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Enhancing Workplace Culture Through Strategic Internal Communications

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SOUTH CAROLINA
DEPARTMENT OF
PARKS, RECREATION
& TOURISM

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BACKGROUND

The South Carolina Department of Parks, Recreation & Tourism (SCPRT) is a cabinet agency dedicated to managing South Carolina's 47 state parks, marketing South Carolina as a tourism destination, and supporting recreation opportunities in communities. The goals of the agency are simple: we work to put heads in beds, people in parks, and feet on fairways.

SCPRT is a mid-size agency with a Governor-appointed director, chief of staff, and ten group leaders who oversee our divisions: State Parks, Tourism Sales & Marketing, Grants & Recreation, Human Resources (HR), Finance, Legislative Affairs, Information Technology (IT), Legal, Film, and Corporate Communications. As of Jan. 27, 2022, SCPRT had a total of 810 employees, including full-time and part-time staff. Our workforce swells in the summertime, when the number of part-time team members in our state parks expands to meet the needs of our busiest season. The entire leadership team is based at our central office in Columbia, while the majority of the SCPRT staff are scattered throughout the state at our 47 state parks and nine South Carolina Welcome Centers. Approximately 12.5% of our staff are located at our central office, 9.0% are in our Welcome Centers, and 78.5% are in our state parks.

Our state parks and welcome centers have to make decisions and run day-to-day operations independently to be efficient and successful. This decentralized structure empowers staff to be self-sufficient, working within specified operational guidelines to complete their daily work. There is a clear organizational hierarchy, making it easy for field staff to report problems up the chain of command, eventually reaching leadership in the central office when necessary.

While the decentralized nature of the agency is helpful for empowering employees to work most efficiently, it also creates challenges. The physical separation of each park and

welcome center means they each foster a separate subculture, which can grow to be powerful and potentially harmful to the overall culture, particularly when challenges arise. Subcultures, and physical distance, also make it challenging to share consistent and timely information agency wide.

Currently, emails and an intranet that hasn't been overhauled since 2014 are the only lifelines connecting field staff to the overall agency – and approximately 11% of field staff don't have an email account. Most agency wide communications are emailed from division group leaders on an as-needed basis, without collaboration between divisions in advance, and with little audience tailoring. Between Jan. 1, 2021 and Jan. 31, 2022, more than 350 emails were sent agency wide. Included in that number are emails that were only relevant to specific segments of the employee population, for example: information for a specific type of SCEIS user access, information about benefits for full-time employees, information about policies that only apply to certain employees, or information about parking at the central office.

Our IT division has issued approximately 400 personal or shared computers to staff. All state parks and welcome centers have at least one shared computer available for staff. The approximately 85 central office employees all have a computer. To stay connected on the go, 66 employees have an agency-issued smartphone, and approximately 25 employees have signed agreements which allow them to use their personal smartphones to access work email.

PROBLEM STATEMENT

SCPRT enjoys a reputation among state agencies as having a positive organizational culture and high workplace satisfaction. For the most part, we don't face some of the same struggles other state agencies have when it comes to filling positions and combatting high

turnover. What drives people toward careers at SCPRT is usually more fueled by passion than a paycheck – a desire to protect our natural and historic resources or a love for South Carolina that they want to share with the world. This makes our workforce unique and, in many ways, extraordinary.

This dynamic has also allowed the agency to grow and thrive for decades with internal communications on a backburner. Typically, strategic internal communications are implemented to drive culture, fuel morale, and keep employees informed and on the same page. In the age of the Great Resignation, driving a positive employee culture is more important now than ever – for every sector. According to Forbes, “Internal communications is important because it puts everyone on the same page. Everyone’s marching toward the same goal, which in turn creates a more cohesive strategy and reduces confusion and inefficiencies... In order to have a united front externally, there needs to be education and understanding internally,” (Ong, 2017). With a primarily public-facing staff, ensuring employees have the information they need to do their jobs effectively is critical to protecting the Discover South Carolina and South Carolina State Parks brands. Taking strategic steps to engage, celebrate, and inform every member our team is essential to fostering high workplace satisfaction and maintaining our low turnover rate to ensure we have the committed manpower we need to achieve our goals.

DATA COLLECTION

I started at SCPRT in January 2021, so as I kicked off this project (and to this day), there was a lot for me to learn about the agency’s usage, preferences, and effectiveness related to internal communications. The goals of my data collection were to:

1. Inventory existing internal communication channels
2. Review employee use of existing channels

3. Understand employee needs and preferences
4. Gauge employee satisfaction to determine benchmarks for future improvement
5. Gauge leadership's perception of our existing communications
6. Learn what similarly structured agencies do to connect with their employees

To inventory existing channels, I had conversations with our division group leaders. To review employee use of these channels, I collaborated with our IT and HR departments to pull usage statistics and employee counts. To understand employee needs and preferences, and gauge employee satisfaction to determine benchmarks for future improvement, I conducted an agency wide survey in January 2022. I created a separate survey to learn more about how our agency leadership perceives the effectiveness of our existing communications. Finally, to learn what other similarly structured agencies do, I contacted the SC Forestry Commission, the SC Department of Natural Resources, and NC State Parks.

DATA ANALYSIS

Inventory existing internal communications channels

Emails: The first, and most frequently used communication method, is to send agency wide emails. Currently, every employee with an @scprt.com email account has the ability to send an agency wide email. There are no approvals required, and no standards for when an agency wide email is appropriate, so they are totally up to the discretion of the sender. The results are frequent emails, sent with little to no consistency in style or voice, and little to no consideration of framing emails for intended audiences.

Intranet: While SCPRT has an intranet, it's not widely used and is rarely updated. The welcome page content hasn't been updated since 2014 according to the date on the page. Our HR and Finance teams post documents and policies on the intranet, but those seem to be the only areas that are regularly maintained. This sad state of the intranet is a missed opportunity from

an internal communications perspective. At their best, intranets can serve as collaborative platforms for sharing up-to-date news, housing the latest documents and shared digital resources, and help create cross collaboration across the agency. Intranets can and should be a living part of an organization, serving as an on-demand resource for updated information.

Microsoft Teams and WebEx: While these two collaborative tools can have very different uses, currently the vast majority of employees only use WebEx and Microsoft Teams for virtual meetings. Microsoft Teams has a variety of collaborative tools, from chats to virtual teams with shared documents and more, but those features are not frequently used. Very few employees stay logged in to Microsoft Teams, and very few seem to know how to use additional features.

Landscapes Internal Newsletter: In March 2021, I launched an agency wide internal newsletter (Landscapes), which is shared with every @scprt.com email account at the end of every month. This newsletter consolidates relevant news and information that is sent agency wide throughout the month, rewriting the content to be plain language and actionable. A section on employee news welcomes the new employees, congratulates any employees who changed positions, spotlights any retirements, and recognizes any weddings or other personal celebrations. We include news headlines that feature the agency, our staff, or information that impacts SCPRT. Finally, we include feel-good stories from our front lines and a huge collection of photos from events and special moments throughout the month.

All Staff Meetings: Once each quarter, agency leadership organizes an all staff meeting. Meetings are held in the central office and streamed online so field staff can tune in. The agency director leads the meetings and shares kudos and pertinent updates. Smaller groups

within the agency follow similar patterns. For example, the park managers and welcome center managers all meet in-person annually.

Review employee use of existing channels

As I mentioned, agency wide emails are our primary internal communication tool. Before this project, I had two assumptions about agency wide emails. First, I assumed every employee received them. Second, I assumed every employee read emails daily. After consulting with my IT and HR departments, I learned I was wrong on both fronts.

As of Jan. 27, 2022, of our 810 employees overall, 90 didn't have an @scprt.com email address. That means 90 employees haven't received a single agency wide communication (+350 emails throughout the year), and have no direct lifeline to the larger agency. Of the 720 employees who do have email, they aren't very likely to check it on a regular frequency. On average, when considering every weekday between Aug. 5, 2021 and Jan. 31, 2022, only 54% of employees checked their email at least once a day.

There are likely a few reasons why employees aren't checking email every day. First, the nature of their work. Many employees don't sit in an office at a computer, and rarely need a computer to complete most of their job duties. Second, they may not have a device to regularly check email. Approximately 200 employees have a laptop, and nearly half of them are in our central office. There are another 200 shared desktop computers, primarily in our state parks and welcome centers. That's a small percentage compared to our employee headcount of 810.

Connectivity and cell service are another hurdle to communications in our agency. Our parks in particular are often in more remote parts of the state, making it difficult for our IT team to provide and support connectivity. This problem is currently a priority project for our IT

team because connectivity impacts not only our internal communications, but also our ability to serve customers through retail sales and reservations.

Understand employee needs and preferences; Gauge employee satisfaction to determine benchmarks for future improvement

We launched a survey to solicit feedback and preferences about our Landscapes internal newsletter, agency wide emails, our agency intranet, and our agency communications overall (Appendix 1-3). The survey was open from Jan. 24 – Jan. 31, 2022 to all current SCPRT employees with an @scprt.com email address. The survey was promoted in two survey-specific agency wide emails, with a reminder included in the January Landscapes newsletter. We shared a summary of the survey results with staff in the February Landscapes newsletter. Everyone who responded to the survey was entered into a prize drawing to encourage participation.

Excluding the agency leadership team, 706 employees have an @scprt.com email address and would have had access to complete the survey. Only 169 employees completed the survey, giving us an overall completion rate of 24%. Of those respondents, 26% were from our central office, 13% were from our welcome centers, and 61% were from our state parks. This low percentage makes it impossible to extrapolate responses across the agency as a whole, but it does provide useful insight.

For starters, the fact that 90 employees never had a chance to take the survey because they don't have email access is an important stat to remember. Another 537 employees either never read the emails about the survey or simply chose not to participate. As any communication professional will tell you – no response is a response – one that tells me we have work to do. While we are unlikely to ever reach 100% participation in any survey, it will be

difficult to make broad assumptions until we are closer to a 75% response rate (CustomInsight, n.d.). In the meantime, we have work to do to figure out how to engage employees to encourage more participation in the future, and to ensure every employee has access to the survey.

We did learn a good bit about the preferences of the respondents. When asked how frequently employees read these communications, 70% indicated that they Always or Often read the Landscapes newsletter, compared to 84% who selected those options when asked how often they read agency wide emails overall.

The following percentage of respondents answered Agree or Strongly Agree to these questions about information in our Landscapes newsletter or agency wide emails overall:

Information on this channel is...	Landscapes newsletter	Agency wide emails overall
Useful	77%	72%
Easy to understand and actionable	92%	84%
Relevant to my job	66%	56%
Timely	81%	79%
Trustworthy/Accurate	91%	91%

Three-quarters of respondents indicated that the Landscapes newsletter helps them feel more connected to coworkers. When asked about agency communications overall, the following percentage of respondents answered Agree or Strongly Agree to these questions:

I make it a priority to read internal communications as soon as possible	89%
Being informed at work is important to me	99%
I consider myself to be well informed of news and happenings impacting SCPRT	72%
Being an informed employee helps me be a better teammate	98%
Being an informed employee helps me better serve my customers. (Customers can be defined as the general public, industry partners, or your coworkers, depending on your role at SCPRT.)	98%
To my knowledge, my team reads agency wide emails regularly	75%
To my knowledge, my supervisor reads agency wide emails regularly	92%

I am encouraged to read internal communications	83%
I encourage my coworkers to read internal communications	74%
Overall, I am satisfied with agency internal communications	80%
Overall, I have time to read the emails I receive	81%

These numbers reflect that of those who are engaged enough to take the survey, they are by and large satisfied with our internal newsletter, agency wide emails overall, and recognize the relationship between being informed and performing well in their jobs.

The most inspiring responses to this survey were on the final questions, related to our mission. These figures reflect what makes SCPRT special. The following percentage of respondents answered Agree or Strongly Agree to these questions related to our mission:

I believe in SCPRT’s mission	98%
I believe I have a role in helping SCPRT achieve our mission	95%

These responses reflect why SCPRT has continued to be successful, even without strong internal communications – employees believe in our purpose.

Gauge leadership’s perception of our existing communications

For our leadership survey, I reached out to all group leaders, our chief of staff, and agency director. Out of the 13 people who were invited to respond, 12 completed the survey, giving an overall response rate of 92%. The survey questions were the same as those asked on the agency wide survey, and it was open during the same timeframe. (Appendix 1-3)

Overall, there was very little variance in leadership responses to survey questions. For questions related to the internal newsletter, at least 92% Agreed or Strongly Agree with every question. When asked about agency wide emails overall, at least 92% Agreed or Strongly Agree with every question except the question asking if emails were “easy to understand and

actionable” – the number dropped to 83% there. The leadership team indicated that internal communications are a priority for them, with 100% answering Agree or Strongly Agree when asked if they read internal communications as soon as possible; if being informed at work is important to them; and if being informed makes them a better teammate and helps them better serve customers. When asked if they were satisfied overall with internal communications 11 out of 12 selected Agree or Strongly Agree. All 12 indicated that they either Always or Often read the Landscapes newsletter and agency wide emails. When asked if they believe in our mission, and if they have a role in achieving that mission, all 12 selected Strongly Agree.

These responses show our leadership team is engaged and invested in internal communications, which is critical. Leadership sets the tone for the agency, so getting them on board with plans for improvement is paramount.

Learn what similarly structured agencies do to connect with their employees

Recognizing that we are not the only state agency with a large percentage of field staff working in nature, I reached out to a few similarly structured agencies to learn how they connect with employees. I received responses from the SC Department of Natural Resources, the SC Forestry Commission, and NC State Parks. I asked each agency the same four questions about the devices, channels, and methods used to communicate with staff (Appendix 4). The findings were helpful. All three agencies issue email addresses to every employee, including part-time and seasonal staff. Only one out of the three issues a device (laptop or smartphone, depending on role) to every employee. The other two issue devices similar to SCPRT, combining shared and personal devices. Two out of the three have expectations that employees should check their email regularly, and they are both confident that employees are doing so. For all

three, email was the agency's primary internal communications method. Two mentioned plans to create or overhaul an agency intranet. One mentioned a new focus on hosting meetings more frequently at various levels of the agency to share information or conduct training. Another mentioned a robust monthly PDF newsletter that is distributed to all employees and posted online to view at their convenience. The third mentioned that many employees utilize Microsoft Teams effectively for internal communications and collaboration.

Outside of the questions provided, two agencies mentioned that internal communications are a challenge for their agency, and an area they want to improve. One mentioned cell service as an additional barrier. While I had been hopeful that someone would be able to offer a magic solution that was working well for them, it was at least comforting to learn we aren't the only one facing these challenges.

IMPLEMENTATION PLAN

To create an internal communications plan that drives a positive culture, celebrates and empowers our team, and provides the information they need to do their jobs most effectively, we will need to implement a variety of strategies.

Strategy 1: Make it consistent.

1. Access and equipment: Ensure all employees, including part-time and seasonal staff, are issued an email address and access to Microsoft 365 to give them a lifeline to the larger agency. Review standards for who receives devices (laptop and/or smartphone) to ensure those standards are up to date, fair, and appropriate for our modern workforce.

2. Create standards: These should explain when and how channels can be used, who is responsible for them, and how messages are formatted and approved to create a consistent agency voice and brand.

3. Restrict agency wide emails: Authority on who can send agency wide emails should be limited rather than open to the agency. Those who are allowed to send agency wide emails will need to follow the standards created in item 2. Similarly, additional email groups should be created to target and tailor information that is specific to unique user groups (for example, an email group for all managers and supervisors) so it is not sent to the whole agency if it isn't relevant to all employees. This will help cut down clutter and will prevent accidental or detrimental information being sent to every employee.

For Strategy 1, I will collaborate with agency leaders and our IT team. IT should create email accounts for the 90 employees without one as soon as possible, and update the policies to ensure all future new hires receive an email address. Our HR team and hiring managers will need to be made aware of this change. Agency leadership should reassess our device policy and make recommendations on updates by the end of 2022, which will determine associated costs. These recommendations will be reflected in official IT policies. Leadership will determine who should have access to send agency wide emails, and what new targeted email groups are needed, and IT will implement both changes by the end of 2022. I will create updated agency wide communication standards and share them with leadership for approval and adoption by the end of 2022. Employees who receive new devices or get email access for the first time will need to attend training led by IT as these changes happen. A full update on these changes will be shared by the director at an All Staff Meeting as they are implemented.

Strategy 2: Make it easy.

1. Intranet: Create an up-to-date, easy to navigate, brand supportive intranet so employees can access information and resources they need, on demand. Ensure employees are trained at rollout so they understand how to navigate the intranet and how it can make their job easier.

2. Training: Provide extensive training on how to use our existing tools, including Outlook and Microsoft Teams (and the intranet, when it is available). All tools should have regularly scheduled live training sessions, along with easy access to on-demand training resources.

3. Annual manual: Create a printed resource that is updated annually for all parks and welcome centers that includes important contacts, how-to information and resource guides related to our tools and technology, an overview of each of our existing communication channels, and an outline of best practices for accessing shared resources. This annual manual will promote our mission, goals, and other relevant cultural information, encourage the use of our shared digital internal tools, and serve as a helpful reference for those employees without a personal device.

For Strategy 2, I am collaborating with IT and HR to update our intranet, develop a training plan for all of our existing tools, and create a communication plan to share this news with staff, with an anticipated intranet rollout of mid-2022. By the end of 2022, I will draft and receive leadership approval on an annual manual to distribute in January 2023. A full update on these changes will be shared by the director at an All Staff Meeting as they are implemented. These action steps will be produced in-house, creating no additional costs.

Strategy 3: Make it meaningful.

1. Stay on message: Our internal newsletter, intranet, and other communications sent to all employees from agency leaders needs to be thoughtful and on brand. The way we frame our

messaging impacts employee morale and engagement, so we must commit to being authentic, intentional, transparent and timely to build trust and to break down organizational silos.

2. *Seek feedback:* To ensure we are effective and helpful, we need to do regular check-ins, either through surveys, focus groups, or conversations to test the waters, find new opportunities, evolve, and improve. To be effective, communications has to be a living part of the agency, and it must be fostered and supported to thrive.

For Strategy 3, I am collaborating with agency leadership. I'm developing an agency style guide to create more consistency that I plan to rollout mid-2022. I added a feedback button to the agency newsletter to solicit input and find opportunities for improvement. The agency intranet will include also include a feedback button. I'll develop an annual content and feedback calendar to ensure these items remain a priority. These action steps have no associated cost.

Strategy 4: Make it official.

1. *Set expectations:* As all employees get email access, agency leadership must work with managers to set expectations for how frequently employees should check email based on their access to devices. This will be a major change and modernization to our workplace culture. The importance of being informed by reading and accessing emails on a regular basis needs to be stated, and restated, in meetings and conversations across the agency to change behavior and improve attentiveness to our only communication lifeline.

2. *Welcome packet:* Create a welcome packet that is rolled out agency wide, and then provided to all new hires moving forward. The packet will be brand supportive, explain who we are and what we do, provide tips for getting engaged with the agency, and explain the importance of regularly checking emails to stay informed.

For Strategy 4, I am collaborating with agency leadership and HR. We will develop expectations as a leadership group, and then work to communicate those expectations and talking points through our management channels throughout 2022. IT data will help us measure effectiveness. I will draft the welcome packet for leadership's approval and will distribute agency wide via email, house it on the intranet, and work with HR to ensure it's provided to all new hires. These action steps have no associated cost.

EVALUATION METHOD

To evaluate the effectiveness of these strategies, we will need to rely on IT data that reflects employee usage of these channels, and additional employee surveys. I plan to conduct another agency wide survey in January 2023 to measure changes and find additional opportunities for improvement. I'm also working with IT to determine if we can find a tool to measure the open rate on important agency wide emails, like the Landscapes newsletter.

SUMMARY AND RECOMMENDATIONS

Internal communications are an important part of any workplace. It's a tool with the power to set the tone for workplace culture, drive employee engagement, reflect the agency brand, and impact customer service. With more strategy and more consistency, we can create an internal communications program that gives everyone access to the information they need, makes it easier to stay informed, and fosters a more meaningful and collaborative culture. By setting new expectations – and fostering an environment that solicits feedback, encourages participation, and strives for continuous improvement – we can begin to build the internal communications program that SCPRT needs and deserves.

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APPENDIX 1 - INTERNAL SURVEY QUESTIONS

SCPRT Internal Communications Survey

Internal Newsletter

For this section, consider Landscapes (previously Just Right News), the internal newsletter sent to SCPRT employees once each month.

1. How often do you read Landscapes? *Scale: Never, Rarely, Sometimes, Often, Always*

2. Thinking about the Landscapes internal newsletter, please answer the following questions.

Scale: Strongly disagree, Disagree, Neutral, Agree, Strongly agree

Information shared in the internal newsletter is useful to me.

Information shared in the internal newsletter is easy to understand and actionable.

Information shared in the internal newsletter is relevant to my job.

Information shared in the internal newsletter is timely.

I trust the accuracy of information shared in the internal newsletter.

The internal newsletter helps me feel more connected to my coworkers.

3. Are there any other comments you would like to share about the internal newsletter? *Open Ended*

Agency Wide Emails

For this section, consider all other emails you receive that are sent to the entire agency, except for Landscapes, the internal newsletter.

4. How often do you read emails that are sent to the entire agency (other than the internal newsletter, Landscapes)? *Scale: Never, Rarely, Sometimes, Often, Always*

5. Thinking about all other emails you receive that are sent to the entire agency, except for Landscapes, please answer the following questions.

Scale: Strongly disagree, Disagree, Neutral, Agree, Strongly agree

In general, information shared in agency wide emails is useful to me.

In general, information shared in agency wide emails is easy to understand and actionable.

In general, information shared in agency wide emails is relevant to my job.

In general, information shared in agency wide emails is timely.

In general, I trust the accuracy of information shared in agency wide emails.

6. Are there any other comments you would like to share about agency wide emails? *Open Ended*

Intranet

For this section, consider how you use intranet.scprrt.com.

7. How often do you use the intranet? *Scale: Never, Yearly, Monthly, Weekly, Daily*

8. Thinking about the intranet, please answer the following questions.

Scale: Strongly disagree, Disagree, Neutral, Agree, Strongly agree

I can find the information I need on the intranet.

The intranet is easy to navigate.

Information on the intranet is useful to me.
Information on the intranet is easy to understand and actionable.

9. Are there any other comments you would like to share about the intranet? *Open Ended*

SCPRT Internal Communications Overall

For this section, think about our agency communications, and your work preferences, overall.

10. In general, I check my emails: *Scale: Rarely, At least once a month, At least once a week, At least once a day, Throughout the day*

11. Do you have time to keep up with the emails you receive? *Scale: Strongly disagree, Disagree, Neutral, Agree, Strongly agree*

12. Please read the following statements and indicate how strongly you disagree or agree.

Scale: Strongly disagree, Disagree, Neutral, Agree, Strongly agree

I make it a priority to read internal communications as soon as possible.

Being informed at work is important to me.

I consider myself to be well informed of news and happenings impacting SCPRT.

Being an informed employee helps me be a better teammate.

Being an informed employee helps me better serve my customers. (Customers can be defined as the general public, industry partners, or your coworkers, depending on your role at SCPRT.)

13. For this section, think about your perception of our internal culture as it relates to agency communications.

Scale: Strongly disagree, Disagree, Neutral, Agree, Strongly agree

To my knowledge, my team reads agency wide emails regularly.

To my knowledge, my supervisor reads agency wide emails regularly.

I am encouraged to read internal communications.

I encourage my coworkers to read internal communications.

14. Overall, I am satisfied with agency internal communications.

Scale: Strongly disagree, Disagree, Neutral, Agree, Strongly agree

15. Are there any other comments you would like to share about internal communications at SCPRT?

Open Ended

SCPRT's Mission

16. For these questions, think about our agency mission.

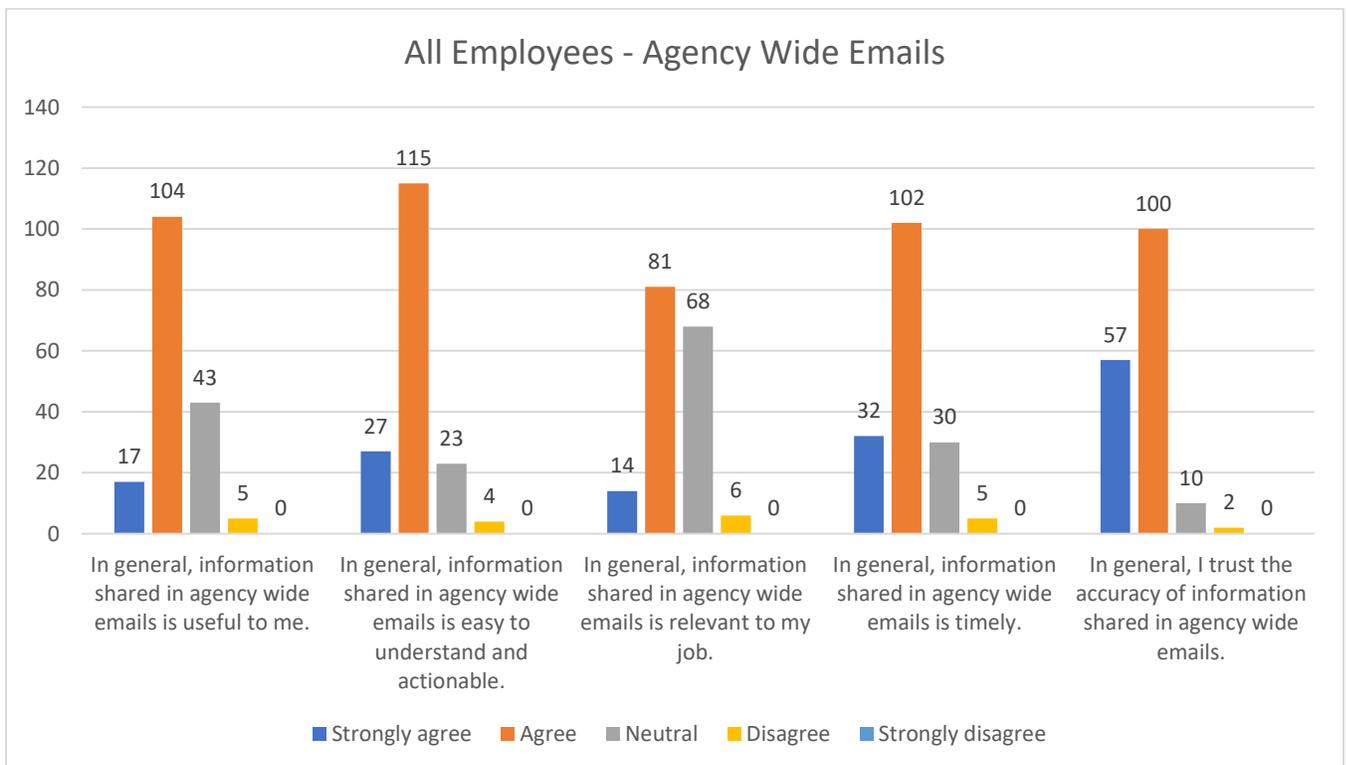
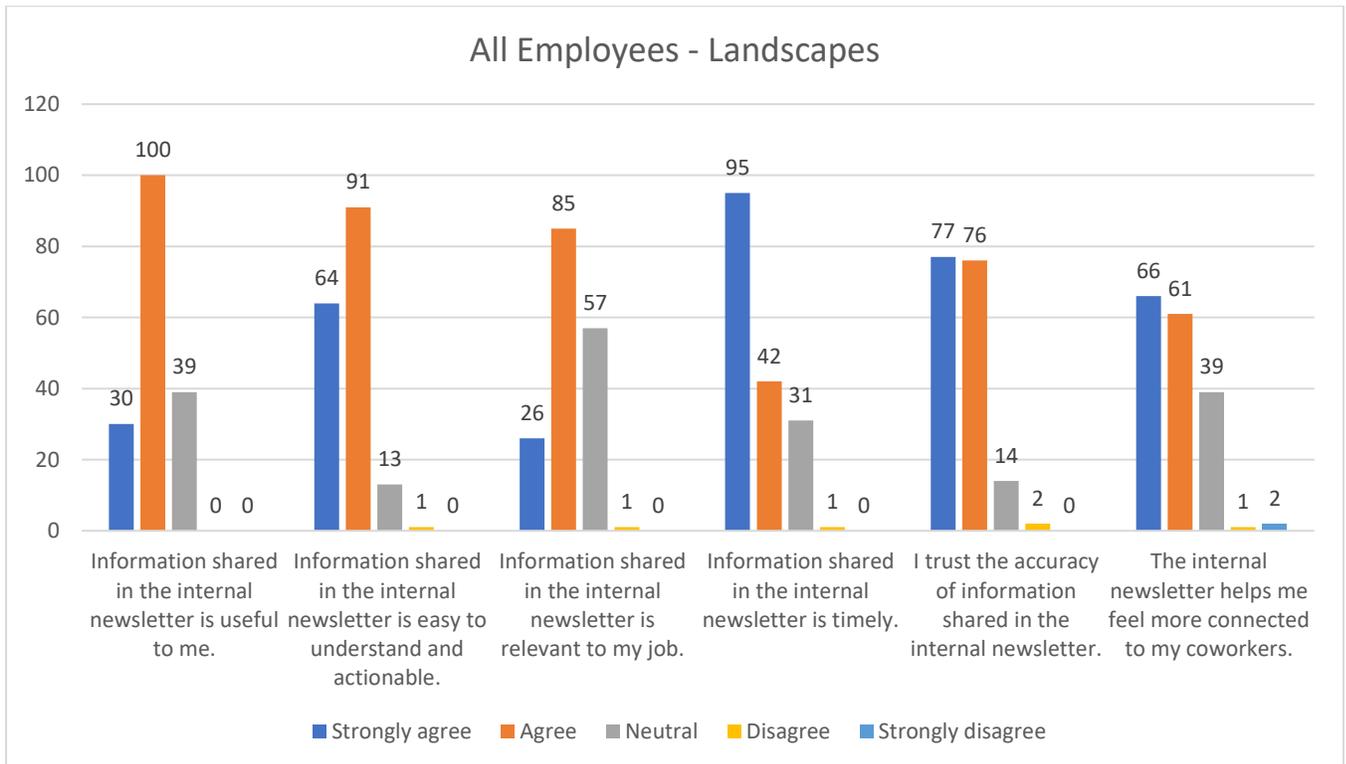
Scale: Strongly disagree, Disagree, Neutral, Agree, Strongly agree

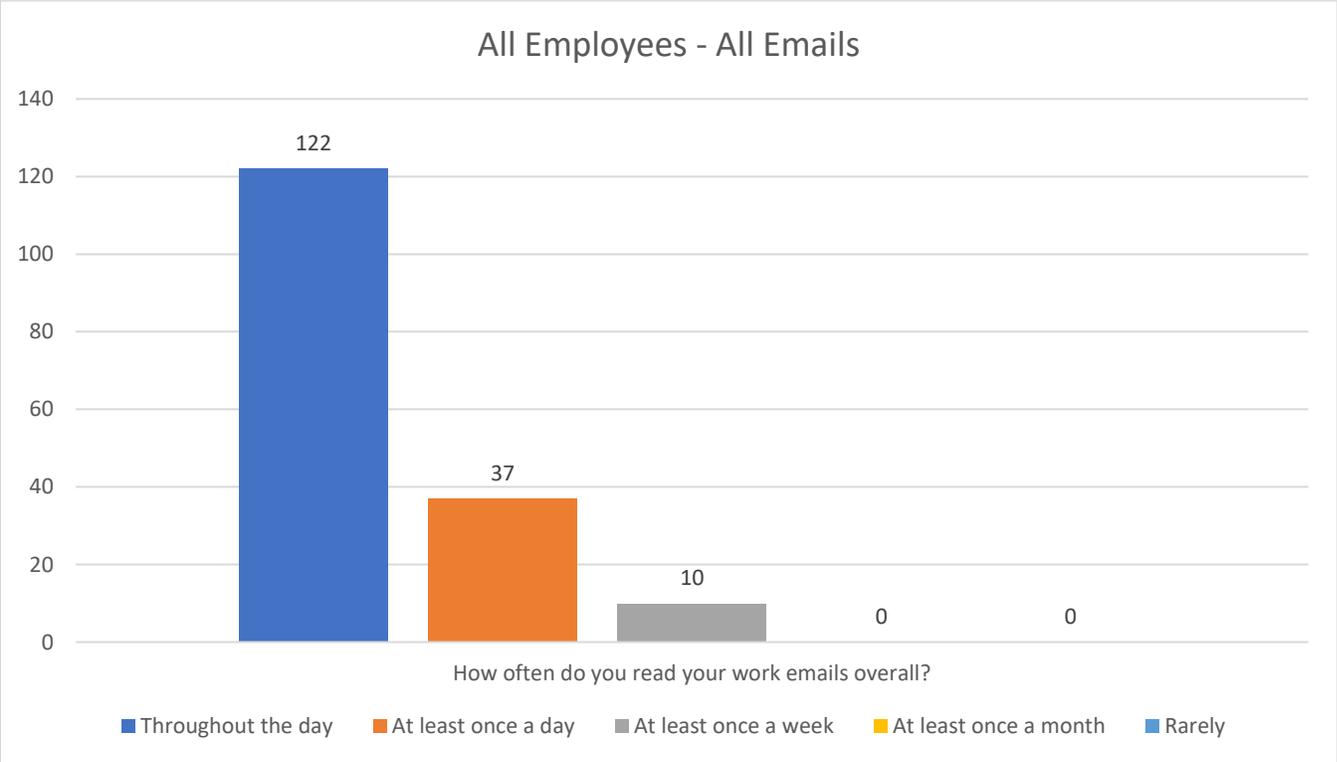
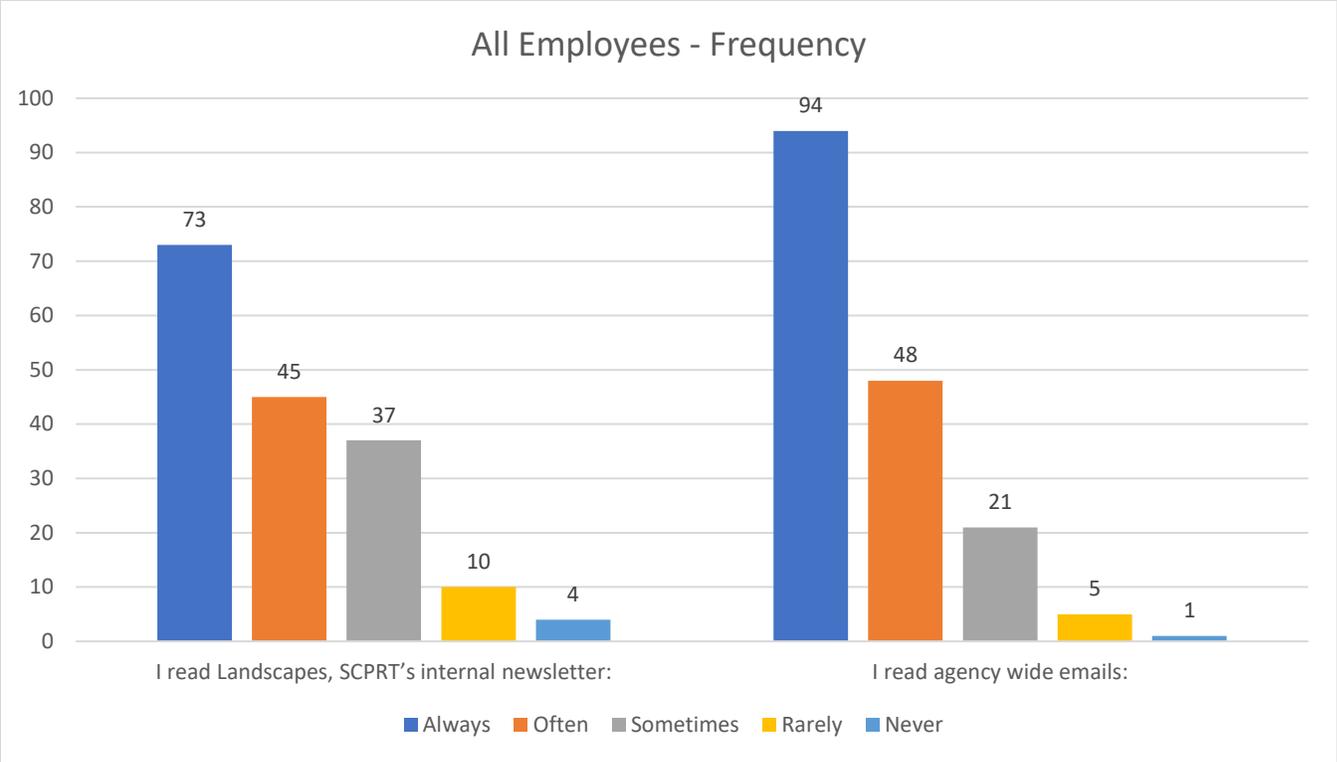
I believe in SCPRT's mission.

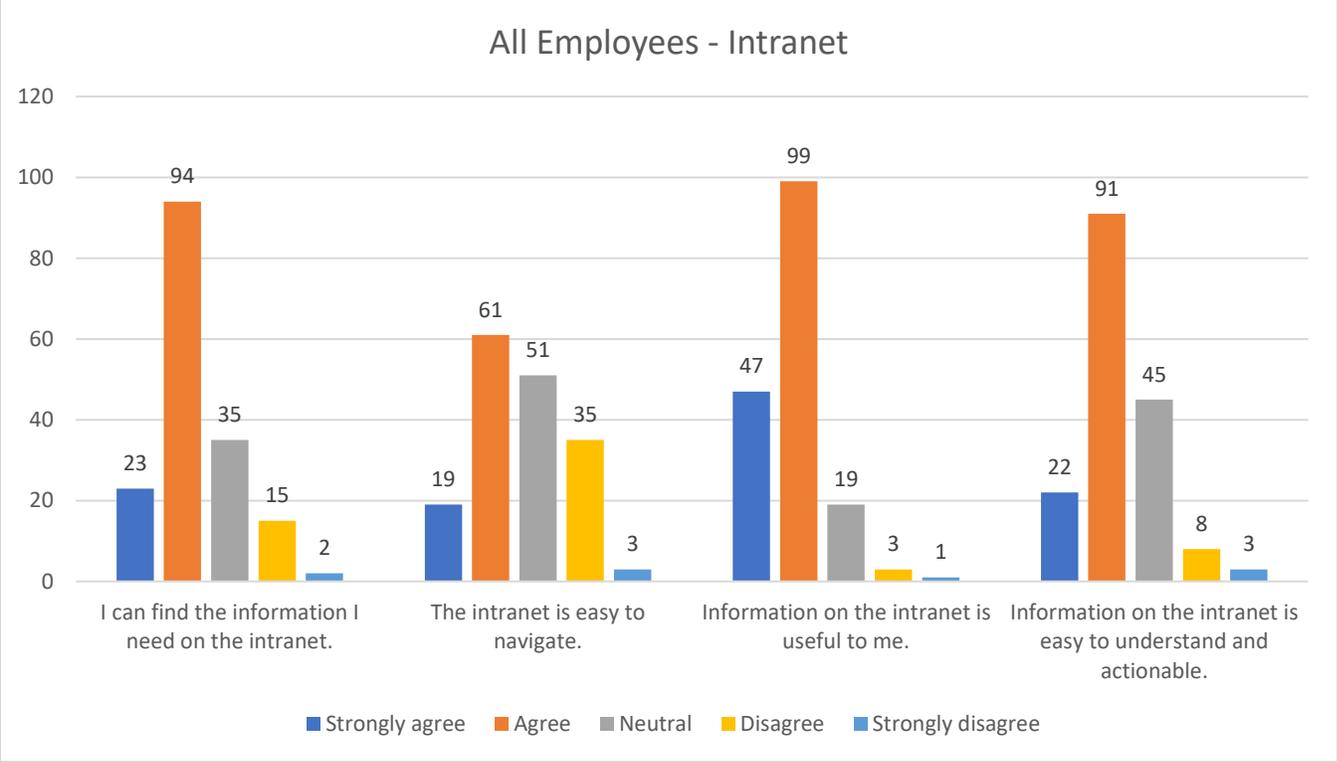
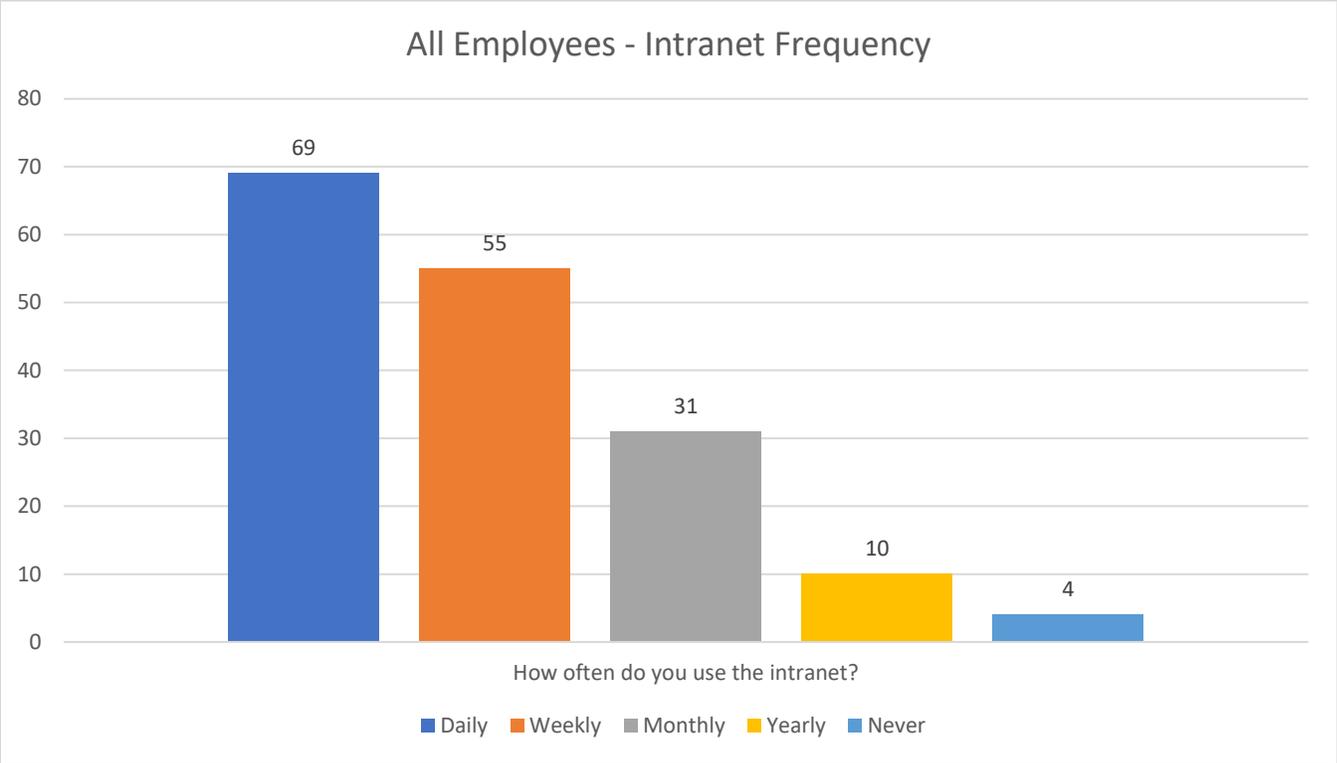
I believe I have a role in helping SCPRT achieve our mission.

17. Is there anything else you want to share? *Open Ended*

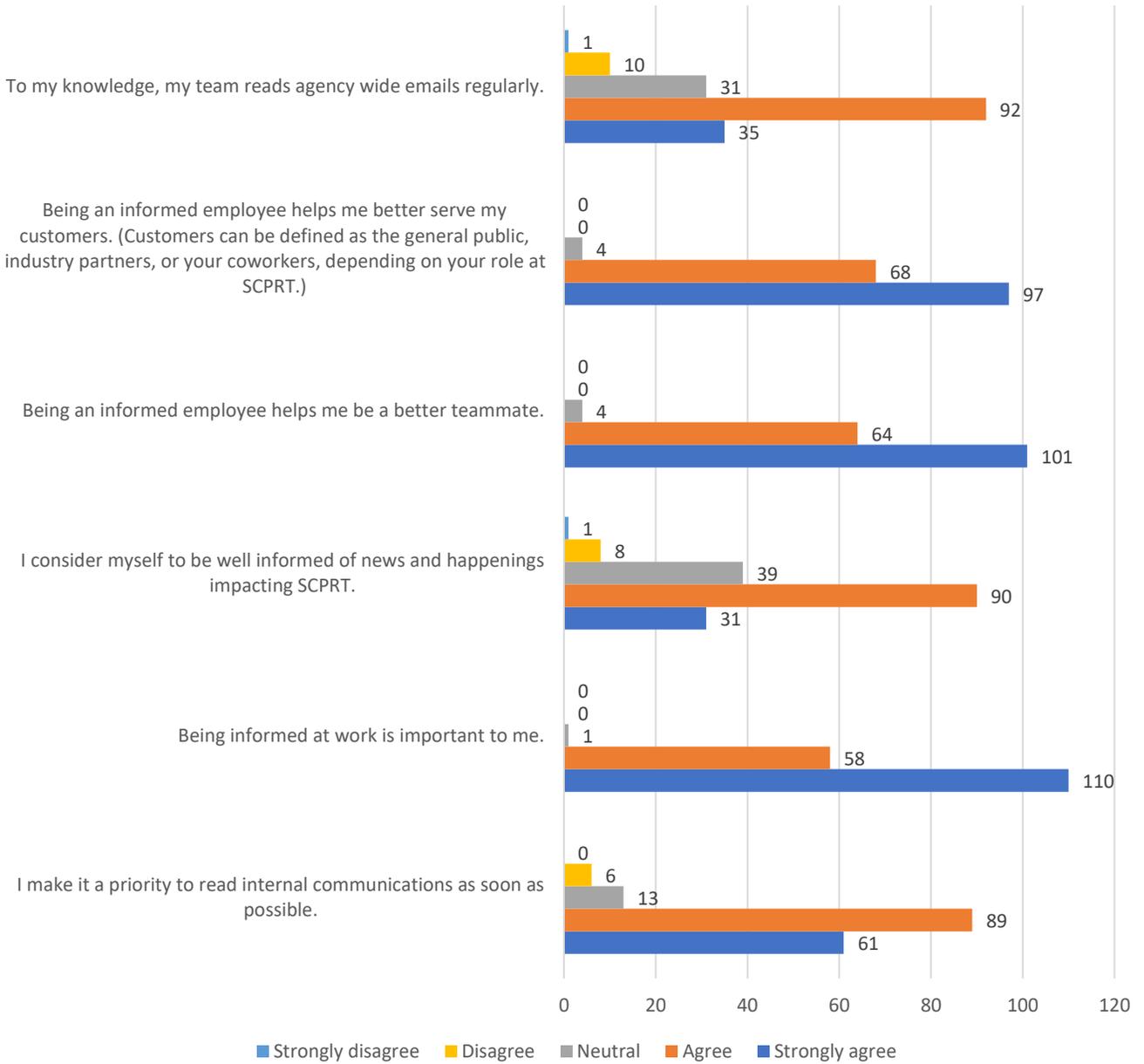
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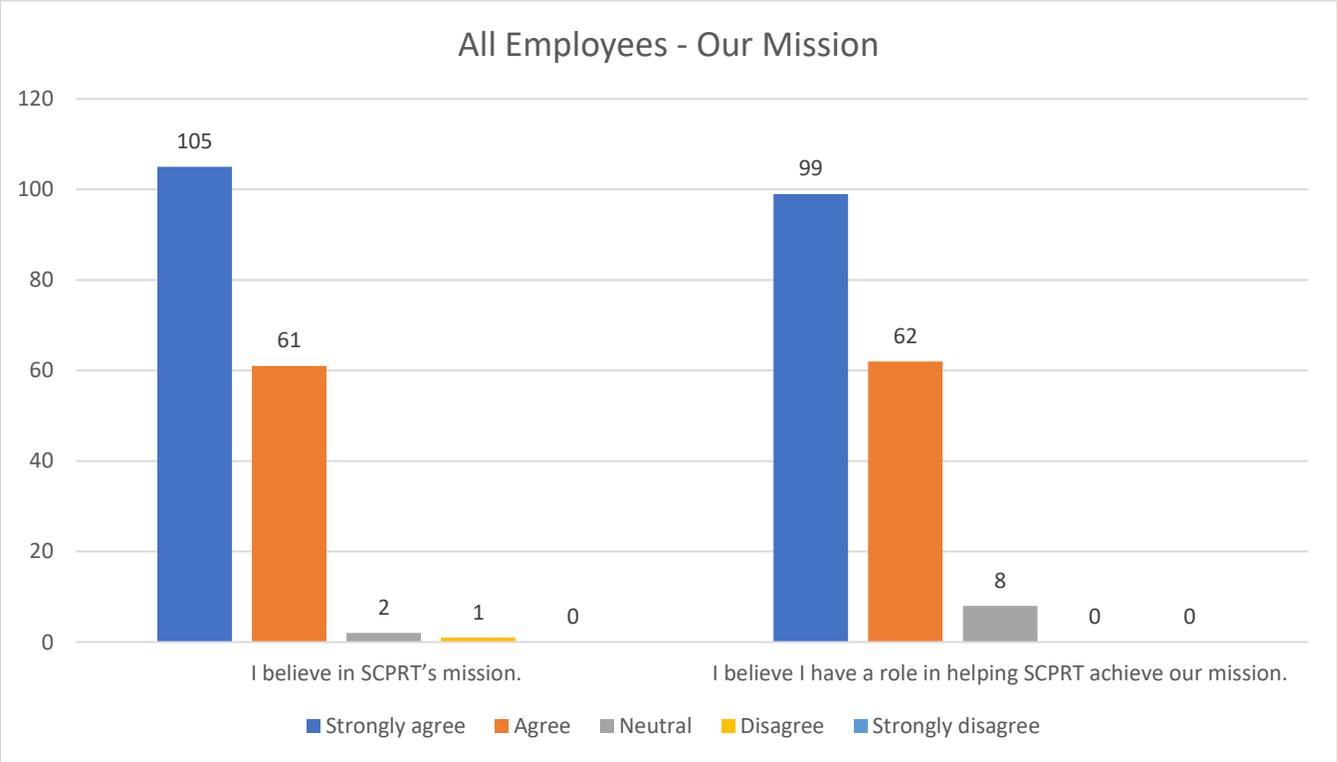
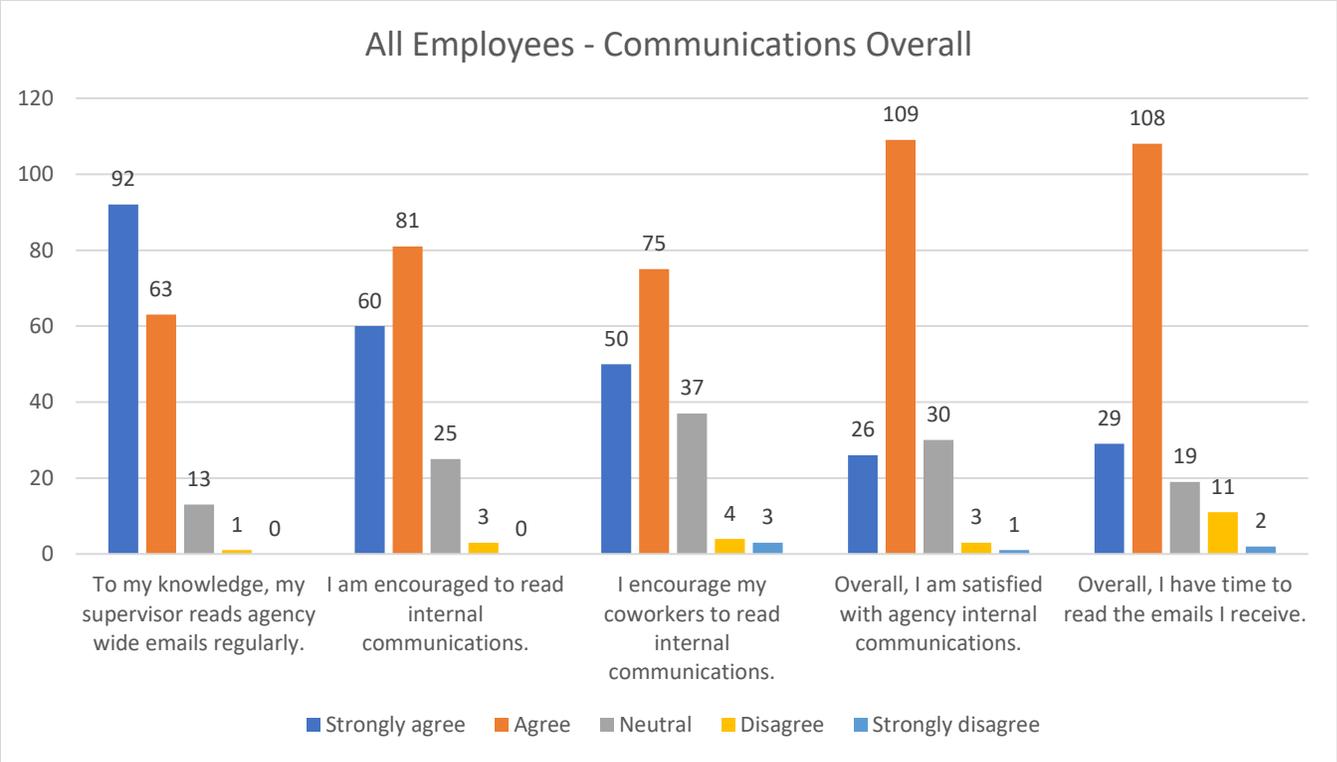




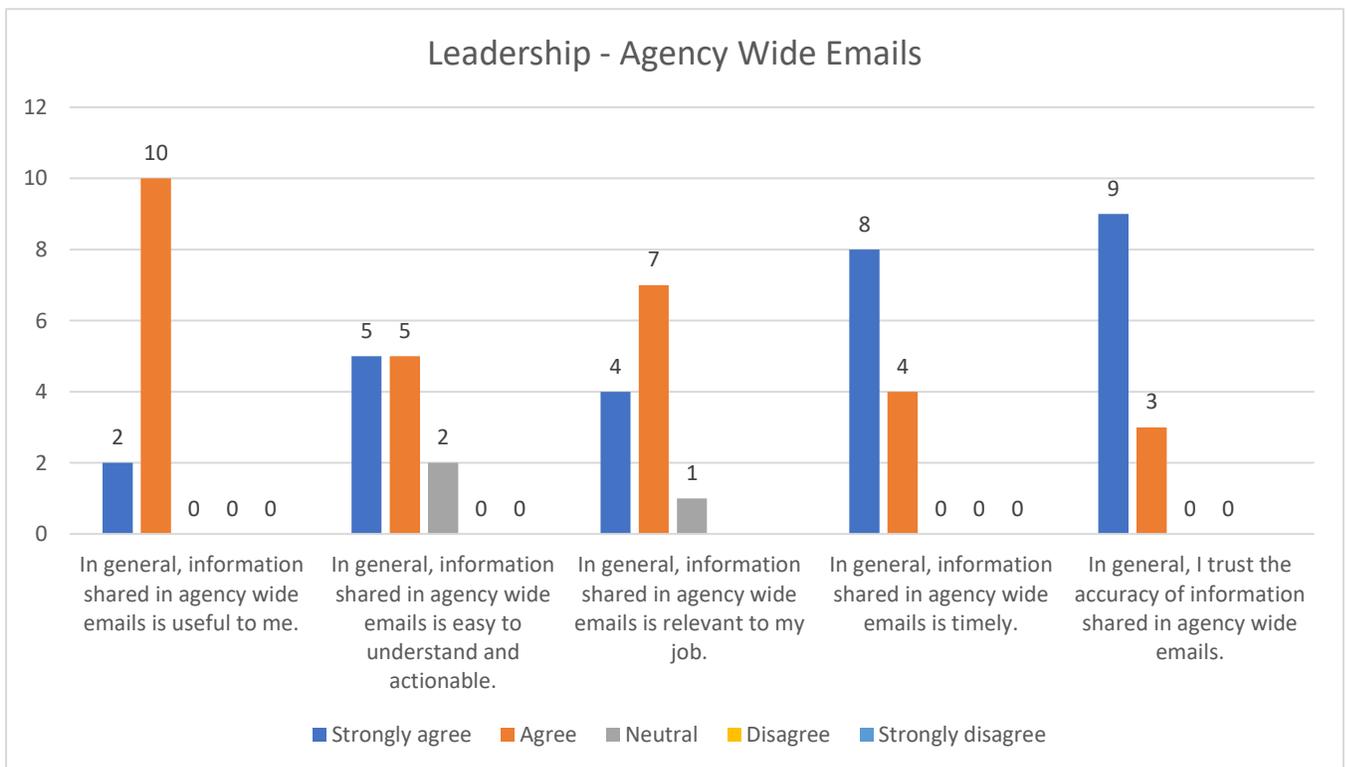
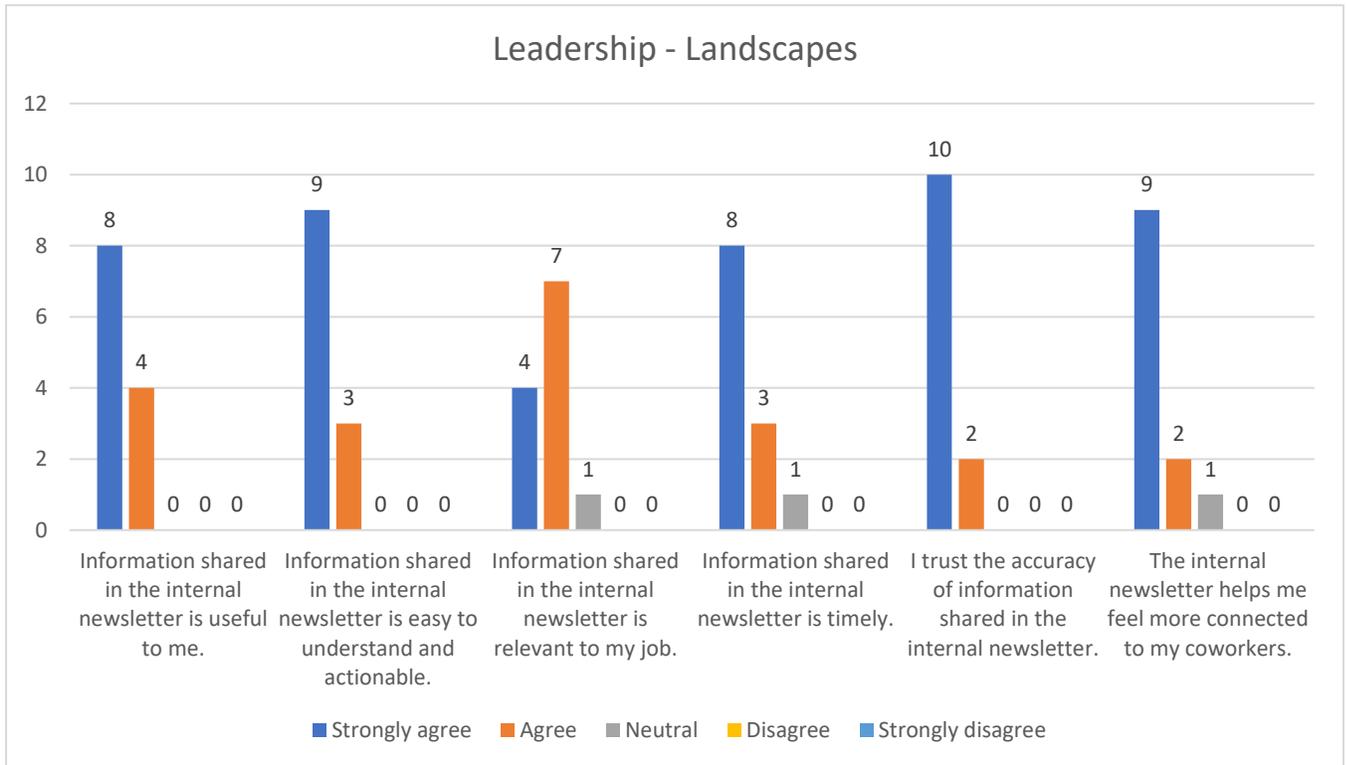


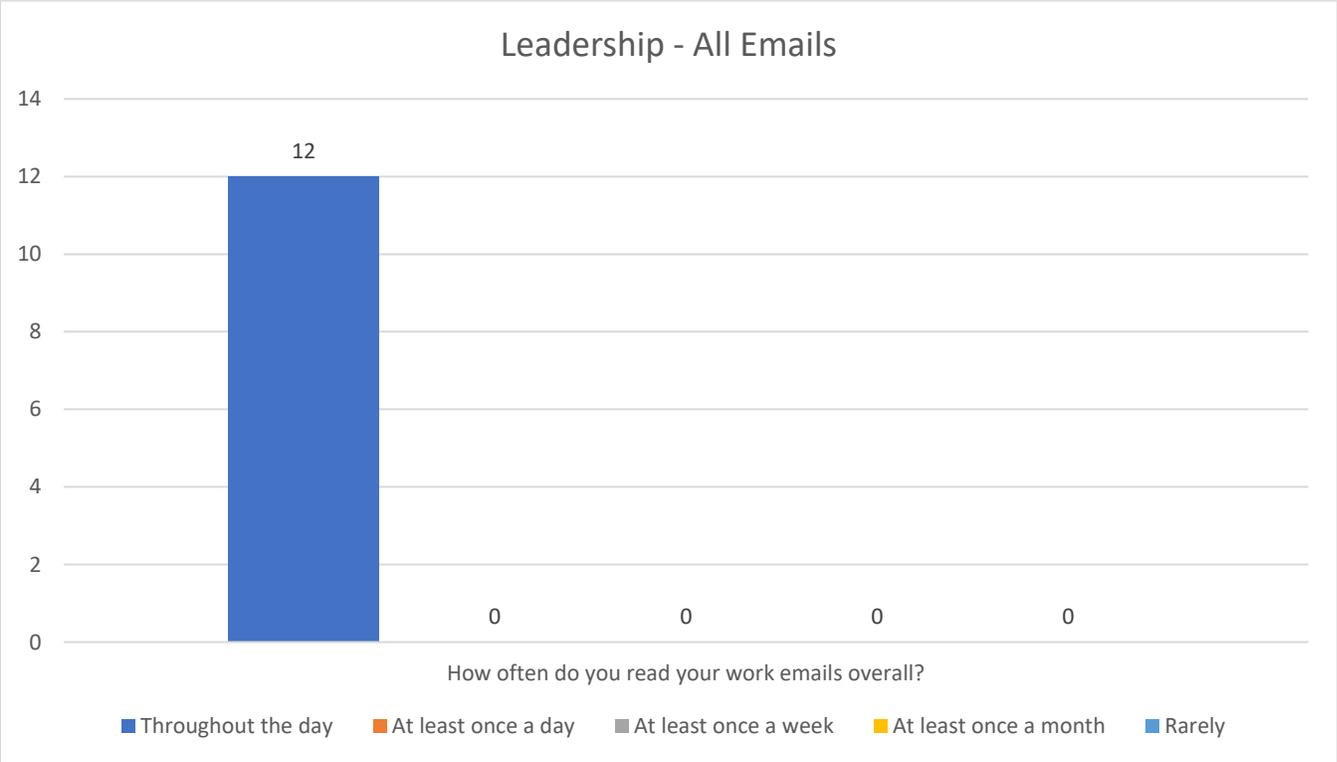
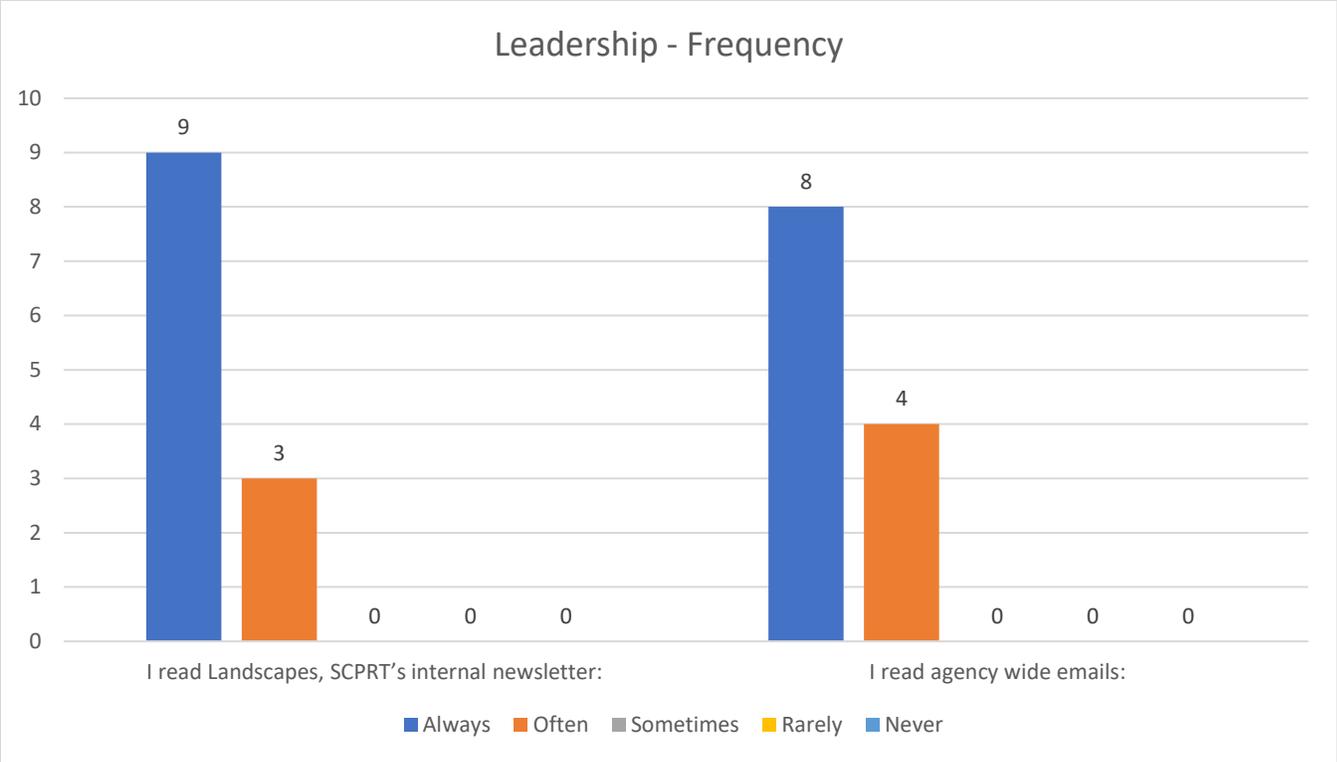
All Employees - Communications Overall

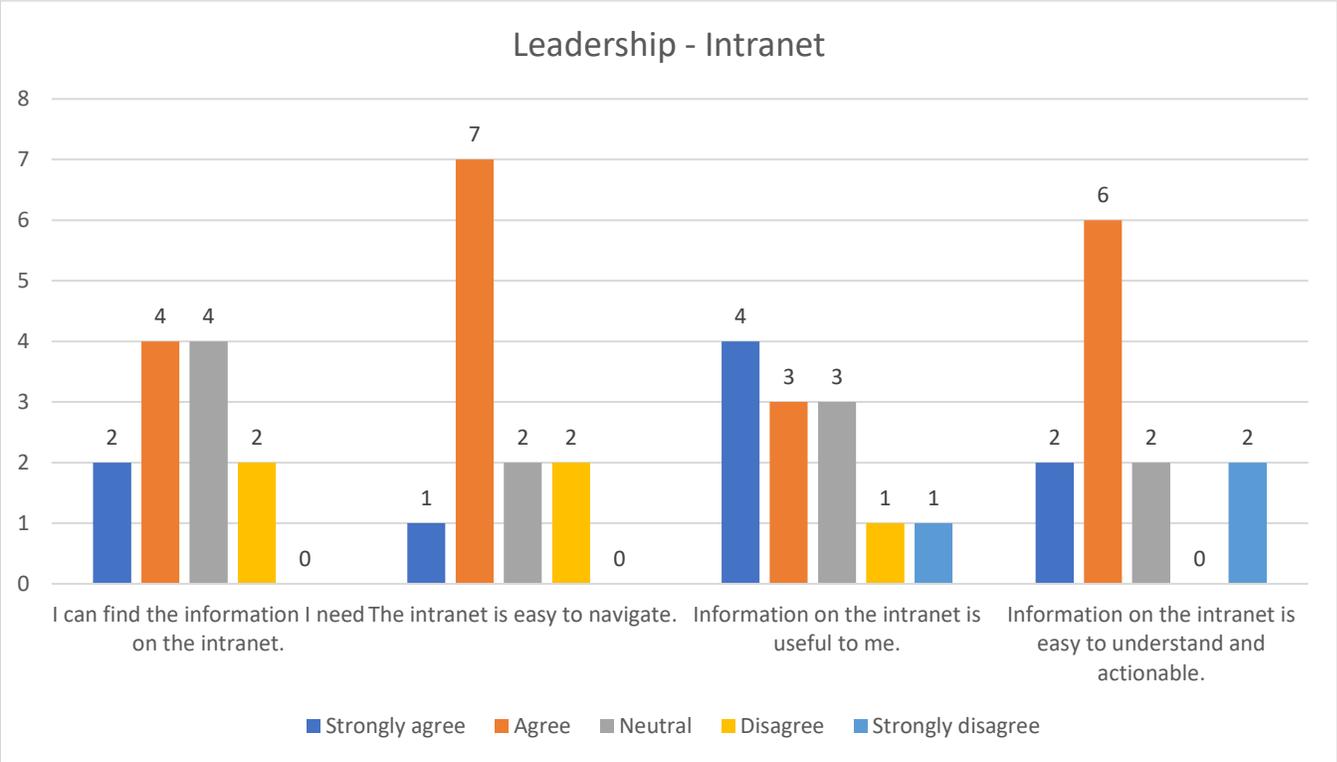
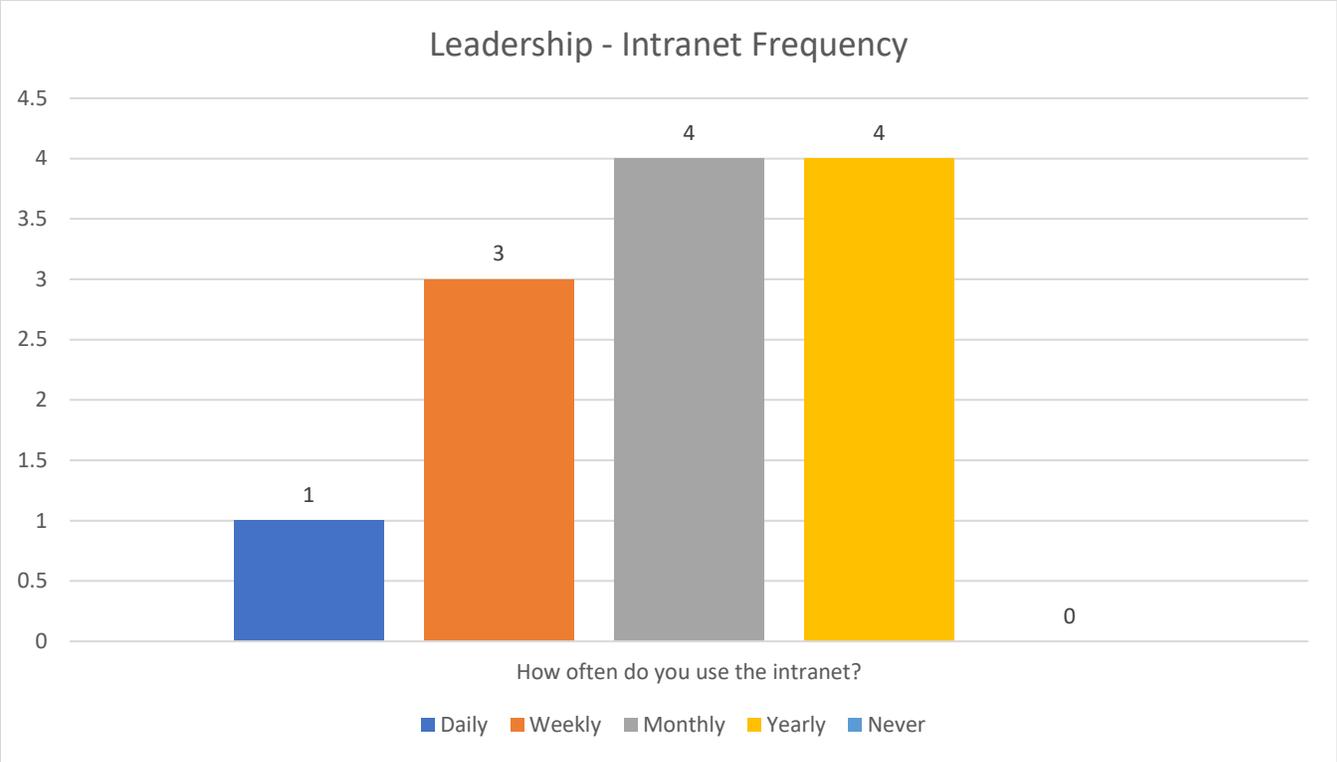




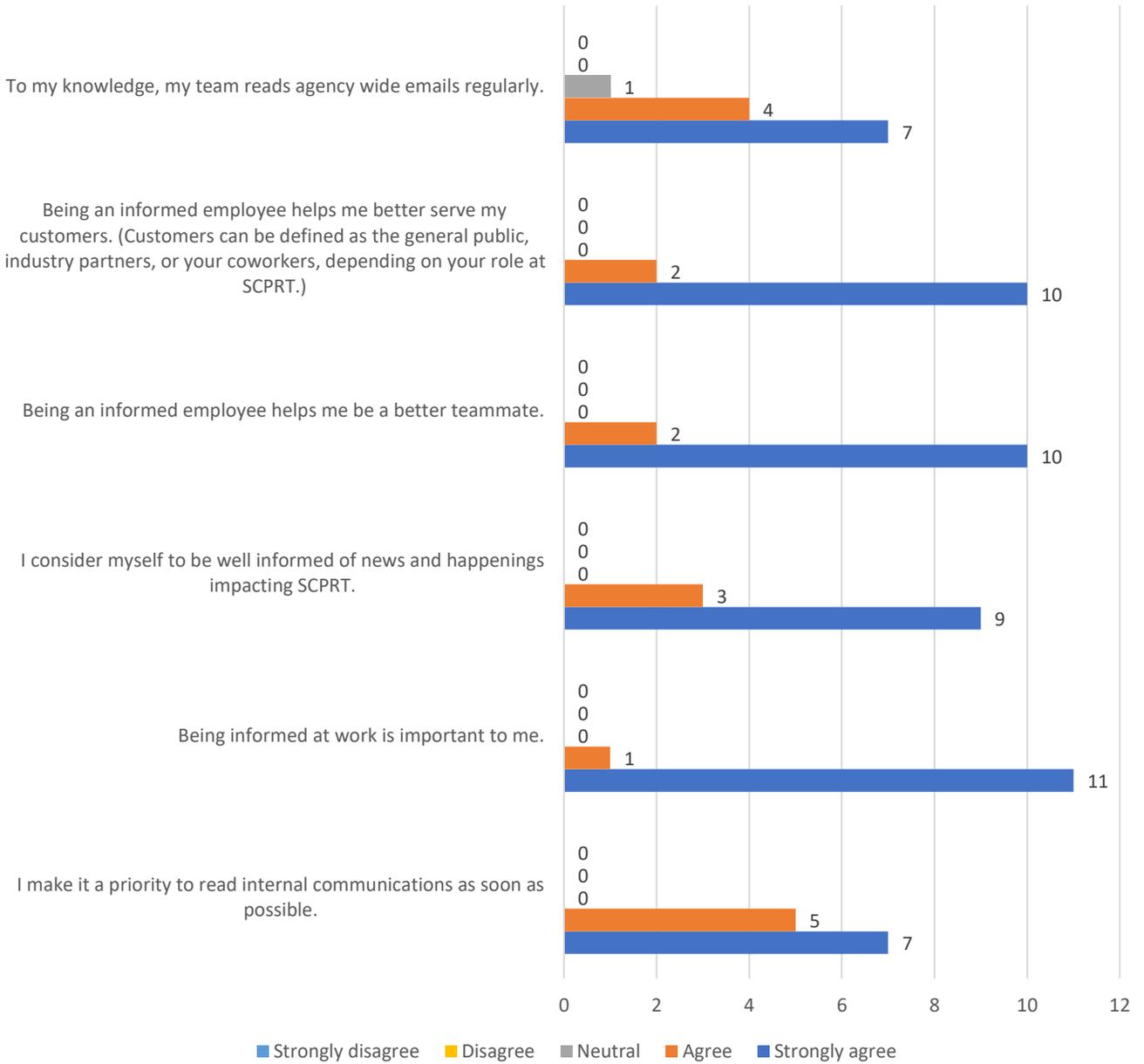
APPENDIX 3 - LEADERSHIP SURVEY RESULTS

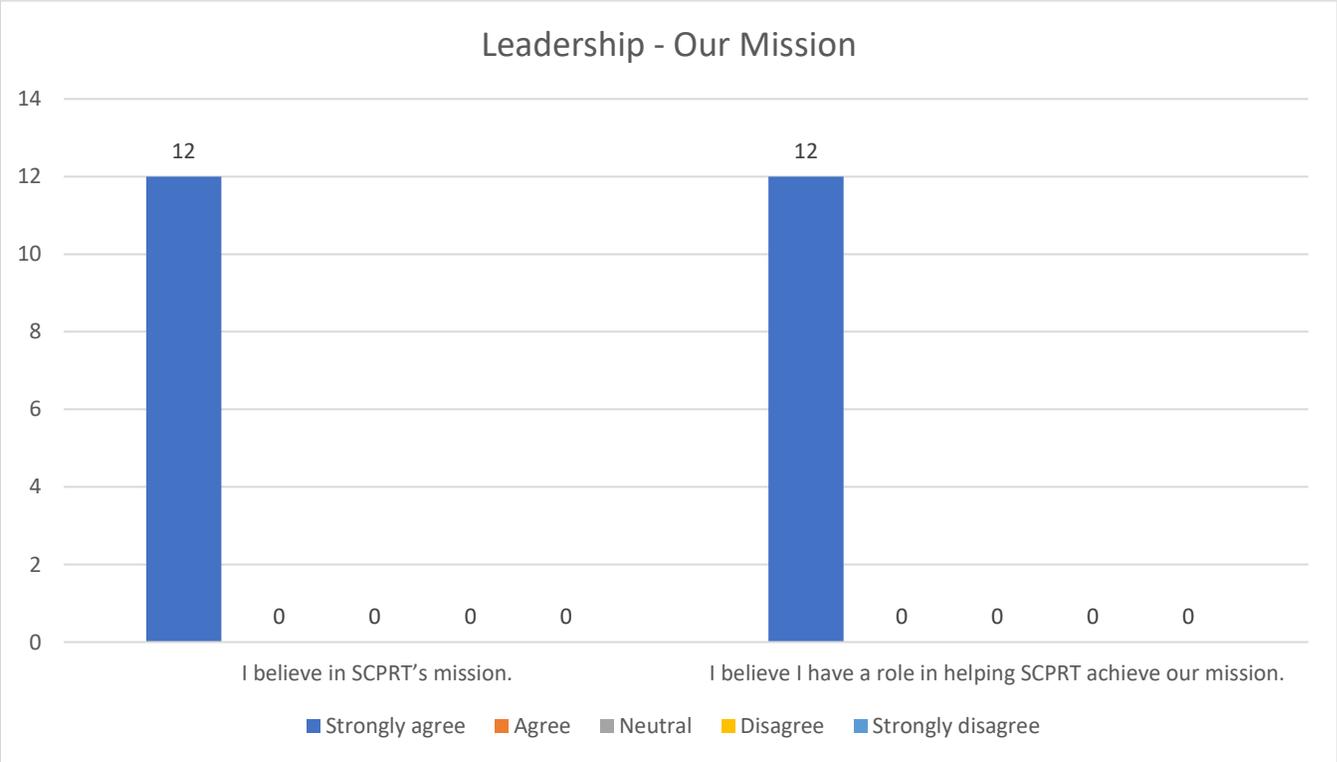
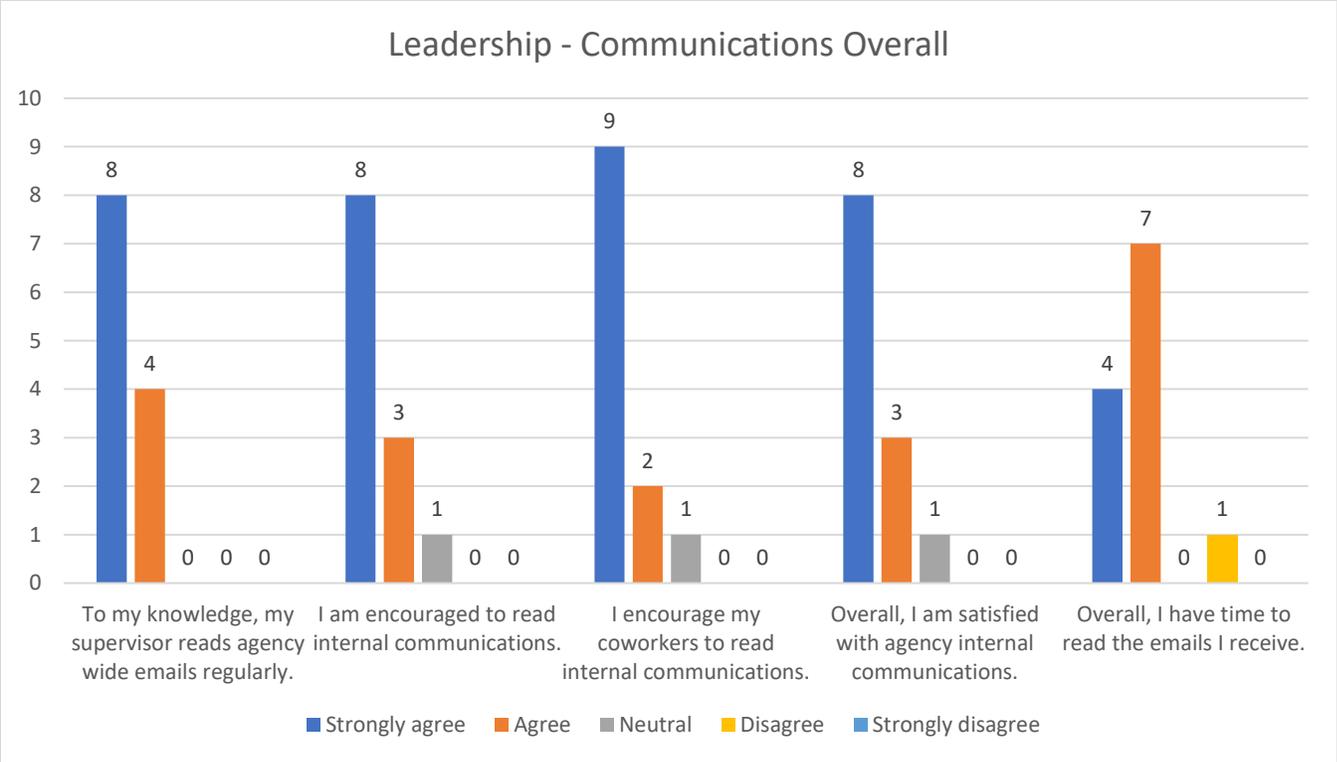






Leadership - Communications Overall





APPENDIX 4 - EXTERNAL AGENCY SURVEY

1. Does every employee (part-time and full-time, and regardless of role) have an agency issued email address?
2. Does every employee have an agency issued device (phone, computer, tablet, etc.) to check email, enter time, and any other work-related tasks? If not, does every employee have daily/weekly access to a shared device for these tasks?
3. Is there an expectation (either required or encouraged) that all employees check email on a regular basis? (Ex. daily, weekly, monthly, etc.)
4. Other than email, are there any other internal communication tools that you have found to be effective in reaching all staff with agency wide communications? (Ex. Intranet, text, Slack, etc.)