Overview of Survey Results

2023 Employee Survey - Manager Report, No Comments - 2023 Employee Survey

Survey description

The annual Employee Survey allows you to share how you feel Larimer County is doing as an employer. However, before you get started, we have a couple things to note about this year's survey: 1. Survey responses are confidential. Managers, supervisors, department and division heads will not have access to individual responses. Before releasing text question summaries to departments, HR Generalists will do their best to eliminate any identifying information. 2. For this survey we were required to select pre-written questions, so their terms are not specific to County government. If you need clarification on any of the survey questions prior to responding, please contact Jennifer Glover or Marcy Hamilton. We greatly appreciate your participation and honest feedback!

Response group

Tom Gonzales' Team

Participation rate

69.5%

82 of 118 participants have completed the survey

As of

Nov 17, 2023, 10:01 PM MST

Results are grouped based on information in the Employee Directory as of this date

Benchmarks (4)

Historical Trend: 2019 Employee Survey, 2020 Employee Survey, 2021 Employee Survey, 2022 Employee Survey

Summary of Metric results

% favorable

GP: Being a Fulfilling and Enjoyable Place to Work ↑ Current score is higher than 2021 Employee Survey score ↑ Current score is higher than 2020 Employee Survey score ↑ Current score is higher than 2020 Employee Survey score	79% favorable
GP: Being Good Stewards of Public Resources ↑ Current score is higher than 2021 Employee Survey score ↑ Current score is higher than 2020 Employee Survey score ↑ Current score is higher than 2020 Employee Survey score	74% favorable
GP: Cultivating Partnerships	81% favorable
GP: Empowering People to Take Responsibility ↑ Current score is higher than 2021 Employee Survey score ↑ Current score is higher than 2020 Employee Survey score ↑ Current score is higher than 2020 Employee Survey score	80% favorable
GP: Promoting Innovation and Continuous Improvement ↑ Current score is higher than 2020 Employee Survey score	74% favorable
GP: Providing Quality Customer Service	88% favorable
Survey Questions ↑ Current score is higher than 2021 Employee Survey score ↑ Current score is higher than 2020 Employee Survey score	79% favorable

Legend

- ↑ Indicates a score statistically higher than available benchmark or filter
- ↓ Indicates a score statistically lower than available benchmark or filter

We only show you differences between a benchmark or filter group when it is meaningful (statistically significant) when compared against the Response group.

Individual Metric Results: 1 of 7 Metrics

GP: Being a Fulfilling and Enjoyable Place to Work 79% favorable

- ↑ Current score is higher than 2021 Employee Survey score
- ↑ Current score is higher than 2020 Employee Survey score
- ↑ Current score is higher than 2020 Employee Survey score

Questions that define GP: Being a Fulfilling and Enjoyable Place to Work (11)	Responses
I look forward to coming to work at this company.* Answered: 82 Skipped: 0 Scale: 1-5	● 85
Considering everything, how would you rate your overall satisfaction at Larimer County at the present time?* Answered: 82 Skipped: 0 Scale: 1-5	• 80
I am treated with respect and dignity.* Answered: 82 Skipped: 0 Scale: 1-5	88
Larimer County has created an environment where people of diverse backgrounds can succeed.* Answered: 82 Skipped: 0 Scale: 1-5	• 88
Larimer County is a safe place to work.* Answered: 82 Skipped: 0 Scale: 1-5	• 88
I would choose to stay with Larimer County even if offered the same pay and benefits elsewhere.* Answered: 82 Skipped: 0 Scale: 1-5	56
I can maintain a reasonable balance between my personal life and work life.* Answered: 82 Skipped: 0 Scale: 1-5	● 73
I would recommend Larimer County as a good place to work.* Answered: 82 Skipped: 0 Scale: 1-5	• 87
I believe I am compensated fairly for what I do.* Answered: 82 Skipped: 0 Scale: 1-5	● 52
I have received the training I need to do a quality job.* Answered: 82 Skipped: 0 Scale: 1-5	● 84
I have the information I need to do my job effectively.* Answered: 82 Skipped: 0 Scale: 1-5	● 84

^{*}These questions are used to calculate the metric score. We calculate the metric score by averaging the score of rating questions against a normalized scale.

Questions that most drive GP: Being a Fulfilling and Enjoyable Place to Work (4)	Responses
Overall, Larimer County is a great place to work. Answered: 82 Skipped: 0 Scale: 1-5	• 89%
I clearly understand how my own job contributes to achieving the mission and vision of my department. Answered: 82 Skipped: 0 Scale: 1-5	91%
I feel my department listens to my concerns and tries to act on solutions. Answered: 82 Skipped: 0 Scale: 1-5	70%
I receive recognition from management when I do a good job. Answered: 82 Skipped: 0 Scale: 1-5	72%

Individual Metric Results: 2 of 7 Metrics

GP: Being Good Stewards of Public Resources

- ↑ Current score is higher than 2021 Employee Survey score
- ↑ Current score is higher than 2020 Employee Survey score
- ↑ Current score is higher than 2020 Employee Survey score

Questions that define GP: Being Good Stewards of Public Resources (5)	Responses
We have enough employees where I work to do a quality job.* Answered: 82 Skipped: 0 Scale: 1-5	65%
Where I work, there is little wasted time and effort (e.g., redundant work, unnecessary paperwork, poor quality work that has to be redone).* Answered: 82 Skipped: 0 Scale: 1-5	56%
Larimer County is ethical in its business dealings.* Answered: 81 Skipped: 1 Scale: 1-5	• 86%
I feel I have the right tools and resources (equipment, parts, supplies, hardware, software, etc.) to do my job properly.* Answered: 82 Skipped: 0 Scale: 1-5	• 84%
My department encourages recycling and sustainable practices.* Answered: 81 Skipped: 1 Scale: 1-5	● 78%

^{*}These questions are used to calculate the metric score. We calculate the metric score by averaging the score of rating questions against a normalized scale.

Questions that most drive GP: Being Good Stewards of Public Resources (4)	Responses
The amount of work expected of me is reasonable. Answered: 82 Skipped: 0 Scale: 1-5	73%
I have the information I need to do my job effectively. Answered: 82 Skipped: 0 Scale: 1-5	● 84%
I receive recognition from management when I do a good job. Answered: 82 Skipped: 0 Scale: 1-5	72%
Where I work, people are held accountable for delivering what they have promised. Answered: 81 Skipped: 1 Scale: 1-5	74%

Individual Metric Results: 3 of 7 Metrics

GP: Cultivating Partnerships

Questions that define GP: Cultivating Partnerships (2)	Responses
Employees in my department do well at maintaining productive partnerships.* Answered: 82 Skipped: 0 Scale: 1-5	94%
The different parts of Larimer County cooperate with each other in the interest of high quality performance of the company as a whole.* Answered: 81 Skipped: 1 Scale: 1-5	68%

^{*}These questions are used to calculate the metric score. We calculate the metric score by averaging the score of rating questions against a normalized scale.

Questions that most drive GP: Cultivating Partnerships (4)	Responses
As an employer, Larimer County makes change based on the needs of its employees. Answered: 81 Skipped: 1 Scale: 1-5	52%
Larimer County fosters a culture of innovation and encourages creativity. Answered: 82 Skipped: 0 Scale: 1-5	70%
Larimer County delivers high quality products and services to its external customers. Answered: 82 Skipped: 0 Scale: 1-5	93%
Where I work, people are willing to confront and solve problems. Answered: 82 Skipped: 0 Scale: 1-5	74%

Individual Metric Results: 4 of 7 Metrics

GP: Empowering People to Take Responsibility

- ↑ Current score is higher than 2021 Employee Survey score
- ↑ Current score is higher than 2020 Employee Survey score
- ↑ Current score is higher than 2020 Employee Survey score

Questions that define GP: Empowering People to Take Responsibility (6)	Responses
Where I work, people are held accountable for delivering what they have promised.* Answered: 81 Skipped: 1 Scale: 1-5	74%
Where I work, everyone takes personal responsibility for doing a quality job.* Answered: 82 Skipped: 0 Scale: 1-5	● 84%
Where I work, people are willing to confront and solve problems.* Answered: 82 Skipped: 0 Scale: 1-5	74%
I am appropriately involved in decisions that affect my work.* Answered: 81 Skipped: 1 Scale: 1-5	● 68%
Where I work, everyone takes personal responsibility for complying with safety rules and procedures.* Answered: 82 Skipped: 0 Scale: 1-5	90%
I clearly understand how my own job contributes to achieving the goals of Larimer County.* Answered: 82 Skipped: 0 Scale: 1-5	91%

^{*}These questions are used to calculate the metric score. We calculate the metric score by averaging the score of rating questions against a normalized scale.

Questions that most drive GP: Empowering People to Take Responsibility (4)	Responses
I receive recognition from management when I do a good job. Answered: 82 Skipped: 0 Scale: 1-5	72%
Employees in my department do well at maintaining productive partnerships. Answered: 82 Skipped: 0 Scale: 1-5	94%
Where I work, we are knowledgeable about our customers' needs. Answered: 82 Skipped: 0 Scale: 1-5	95%
As a whole, the Sheriff's Office communicates well with me.	not enough data

Individual Metric Results: 5 of 7 Metrics

GP: Promoting Innovation and Continuous Improvement

74% favorable

↑ Current score is higher than 2020 Employee Survey score

Questions that define GP: Promoting Innovation and Continuous Improvement (3)	Responses
Larimer County fosters a culture of innovation and encourages creativity.* Answered: 82 Skipped: 0 Scale: 1-5	70%
I am encouraged to be innovative in my job (trying new ways of doing things).* Answered: 82 Skipped: 0 Scale: 1-5	78%
The work environment on my team supports the development of new and innovative ideas.* Answered: 82 Skipped: 0 Scale: 1-5	76%

^{*}These questions are used to calculate the metric score. We calculate the metric score by averaging the score of rating questions against a normalized scale.

Questions that most drive GP: Promoting Innovation and Continuous Improvement (4)	Responses
I feel my department listens to my concerns and tries to act on solutions. Answered: 82 Skipped: 0 Scale: 1-5	70%
I receive recognition from management when I do a good job. Answered: 82 Skipped: 0 Scale: 1-5	72%
I am motivated to go beyond what is normally expected to help my department be successful. Answered: 82 Skipped: 0 Scale: 1-5	• 89%
I have the information I need to do my job effectively. Answered: 82 Skipped: 0 Scale: 1-5	● 84%

Individual Metric Results: 6 of 7 Metrics

GP: Providing Quality Customer Service

Questions that define GP: Providing Quality Customer Service (4)	Responses
Where I work, we are able to respond quickly to the needs of our customers.* Answered: 81 Skipped: 1 Scale: 1-5	89%
Where I work, we are knowledgeable about our customers' needs.* Answered: 82 Skipped: 0 Scale: 1-5	95%
Larimer County delivers high quality products and services to its external customers.* Answered: 82 Skipped: 0 Scale: 1-5	93%
I am motivated to go beyond what is normally expected to help Larimer County be successful.* Answered: 82 Skipped: 0 Scale: 1-5	77%

^{*}These questions are used to calculate the metric score. We calculate the metric score by averaging the score of rating questions against a normalized scale.

Questions that most drive GP: Providing Quality Customer Service (4)	Responses
I am motivated to go beyond what is normally expected to help my department be successful. Answered: 82 Skipped: 0 Scale: 1-5	• 89%
The work environment on my team supports the development of new and innovative ideas. Answered: 82 Skipped: 0 Scale: 1-5	76%
Where I work, there is little wasted time and effort (e.g., redundant work, unnecessary paperwork, poor quality work that has to be redone). Answered: 82 Skipped: 0 Scale: 1-5	56%
I clearly understand how my own job contributes to achieving the goals of Larimer County. Answered: 82 Skipped: 0 Scale: 1-5	91%

Individual Metric Results: 7 of 7 Metrics

Survey Questions

- ↑ Current score is higher than 2021 Employee Survey score
- ↑ Current score is higher than 2020 Employee Survey score

Questions that define Survey Questions (39)	Responses
My immediate manager/supervisor deals effectively with poor performers.* Answered: 79 Skipped: 3 Scale: 1-5	57%
Larimer County fosters a culture of innovation and encourages creativity.* Answered: 82 Skipped: 0 Scale: 1-5	70%
Where I work, people are held accountable for delivering what they have promised.* Answered: 81 Skipped: 1 Scale: 1-5	74%
Where I work, everyone takes personal responsibility for doing a quality job.* Answered: 82 Skipped: 0 Scale: 1-5	● 84%
Where I work, people are willing to confront and solve problems.* Answered: 82 Skipped: 0 Scale: 1-5	74%
We have enough employees where I work to do a quality job.* Answered: 82 Skipped: 0 Scale: 1-5	65%
My immediate manager/supervisor gives me feedback that helps me improve my performance.* Answered: 82 Skipped: 0 Scale: 1-5	● 83%
I am encouraged to be innovative in my job (trying new ways of doing things).* Answered: 82 Skipped: 0 Scale: 1-5	● 78%
Where I work, there is little wasted time and effort (e.g., redundant work, unnecessary paperwork, poor quality work that has to be redone).* Answered: 82 Skipped: 0 Scale: 1-5	56%
Where I work, we are able to respond quickly to the needs of our customers.* Answered: 81 Skipped: 1 Scale: 1-5	89%
I am appropriately involved in decisions that affect my work.* Answered: 81 Skipped: 1 Scale: 1-5	● 68%

Where I work, we are knowledgeable about our customers' needs.* Answered: 82 Skipped: 0 Scale: 1-5		95%
Larimer County is ethical in its business dealings.* Answered: 81 Skipped: 1 Scale: 1-5	•	86%
Employees in my department do well at maintaining productive partnerships.* Answered: 82 Skipped: 0 Scale: 1-5	•	94%
I have a clear idea of what is expected of me in my job.* Answered: 82 Skipped: 0 Scale: 1-5	•	87%
I feel I have the right tools and resources (equipment, parts, supplies, hardware, software, etc.) to do my job properly.* Answered: 82 Skipped: 0 Scale: 1-5	•	84%
I look forward to coming to work at this company.* Answered: 82 Skipped: 0 Scale: 1-5		85%
Considering everything, how would you rate your overall satisfaction at Larimer County at the present time?* Answered: 82 Skipped: 0 Scale: 1-5	•	80%
Overall, Larimer County is a great place to work.* Answered: 82 Skipped: 0 Scale: 1-5		89%
The amount of work expected of me is reasonable.* Answered: 82 Skipped: 0 Scale: 1-5		73%
I am treated with respect and dignity.* Answered: 82 Skipped: 0 Scale: 1-5	•	88%
My immediate manager/supervisor works to remove obstacles that impede our work processes.* Answered: 82 Skipped: 0 Scale: 1-5		78%
The work environment on my team supports the development of new and innovative ideas.* Answered: 82 Skipped: 0 Scale: 1-5		76%
Where I work, everyone takes personal responsibility for complying with safety rules and procedures.* Answered: 82 Skipped: 0 Scale: 1-5		90%
Larimer County has created an environment where people of diverse backgrounds can succeed.* Answered: 82 Skipped: 0 Scale: 1-5		88%

I clearly understand how my own job contributes to achieving the goals of Larimer County.* Answered: 82 Skipped: 0 Scale: 1-5		91%
Larimer County is a safe place to work.* Answered: 82 Skipped: 0 Scale: 1-5		88%
I would choose to stay with Larimer County even if offered the same pay and benefits elsewhere.* Answered: 82 Skipped: 0 Scale: 1-5	•	56%
I can maintain a reasonable balance between my personal life and work life.* Answered: 82 Skipped: 0 Scale: 1-5	•	73%
Larimer County delivers high quality products and services to its external customers.* Answered: 82 Skipped: 0 Scale: 1-5	•	93%
I would recommend Larimer County as a good place to work.* Answered: 82 Skipped: 0 Scale: 1-5	•	87%
I believe I am compensated fairly for what I do.* Answered: 82 Skipped: 0 Scale: 1-5	•	52%
My department encourages recycling and sustainable practices.* Answered: 81 Skipped: 1 Scale: 1-5	•	78%
I receive recognition from management when I do a good job.* Answered: 82 Skipped: 0 Scale: 1-5	•	72%
The different parts of Larimer County cooperate with each other in the interest of high quality performance of the company as a whole.* Answered: 81 Skipped: 1 Scale: 1-5	•	68%
I am motivated to go beyond what is normally expected to help Larimer County be successful.* Answered: 82 Skipped: 0 Scale: 1-5		77%
I have received the training I need to do a quality job.* Answered: 82 Skipped: 0 Scale: 1-5	•	84%
I have the information I need to do my job effectively.* Answered: 82 Skipped: 0 Scale: 1-5	•	84%
My immediate manager/supervisor encourages two-way communication.* Answered: 82 Skipped: 0 Scale: 1-5	•	88%

^{*}These questions are used to calculate the metric score. We calculate the metric score by averaging the score of rating questions against a normalized scale.

Questions that most drive Survey Questions (4)	Responses
I am motivated to go beyond what is normally expected to help my department be successful. Answered: 82 Skipped: 0 Scale: 1-5	● 89%
I receive adequate in service classroom training to keep up on the requirements of my job.	not enough data
I received the necessary training when I was hired or last promoted to allow me to be successful in my job.	not enough data
I receive adequate in service physical training to keep me proficient at my job.	not enough data

Individual Question Results

grouped by question type

Rating questions (59)	% favorability (high to low)
Where I work, we are knowledgeable about our customers' needs. Answered: 82 Skipped: 0 Scale: 1-5	95%
Employees in my department do well at maintaining productive partnerships. Answered: 82 Skipped: 0 Scale: 1-5	94%
Larimer County delivers high quality products and services to its external customers. Answered: 82 Skipped: 0 Scale: 1-5	93%
I clearly understand how my own job contributes to achieving the mission and vision of my department. Answered: 82 Skipped: 0 Scale: 1-5	91%
I clearly understand how my own job contributes to achieving the goals of Larimer County. Answered: 82 Skipped: 0 Scale: 1-5	91%
Where I work, everyone takes personal responsibility for complying with safety rules and procedures. Answered: 82 Skipped: 0 Scale: 1-5	90%
I am motivated to go beyond what is normally expected to help my department be successful. Answered: 82 Skipped: 0 Scale: 1-5	● 89%
Overall, Larimer County is a great place to work. Answered: 82 Skipped: 0 Scale: 1-5	89%
Where I work, we are able to respond quickly to the needs of our customers. Answered: 81 Skipped: 1 Scale: 1-5	89%
I am treated with respect and dignity. Answered: 82 Skipped: 0 Scale: 1-5	● 88%
Larimer County has created an environment where people of diverse backgrounds can succeed. Answered: 82 Skipped: 0 Scale: 1-5	88%
Larimer County is a safe place to work. Answered: 82 Skipped: 0 Scale: 1-5	● 88%

My immediate manager/supervisor encourages two-way communication. Answered: 82 Skipped: 0 Scale: 1-5		88%
I have a clear idea of what is expected of me in my job. Answered: 82 Skipped: 0 Scale: 1-5		87%
I would recommend Larimer County as a good place to work. Answered: 82 Skipped: 0 Scale: 1-5	•	87%
Larimer County is ethical in its business dealings. Answered: 81 Skipped: 1 Scale: 1-5		86%
I look forward to coming to work at this company. Answered: 82 Skipped: 0 Scale: 1-5		85%
Where I work, everyone takes personal responsibility for doing a quality job. Answered: 82 Skipped: 0 Scale: 1-5	•	84%
I feel I have the right tools and resources (equipment, parts, supplies, hardware, software, etc.) to do my job properly. Answered: 82 Skipped: 0 Scale: 1-5	•	84%
I have received the training I need to do a quality job. Answered: 82 Skipped: 0 Scale: 1-5	•	84%
I have the information I need to do my job effectively. Answered: 82 Skipped: 0 Scale: 1-5		84%
My immediate manager/supervisor gives me feedback that helps me improve my performance. Answered: 82 Skipped: 0 Scale: 1-5		83%
Considering everything, how would you rate your overall satisfaction at Larimer County at the present time? Answered: 82 Skipped: 0 Scale: 1-5		80%
My supervisors are willing to consider the perspectives of all staff regarding different ways to complete tasks and make adjustments when appropriate. Answered: 82 Skipped: 0 Scale: 1-5	•	79%
I am encouraged to be innovative in my job (trying new ways of doing things). Answered: 82 Skipped: 0 Scale: 1-5		78%
My department appropriately communicates decisions or policy changes that affect my work. Answered: 82 Skipped: 0 Scale: 1-5	•	78%

My immediate manager/supervisor works to remove obstacles that impede our work processes. Answered: 82 Skipped: 0 Scale: 1-5		78%
My department encourages recycling and sustainable practices. Answered: 81 Skipped: 1 Scale: 1-5	•	78%
I am motivated to go beyond what is normally expected to help Larimer County be successful. Answered: 82 Skipped: 0 Scale: 1-5	•	77%
The work environment on my team supports the development of new and innovative ideas. Answered: 82 Skipped: 0 Scale: 1-5	•	76%
Where I work, people are willing to confront and solve problems. Answered: 82 Skipped: 0 Scale: 1-5	•	74%
Where I work, people are held accountable for delivering what they have promised. Answered: 81 Skipped: 1 Scale: 1-5	•	74%
The amount of work expected of me is reasonable. Answered: 82 Skipped: 0 Scale: 1-5	•	73%
My work environment is inclusive. (Inclusion is the process that helps everyone in the workplace feel valued and respected.) Answered: 82 Skipped: 0 Scale: 1-5	•	73%
I can maintain a reasonable balance between my personal life and work life. Answered: 82 Skipped: 0 Scale: 1-5	•	73%
I receive recognition from management when I do a good job. Answered: 82 Skipped: 0 Scale: 1-5	•	72%
I am comfortable sharing a different opinion or concern and do so without fear. Answered: 82 Skipped: 0 Scale: 1-5	•	72%
I feel my department listens to my concerns and tries to act on solutions. Answered: 82 Skipped: 0 Scale: 1-5	•	70%
Larimer County fosters a culture of innovation and encourages creativity. Answered: 82 Skipped: 0 Scale: 1-5	•	70%
I am appropriately involved in decisions that affect my work. Answered: 81 Skipped: 1 Scale: 1-5	•	68%

The different parts of Larimer County cooperate with each other in the interest of high quality performance of the company as a whole. Answered: 81 Skipped: 1 Scale: 1-5	68%
We have enough employees where I work to do a quality job. Answered: 82 Skipped: 0 Scale: 1-5	65%
My immediate manager/supervisor deals effectively with poor performers. Answered: 79 Skipped: 3 Scale: 1-5	57%
Where I work, there is little wasted time and effort (e.g., redundant work, unnecessary paperwork, poor quality work that has to be redone). Answered: 82 Skipped: 0 Scale: 1-5	56%
I would choose to stay with Larimer County even if offered the same pay and benefits elsewhere. Answered: 82 Skipped: 0 Scale: 1-5	● 56%
I believe I am compensated fairly for what I do. Answered: 82 Skipped: 0 Scale: 1-5	52%
As an employer, Larimer County makes change based on the needs of its employees. Answered: 81 Skipped: 1 Scale: 1-5	52%
I receive adequate in service physical training to keep me proficient at my job.	not enough data
I received the necessary training when I was hired or last promoted to allow me to be successful in my job.	not enough data
My supervisor communicates adequately with me.	not enough data
Larimer County Fleet Department provides good customer service.	not enough data
As a whole, the Sheriff's Office communicates well with me.	not enough data
Larimer County Human Resources (located at 200 West Oak) cares about me and provides good customer service.	not enough data
I do not worry about physical safety on the job.	not enough data
Larimer County IT (located at 200 West Oak) provides good customer service.	not enough data
I feel the County Commissioners support the Sheriff's Office.	not enough data

The LCSO cares about me, my safety, and my success.	not enough data
Larimer County government (County Commissioners, Human Resources, County IT, Fleet, etc.) communicates well with me.	not enough data
I receive adequate in service classroom training to keep up on the requirements of my job.	not enough data

Open-ended questions (4)	Responses
Overall, do you have any general comments about your department? Answered: 24 Skipped: 58	30 EPS Promoters (54%) are talking about Communication (5) Meaningful Work (3) Detractors (29%)
What do you think your department could improve on? Answered: 47 Skipped: 35	-43 EPS Promoters (17%) Detractors (43%) are talking about Compensation and Benefits (7) Communication (4) Work-Life Balance (4) Accountability and Responsibility (3) Cross-Team Collaboration (3)
What do you think your department is doing well? Answered: 53 Skipped: 29	100 EPS Promoters (62%) are talking about Communication (13) Transparency (9) Teamwork (4) Compensation and Benefits (3) Management (3)
Overall, do you have any general comments about Larimer County as an employer? Answered: 27 Skipped: 55	20 EPS Promoters (44%) are talking about Compensation and Benefits (4) Detractors (30%) are talking about Compensation and Benefits (3) Training and Learning Opportunities (3)