
Staff Survey Benchmark Report

Lancaster Bible College



Best Christian Workplaces Institute

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9-Dec-10



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Lancaster Bible College Staff Survey Benchmark Report

December 9, 2010

Thank you for your Best Christian Workplaces Survey participation this year! This report is designed to help you and your leadership team reflect on the current health of your organization. We hope you will find this report to be informative and actionable.

A definition of "truth" is conformity with reality. As leaders, it is often difficult to know the truth of a situation, yet it is critical to know the truth before putting plans in place to address a situation. You are among the ranks of over 450 unique Christian organizations that have measured their own reality with this feedback analysis tool.

"Feedback analysis" is a term Peter Drucker describes as the only way to discover your strengths. "The method will show you what you are doing or failing to do that deprives you of the full benefits of your strengths," says Drucker in the Harvard Business Review article, "*Managing Oneself*." He describes this first step to personal effectiveness as an informed diagnosis and was a technique used by John Calvin and Ignatius of Loyola. Drucker feels "feedback analysis" was the habit that explains why their institutions came to dominate Europe within 30 years.

As you review your report relative to the benchmark data, please keep in mind that your organization is being compared to a *high* benchmark. Many organizations in our database self-select because they already believe they have a good workplace or are in the process of becoming a good workplace. This makes our comparison higher than the average Christian organization.

Taking this data seriously will entail acting quickly on both negative and positive responses, as both provide opportunities for organizational improvement; affirming areas of strength is just as important as addressing areas for improvement!

To be "certified" as a Best Christian Workplace, an organization with 10-400 employees must score 4.0 or higher on the overall survey. Organizations above 400 employees will become certified based on a formula determined by size.

Next Step: Survey Debriefing. Please contact Kathy at klopus@bcwinstitute.com or (206)230-8111 to schedule a one hour tele-conference to review your report and answer questions.

Thank you once again for taking this important step toward organizational growth and development.

Sincerely,

A handwritten signature in black ink, appearing to read "Al Lopus".

Al Lopus, President

"We serve faith-based organizations by creating processes of discovery, facilitating organizational development and encouraging practices that build healthy, effective workplaces."



Lancaster Bible College Overall Performance Summary 2011 Survey Results

Overall Results:

Year	Overall Score	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
2011	4.16	42%	40%	12%	5%	1%
Last Survey	3.93	30%	45%	16%	7%	2%

Category Group Comparisons:

Certified	4.07	38%	40%	14%	6%	2%
Others	3.78	26%	42%	19%	9%	4%

Lancaster Bible College's overall score for the 58 standard questions is 4.16. Your scores are compared to this year's and previous year's Certified BCWs and other organizations in your Industry Category Group. Your score is based on a 5 point scale where 5 is Strongly Agree and 1 is Strongly Disagree.

Participation Rate:

Lancaster Bible College's participation rate for all eligible staff is calculated below:

	2011
Total Surveys Distributed	124
Total Surveys Completed	104
Targeted Surveys	103
Participation Rate	83.9%

Targeted Surveys is the number of surveys required to establish a 95% confidence level based on the number of staff invited to survey.

Level of Engagement:

Engagement is a measure which demonstrates your staff's investments of energy and commitment to Lancaster Bible College.

Level of Engagement	Your Org.	Avg.
Engaged	63%	47.9%
Neutral	33%	42.6%
Disengaged	4%	9.5%

The definition of Engaged is the percentage of staff with a score of 4.0 (Agree) to 5.0 (Strongly Agree). Neutral is between a 3.0 (Neutral) and 4.0. Disengaged include staff who have an average score below 3.0.

The Average is a summary of the 2010 Best Christian Workplaces survey results of 8,700 people.



Lancaster Bible College
Overall Performance Summary
2011 Survey Results

Best Christian Workplaces by Industry Category (2006-2011)

To give you an idea of organizations in the comparison groups, the Certified / Recognized BCWs from the 2011 survey plus five previous years are listed below. Also see www.bcwinstitute.com/bcwllists.aspx.

UNITED STATES - Certified Best Christian Workplaces

Christian Schools	Churches & Church Related	Colleges/Universities/Seminaries
Bellevue Christian School - Bellevue, WA Bethany Learning Center - Tempe, AZ Bethesda Christian School - Ft. Worth, TX Briarcrest Christian School - Memphis, TN Calvary Chapel Christian Sch. - Las Vegas, NV Christian Heritage Academy - Northfield, IL Christian Heritage School - Trumbull, CT Delaware County Christian School - Newton Square, PA Evangelical Christian School - Cordova, TN Evansville Christian School - Evansville, IN Fairfield Christian Academy - Lancaster, OH First Baptist Academy - Naples, FL Indian Rocks Christian Schools - Largo, FL King's Schools - Seattle, WA Lakeland Christian School - Lakeland, FL Lenawee Christian School - Adrian, MI Midland Christian Academy - Midland, VA Mount Paran Christian School - Kennesaw, GA Naples Christian Academy - Naples, FL Ouachita Christian School - Monroe, LA Seattle Urban Academy - Seattle, WA Stoneybrooke Christian Schools - San Juan Capistrano, CA Westlake Christian Academy - Grayslake, IL Wheaton Academy - West Chicago, IL Whittier Christian High School - La Habra, CA	Baptist Bible Fellowship International Missions - Springfield, MO CedarCreek Church - Perrysburg, OH Christ's Church of the Valley - Peoria, AZ Church of the Resurrection (UMC) - Leawood, KS Community Bible Church - San Antonio, TX Crossroads Community - Cincinnati, OH Faithbridge Church - Spring, TX Fellowship Church - Grapevine, TX Floris UMC - Herndon, VA Heartland Community Church - Rockford, IL Kensington Community Church - Troy, MI LifeChurch.tv - Edmond, OK Mt. Sylvan United Methodist Church - Durham, NC Southland Christian Church - Lexington, KY Wooddale Church - Eden Prairie, MN <p style="text-align: center;">Camps & Conference Centers</p> Camp Eagle - Rocksprings, TX Lake Ann Camp - Lake Ann, MI SpringHill Camps - Evart, MI	Appalachian Bible College - Bradley, WV Belhaven College - Jackson, MS Bethel University - St. Paul, MN California Baptist University - Riverside, CA Corban College - Salem, OR Dallas Christian College - Dallas, TX Dallas Theological Seminary - Dallas, TX Emmaus Bible College - Dubuque, IA Evangel University - Springfield, MO Gordon-Conwell Theological Seminary Huntington University - Huntington, IN Indiana Wesleyan University - Marion, IN Lancaster Bible College - Lancaster, PA Lincoln Christian College and Seminary - Lincoln, IL Olivet Nazarene University - Bourbonnais, IL Phoenix Seminary - Phoenix, AZ Point Loma Nazarene Univ. - San Diego, CA The Master's College - Santa Clarita, CA The Master's Seminary - Santa Clarita, CA <p style="text-align: center;">Health Care</p> Crista Shores - Seattle, WA Cristwood Park South - Seattle, WA



Lancaster Bible College Overall Performance Summary 2011 Survey Results

Media

Back to the Bible - Lincoln, NE
Concordia Publishing House - St. Louis, MO
Daystar Television Network - Dallas, TX
EMF Broadcasting - Rocklin, CA
Harvest House Publishers - Eugene, OR
Howard Books - West Monroe, LA
[InterVarsity Press - Westmont, IL](#)
[KCMS/KCIS - Seattle, WA](#)
[KSBJ - Humble, TX](#)
Tyndale House Publishers - Carol Stream, IL
Urban Ministries, Inc. - Calumet City, IL
Warner Press, Inc. - Anderson, IN

Parachurch & Missions

ABWE - Harrisburg, PA
[American Bible Society - New York, NY](#)
Amor Ministries - San Diego, CA
[Apartment Life - Hurst, TX](#)
Bible League - Chicago, IL
[CCO-Coalition for Christian Outreach - Pgh, PA](#)
Children at Heart Ministries - Round Rock, TX
[Christian Veterinary Mission - Seattle, WA](#)
CityTeam Ministries - San Jose, CA
[CRISTA Ministries - Seattle, WA](#)
Crown Financial Ministries - Gainesville, GA
Denver Rescue Mission - Denver, CO
EQUIP - Duluth, GA
[English Language Institute/China - Ft. Collins, CO](#)
[Joni and Friends - Agoura Hills, CA](#)
[Knox Area Rescue Ministries - Knoxville, TN](#)
Light of Life Ministries, Inc. - Pittsburgh, PA
Long Beach Rescue Mission - Long Beach, CA
[MOPS International - Denver, CO](#)
New Mission Systems Int'l - Fort Myers, FL
Open Doors with Brother Andrew - Santa Ana, CA
Partners International - Spokane, WA
Tacoma Rescue Mission - Tacoma, WA
The City Mission - Cleveland, OH
The Foundation for Evangelism -
Lake Junaluska, NC
The Friends of Israel - Bellmawr, NJ
The Pittsburgh Project - Pittsburgh, PA
[Upward Sports - Spartanburg, SC](#)
Water Street Ministries - Lancaster, PA
[World Concern - Seattle, WA](#)
[World Harvest Mission - Jenkintown, PA](#)
Wycliffe Bible Translators - Orlando, FL

Products & Services

ADF - Alliance Defense Fund - Scottsdale, AZ
Aspen Group - Frankfort, IL
Church Extension Plan - Salem, OR
Church Web Works - Renton, WA
DeMoss Group, Inc. - Duluth, GA
Envoy Financial - Colorado Springs, CO
Evangelical Christian Credit Union (ECCU) -
Brea, CA
Evangelical Council for Financial
Accountability (ECFA) - Winchester, VA
INJOY Stewardship Services - Duluth, GA
Logos Bible Software - Bellingham, WA
MB Foundation - Hillsboro, KS
MPower Systems - Dallas, TX
[Samaritan Ministries Int'l. - Peoria, IL](#)



Lancaster Bible College Overall Performance Summary 2011 Survey Results

CANADA - Recognized Best Christian Places to Work

Camps & Conference Centers	Colleges/Universities/Seminaries	Parachurch & Missions
Medeba Adventure Learning Center - West Guilford, ON	Emmanuel Bible College - Kitchener, ON	Alpha Ministries Canada - Vancouver, BC Bill Prankard Evangelistic Association - Ottawa, ON Compassion Canada - London, ON Focus on the Family (CA) Assn - Langley, BC Partners International Canada - Brampton, ON Power to Change (formerly Campus Crusade for Christ) - Vancouver, BC Teen Challenge, Inc. - London, ON The Evangelical Fellowship of Canada - Markham, ON The Leprosy Mission Canada - North York, ON Welcome Hall Mission (formerly Christian Direction) - Montreal, QC
Christian Schools	Media	
Linden Christian School - Winnipeg, MB	Gateseven Media Group - London, ON	
Churches & Church Related		
Bethany Community Church-St.Catharines, ON Beulah Alliance Church - Edmonton, AB Canadian Conference of Mennonite Brethren Churches - Winnipeg, BC Centre Street Church - Calgary, AB Church of the Rock - Winnipeg, MB Compass Point Bible Church - Burlington, ON CrossRoads Church - Red Deer County, AB Mennonite Central Committee - Alberta, AB Mennonite Central Committee - Manitoba, MB Mennonite Central Committee - Saskatchewan, SK Waterloo Mennonite Brethren - Waterloo, ON		

AUSTRALIA - Certified Best Christian Workplaces

[MMM Australia - Victoria](#)



Lancaster Bible College
Overall Performance Summary
2011 Survey Results



Lancaster Bible College Overall Performance Summary 2011 Survey Results

10 Most Favorable Items for Lancaster Bible College:

Lancaster Bible College's 10 highest scores relative to Christian organizations in your industry category participating in this year's survey are listed below. These are areas of strength upon which you can build.

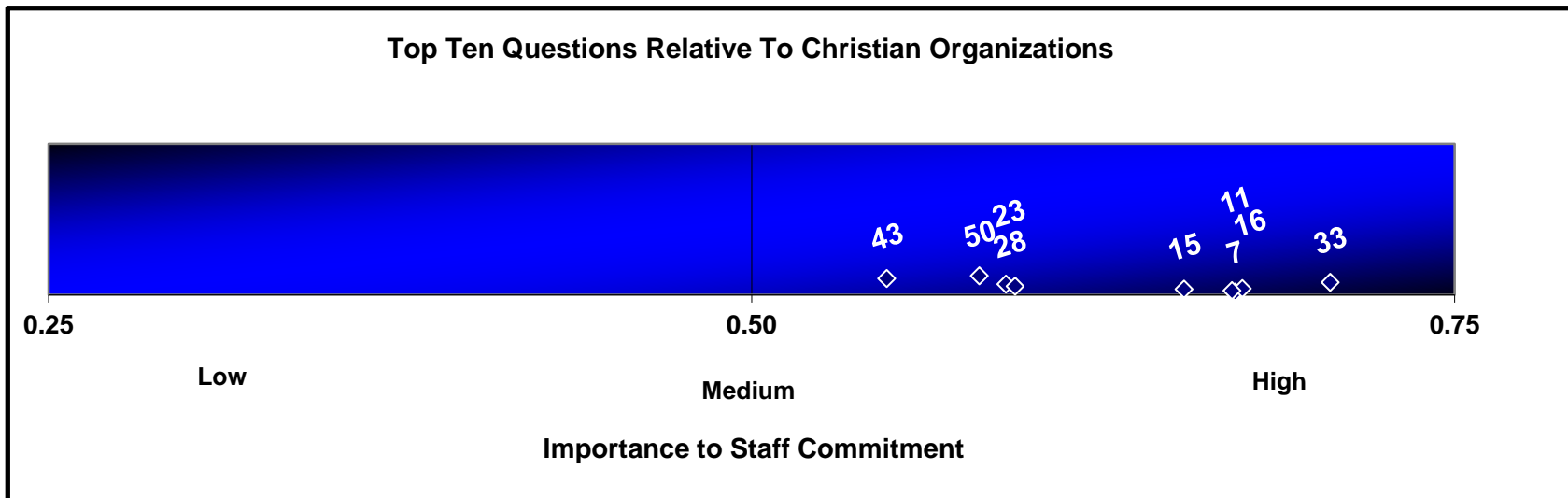
Rank	Question / Item	Average Score for Lancaster Bible College
1	7. Over the past year, my organization has improved for the better.	4.49
2	43. Over the past year, my organization has met its performance goals.	4.30
3	16. There is a high level of trust at my organization between senior leadership and employees.	3.98
4	28. My organization effectively rewards top performers.	3.51
5	23. There is clear consensus on my organization's goals.	4.22
6	33. My organization is well managed.	4.11
7	15. At my organization leaders are humble.	4.25
8	11. My organization's leaders exhibit the fruit of the Holy Spirit (love, joy, peace, kindness, etc.).	4.44
9	50. My organization's leaders explain the reasons behind major decisions.	4.00
10	8. I would recommend my organization to others as a good place to work.	4.54



Lancaster Bible College Overall Performance Summary 2011 Survey Results

Importance of Strength Areas to Staff Commitment:

BCWI believes improving staff commitment starts by focusing on the areas of strength that have the highest impact. This chart illustrates the importance each of your highest scoring questions relative to other Christian organizations to overall staff commitment. The level of importance is determined by the level of strength (statistical correlation) each question has with overall staff commitment.



To determine the strength of the relationship between each question to overall Staff Commitment, we regressed each question against the combination of the three bottom line commitment questions in our survey. These three questions include: 1. I would rate my organization as an exceptional place to work. 8. I would recommend my organization to others as a good place to work. 9. I would prefer to remain with my organization even if a comparable job at a higher pay level were available in another organization.



Lancaster Bible College Overall Performance Summary 2011 Survey Results

10 Least Favorable Items for Lancaster Bible College:

Lancaster Bible College's lowest scores relative to other Christian organizations in your industry category are listed below. The question with the 10th rank is the lowest.

Rank	Question / Item	Average Score for Lancaster Bible College
10	36. At my organization we strive to help one another maintain life balance.	3.72
9	49. The people I work with exhibit good conflict resolution skills.	3.91
8	56. I am satisfied with my medical or health plan.	3.84
7	47. In my work area we work effectively as a team.	4.31
6	58. I am satisfied with my retirement plans (pension, 403(b), 401(k),RRSP etc.).	4.08
5	51. I know what is expected of me at work.	4.33
4	46. My co-workers are highly committed to excellence in their work.	4.33
3	25. I receive the training needed to do my current job effectively.	3.99
2	57. I am satisfied with my paid time off (vacation, sick leave).	4.31
1	21. I have fun at work.	4.33

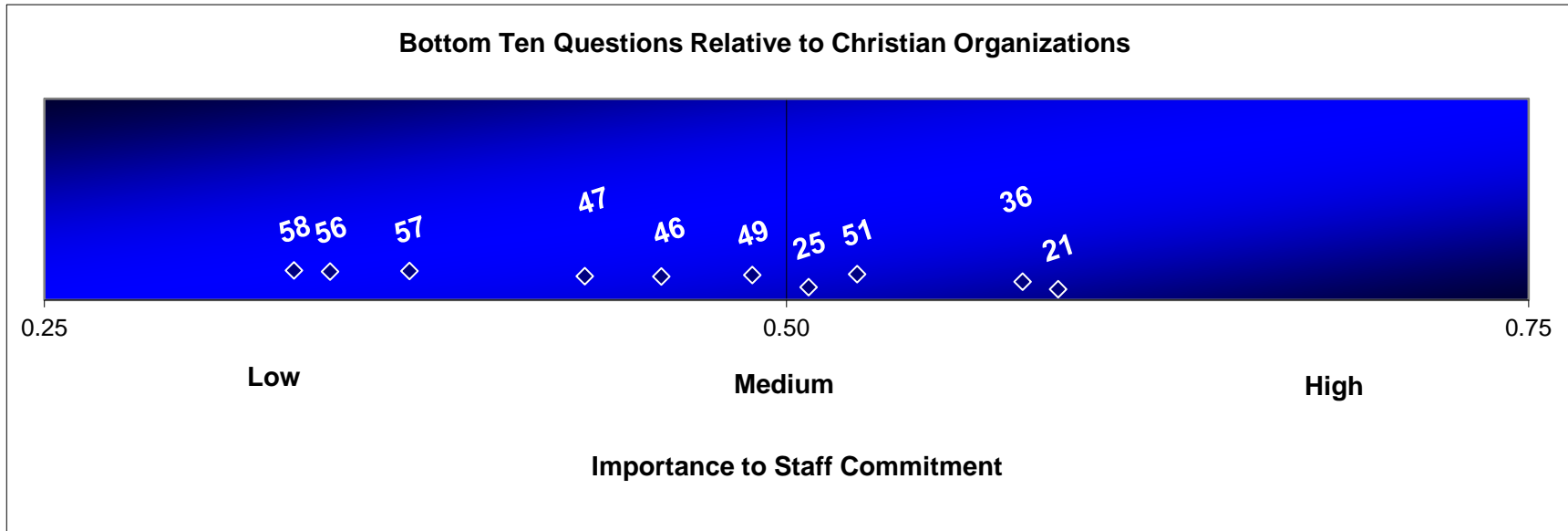
Your average score is based on a 5 point scale where 5 is Strongly Agree and 1 is Strongly Disagree.



Lancaster Bible College Overall Performance Summary 2011 Survey Results

Importance of the Least Favorable Items for Lancaster Bible College:

The following chart shows the importance of your lowest scoring questions relative to staff commitment. These areas are excellent topics to complete further "discovery" activities to gain a full understanding of the issues blocking staff commitment.





Lancaster Bible College Dimension Summary 2011 Survey Results

Dimension	Number of Respondents	Average Response	Percent Response
Job Satisfaction			
Lancaster Bible College	104	4.60	
Certified BCWs in Industry Category	5,085	4.46	
Others	11,982	4.15	
Organizational Commitment			
Lancaster Bible College	104	4.23	
Certified BCWs in Industry Category	5,085	4.15	
Others	11,982	3.73	
Christian Witness			
Lancaster Bible College	104	4.32	
Certified BCWs in Industry Category	5,085	4.23	
Others	11,982	3.93	
Supervisory Effectiveness			
Lancaster Bible College	104	4.31	
Certified BCWs in Industry Category	5,085	4.19	
Others	11,982	3.88	
Work Satisfaction			
Lancaster Bible College	104	4.27	
Certified BCWs in Industry Category	5,085	4.18	
Others	11,982	3.94	
Personal Growth and Development			
Lancaster Bible College	104	3.92	
Certified BCWs in Industry Category	5,085	3.76	
Others	11,982	3.49	
Management Effectiveness			
Lancaster Bible College	104	3.90	
Certified BCWs in Industry Category	5,085	3.86	
Others	11,982	3.51	

Dimension	Number of Respondents	Average Response	Percent Response
Customer/Supporter Satisfaction			
Lancaster Bible College	104	4.29	
Certified BCWs in Industry Category	5,085	4.17	
Others	11,982	3.82	
Teamwork			
Lancaster Bible College	104	4.06	
Certified BCWs in Industry Category	5,085	4.06	
Others	11,982	3.85	
Communications			
Lancaster Bible College	104	4.02	
Certified BCWs in Industry Category	5,085	3.90	
Others	11,982	3.65	
Pay and Benefits			
Lancaster Bible College	104	3.99	
Certified BCWs in Industry Category	5,085	4.02	
Others	11,982	3.74	
Overall Score			
Lancaster Bible College	104	4.16	
Certified BCWs in Industry Category	5,085	4.07	
Others	11,982	3.78	

Data Presentation

Data are presented in both numeric and graphic format. Numeric presentation provides the percentage of responses in each of five categories (Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree) along with the number of respondents and the average response.

Graphic representations provide your percentage of:

- 'Strongly Agree' responses on the blue bar
- 'Agree' responses on the white bar
- 'Neutral', 'Disagree' and 'Strongly Disagree' responses on the red bar.

The scale for the Dimension Summary and Question Detail bar graphs are represented as a percentage.



Question Item Detail
Lancaster Bible College
Job Satisfaction
 2011 Survey Results

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
1. I would rate my organization as an exceptional place to work.								
Lancaster Bible College	61%	33%	6%	1%	0%	104	4.53	
Certified BCWs	54%	37%	6%	2%	0%	5,085	4.43	
Others	34%	44%	13%	7%	2%	11,982	4.02	
Last Survey Results	35%	48%	12%	5%	0%	108	4.14	
2. All in all, I am satisfied with my job.								
Lancaster Bible College	58%	36%	7%	0%	0%	104	4.51	
Certified BCWs	51%	40%	6%	3%	0%	5,078	4.38	
Others	35%	49%	10%	6%	1%	11,966	4.11	
Last Survey Results	43%	45%	7%	4%	1%	109	4.26	
3. In general, I like working for this organization.								
Lancaster Bible College	70%	26%	4%	0%	0%	103	4.66	
Certified BCWs	60%	35%	4%	1%	0%	5,076	4.54	
Others	43%	45%	7%	3%	1%	11,965	4.26	
Last Survey Results	46%	42%	6%	6%	0%	109	4.28	
4. I am motivated to put in extra effort beyond what is expected to help my organization succeed.								
Lancaster Bible College	71%	27%	2%	0%	0%	104	4.69	
Certified BCWs	62%	30%	6%	2%	1%	2,124	4.50	
Others	50%	35%	9%	5%	2%	7,477	4.26	
Last Survey Results								



Question Item Detail
Lancaster Bible College
Organizational Commitment
 2011 Survey Results

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
5. My organization retains highly qualified employees.								
Lancaster Bible College	25%	58%	9%	8%	0%	103	4.01	
Certified BCWs	33%	47%	13%	6%	1%	5,073	4.05	
Others	20%	46%	19%	12%	3%	11,958	3.69	
Last Survey Results	23%	45%	21%	9%	2%	109	3.78	
6. My organization provides good job security to employees who perform well.								
Lancaster Bible College	43%	40%	6%	10%	1%	104	4.15	
Certified BCWs	50%	39%	8%	3%	1%	5,061	4.34	
Others	28%	42%	17%	10%	3%	11,922	3.81	
Last Survey Results	41%	39%	15%	4%	1%	109	4.17	
7. Over the past year, my organization has improved for the better.								
Lancaster Bible College	62%	26%	10%	2%	0%	103	4.49	
Certified BCWs	38%	38%	19%	4%	1%	5,050	4.08	
Others	23%	38%	24%	10%	4%	11,902	3.66	
Last Survey Results	29%	48%	17%	5%	1%	109	4.00	
8. I would recommend my organization to others as a good place to work.								
Lancaster Bible College	64%	29%	5%	1%	1%	102	4.54	
Certified BCWs	55%	35%	7%	2%	0%	5,081	4.42	
Others	33%	43%	15%	6%	2%	11,952	3.99	
Last Survey Results	39%	39%	15%	6%	1%	109	4.09	
9. I would prefer to remain with my organization even if a comparable job at a higher pay level were available in another organization.								
Lancaster Bible College	40%	29%	21%	7%	3%	103	3.96	
Certified BCWs	36%	32%	18%	10%	4%	5,079	3.88	
Others	24%	32%	23%	15%	7%	11,949	3.50	
Last Survey Results	23%	38%	25%	10%	5%	109	3.64	



Question Item Detail
Lancaster Bible College
Christian Witness
 2011 Survey Results

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
10. I am very satisfied with the opportunities I have to use my spiritual gifts in my job.								
Lancaster Bible College	55%	31%	12%	3%	0%	104	4.38	
Certified BCWs	49%	38%	9%	3%	1%	5,068	4.31	
Others	38%	42%	13%	6%	1%	11,383	4.09	
Last Survey Results	38%	43%	14%	5%	1%	109	4.12	
11. My organization's leaders exhibit the fruit of the Holy Spirit (love, joy, peace, kindness, etc.).								
Lancaster Bible College	55%	36%	9%	1%	0%	104	4.44	
Certified BCWs	44%	41%	11%	3%	1%	5,035	4.23	
Others	27%	48%	16%	6%	3%	11,316	3.90	
Last Survey Results	39%	42%	14%	5%	1%	109	4.13	
12. Overall, I am very satisfied with the level of Christian fellowship and spirituality at my organization.								
Lancaster Bible College	39%	46%	10%	5%	0%	104	4.20	
Certified BCWs	44%	41%	10%	4%	1%	5,073	4.24	
Others	28%	47%	15%	8%	2%	11,379	3.92	
Last Survey Results	26%	53%	14%	7%	0%	109	3.97	
13. My organization's leaders keep a focus on putting Christ first in daily decision-making.								
Lancaster Bible College	45%	41%	12%	1%	1%	104	4.29	
Certified BCWs	40%	40%	14%	4%	1%	5,051	4.14	
Others	25%	42%	22%	8%	3%	11,328	3.78	
Last Survey Results	39%	40%	16%	6%	0%	109	4.12	
14. My organization reflects Christ to the world.								
Lancaster Bible College	47%	45%	6%	2%	0%	104	4.38	
Certified BCWs	46%	41%	10%	2%	1%	5,061	4.29	
Others	33%	48%	14%	4%	1%	11,368	4.08	
Last Survey Results	43%	44%	13%	0%	0%	108	4.30	

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
15. At my organization leaders are humble. Lancaster Bible College Certified BCWs Others Last Survey Results	46%	41%	8%	5%	1%	103	4.25	
41%	40%	14%	4%	2%	2,114	4.15		
23%	41%	22%	9%	4%	7,328	3.70		




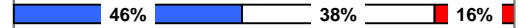
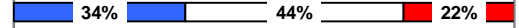
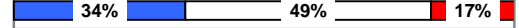
Question Item Detail
Lancaster Bible College
Supervisory Effectiveness
 2011 Survey Results

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
16. There is a high level of trust at my organization between senior leadership and employees.								
Lancaster Bible College	32%	47%	11%	6%	4%	102	3.98	
Certified BCWs	29%	40%	17%	10%	3%	5,064	3.83	
Others	14%	34%	23%	19%	10%	11,902	3.23	
Last Survey Results	21%	44%	15%	14%	6%	108	3.62	
17. My supervisor cares about me as a person.								
Lancaster Bible College	69%	25%	6%	0%	0%	104	4.63	
Certified BCWs	62%	28%	6%	3%	1%	5,070	4.47	
Others	54%	32%	8%	3%	2%	11,945	4.34	
Last Survey Results	55%	33%	11%	1%	0%	108	4.42	
18. My supervisor helps me to solve work-related problems.								
Lancaster Bible College	66%	24%	6%	2%	2%	104	4.51	
Certified BCWs	57%	31%	7%	3%	2%	5,070	4.38	
Others	49%	35%	9%	4%	2%	11,961	4.25	
Last Survey Results	54%	33%	8%	5%	0%	109	4.37	
19. My organization's leaders behave with fairness and integrity.								
Lancaster Bible College	43%	45%	7%	5%	1%	103	4.23	
Certified BCWs	41%	40%	13%	5%	2%	5,056	4.14	
Others	27%	43%	18%	9%	4%	11,938	3.80	
Last Survey Results	33%	44%	15%	6%	2%	109	4.00	
20. My organization's leaders demonstrate compassion for people at all levels.								
Lancaster Bible College	44%	42%	8%	5%	2%	103	4.20	
Certified BCWs	40%	40%	13%	5%	1%	5,061	4.12	
Others	26%	41%	20%	9%	4%	11,927	3.77	
Last Survey Results	36%	41%	16%	6%	1%	109	4.05	



Question Item Detail
Lancaster Bible College
Work Satisfaction
 2011 Survey Results

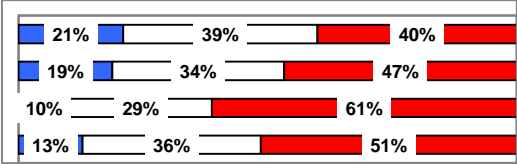
Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
21. I have fun at work.								
Lancaster Bible College	44%	47%	7%	1%	1%	104	4.33	
Certified BCWs	47%	41%	8%	3%	1%	5,069	4.32	
Others	33%	49%	13%	4%	1%	11,938	4.09	
Last Survey Results	33%	55%	8%	3%	1%	109	4.17	
22. The mission and goals of my organization make me feel my job is important.								
Lancaster Bible College	56%	34%	11%	0%	0%	104	4.45	
Certified BCWs	51%	37%	9%	3%	1%	5,049	4.34	
Others	41%	41%	12%	4%	1%	11,899	4.15	
Last Survey Results	43%	41%	9%	6%	1%	107	4.20	
23. There is clear consensus on my organization's goals.								
Lancaster Bible College	49%	32%	13%	6%	1%	104	4.22	
Certified BCWs	36%	42%	13%	7%	1%	5,072	4.03	
Others	22%	41%	20%	13%	5%	11,935	3.63	
Last Survey Results	32%	50%	12%	6%	1%	109	4.06	
24. I have the decision-making authority I need to do my job effectively.								
Lancaster Bible College	49%	38%	7%	7%	0%	104	4.29	
Certified BCWs	43%	38%	10%	6%	2%	5,068	4.14	
Others	32%	44%	12%	8%	3%	11,926	3.95	
Last Survey Results	34%	44%	11%	6%	5%	109	3.96	
25. I receive the training needed to do my current job effectively.								
Lancaster Bible College	37%	39%	13%	8%	3%	104	3.99	
Certified BCWs	36%	43%	13%	7%	2%	5,071	4.04	
Others	25%	44%	18%	10%	3%	11,934	3.79	
Last Survey Results	32%	44%	14%	6%	3%	108	3.97	

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
26. I am very satisfied with the opportunities I have to use my skills in my job.								
Lancaster Bible College	53%	35%	8%	5%	0%	104	4.36	
Certified BCWs	46%	38%	9%	5%	1%	5,065	4.22	
Others	34%	44%	13%	7%	2%	11,948	4.01	
Last Survey Results	34%	49%	8%	5%	4%	108	4.06	



Question Item Detail
Lancaster Bible College
Personal Growth and Development
 2011 Survey Results

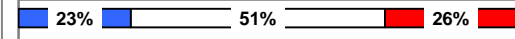
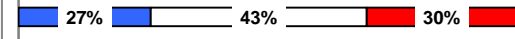
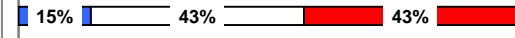
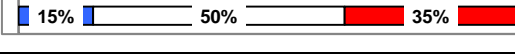
Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
27. In the last six months, someone at work has talked to me about my progress.								
Lancaster Bible College	30%	43%	17%	8%	3%	103	3.89	
Certified BCWs	32%	37%	12%	13%	5%	5,054	3.79	
Others	27%	40%	12%	15%	6%	11,898	3.66	
Last Survey Results	30%	46%	13%	6%	5%	109	3.91	
28. My organization effectively rewards top performers.								
Lancaster Bible College	27%	24%	31%	12%	7%	101	3.51	
Certified BCWs	16%	32%	29%	16%	7%	5,040	3.34	
Others	8%	23%	32%	24%	13%	11,864	2.90	
Last Survey Results	10%	27%	34%	23%	6%	109	3.11	
29. I am satisfied with the recognition I receive for doing a good job.								
Lancaster Bible College	34%	45%	10%	8%	4%	104	3.97	
Certified BCWs	29%	39%	19%	10%	4%	5,064	3.78	
Others	18%	38%	24%	13%	7%	11,930	3.48	
Last Survey Results	22%	43%	20%	10%	5%	108	3.68	
30. In the past year, I have had opportunities at work to learn and grow.								
Lancaster Bible College	48%	38%	11%	1%	2%	102	4.29	
Certified BCWs	40%	42%	12%	5%	1%	5,036	4.14	
Others	29%	49%	14%	6%	2%	11,885	3.97	
Last Survey Results	28%	59%	7%	3%	3%	109	4.07	
31. Someone at work encourages my development.								
Lancaster Bible College	42%	44%	12%	1%	2%	103	4.22	
Certified BCWs	36%	39%	15%	8%	2%	5,060	3.99	
Others	27%	41%	18%	9%	4%	11,945	3.79	
Last Survey Results	30%	48%	12%	8%	2%	109	3.96	

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
32. My organization promotes the most qualified employees.								
Lancaster Bible College	21%	39%	24%	12%	4%	100	3.61	
Certified BCWs	19%	34%	29%	12%	6%	5,027	3.49	
Others	10%	29%	35%	17%	9%	11,836	3.13	
Last Survey Results	13%	36%	28%	17%	6%	109	3.32	



Question Item Detail
Lancaster Bible College
Management Effectiveness
 2011 Survey Results

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
33. My organization is well managed.								
Lancaster Bible College	35%	48%	12%	5%	1%	103	4.11	
Certified BCWs	31%	46%	15%	6%	2%	5,067	3.99	
Others	16%	43%	23%	12%	6%	11,934	3.50	
Last Survey Results	28%	38%	27%	7%	1%	109	3.83	
34. My organization acts on the suggestions of employees.								
Lancaster Bible College	25%	42%	25%	7%	1%	102	3.82	
Certified BCWs	20%	40%	29%	9%	3%	5,035	3.65	
Others	10%	36%	35%	14%	5%	11,862	3.33	
Last Survey Results	16%	50%	25%	9%	1%	109	3.70	
35. Employees at my organization are encouraged to experiment and to be innovative.								
Lancaster Bible College	31%	41%	20%	6%	3%	101	3.90	
Certified BCWs	25%	41%	23%	9%	2%	5,047	3.77	
Others	15%	40%	28%	13%	4%	11,880	3.48	
Last Survey Results	17%	44%	23%	16%	1%	109	3.60	
36. At my organization we strive to help one another maintain life balance.								
Lancaster Bible College	26%	37%	22%	12%	3%	103	3.72	
Certified BCWs	31%	45%	16%	7%	2%	5,053	3.95	
Others	17%	44%	24%	11%	4%	11,901	3.59	
Last Survey Results	18%	50%	21%	9%	2%	109	3.73	
37. My organization conducts its activities openly and honestly.								
Lancaster Bible College	32%	45%	17%	5%	1%	102	4.03	
Certified BCWs	33%	41%	17%	6%	3%	5,051	3.97	
Others	22%	42%	22%	10%	5%	11,911	3.66	
Last Survey Results	26%	48%	17%	7%	2%	109	3.88	

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
38. At my organization, people are responsible and held accountable for doing what they say they will do.								
Lancaster Bible College	23%	51%	18%	6%	3%	102	3.84	
Certified BCWs	27%	43%	19%	8%	3%	5,043	3.82	
Others	15%	43%	25%	13%	5%	11,880	3.49	
Last Survey Results	15%	50%	21%	13%	0%	107	3.67	



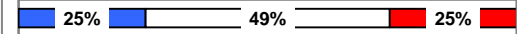
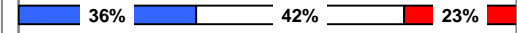
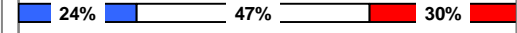
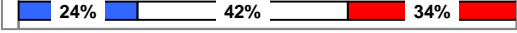
Question Item Detail
Lancaster Bible College
Customer/Supporter Relationships
 2011 Survey Results

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
39. Long-term loyal relationships with those we serve are highly valued at my organization.								
Lancaster Bible College	46%	43%	6%	5%	1%	103	4.27	
Certified BCWs	44%	42%	11%	3%	1%	5,052	4.26	
Others	28%	46%	17%	6%	3%	11,881	3.91	
Last Survey Results	32%	50%	15%	4%	0%	109	4.10	
40. My organization has a winning strategy for meeting the needs of those we serve.								
Lancaster Bible College	36%	47%	12%	5%	0%	102	4.15	
Certified BCWs	33%	48%	14%	4%	1%	5,036	4.09	
Others	17%	46%	25%	9%	2%	11,852	3.66	
Last Survey Results	23%	55%	17%	5%	1%	108	3.94	
41. Overall the quality of the programs/services my organization offers satisfies those we serve.								
Lancaster Bible College	44%	45%	10%	2%	0%	103	4.30	
Certified BCWs	36%	52%	10%	2%	0%	5,054	4.21	
Others	21%	56%	17%	5%	1%	11,897	3.92	
Last Survey Results	25%	57%	17%	2%	0%	109	4.05	
42. I would recommend that my family/friends use or support my organization's programs/services.								
Lancaster Bible College	56%	32%	11%	1%	0%	103	4.44	
Certified BCWs	49%	39%	9%	2%	1%	5,066	4.34	
Others	33%	46%	15%	4%	2%	11,914	4.04	
Last Survey Results	39%	43%	14%	4%	1%	109	4.15	
43. Over the past year, my organization has met its performance goals.								
Lancaster Bible College	45%	41%	13%	1%	0%	102	4.30	
Certified BCWs	28%	43%	25%	4%	1%	4,989	3.94	
Others	14%	40%	34%	9%	2%	11,717	3.54	
Last Survey Results	11%	55%	22%	12%	0%	109	3.65	



Question Item Detail
Lancaster Bible College
Teamwork
 2011 Survey Results

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
44. My organization values diversity of cultural backgrounds, personal styles, and ideas among our employees.								
Lancaster Bible College	27%	50%	16%	6%	1%	102	3.97	
Certified BCWs	31%	44%	15%	8%	2%	5,043	3.93	
Others	22%	47%	19%	9%	3%	11,893	3.74	
Last Survey Results	17%	51%	23%	7%	2%	109	3.73	
45. My organization recruits and hires highly qualified employees.								
Lancaster Bible College	27%	55%	14%	4%	0%	103	4.06	
Certified BCWs	29%	47%	16%	5%	2%	5,049	3.96	
Others	18%	48%	23%	9%	3%	11,916	3.70	
Last Survey Results	17%	46%	27%	6%	4%	108	3.66	
46. My co-workers are highly committed to excellence in their work.								
Lancaster Bible College	50%	37%	10%	2%	1%	102	4.33	
Certified BCWs	47%	39%	9%	3%	1%	5,062	4.27	
Others	40%	45%	10%	4%	1%	11,928	4.18	
Last Survey Results	32%	50%	12%	5%	1%	109	4.08	
47. In my work area we work effectively as a team.								
Lancaster Bible College	53%	31%	12%	2%	2%	102	4.31	
Certified BCWs	53%	34%	7%	5%	2%	5,067	4.30	
Others	44%	39%	10%	5%	2%	11,920	4.18	
Last Survey Results	46%	41%	7%	4%	2%	108	4.26	
48. At my organization, there is generally good teamwork across departments.								
Lancaster Bible College	24%	46%	18%	9%	3%	103	3.80	
Certified BCWs	28%	44%	16%	9%	3%	5,049	3.87	
Others	16%	42%	23%	15%	5%	11,888	3.48	
Last Survey Results	18%	32%	23%	22%	5%	108	3.36	

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
49. The people I work with exhibit good conflict resolution skills.								
Lancaster Bible College	25%	49%	19%	5%	2%	102	3.91	
Certified BCWs	36%	42%	13%	7%	2%	5,058	4.01	
Others	24%	47%	18%	8%	3%	11,894	3.80	
Last Survey Results	24%	42%	21%	11%	2%	109	3.75	



Question Item Detail
Lancaster Bible College
Communications
 2011 Survey Results

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
50. My organization's leaders explain the reasons behind major decisions.								
Lancaster Bible College	32%	48%	12%	6%	3%	103	4.00	
Certified BCWs	25%	43%	18%	10%	4%	5,051	3.76	
Others	16%	42%	21%	14%	6%	11,897	3.49	
Last Survey Results	28%	44%	17%	10%	0%	109	3.91	
51. I know what is expected of me at work.								
Lancaster Bible College	46%	45%	7%	3%	0%	103	4.33	
Certified BCWs	46%	45%	6%	2%	1%	5,065	4.34	
Others	34%	53%	8%	4%	1%	11,947	4.15	
Last Survey Results	39%	49%	6%	4%	2%	109	4.20	
52. My organization seeks the suggestions of employees.								
Lancaster Bible College	29%	44%	18%	8%	1%	102	3.93	
Certified BCWs	25%	42%	20%	10%	3%	5,043	3.76	
Others	15%	42%	25%	13%	4%	11,883	3.50	
Last Survey Results	26%	60%	8%	5%	2%	109	4.03	
53. Employees feel free to voice their opinions openly in my work area.								
Lancaster Bible College	45%	41%	9%	4%	2%	103	4.22	
Certified BCWs	37%	40%	12%	7%	4%	5,053	3.99	
Others	28%	44%	14%	9%	5%	11,922	3.80	
Last Survey Results	32%	45%	15%	6%	3%	109	3.98	
54. My organization involves employees in decisions that affect them.								
Lancaster Bible College	15%	48%	24%	10%	4%	101	3.59	
Certified BCWs	23%	39%	22%	12%	4%	5,040	3.63	
Others	13%	34%	28%	17%	8%	11,867	3.28	
Last Survey Results	17%	41%	26%	13%	3%	107	3.56	

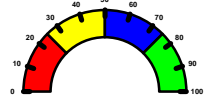


Question Item Detail
Lancaster Bible College
Pay and Benefits
 2011 Survey Results

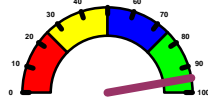
Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	# of Respondents	Average Resp.	Percent Response
55. In comparison with people in similar jobs in other Christian organizations, I feel I am paid fairly.								
Lancaster Bible College	21%	49%	16%	11%	4%	102	3.72	
Certified BCWs	23%	41%	21%	12%	4%	4,845	3.66	
Others	13%	37%	24%	18%	8%	11,045	3.30	
Last Survey Results	13%	40%	28%	12%	6%	109	3.41	
56. I am satisfied with my medical or health plan.								
Lancaster Bible College	24%	49%	18%	5%	4%	100	3.84	
Certified BCWs	33%	39%	19%	7%	3%	4,989	3.93	
Others	22%	43%	21%	9%	4%	11,776	3.69	
Last Survey Results	23%	43%	24%	8%	2%	108	3.77	
57. I am satisfied with my paid time off (vacation, sick leave).								
Lancaster Bible College	44%	47%	3%	5%	0%	99	4.31	
Certified BCWs	47%	40%	9%	2%	1%	5,009	4.30	
Others	36%	45%	13%	4%	2%	11,796	4.09	
Last Survey Results	45%	40%	9%	3%	3%	108	4.22	
58. I am satisfied with my retirement plans (pension, 403(b), 401(k), RRSP etc.).								
Lancaster Bible College	30%	56%	8%	4%	2%	100	4.08	
Certified BCWs	42%	40%	14%	3%	1%	4,999	4.19	
Others	29%	42%	19%	6%	4%	11,776	3.86	
Last Survey Results	31%	49%	17%	1%	2%	109	4.06	

Lancaster Bible College Balanced Scorecard Overview

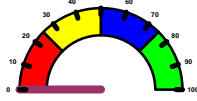
Mission Growth



Revenue Growth



Staff Rating of Goal Achievement



Actual Goal Achievement

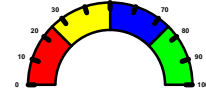


Ministry Reach

Mission Efficiency

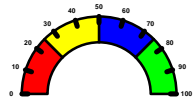


Ministry Efficiency

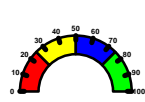


Compensation Effectiveness

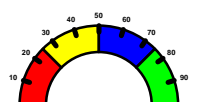
Donors



Donor Retention

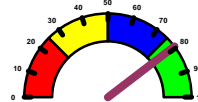


Donor Growth

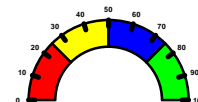


Fundraising Efficiency

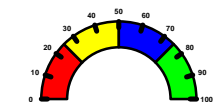
Customer Satisfaction



Staff Rating of Satisfaction

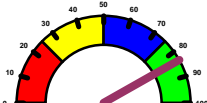


Customer Retention

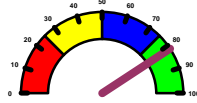


Customer Rating

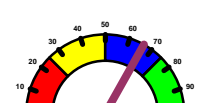
Communications



Top Down Communications

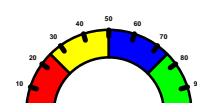


Bottom Up Communications

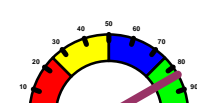


Peer to Peer Communications

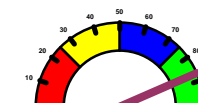
Talent Management



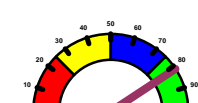
Staff Retention



Staff Engagement

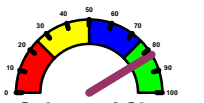


Staff Satisfaction

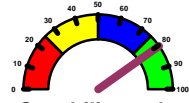


Staff Fit

Five C's of Christian Leadership



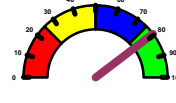
Culture of Charact



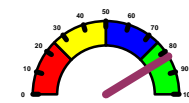
Capability and Competence



Commitment to Learning

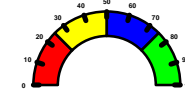


Compensation



Climate for Action

Investment



Training Funding

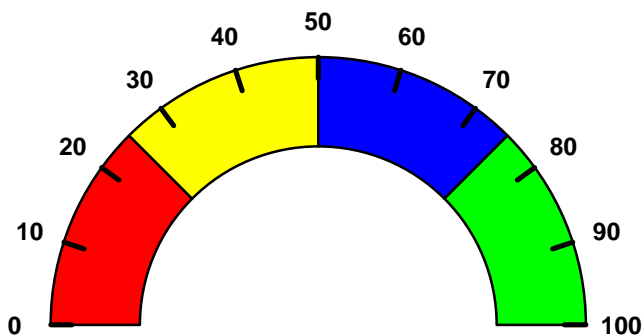


See Appendix III For Detail Description



Lancaster Bible College Scorecard - Ministry Perspective 2011 Survey Results

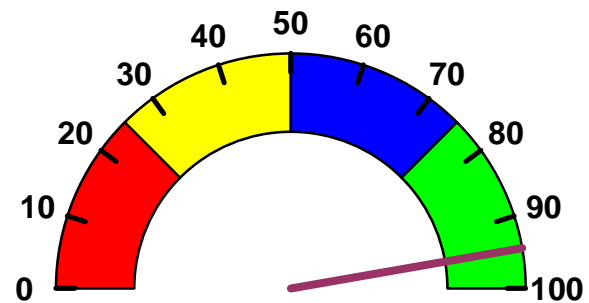
Mission Growth



Revenue Growth

Two year growth
Percentile Rank

Revenue Growth Rate



Staff Perception of Goal Achievement

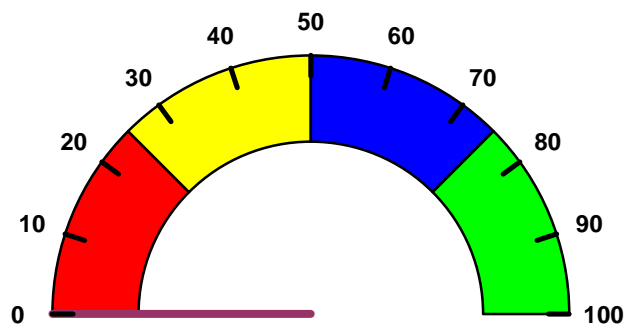
Employee perception of how well you met performance goals.
Q43.
Percentile Rank

Staff Score 4.30



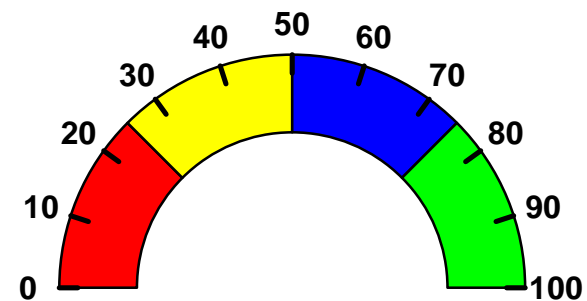
Lancaster Bible College Scorecard - Ministry Perspective 2011 Survey Results

Mission Growth



Actual Goal Achievement

Your assessment of goal achievement.
Source: Organization Profile
Percentile Rank



Ministry Reach

Growth in the number of people you reach in your ministry over
the past 4 years.
Percentile Rank

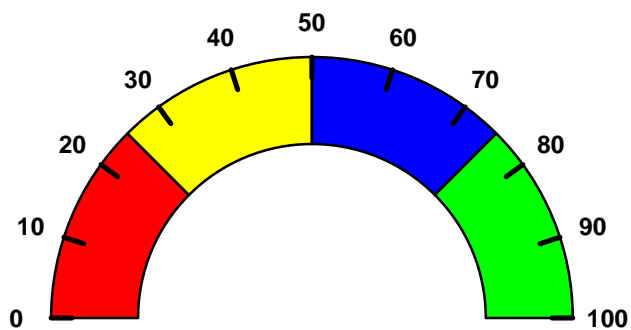
Goal Achievement

Growth of Ministry Reach



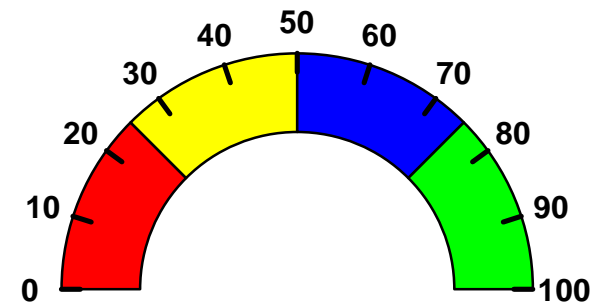
Lancaster Bible College Scorecard - Ministry Perspective 2011 Survey Results

Mission Efficiency



Ministry Efficiency

Ratio of administration and fund raising compared to total revenue.
Percentile Rank



Compensation Effectiveness

Percentage of total revenue going to compensation.
Percentile Rank

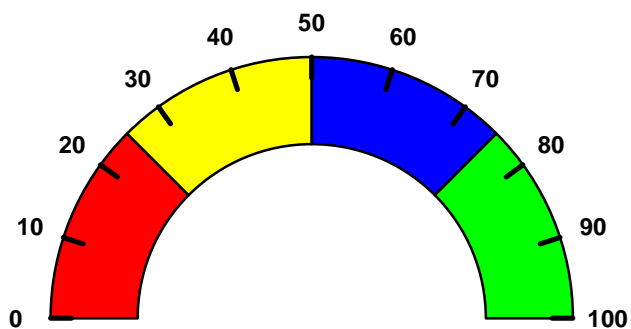
Ministry Efficiency

Compensation Effectiveness



Lancaster Bible College Scorecard - Customer/Donor 2011 Survey Results

Donors

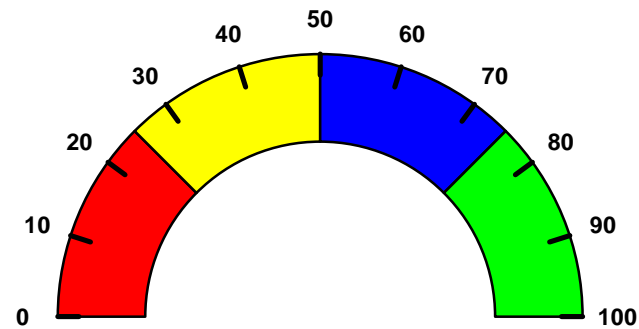


Donor Retention

Percentage of last year's donors who donated again this year.

Percentile Rank

Donor Retention



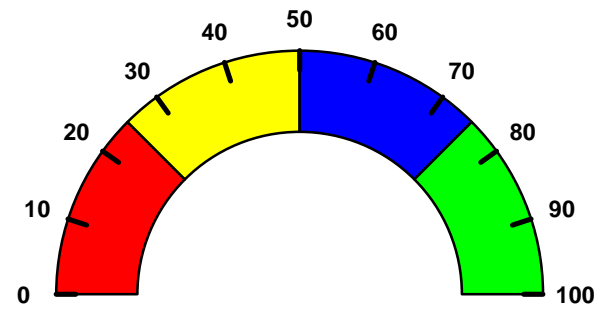
Donor Growth

Growth of new donors.
Percentile Rank

Donor Growth



Lancaster Bible College Scorecard - Customer/Donor 2011 Survey Results



Fundraising Efficiency

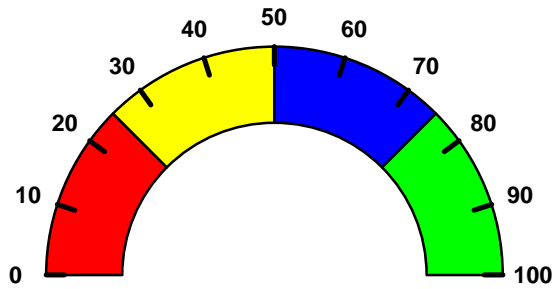
Ratio of fundraising costs divided by funds raised.
Percentile Rank

Fundraising Efficiency



Lancaster Bible College Scorecard - Customer/Donor 2011 Survey Results

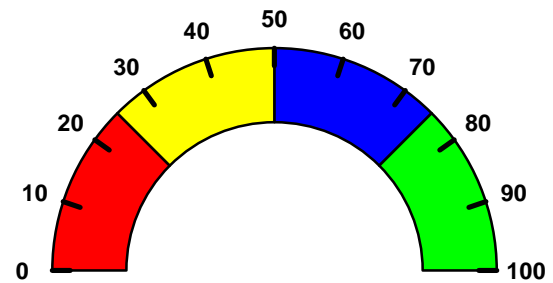
Customer Satisfaction



Customer Retention

Percentage of people your ministry served this year that were retained from last year.
Percentile Rank

Customer Retention



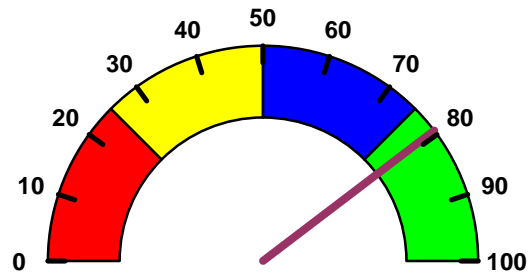
Customer Rating

Survey results of people served in your ministry.
Percentile Rank

Customer Rating



Lancaster Bible College Scorecard - Customer/Donor 2011 Survey Results



Staff Rating of Customer Satisfaction

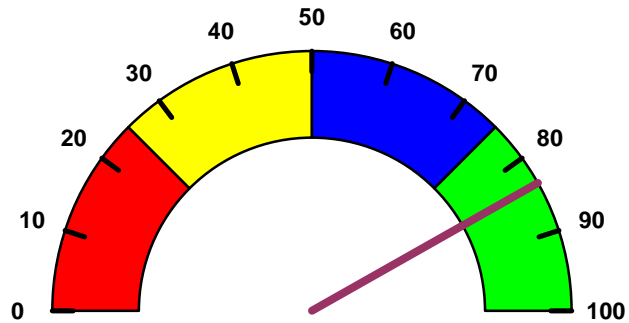
Staff perception of customer satisfaction, loyalty and strategy effectiveness. Q 39, 40 & 41
Percentile Rank

Staff Rating	4.24
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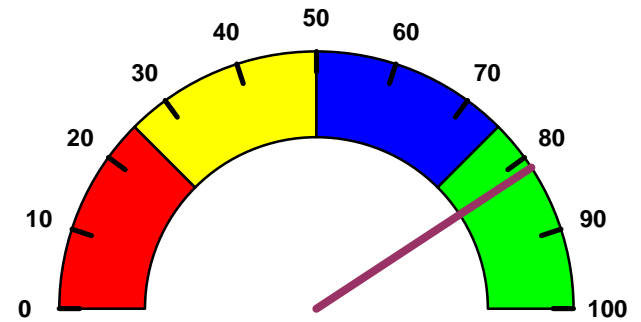
Lancaster Bible College Scorecard - Internal Business Processes 2011 Survey Results

Communications



Top Down Communications

Top down communication effectiveness.
Q. 22, 23, 27, 50 & 51
Percentile Rank



Bottom Up Communications

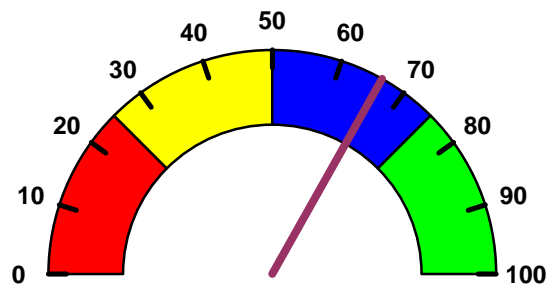
How well management listens to and involves staff.
Q. 34, 52, 53 & 54
Percentile Rank

Top Down Communications **4.18**

Bottom up Communications **3.89**



Lancaster Bible College Scorecard - Internal Business Processes 2011 Survey Results



Peer to Peer Communications

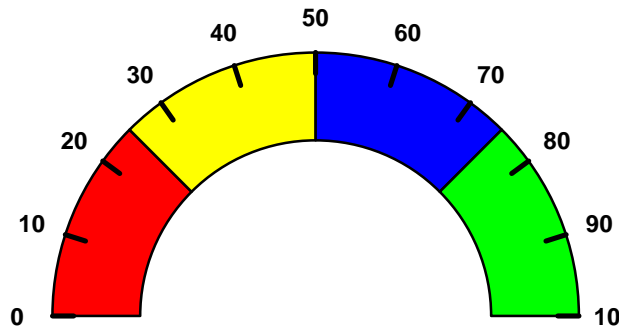
Cross department communications.
Q. 12, 47, 48, 49
Percentile Rank

Peer to Peer Communications	4.06
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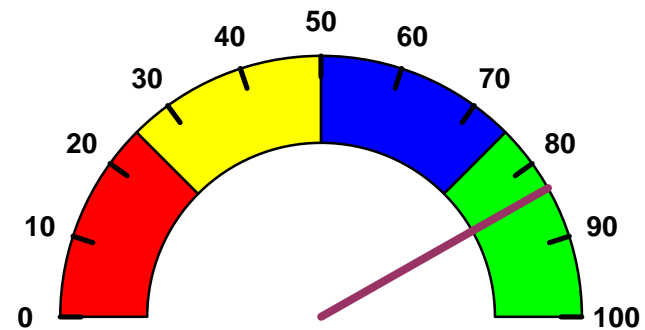
Lancaster Bible College Scorecard - Internal Business Processes 2011 Survey Results

Talent Management



Staff Retention

Measures the voluntary turnover.
Percentile Rank



Staff Engagement

Indicates the emotional bond between your staff and the organization. 15 high impact items.
Percentile Rank

Absenteeism 0%

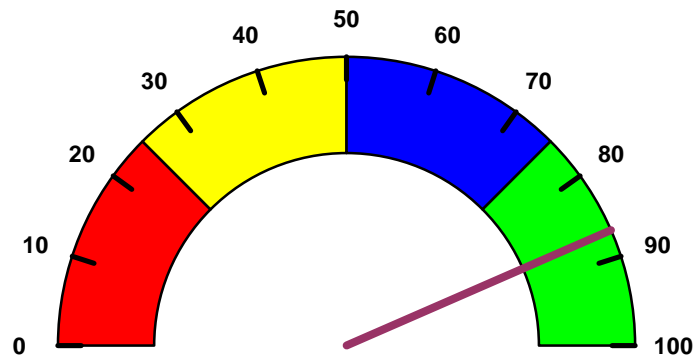
Retention

Staff Engagement

4.19

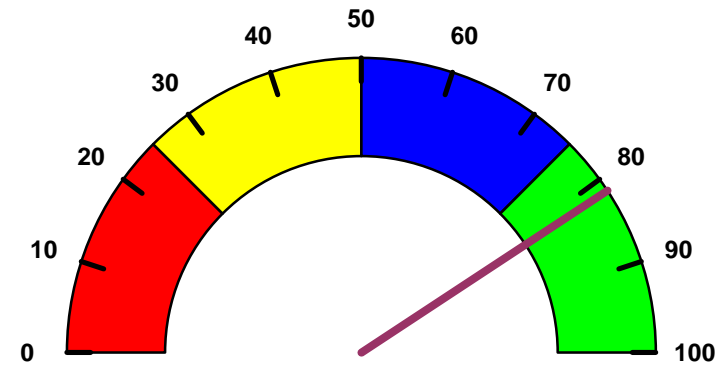


Lancaster Bible College Scorecard - Internal Business Processes 2011 Survey Results



Staff Satisfaction

Indicates how well your staff like their job and working for your organization. Q. 1, 2, 3
Percentile Rank



Staff Fit

Measures if the right people are working in the right jobs. Q. 2, 8, 10, 25, 26, 32 & 46
Percentile Rank

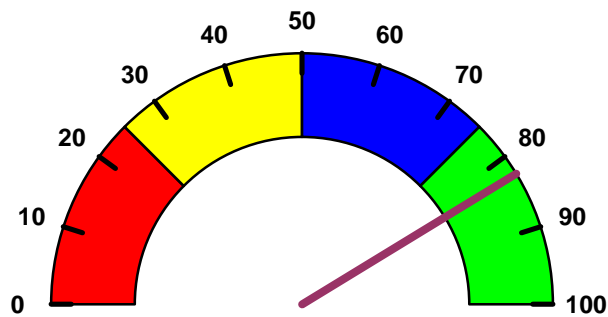
Staff Satisfaction 4.57

Staff Fit 4.24



Lancaster Bible College
 Scorecard - Learning and Growth
 2011 Survey Results

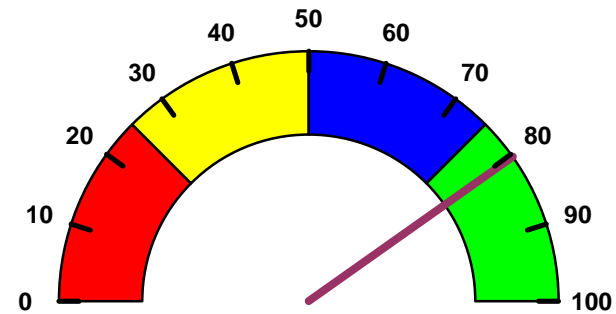
5 C's of Christian Leadership



Culture of Character

Managers behave with fairness and integrity (Q. 19), demonstrate compassion (Q. 20) & the Fruit of the Spirit (Q. 11), conduct activities openly and honestly (Q. 37) and create high levels of trust in the organization (Q. 16) and reflects Christ (Q. 13, 14).
Percentile Rank

Culture of Character 4.22



Capability and Competence

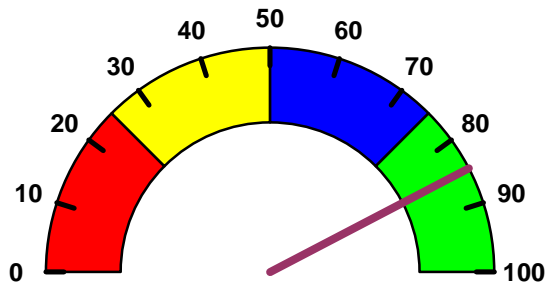
Managers manage well (Q. 33), communicate a winning strategy (Q. 40) and demonstrate that the organization improved over the last year (Q. 7). Highly qualified staff are hired and retained (Q. 5, 6, 45, 47).
Percentile Rank

Capability and Competence 4.11



Lancaster Bible College Scorecard - Learning and Growth 2011 Survey Results

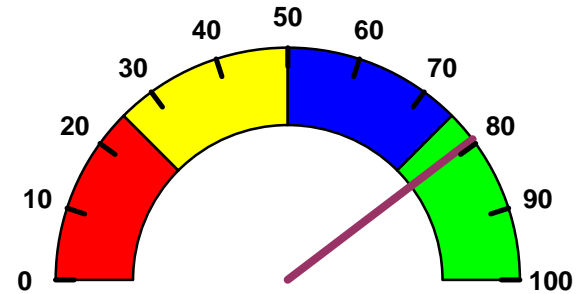
5 C's of Christian Leadership



Commitment to Learning

Managers care about staff as people (Q. 17), encouraging opportunities for learning and growth, (Q. 30, 31), solve problems (Q. 18, 47, 51).
Percentile Rank

Commitment to Learning 4.38



Compensation

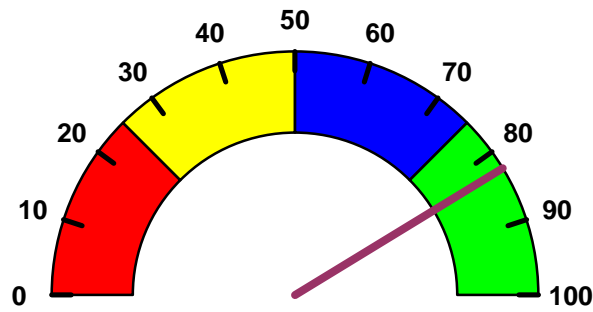
Managers effectively rewards top performers (Q. 28), pay fairly (Q. 55) and provide satisfactory benefit plans (Q. 56, 57, 58).
Percentile Rank

Compensation 3.89



Lancaster Bible College Scorecard - Learning and Growth 2011 Survey Results

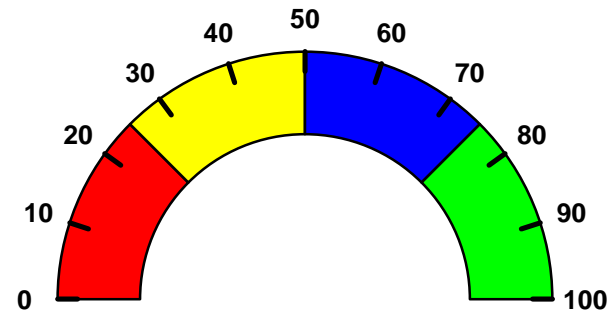
5 C's of Christian Leadership



Climate for Action

Managers communicate (Q. 50), involve employees in decisions that affect them (Q. 54), seek and act on employees' suggestions (Q. 52, 34) and encourage innovation (Q 35).
Percentile Rank

Climate for Action 3.85



Training Funding

Percentage of total compensation dedicated to training.
Percentile Rank

Training Funding #VALUE!



Lancaster Bible College
Organization Profile
 2011 Survey Results

Question	Organization Response
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Mission Statistics

This section includes the information submitted in your Organization Profile. This data feeds directly to your Balanced Scorecard. If any of the data needs updating, you may do so on this document and your Balanced Scorecard will immediately reflect the changes.

Please enter all figures as whole numbers: 1,000,000 (not 1MM) 100,000 (not 100K).

Measure	Three Years Ago	Two Years Ago	Last Year	This Year (Estimate)
Total Revenue ¹	\$ -	\$ -	\$ -	\$ -
Ministry Reach ²	-	-	-	-
Total Compensation ³	\$ -	\$ -	\$ -	\$ -
Net Margin ⁴	\$ -	\$ -	\$ -	\$ -
FTE ⁵	-	-	-	-
Contributions, Gifts and Grants ⁶	\$ -	\$ -	\$ -	\$ -

Measure	Last Year
Total Administrative expenses ⁷	\$ -
Total Fundraising expenses ⁸	\$ -



Lancaster Bible College
 Organization Profile
 2011 Survey Results

Question

Organization Response

Goal Effectiveness

Please list your organization's four most important goals and how effective you were in accomplishing them over this past year. 1 – Fell short, 2 - Met, 3 - Exceeded

Goal
0
0
0
0

Performance
0
0
0
0

Notes:

1. Revenue – Total contribution, sales and service earnings for the reporting organization for the year (IRS form 990 line 12).
2. Number of people touched by your ministry. Example:
 Schools – Number of Students
 Mission or Parachurch – Number of people touched by the ministry
 Churches – Attendance
 Product and Services – Products and services sold
 Media – Audience reached by broadcast or print media
3. Compensation cost- Cost of salaries, wages, bonuses, sign-on bonuses, overtime and pay premiums, commissions, and all other current cash incentives paid during the year. (IRS form 990 line 15)
4. Revenues minus expenses.
5. FTE's – Average number of (exempt and nonexempt) full time equivalent (FTE) employees for the year. (Add all twelve month-end figures and divide by 12). FTE's also include temporary and contract workers.
6. Includes all contributions, gifts and grants minus gifts-in-kind. (IRS Form 990 line 8)
7. IRS Form 990 line 18.
8. IRS Form 990 line 16.



Lancaster Bible College
 Organization Profile
 2011 Survey Results

Question	Organization Response
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Customer Focus

1. Please indicate the number of donors to and recipients of your ministry. Donors are those who have committed to supporting your organization, usually through financial gifts. Examples of ministry recipients include:

- Colleges/Universities – Number of Freshmen
- Schools – Number of students
- Church – Number of attendees, including members and non-members
- Mission and Parachurch – Number of people reached.
- Product and Services – Number of customers
- Media – size of the market reached.

	Beginning of Year	Added	Lost	Ending Balance
Donors	0	0	0	0
Ministry Recipients	0	0	0	0

2. Ministry recipient rating.
 Survey or feedback from those you serve.

Name of the survey or method used _____ 0
 Rating from the survey _____ 0

- Schools – student/parent survey results
- Mission and Parachurch – perception of relevant recipient community
- Church – Community survey
- Product and Services – Customer surveys
- Media – Survey ratings



Lancaster Bible College
Organization Profile
2011 Survey Results

Question

Organization Response

Internal Processes

1. How many employees left your organization voluntarily in the past 12 months? (Please estimate if not sure)

0

2. What is your employee absentee rate over the last 12 months?

0

Learning and Development

1. What % of total payroll is earmarked for training and development?

0



Appendix
Correlation Table
 2011 Survey Results

Table of Lancaster Bible College Scores Vs. Industry Average

Rank	Your Score	Industry Average	Diff.	Correlation	Question / Item	Your Standard Deviation	Population Standard deviation	Beta Ratio
1	4.49	3.78	0.70	0.67	7. Over the past year, my organization has improved for the better.	0.752	0.888	0.847
2	4.30	3.66	0.65	0.55	43. Over the past year, my organization has met its performance goals.	0.728	0.789	0.923
3	3.98	3.41	0.57	0.67	16. There is a high level of trust at my organization between senior leadership and employees.	1.015	1.008	1.006
4	3.51	3.03	0.48	0.59	28. My organization effectively rewards top performers.	1.205	1.012	1.191
5	4.22	3.75	0.47	0.59	23. There is clear consensus on my organization's goals.	0.945	0.884	1.069
6	4.11	3.65	0.46	0.71	33. My organization is well managed.	0.862	0.903	0.955
7	4.25	3.80	0.45	0.65	15. At my organization leaders are humble.	0.871	0.851	1.023
8	4.44	4.00	0.44	0.67	11. My organization's leaders exhibit the fruit of the Holy Spirit (love, joy, peace, kindness, etc.).	0.694	0.771	0.901
9	4.00	3.57	0.43	0.58	50. My organization's leaders explain the reasons behind major decisions.	0.970	0.941	1.031
10	4.54	4.12	0.42	0.90	8. I would recommend my organization to others as a good place to work.	0.727	0.780	0.932
11	3.97	3.57	0.40	0.61	29. I am satisfied with the recognition I receive for doing a good job.	1.047	0.975	1.074
12	3.82	3.43	0.40	0.63	34. My organization acts on the suggestions of employees.	0.916	0.886	1.034
13	4.29	3.89	0.40	0.67	13. My organization's leaders keep a focus on putting Christ first in daily decision-making.	0.784	0.814	0.963
14	4.53	4.14	0.39	0.88	1. I would rate my organization as an exceptional place to work.	0.653	0.736	0.888
15	4.69	4.31	0.38	0.67	4. I am motivated to put in extra effort beyond what is expected to help my organization succeed.	0.504	0.717	0.702

Table of Lancaster Bible College Scores Vs. Industry Average

Rank	Your Score	Industry Average	Diff.	Correlation	Question / Item	Your Standard Deviation	Population Standard deviation	Beta Ratio
16	4.22	3.85	0.37	0.53	31. Someone at work encourages my development.	0.839	0.909	0.924
17	3.61	3.24	0.37	0.63	32. My organization promotes the most qualified employees.	1.072	0.993	1.080
18	4.22	3.86	0.36	0.55	53. Employees feel free to voice their opinions openly in my work area.	0.907	0.949	0.956
19	4.15	3.79	0.36	0.62	40. My organization has a winning strategy for meeting the needs of those we serve.	0.813	0.750	1.084
20	3.93	3.58	0.35	0.59	52. My organization seeks the suggestions of employees.	0.936	0.919	1.019
21	3.96	3.62	0.35	0.88	9. I would prefer to remain with my organization even if a comparable job at a higher pay level were available in another organization.	1.075	1.035	1.038
22	3.90	3.57	0.33	0.59	35. Employees at my organization are encouraged to experiment and to be innovative.	1.005	0.870	1.156
23	4.23	3.90	0.33	0.68	19. My organization's leaders behave with fairness and integrity.	0.854	0.847	1.008
24	4.20	3.87	0.33	0.66	20. My organization's leaders demonstrate compassion for people at all levels.	0.922	0.861	1.071
25	4.51	4.19	0.32	0.73	2. All in all, I am satisfied with my job.	0.623	0.710	0.877
26	4.66	4.35	0.31	0.79	3. In general, I like working for this organization.	0.552	0.623	0.887
27	3.72	3.41	0.31	0.53	55. In comparison with people in similar jobs in other Christian organizations, I feel I am paid fairly.	1.038	0.946	1.097
28	4.44	4.13	0.31	0.67	42. I would recommend that my family/friends use or support my organization's programs/services.	0.723	0.686	1.054
29	4.30	4.01	0.29	0.56	41. Overall the quality of the programs/services my organization offers satisfies those we serve.	0.725	0.671	1.082
30	4.36	4.07	0.28	0.59	26. I am very satisfied with the opportunities I have to use my skills in my job.	0.823	0.838	0.982
31	4.29	4.01	0.28	0.56	24. I have the decision-making authority I need to do my job effectively.	0.867	0.896	0.967
32	4.03	3.75	0.28	0.65	37. My organization conducts its activities openly and honestly.	0.884	0.839	1.053
33	4.06	3.78	0.28	0.61	45. My organization recruits and hires highly qualified employees.	0.752	0.829	0.906

Table of Lancaster Bible College Scores Vs. Industry Average

Rank	Your Score	Industry Average	Diff.	Correlation	Question / Item	Your Standard Deviation	Population Standard deviation	Beta Ratio
34	4.29	4.02	0.27	0.53	30. In the past year, I have had opportunities at work to learn and grow.	0.851	0.817	1.041
35	4.27	4.01	0.26	0.59	39. Long-term loyal relationships with those we serve are highly valued at my organization.	0.854	0.767	1.114
36	4.63	4.38	0.26	0.48	17. My supervisor cares about me as a person.	0.592	0.754	0.786
37	3.84	3.59	0.26	0.60	38. At my organization, people are responsible and held accountable for doing what they say they will do.	0.941	0.910	1.035
38	4.45	4.21	0.24	0.63	22. The mission and goals of my organization make me feel my job is important.	0.681	0.718	0.949
39	4.38	4.15	0.23	0.62	14. My organization reflects Christ to the world.	0.685	0.675	1.015
40	4.51	4.29	0.22	0.48	18. My supervisor helps me to solve work-related problems.	0.848	0.808	1.049
41	4.38	4.16	0.22	0.56	10. I am very satisfied with the opportunities I have to use my spiritual gifts in my job.	0.803	0.807	0.994
42	4.01	3.80	0.21	0.66	5. My organization retains highly qualified employees.	0.810	0.831	0.976
43	3.59	3.38	0.21	0.61	54. My organization involves employees in decisions that affect them.	0.992	0.985	1.007
44	3.80	3.60	0.20	0.56	48. At my organization, there is generally good teamwork across departments.	1.004	0.894	1.122
45	3.89	3.70	0.19	0.40	27. In the last six months, someone at work has talked to me about my progress.	1.019	0.988	1.031
46	4.15	3.97	0.19	0.63	6. My organization provides good job security to employees who perform well.	0.973	0.841	1.157
47	4.20	4.02	0.19	0.63	12. Overall, I am very satisfied with the level of Christian fellowship and spirituality at my organization.	0.805	0.785	1.025
48	3.97	3.79	0.18	0.55	44. My organization values diversity of cultural backgrounds, personal styles, and ideas among our employees.	0.873	0.871	1.002
49	4.33	4.16	0.17	0.59	21. I have fun at work.	0.730	0.718	1.016
50	4.31	4.15	0.16	0.37	57. I am satisfied with my paid time off (vacation, sick leave).	0.765	0.898	0.851
51	3.99	3.87	0.13	0.51	25. I receive the training needed to do my current job effectively.	1.038	0.885	1.173

Table of Lancaster Bible College Scores Vs. Industry Average

Rank	Your Score	Industry Average	Diff.	Correlation	Question / Item	Your Standard Deviation	Population Standard deviation	Beta Ratio
52	4.33	4.21	0.12	0.46	46. My co-workers are highly committed to excellence in their work.	0.812	0.740	1.098
53	4.33	4.21	0.12	0.52	51. I know what is expected of me at work.	0.733	0.702	1.043
54	4.08	3.96	0.12	0.33	58. I am satisfied with my retirement plans (pension, 403(b), 401(k),RRSP etc.).	0.849	0.870	0.975
55	4.31	4.22	0.10	0.43	47. In my work area we work effectively as a team.	0.901	0.809	1.114
56	3.84	3.76	0.08	0.35	56. I am satisfied with my medical or health plan.	0.982	0.940	1.045
57	3.91	3.86	0.05	0.49	49. The people I work with exhibit good conflict resolution skills.	0.902	0.861	1.047
58	3.72	3.70	0.02	0.58	36. At my organization we strive to help one another maintain life balance.	1.070	0.882	1.213

Explanation of terms

Rank is the ranking of your responses to the questions relative to other participants in your industry.

Your Score is the average response to the question for your organization.

Industry average is the average of all other organizations taking the survey in a similar industry to yours.

Diff. is the difference between your average score and the industry average.

Correlation measures the strength of the relationship between the individual question and employee commitment to their organization.

Your Standard Deviation measures the level of agreement the people in your organization have for the average answer. A lower value indicates more agreement and less variation of opinion.

Population Standard Deviation is the average standard deviation of organization's responses over the previous two years.

Beta Ratio is your standard deviation divided by the population standard deviation. This provides an indication of the agreement within your organization to any individual response compared to the agreement other organizations have for the question. A Beta over one indicates your organization has less agreement on the issue while less than one indicates there is more agreement in your organization.

Trend Comparison with Previous Survey			
This Year	Previous Survey	Difference	Question
4.69			4. I am motivated to put in extra effort beyond what is expected to help my organization succeed.
4.25			15. At my organization leaders are humble.
4.30	3.65	0.65	43. Over the past year, my organization has met its performance goals.
4.49	4.00	0.49	7. Over the past year, my organization has improved for the better.
4.54	4.09	0.45	8. I would recommend my organization to others as a good place to work.
3.80	3.36	0.44	48. At my organization, there is generally good teamwork across departments.
3.51	3.11	0.40	28. My organization effectively rewards top performers.
4.06	3.66	0.40	45. My organization recruits and hires highly qualified employees.
4.53	4.14	0.39	1. I would rate my organization as an exceptional place to work.
4.66	4.28	0.38	3. In general, I like working for this organization.
3.98	3.62	0.36	16. There is a high level of trust at my organization between senior leadership and employees.
4.29	3.96	0.33	24. I have the decision-making authority I need to do my job effectively.
3.96	3.64	0.32	9. I would prefer to remain with my organization even if a comparable job at a higher pay level were available in another organization.
4.44	4.13	0.31	11. My organization's leaders exhibit the fruit of the Holy Spirit (love, joy, peace, kindness, etc.).
3.90	3.60	0.30	35. Employees at my organization are encouraged to experiment and to be innovative.
3.72	3.41	0.30	55. In comparison with people in similar jobs in other Christian organizations, I feel I am paid fairly.
4.36	4.06	0.30	26. I am very satisfied with the opportunities I have to use my skills in my job.

This Year	Previous Survey	Difference	Question
3.97	3.68	0.30	29. I am satisfied with the recognition I receive for doing a good job.
4.44	4.15	0.29	42. I would recommend that my family/friends use or support my organization's programs/services.
3.61	3.32	0.29	32. My organization promotes the most qualified employees.
4.11	3.83	0.27	33. My organization is well managed.
4.22	3.96	0.26	31. Someone at work encourages my development.
4.38	4.12	0.26	10. I am very satisfied with the opportunities I have to use my spiritual gifts in my job.
4.45	4.20	0.26	22. The mission and goals of my organization make me feel my job is important.
4.30	4.05	0.26	41. Overall the quality of the programs/services my organization offers satisfies those we serve.
4.51	4.26	0.25	2. All in all, I am satisfied with my job.
4.33	4.08	0.25	46. My co-workers are highly committed to excellence in their work.
4.22	3.98	0.24	53. Employees feel free to voice their opinions openly in my work area.
3.97	3.73	0.24	44. My organization values diversity of cultural backgrounds, personal styles, and ideas among our employees.
4.23	4.00	0.23	19. My organization's leaders behave with fairness and integrity.
4.01	3.78	0.23	5. My organization retains highly qualified employees.
4.20	3.97	0.23	12. Overall, I am very satisfied with the level of Christian fellowship and spirituality at my organization.
4.29	4.07	0.22	30. In the past year, I have had opportunities at work to learn and grow.
4.63	4.42	0.22	17. My supervisor cares about me as a person.
4.15	3.94	0.20	40. My organization has a winning strategy for meeting the needs of those we serve.
4.27	4.10	0.17	39. Long-term loyal relationships with those we serve are highly valued at my organization.

This Year	Previous Survey	Difference	Question
3.84	3.67	0.17	38. At my organization, people are responsible and held accountable for doing what they say they will do.
4.29	4.12	0.17	13. My organization's leaders keep a focus on putting Christ first in daily decision-making.
4.33	4.17	0.16	21. I have fun at work.
3.91	3.75	0.16	49. The people I work with exhibit good conflict resolution skills.
4.20	4.05	0.16	20. My organization's leaders demonstrate compassion for people at all levels.
4.22	4.06	0.16	23. There is clear consensus on my organization's goals.
4.03	3.88	0.15	37. My organization conducts its activities openly and honestly.
4.51	4.37	0.14	18. My supervisor helps me to solve work-related problems.
4.33	4.20	0.13	51. I know what is expected of me at work.
3.82	3.70	0.13	34. My organization acts on the suggestions of employees.
4.00	3.91	0.09	50. My organization's leaders explain the reasons behind major decisions.
4.31	4.22	0.09	57. I am satisfied with my paid time off (vacation, sick leave).
4.38	4.30	0.08	14. My organization reflects Christ to the world.
3.84	3.77	0.07	56. I am satisfied with my medical or health plan.
4.31	4.26	0.05	47. In my work area we work effectively as a team.
3.59	3.56	0.03	54. My organization involves employees in decisions that affect them.
3.99	3.97	0.02	25. I receive the training needed to do my current job effectively.
4.08	4.06	0.02	58. I am satisfied with my retirement plans (pension, 403(b), 401(k),RRSP etc.).
4.15	4.17	(0.01)	6. My organization provides good job security to employees who perform well.

This Year	Previous Survey	Difference	Question
3.89	3.91	(0.02)	27. In the last six months, someone at work has talked to me about my progress.
3.72	3.73	(0.02)	36. At my organization we strive to help one another maintain life balance.
3.93	4.03	(0.10)	52. My organization seeks the suggestions of employees.

The Balanced Scorecard Overview Description

What is it? We have adapted our Balanced Scorecard from Robert Kaplan and David Norton's book *The Balanced Scorecard*. Our scorecard is created specifically for Christian organizations and serves as a high level management tool to measure the effectiveness of your organization strategy.

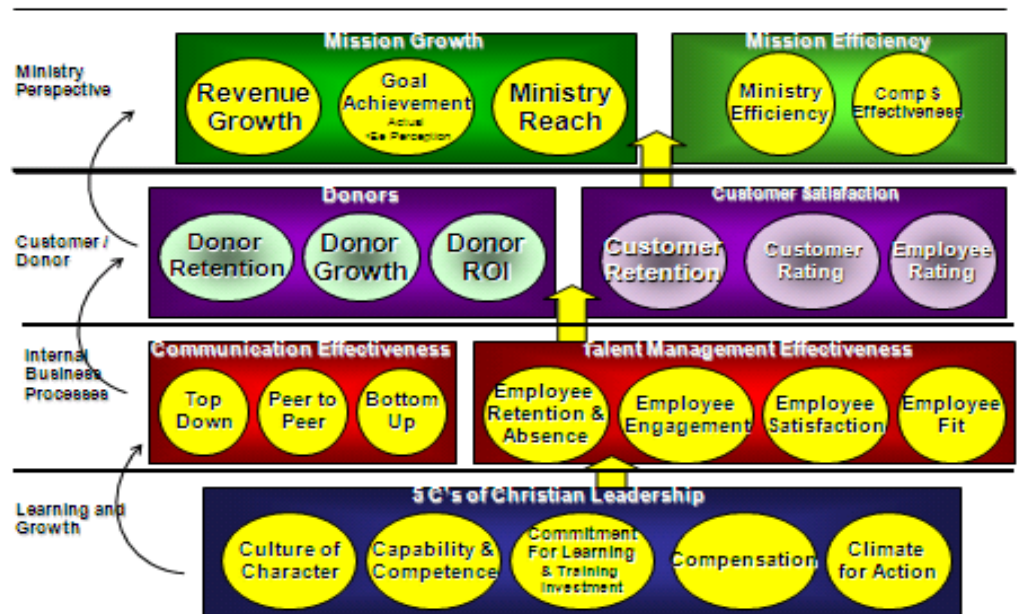
When using this tool, work from the bottom up. Beginning with leading indicators *Learning and Growth* and *Internal Ministry Processes*, you will first focus on the effectiveness of the management of your people, their gifts and potential. When these areas are working well, the *Customer Perspective* (donors and ministry recipients) will improve; yielding fruit in the areas of *Mission Growth and Efficiency* as you efficiently use the resources God has provided.

Strength of our Balanced Scorecard resides in the depth of the comparative data. The arrow on each dial reflects your organizations' rank relative to other participants in your industry category. The measures from the top two rows are derived from measures already in practice within several ministries, and other agencies. It is important to note that while an organization could replicate most of the top two rows and possibly develop valid indicators for the bottom two rows, the information would ultimately not be as useful without the comparative data to gauge performance.

How do I interpret the dials?

Peer Group Descriptions: Survey participants in your industry category make up the comparative data used for the dashboard measures. Performance in each of these areas is sorted and put into a percentile rank. For example, if ten organizations participated in the survey and your organization had the highest score in a

BCWI Ministry Scorecard Dashboard





Balanced Scorecard Detail

particular area, then you would be first at 100%, the second ranked organization at 90%, the third at 80% etc. Your result is indicated by the needle in comparison to the percentile ranking of the peer group. For example, if your rank is in the middle of the group, your needle would indicate a 50th percentile rank.

The percentages only provide a rank and do not compare your score on a percentage basis with other organizations. Industries include Universities, Parachuch and Missions, Media, Churches, Schools and Product/Service organizations.

Categories that don't list the survey questions derive their information from your organization profile rather than the employee survey. View the "Org Profile" tab on your report for data.

Ministry Perspective Definitions

Mission Growth

1. Revenue Growth

Two year growth (from three years ago to last year).

2. Staff Perception - Employee perception of how well you meet the performance goals.

Q43 Over the past year, my organization has met its performance goals.

3. Actual Goal Achievement

Your assessment of goal achievement taken from the Goal Effectiveness section of the Organization Profile

4. Ministry Reach

Growth in the number of people you reach in your ministry. (From three years ago to this year.)

Mission Efficiency

1. Ministry Efficiency

Ratio of administration and fund raising compared to total revenue.

2. Compensation Effectiveness

Percentage of total revenue going to compensation. (Last year.)



Customer/Donor Definitions

Donors

1. Donor Retention –

Percentage of last year's donors who donated again this year.

2. Donor Growth –

Growth of new donors

3. Fundraising Efficiency –

Ratio of fundraising costs divided by funds raised.

Customer Satisfaction

1. Customer Retention

Percentage of people your ministry served this year that were retained from last year.

2. Customer Rating

Survey results of people served in your ministry.

3. Staff Rating of Customer Satisfaction - Staff perception of customer satisfaction, loyalty and strategy effectiveness.

Q39 Long-term loyal relationships with those we serve are highly valued at my organization.

Q40 My organization has a winning strategy for meeting the needs of those we serve.

Q41 Overall the quality of the products/services my organization offers satisfies those we serve.

Internal Ministry/Business Processes Definitions

Communications

1. Top Down Communications - Top down communication effectiveness.

Q22 The mission and goals of my organization make me feel my job is important.

Q23 There is clear consensus on my organization's goals.

Q27 In the last six months, someone at work has talked to me about my progress.

Q50 My organization's leaders explain the reasons behind major decisions.



Balanced Scorecard Detail

Q51 *I know what is expected of me at work.*

2. Bottom Up Communications - How well management listens to and involves staff.

Q34 *My organization acts on the suggestions of employees.*

Q52 *My organization seeks the suggestions of employees.*

Q53 *Employees feel free to voice their opinions openly in my work area.*

Q54 *My organization involves employees in decisions that affect them.*

3. Peer to Peer Communications - Cross department communications.

Q12 *Overall, I am very satisfied with the level of Christian fellowship and spirituality at my organization.*

Q47 *In my work area we work effectively as a team.*

Q48 *At my organization, there is generally good teamwork across departments.*

Q49 *The people I work with exhibit good conflict resolution skills.*

Talent Management

1. Staff Engagement and Absenteeism - Measures the voluntary turnover and absenteeism.

Employee Retention. The % of your employees who remained with your organization in the past year. This is calculated based on the number of employees who left your organization voluntarily in the past 12 months versus the number of Full Time Equivalent (FTE) employees you reported. This is data you supplied in the Organization Profile.

Employee Absenteeism. The % rate of employee absenteeism in the last 12 months. This is reported in the Organization Profile.

2. Staff Engagement—Indicates the emotional bond between your staff and the organization.

Q12 *Overall, I am very satisfied with the level of Christian fellowship and spirituality at my organization.*

Q17 *My supervisor cares about me as a person.*

Q19 *My organization's leaders behave with fairness and integrity.*

Q22 *The mission and goals of my organization make me feel my job is important.*

Q26 *I am very satisfied with the opportunities I have to use my skills in my job.*

Q27 *In the last six months, someone at work has talked to me about my progress.*

Q29 *I am satisfied with the recognition I receive for doing a good job.*

Q30 *In the past year, I have had opportunities at work to learn and grow.*



Balanced Scorecard Detail

Q31 *Someone at work encourages my development.*

Q33 *My organization is well managed.*

Q34 *My organization acts on the suggestions of employees.*

Q35 *Employees at my organization are encouraged to experiment and to be innovative.*

Q40 *My organization has a winning strategy for meeting the needs of those we serve.*

Q46 *My co-workers are highly committed to excellence in their work.*

Q51 *I know what is expected of me at work.*

3. **Staff Satisfaction** - Indicates how well your staff like their job and working for your organization.

Q1 *I would rate my organization as an exceptional place to work.*

Q2 *All in all, I am satisfied with my job.*

Q3 *In general, I like working for this organization.*

4. **Staff Fit** - Measures if the right people are working in the right jobs.

Q2 *All in all, I am satisfied with my job.*

Q8 *I would recommend my organization to others as a good place to work.*

Q10 *I am very satisfied with the opportunities I have to use my spiritual gifts.*

Q25 *I receive the training needed to do my current job effectively*

Q26 *I am very satisfied with the opportunities I have to use my skills in my job.*

Q32 *My organization promotes the most qualified employees.*

Q46 *My co-workers are highly committed to excellence in their work.*

Learning and Growth Definitions

The Five C's of Christian Leadership. These are groupings of questions that have a statistical relationship.

1. **Culture of Character** - Managers behave with fairness and integrity, demonstrate the fruit of the Spirit, conduct activities openly and honestly and create high levels of trust in the organization.

Q11 *My organization's leaders exhibit the fruit of the Holy Spirit (love, joy, peace, kindness, etc.).*

Q13 *My organization's leaders keep a focus on putting Christ first in daily decision making.*



Balanced Scorecard Detail

Q14 *My organization reflects Christ to the world.*

Q16 *There is a high level of trust at my organization between senior leadership and employees.*

Q19 *My organization's leaders behave with fairness and integrity.*

Q37 *My organization conducts its activities openly and honestly.*

2. Capability and Competence - Managers manage well, communicate a winning strategy and demonstrate that the organization improved over the last year. There is a clear consensus on organization values.

Q5 *My organization retains highly qualified employees.*

Q6 *My organization provides job security to employees who perform well.*

Q7 *Over the past year, my organization has improved for the better.*

Q33 *My organization is well managed.*

Q40 *My organization has a winning strategy for meeting the needs of those we serve.*

Q45 *My organization recruits and hires highly qualified employees.*

Q48 *At my organization, there is generally good teamwork across departments.*

3. Commitment to Learning - Managers care about employees as people, encouraging opportunities for learning and growth.

Q17 *My supervisor cares about me as a person.*

Q18 *My supervisor helps me to solve work-related problems.*

Q30 *In the past year, I have had opportunities to work to learn and grow.*

Q31 *Someone at work encourages my development.*

Q47 *In my work area we work effectively as a team.*

Q51 *I know what is expected of me at work.*

4. Compensation - Managers effectively reward and recognize top performers, pay fairly and provide satisfactory retirement plans.

Q28 *My organization effectively rewards top performers.*

Q55 *In comparison with people in similar jobs in other Christian organizations, I feel I am paid fairly.*

Q56 *I am satisfied with my medical or health plan.*

Q57 *I am satisfied with my paid time off (vacation, sick leave).*

Q58 *I am satisfied with my retirement plans (pension, 403(b), 401(k), RRSP etc.).*



Balanced Scorecard Detail

5. **Climate for action** - Managers involve employees in decisions that affect them, seek and act on employee's suggestions.

Q34 *My organization acts on the suggestions of employees.*

Q35 *Employees at my organization are encouraged to experiment and to be innovative.*

Q50 *My organization's leaders explain the reasons behind major decisions.*

Q52 *My organization seeks the suggestions of employees.*

Q54 *My organization involves employees in decisions that affect them.*

6. Training Funding

Percentage of total compensation dedicated to training.

We can design a custom Scorecard for your organization. Call us to discuss it further