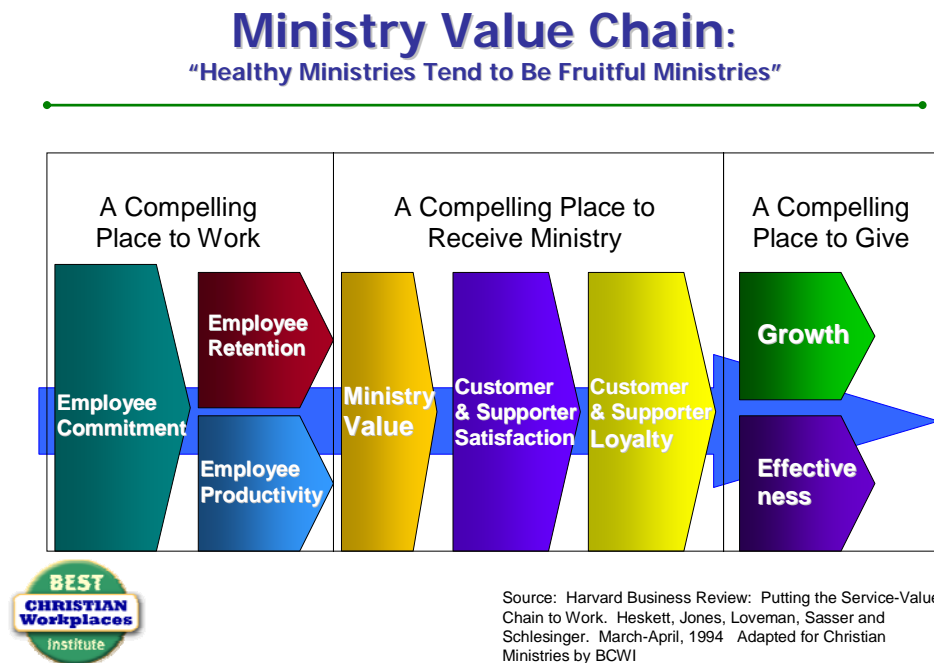
This trend was repeated on every single question in the survey, showing a clear difference on all aspects of job satisfaction among the three categories of employee engagement. For managers, these 15 questions are particularly important for focusing change efforts within your organization.

<b><i>BCWI's B-15 For Engagement</i></b>
23. I know what is expected of me at work.
11. I am very satisfied with the opportunities I have to use my skills and spiritual gifts in my job.
35. I am satisfied with the recognition I receive for doing a good job.
18. My supervisor cares about me as a person.
43. Someone at work encourages my development.
26. My organization acts on the suggestions of employees.
20. The mission and goals of my organization make me feel my job is important.
15. My co-workers are highly committed to excellence in their work.
50. I am very satisfied with the level of Christian fellowship and spirituality in my organization.
9. Someone at work talks to me about my progress regularly.
42. In the past year, I have had opportunities at work to learn and grow.
46. My organization's leaders behave with fairness and integrity.
16. My organization has a winning strategy for serving our customers/supporters.
30. Employees at my organization are encouraged to experiment and be innovative.
6. My organization is well managed.

**Table 5**

## The Ministry Value Chain Model

The ministry value chain model shown in Table 6 served as a catalyst, helping us to move from a qualitative analysis, to defining concrete characteristics that affect staff commitment. The model below depicts the relationship between staff commitment and ministry growth: staff commitment leads to staff retention and productivity. Clearly, organizations understand intuitively that in order to provide effective ministry, those people in the ministry have to have the right attitudes, resources, competence and organizational support to do ministry effectively. Ministry effectiveness cultivates loyalty from those being served as well as those supporting the ministry.



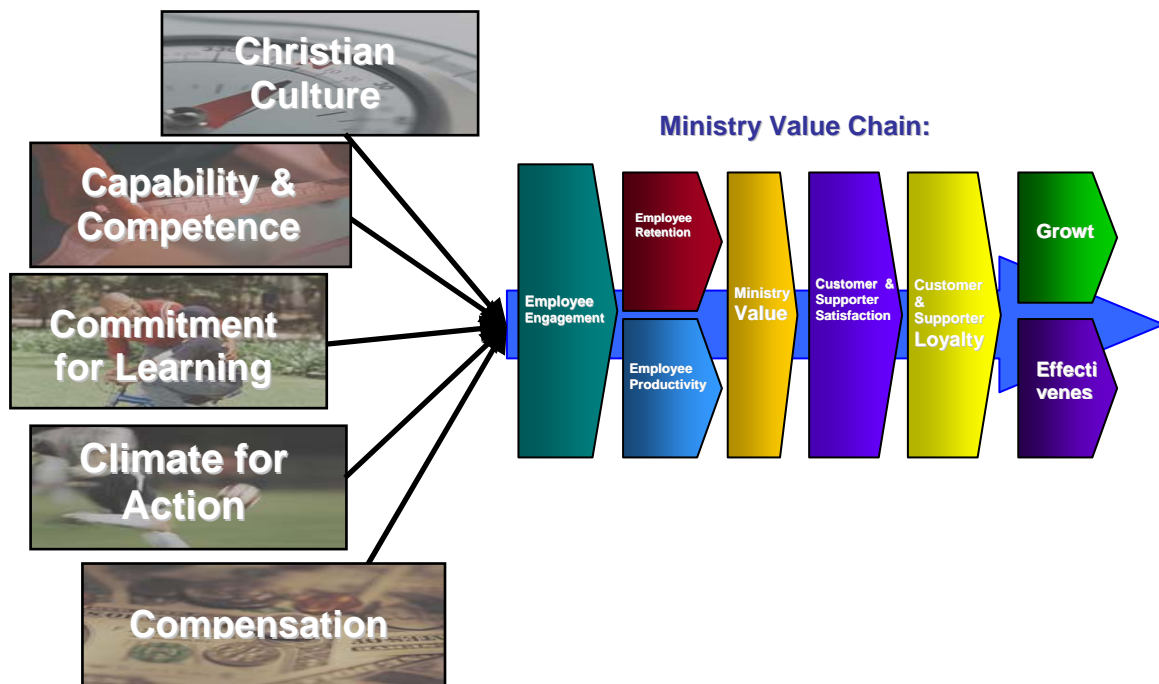
**Table 6**

The ministry value chain establishes relationships between ministry growth, customer loyalty, and staff satisfaction, loyalty and productivity. Value is created by satisfied, loyal, productive staffs. The problem in determining effectiveness lies in the method used to measure the "fruit" of an organization. In the public sector, providing service, changing lives, and educating people are very difficult to measure.

## **Core Factors Influencing Staff Commitment**

In Christian organizations, what are the factors that influence staff commitment? To answer this question, BCWI conducted comprehensive statistical analysis of the dimensions that comprise our survey. The results of these analyses will help both BCWI and our clients to better understand how the survey can be a useful tool for organizational development! When statisticians perform factor analysis, they are asking the data to reveal consistent patterns in the way that participants answer survey questions. The data is grouped together with highly correlated items, thus forming an interrelated group of questions that should show a coherent underlying dimension. Thus, factor analysis is a helpful tool for understanding and organizing survey data. Rather than focusing on every single item score in isolation, it can be helpful to look at the pattern of scores on similarly grouped items to establish a consistent idea of what the perceptions are among employees.

With a database of over 11,000 employees for 2007, the factor analysis revealed that the 56 survey questions group together to form five major factors, or underlying dimensions. Each of the factors has been named for our convenience to reflect the major pattern of question content, and include: Christian Culture, Capability and Competence, Climate for Action, Commitment to Learning and Compensation. BCWI has coined these factors “The Five C’s.”



**Table 7**

**Christian Culture.** The questions that group together to form the “Christian Culture” factor are centered upon the employees’ perception of Christ-centered leadership, fairness and integrity in leadership, openness and honesty within organizational activities, and compassionate behavior on the part of management. At BCWI, we consider highly favorable scores on this group of questions to reflect strong, positive relationships between an organization and its employees. In addition, these employees perceive that they are working for honest and trustworthy leaders that put Christ first and foremost in their organizational goals and pursuits.



My organization’s leaders exhibit the fruit of the Holy spirit.
The management of my organization keeps a focus on putting Christ first in daily decision making.
My organization’s leaders behave with fairness and integrity.
My organization’s leaders demonstrate compassion for people at all levels.
My organization reflects Christ to the world.
Overall, I am satisfied with the level of Christian fellowship and spirituality at my organization.
My organization conducts its activities openly and honestly.

**Capability and Competence.** The “Capability and Competence” factor draws on employees’ perception of the organization’s overall effectiveness – key components include questions regarding their success at achieving organizational goals, their strategy for meeting the needs of those they serve, and their ability to maintain positive, long-term relationships with clients. Employees tend to be much more satisfied and committed to organizations that are performing well toward clear objectives, are delivering products and services the employees can get excited about or are at least seeing significant improvements toward those ends.



Over the past year my organization has met its performance goals.
The mission and goals of the organization make me feel my job is important.
My organization has a winning strategy for meeting the needs for those we serve.
Long-term loyal relationships with those we serve are highly valued at my organization.
There is clear consensus on my organization’s goals.
My organization retains highly qualified employees.
Over the past year, my organization has improved for the better.
My organization provides good job security for those who perform well.
Overall, the quality of the products/services my organization offers satisfies those we serve.

**Commitment to Learning.** The first factor in our survey has been titled “Commitment to Learning and Growth,” and consists of survey items that ask employees to rate the support they feel from supervisors, the recognition they receive for good work, and the opportunities they have been given regarding their own professional development. Taken together, these questions are a good indicator of how well an organization or particular department has encouraged learning and growth through appropriate feedback, support, and development opportunities.



My supervisor cares about me as a person.
My supervisor helps me to solve work related problems.
Someone at work encourages my development.
I am satisfied with the recognition I receive for doing a good job.
In the past year, I have had opportunities to learn and grow.
In the last six months, someone has talked to me about my progress.
I have the decision-making authority I need to do my job effectively.
I know what is expected of me at work.
I have fun at work.

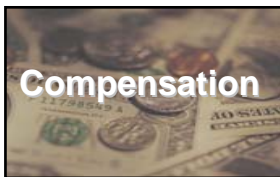
**Climate for Action.** The Climate for Action factor is a group of questions that assess the degree to which employees feel that they are involved in organizational decisions and goals. Core questions ask employees whether they feel their suggestions are sought and acted upon by their organizations; if management explains motives for major decisions; and if employees are encouraged to be innovative. Favorable responses for the majority of questions on the “Climate for Action” factor indicate that employees feel their work and autonomy is valued and respected by management, and that the organization promotes an environment where active staff participation is expected and rewarded.



My organization seeks the suggestions of employees.
My organization acts on suggestions of employees.
My organization involves employees in decisions that affect them.
My organization’s management explains the reasoning behind major decisions.
Employees at my organization are encouraged to experiment and be innovative.
My organization promotes the most qualified employees.
My organization effectively rewards top performers.
At my organization, people are responsible and held accountable for doing what they say they will do.
Employees feel free to voice their opinions openly in my work area.

**Compensation.** The fifth factor to emerge from the analysis relates questions regarding “Compensation.” Interestingly, years of survey analysis have shown that this group of questions is the least related to staff commitment of all of our survey questions, but they appear to relate consistently to each other in response patterns. These questions assess the degree to which employees feel their pay and benefits are fair, and also comparable with other similar organizations.

The five factors discussed have resulted from 2007 survey analysis, as well as from multi-year analysis from all of our past survey campaigns. However, new to this year’s survey, (perhaps due to the addition of new survey questions), there appears to be a sixth factor emerging. We have called this factor “Co-worker Relationships,” as it includes questions that assess the quality of teamwork across departments, conflict resolution skills among co-workers, and perceptions of co-workers’ commitment to excellence in their work.



In comparison with other Christian organizations, I feel I am paid fairly.
I am satisfied with my paid time off (vacation, sick leave).
I would prefer to remain with my organization even if a comparable job with higher pay were available at another organization.
I am satisfied with my retirement plan (pension, 401K).
I am satisfied with my medical or health plan.

## ***Trust in Management***

Trust is difficult to define and measure in organizations. What we know about trust is that it has a huge impact on the relationships and performance of organizations. For something so difficult to quantify, we spend a lot of time talking about it during survey debriefings with our clients! This section of our paper will deal with trust and management, as it largely falls on management's shoulders to build or repair trust in an organization.

**Definition of Organizational Trust.** While we can agree that trust is important, finding a clear definition of trust proved to be a difficult exercise. Through extensive research of the literature, we landed on a definition that works for us. According to the International Association of Business Communicators, trust is:

*“The organization’s willingness, based upon its culture and communication behaviors in relationships and transactions, to be open and honest, based on the belief that another individual, group, or organization is also competent, open and honest, concerned, reliable, and identified with common goals, norms and values.”*

Now that may seem a bit convoluted, but broken down, this definition basically states that an organization demonstrates and fosters trust by being open and vulnerable toward its members.

The next logical question is: what does trust look like in an organization? While it's impossible to quantify all of the ways in which trust manifests, some quick examples come to mind. For one, an organization's willingness to survey its employees, openly feedback the results, and involve employees in action planning for positive change demonstrates solid trust on the part of leadership. In accordance, the employees' willingness to be completely honest and vulnerable during the process of organizational change efforts - giving of their time and consideration, shows that the employees have a healthy foundation of trust in their leaders. Usually, the degree of trust in an organization will be more obvious during periods of unrest or change, i.e. when both management and employees have something to lose. As one trust researcher suggests, “Optimal trust requires a willingness to choose trust even when there are calculated risks connected with a particular situation” (IABC Research Foundation, 2000).

**Three Imperatives of Trust.** What are the important components of trust? Consultant Robert Shaw (“Trust in the Balance” 1997 Josey Bass Publishers) believes that there are three basic areas of trust where you should focus your attention. According to Shaw, the three imperatives are achieving results, acting with integrity, and demonstrating concern.

- The first imperative, **achieving results**, suggests that earning trust in an organization requires fulfillment of obligations and commitments. Promises and good intentions are not enough - trust requires competent performance that fulfills expectations.
- Secondly, trust requires **integrity**. Words and actions must be consistent – distrust arises out of a mismatch between the two.

Finally, **demonstrating concern** is imperative to trust because we must have faith that the people we trust are taking our best interests to heart. Especially in leadership roles, we expect to express care and concern for each individual employee, for each interdependent work group or department, and for the broader organization as a whole. Thus, leadership had a large responsibility in making everyone feel genuinely cared for!

If you want to diagnose the level of trust in your organization, the employee survey can be a helpful tool. The survey has questions that assess each of the trust imperatives. See Figure 1.

<b><i>Achieving Results</i></b>	6. Over the past year, my organization has improved for the better.
	38. My organization has a winning strategy for meeting the needs of those we serve.
	41. Over the past year, my organization has met its performance goals.
	39. Overall, the quality of the products/services my organization offers satisfies those we serve.
<b><i>Integrity</i></b>	14. There is a high level of trust at my organization between senior management and employees.
	17. My organization's leaders behave with fairness and integrity.
	35. My organization conducts its activities openly and honestly.
	36. At my organization, people are responsible and held accountable for doing what they say they will do.
<b><i>Demonstrating Concern</i></b>	15. My supervisor cares about me as a person.
	18. My organization's leaders demonstrate compassion for people at all levels.
	42. My organization values diversity of cultural backgrounds personal styles, and ideas among employees.

**Rebuilding damaged trust.** If you find that trust in your organization is lacking, there are steps that you can take to rebuild trust. Galford and Drapeau (Harvard Business Review, Feb.2003) have outlined four steps for restoring when trust has been damaged. Following is a brief description of their steps:

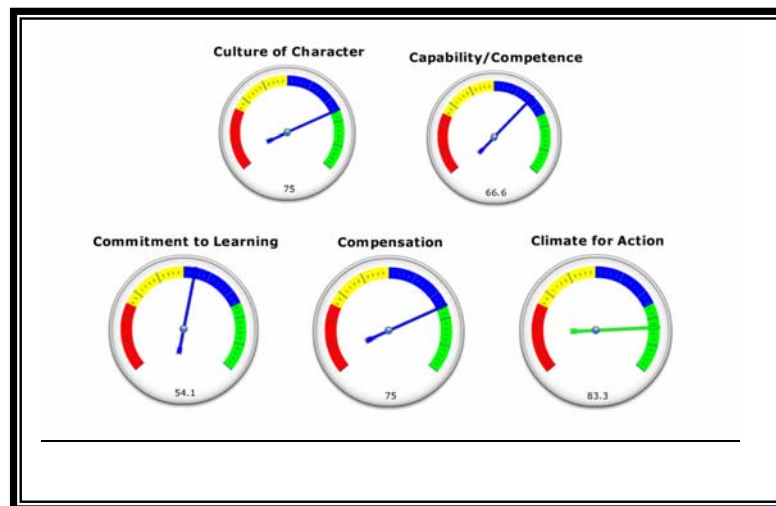
1. First, it is essential to determine why trust broke down in the first place. While this sounds simple and obvious, it's rarely that easy. There are several important considerations: a) How quickly did trust break down; b) When did the violation occur and how long did it take for you to acknowledge it; c) Was there a single cause, or a pattern of causes; and d) Was the loss of trust reciprocal? These are all important questions in determining the reason for damaged trust, and the answers will inform how you proceed.
2. Second, you must determine the depth and breadth of the breach, as a different level of response may be necessary for different groups. Some may be deeply hurt and affected, while some may barely even know of the breach.

3. Third, you must own up to the loss rapidly without downplaying, as employees will be skeptical of your ability to recover. It is not necessary to have an immediate, detailed plan – but it is necessary to demonstrate humility.
4. Fourth and finally, do your best to develop and share a realistic plan for rebuilding trust – and then stick to it! Remember that employees should be involved with every step of the process so they can be sure their concerns will be addressed. The solution must include them if they are to trust again!

For more details regarding the process see Galford and Drapeau’s article entitled “The Enemies of Trust” in Harvard Business Review (Feb 2003).

### ***Creating Your Workplace Effectiveness Scorecard***

The 5 C’s, developed from analysis of effective, healthy organizations, puts “hard” values on “soft” measures. This *Scorecard* provides an expanded, high-level view of an organization’s performance and how it compares to other similar type organizations. This monitoring tool considers data from the employee survey as well as variables independent of the employee survey such as revenue growth, attendance, donor perceptions and commitment. It serves as a great, high-level tool for a board. In one scorecard, employee satisfaction is integrated with the fruit of a ministry or organization. We have found specific measures from the employee survey that are key drivers of employee satisfaction and financial results.



**Table 8**

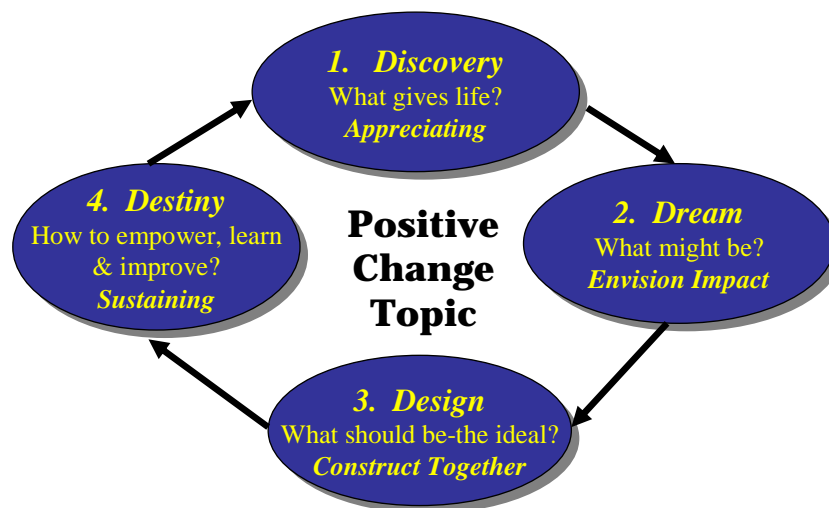
### ***Change is Hard! How to Get Traction***

Sure, you agree employee engagement and organizational effectiveness levels are not where they should be in your workplace. Now what? Researchers and consultants have conducted multiple studies of success and failure in organizations who have initiated large scale change projects. A consulting firm, VitalSmarts, has conducted a study of over 2,000 change efforts. The results are shocking. Their research shows that 85% of organizations that have completed change efforts would

grade the outcome as a failure in terms of changed behavior. Their research goes on to indicate that 14% could only point to anecdotal success. And only .1% can document their change efforts were a success in quantitative terms. These results are consistent with our own research.

What is the best way to achieve the desired results of changed behavior that lead to improved effectiveness? *Appreciative Inquiry* is a strength-based approach that has been widely researched and proven highly effective for a variety of interventions (i.e., strategic planning, business process improvement, conflict resolution, building high performance organizations, amalgamation, teaming and collaboration, etc.) and in just about every sector imaginable.

## “The 4-D” Cycle, Our Organizational Development Approach



**Table 9**

Appreciative Inquiry is the cooperative search for the best in people, their organizations and the world around them. The process of AI supports the positive approach to enhancing organizational performance. Central to AI is the following question: “What gives a system ‘life’ when it is most effective and capable in economic, ecological and human terms?” Managers and employees take part in a creative problem solving process from a solution perspective by asking questions that invoke imagination and innovation. As organizations discover and appreciate the best of “what is” and begin to envision “what might be”, a dialogue erupts of “what should be.” Ultimately, this dialogue and design becomes the positive reality of the organization. (Cite: Cooperider and Whitney ) Note: Provide complete bibliographic citation

## About the Survey

The Best Christian Workplaces Institute (BCWI) has completed its fifth year of surveying staff satisfaction and commitment in Christian organizations. This report shares our survey research findings with our participants and with anyone else who would like to know what makes Christian workplaces great! First of all, we will discuss important demographic details and trends from the 2007 Best Christian Workplaces Survey.

**Organization Types:** The 2007 BCWI Survey represents data from 93 organizations and over 11,000 employees! Our participants included 26 parachurch/mission organizations, 17 service providers, 14 media organizations, 14 higher educational institutions, and eight churches. Please see figures for more information about participation by organizational size and type.

We asked participants to answer 56 questions that focus on a broad range of organizational effectiveness issues. Our questionnaire is included in the appendices.

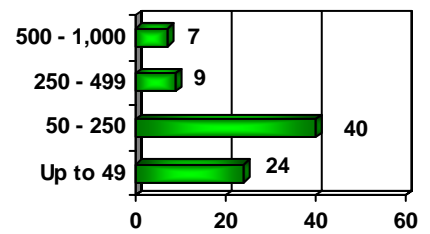
**Results by Demographic Area:** Research of demographic trends indicates that employees differ in their level of commitment based on certain characteristics. Highlights from these findings include:

**Age:** While all age groups averaged overall commitment ratings in the Agree to Strongly Agree range, those participants in the age range of 30-44 had significantly lower commitment scores than the all other age groups. Interestingly, participants 65 and older had the highest scores! These findings suggest that it may be important to pay special attention to employees in that 30-44 age range – it is possible that these years are full of stress including the balance of career and family, and difficult career decisions.

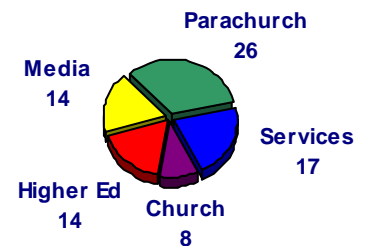
**Tenure:** Regarding commitment levels for number of years employed, the highest commitment levels occur in the first two years of service. After the second year, commitment tends to decrease until the sixth year of service, upon which it gradually begins to rebound. Because commitment is so high during these first two years of employment, this may be a critical time for managers to think about how these employees can be developed. Pay careful attention to onboarding processes and talent management – try to help employees find a good fit for their interests, skills, and abilities.

**Job Level:** Senior Managers are significantly more committed than any other employees, while hourly and

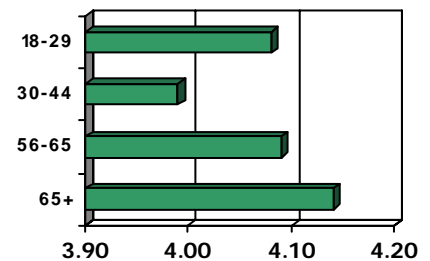
Organization Size by # Employees



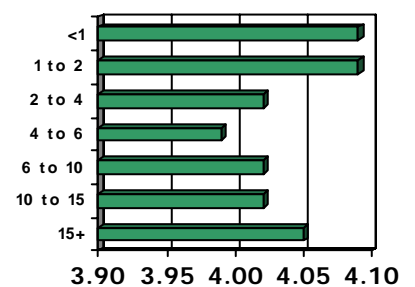
Organization Types



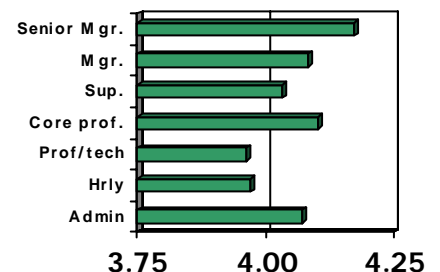
Commitment by Age



Commitment by Tenure



Commitment by Job Level

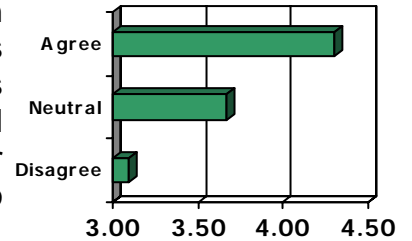


technical staff appears to be the least committed. Managers can increase commitment and satisfaction levels of their hourly and technical staff by making sure that they employees know that they are a crucial part of your operation. They must understand how their work aligns with your organization’s mission.

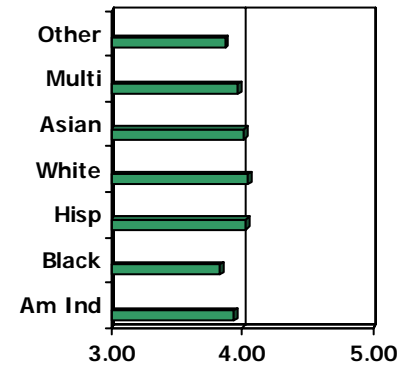
**Organizational performance:** Perhaps the most interesting finding is that employees who agreed that their organization achieved its performance goals were much more committed than employees who did not agree. Communication may be the key to maintaining high commitment levels when organizational performance is not at its best. Employees should be fully aware of performance goals and the efforts and successes in attaining them. Even in less successful times, you should maintain positive attitudes about your direction and keep communication lines open. Be sure to celebrate the successes!

**No-difference findings:** There are no significant differences in commitment levels based on ethnic identification, gender, or full-time vs. part-time status!

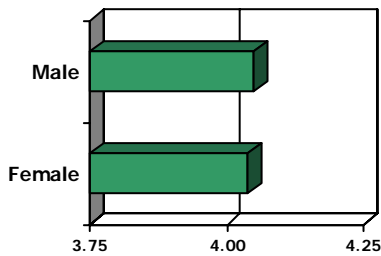
**Commitment and Achievement of Goals**



**Commitment by Ethnicity**



**Commitment by Gender**



**Commitment by Employment Status**

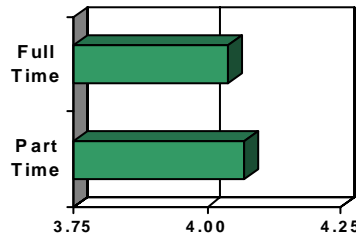



Table 10

Appendix A

 <b>2007 Best Christian Workplaces</b>			
<b>Large (Over 500 Employees)</b>			
Indiana Wesleyan University	803	Marion	IN
Point Loma Nazarene University	515	San Diego	CA
Wycliffe	876	Orlando	FL
<b>Higher Education (Up to 500 Employees)</b>			
Dallas Theological Seminary	261	Dallas	TX
Evangel University	304	Springfield	MO
The Master's College	215	Santa Clarita	CA
The Master's Seminary	34	Santa Clarita	CA
Olivet Nazarene University	384	Bourbonnais	IL
Phoenix Seminary	35	Scottsdale	AZ
<b>Christian Schools (90+ Employees)</b>			
Fairfield Christian Academy	90	Lancaster	OH
Indian Rocks Christian Schools	91	Largo	FL
<b>Christian Schools (Up to 90 Employees)</b>			
Christian Heritage Academy	48	Northfield	IL
First Baptist Academy	65	Naples	FL
Midland Christian Academy	29	Midland	VA
Stoneybrooke Christian	72	San Juan Capistrano	CA

<b>Publishing (Up to 100 Employees)</b>			
Back to the Bible	92	Lincoln	NE
Howard Books	26	West Monroe	LA
InterVarsity Press	81	Downer's Grove	IL
<b>Publishing (100-500 Employees)</b>			
EMF/KLOVE and Air1Radio	301	Rocklin	CA
Harvest House Publishers	115	Eugene	OR
Tyndale House Publishers	264	Carol Stream	IL
<b>Service and Product (50+ Employees)</b>			
Alliance Defense Fund	116	Scottsdale	AZ
Evangelical Christian Credit Union	277	Brea	CA
Logos Bible Software	114	Bellingham	WA
<b>Service and Product (Up to 50 Employees)</b>			
Organization Extention Plan	41	Salem	OR
Covenant Eyes	25	Corunna	MI
DeMoss Group, Inc.	20	Duluth	GA
Envoy Financial	16	Colorado Springs	CO
<b>Churches (Up to 500 Employees)</b>			
Crossroads Community Organization	84	Cincinnati	OH
The United Methodist Organization of the Resurrection	136	Leawood	KS
Wooddale Organization	104	Eden Prairie	MN
<b>Parachurch and Mission (60-300 Employees)</b>			
CityTeam Ministries	122	San Jose	CA
Coalition for Christian Outreach	188	Pittsburgh	PA
Crown Financial Ministries	211	Gainesville	GA
Joni and Friends	99	Agoura Hills	CA

<b>Parachurch and Mission (Up to 60 Employees)</b>			
Amor Ministries	33	San Diego	CA
Apartment Life	38	Eules	TX
EQUIP	29	Duluth	GA
MOPS International	52	Denver	CO
New Mission Systems International	43	Fort Myers	FL

## Appendix B



### 2008 BCWI Survey Questionnaire

This survey is being administered by the Best Christian Workplaces Institute, a human resources research and consulting firm.

Please answer each question carefully and honestly. Your candid input is important to your organization. Rest assured that all responses will be kept anonymous and are completely unidentifiable. Your organization’s results will be reported in group summary format only.

**Definitions:**

“**Organization**” refers to the organization as a whole or to the division participating in the survey.

“**Senior Management**” refers to all the individuals in management at the top level in your organization.

“**Work area**” refers to your immediate work group.

“**Supervisor**” refers to the person, regardless of his or her title who is responsible for completing your performance review.

<b>Employee Survey Questions:</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>Job Satisfaction</b>					
1. All in all, I am satisfied with my job.					
2. I would rate my organization as an exceptional place to work.					
3. In general, I like working for this organization.					
<b>Organizational Commitment</b>					
4. My organization retains highly qualified employees.					
5. My organization provides good job security to employees who perform well.					
6. Over the past year, my organization has improved for the better.					
7. I would recommend my organization to others as a good place to work.					
8. I would prefer to remain with my organization even if a comparable job at a higher pay level were available in another organization.					
<b>Christian Witness</b>					
9. The management of my organization keeps a focus on putting Christ first in daily decision-making.					
10. My organization reflects Christ to the world.					

<b>Employee Survey Questions:</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
11. I am very satisfied with the opportunities I have to use my spiritual gifts in my job.					
12. Overall, I am very satisfied with the level of Christian fellowship and spirituality at my organization.					
13. My organization's leaders exhibit the fruit of the Holy Spirit (love, joy, peace, kindness, etc.).					
<b>Supervisory Effectiveness</b>					
14. There is a high level of trust at my organization between senior management and employees.					
15. My supervisor cares about me as a person.					
16. My supervisor helps me to solve work-related problems.					
17. My organization's leaders behave with fairness and integrity.					
18. My organization's leaders demonstrate compassion for people at all levels.					
<b>Work Satisfaction</b>					
19. I am very satisfied with the opportunities I have to use my skills in my job.					
20. I have fun at work.					
21. The mission and goals of my organization make me feel my job is important.					
22. There is clear consensus on my organization's goals.					
23. I have the decision-making authority I need to do my job effectively.					
24. I receive the training needed to do my current job effectively.					
<b>Personal Growth and Development</b>					
25. In the last six months, someone at work has talked to me about my progress.					
26. My organization effectively rewards top performers.					
27. I am satisfied with the recognition I receive for doing a good job.					
28. In the past year, I have had opportunities at work to learn and grow.					
29. Someone at work encourages my development.					

<b>Employee Survey Questions:</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
30. My organization promotes the most qualified employees.					
<b>Management Effectiveness</b>					
31. My organization is well managed.					
32. My organization acts on the suggestions of employees.					
33. Employees at my organization are encouraged to experiment and to be innovative.					
34. At my organization we strive to help one another maintain life balance.					
35. My organization conducts its activities openly and honestly.					
36. At my organization, people are responsible and held accountable for doing what they say they will do.					
<b>Customer/Supporter Satisfaction</b>					
37. Long-term loyal relationships with those we serve are highly valued at my organization.					
38. My organization has a winning strategy for meeting the needs of those we serve.					
39. Overall the quality of the programs/services my organization offers satisfies those we serve.					
40. I would recommend that my family/friends use or support my organization's products/services.					
41. Over the past year, my organization has met its performance goals.					
<b>Teamwork</b>					
42. My organization values diversity of cultural backgrounds, personal styles, and ideas among our employees.					
43. My organization recruits and hires highly qualified employees.					
44. My co-workers are highly committed to excellence in their work.					
45. In my work area we work effectively as a team.					
46. At my organization, there is generally good teamwork across departments.					
47. The people I work with exhibit good conflict resolution skills.					

<b>Employee Survey Questions:</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>Communications</b>					
48. My organization's management explains the reasons behind major decisions.					
49. I know what is expected of me at work.					
50. My organization seeks the suggestions of employees.					
51. Employees feel free to voice their opinions openly in my work area.					
52. My organization involves employees in decisions that affect them.					
<b>Pay and Benefits</b>					
53. In comparison with people in similar jobs in other Christian organizations, I feel I am paid fairly.					
54. I am satisfied with my medical or health plan.					
55. I am satisfied with my paid time off (vacation, sick leave).					
56. I am satisfied with my retirement plans (pension, 403(b), 401(k), RRSP etc.).					

**Open Ended Questions:**

- 57. What are the specific things about your organizations that make it a great workplace?
- 58. What about your organization would you like to improve?
- 59. Please tell us about a time when you felt most alive and effective at your organization.