



# **2022 Internal Staff Survey**

## **February 16, 2023**

**Office of Retirement Services – Internal Audit**

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## Background

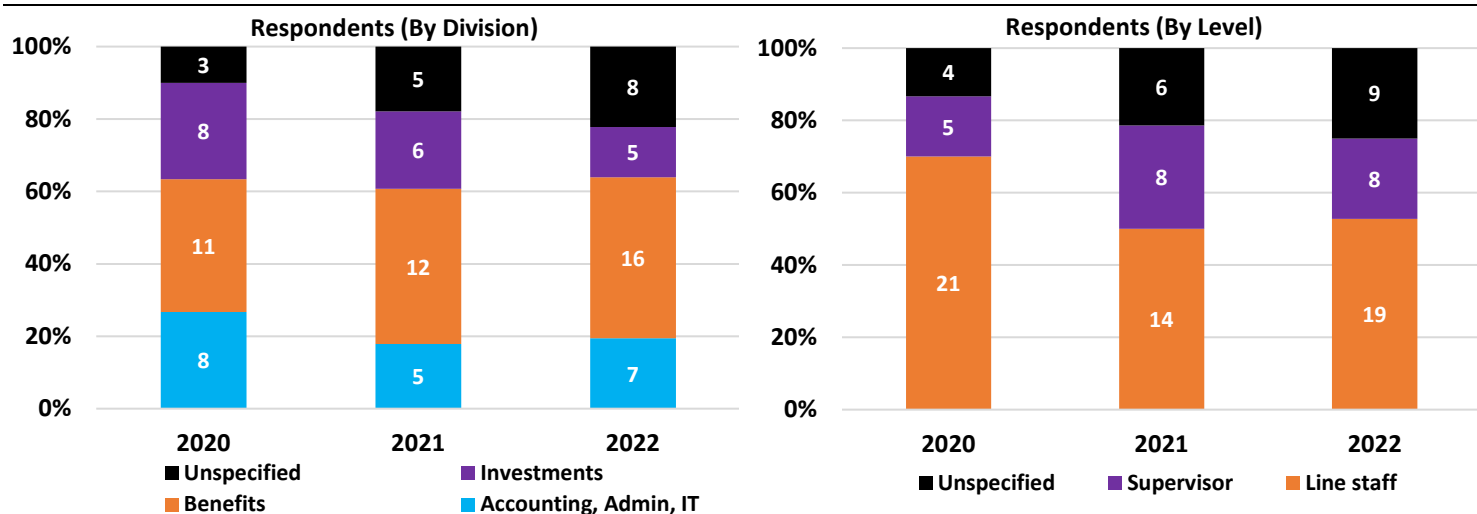
The Internal Audit Division (IAD) conducted a staff survey in December 2022 to gain an understanding of trends in the following areas at the Office of Retirement Services (ORS):

- Culture - the tone of an organization, which is the foundation of all other components of internal control.<sup>1</sup>
- Goals and Obstacles – the ability to identify and manage potential obstacles to the achievement of goals.
- Policies, procedures, and other safeguards – the foundation controls to ensure that objectives are accomplished.
- Information and communication – pertinent information must be identified, captured, and communicated in a form and time frame that enables people to carry out their responsibilities.
- Information technology and security – secure, effective, and efficient information technology tools and practices are needed to achieve business objectives.
- Workplace concerns and preferences – a safe workplace and workplace flexibility can help improve employee satisfaction and increase longevity.

## Survey Methodology

The IAD sent an invitation email with a link to an anonymous, online survey to 48 ORS staff members on December 8, 2022.<sup>2</sup> After two reminder emails, the survey was closed on December 20, 2022. There were 36 responses, a 75 percent response rate. The response rate increased 10 percentage points from 65 percent in the 2021 staff survey. Exhibit 1 summarizes the divisions and levels of staff who participated in the survey over the past three years.

**Exhibit 1: Demographics of ORS Survey Respondents by Division and Staff Level**



Source: ORS Staff Survey – December 2022

Note: "Unspecified" means that the respondent did not provide the information.

<sup>1</sup> Control is any action taken by management, the board, and other parties to manage risk and increase the likelihood that established objectives and goals will be achieved.

<sup>2</sup> To reduce potential bias, both in appearance and in fact, the IAD did not submit a survey and requested that the ORS's CEO not submit a survey because the Retirement Boards have opted to use the survey results as part of the CEO's annual performance evaluation process.

*Survey  
Methodology  
(Continued)*

The staff survey was adapted from an Institute of Internal Auditors (IIA) guide<sup>3</sup> and an information security survey published by the SANS institute.<sup>4</sup> Most survey questions were multiple choice, but some provided an opportunity to provide clarifying, narrative information. All survey questions were optional to the respondent. The survey results are summarized in the Appendix of this report, with the following exceptions:

- To maintain anonymity, the results are presented in a summarized format, without any breakdown by ORS division or staff level.
- Recurring or illustrative narrative responses are summarized and when appropriate, combined to maintain the anonymity of respondents.
- "Don't Know" responses are excluded to focus the results on respondents with an opinion and to enable a valid comparison of results over time.

In accordance with auditing standards, some results have been omitted from this report to avoid inadvertently exposing security vulnerabilities and personnel matters. The IAD will communicate those concerns directly to the ORS director (CEO) and deputy director.

*Authority &  
Mandate*

The ORS's Internal Auditor Charter requires that the IAD meet or exceed the IIA's auditing standards. The standards require that the IAD:

- Evaluate the design, implementation, and effectiveness of the organization's ethics-related objectives, programs, and activities.
- Assess whether the information technology governance of the organization supports the organization's strategies and objectives.

In addition, auditing standards require that the IAD's plan of engagements be based on an annual risk assessment.

The IAD's charter-mandated scope of work includes assessment of the following areas:

- Adequacy and effectiveness of the system of risk management and internal controls.
- Coordination of activities and communication of information.
- Quality and continuous improvement of risk management and control processes.
- Policies, standards, procedures, and controls.

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<sup>3</sup> See IIA practice guide ["Evaluating Ethics-Related Programs and Activities."](#)

<sup>4</sup> [SANS Institute](#) is a cybersecurity, training, and research organization.

## **Summary of Survey Results**

The survey results (see Appendix) show that respondents (i.e., ORS staff) perceived several areas of organizational strength and improvement. For example, of 33 respondents, 28 (85 percent) strongly agreed or agreed that employees in their division(s) did not have to take unnecessary safety risks to perform their jobs, a 16 percentage point increase from last year and a 3 percentage point increase from the 2020 survey (Exhibit 2). Respondents also reported improvements in information technology security (Exhibits 10 – 13). The survey results raise concerns about staff turnover, policies and procedures, and workplace preferences.

One or more respondents reported a fraud incident that involved a retiree's direct deposits. ORS management has confirmed that the fraud took place. The IAD will prioritize a review of the fraud and as appropriate, report to the Retirement Boards on findings and recommendations. There were, as in prior years, concerns raised about information security and personnel matters that the IAD has separately and confidentially reported to the ORS director (CEO) and deputy director.

### ***Information security awareness increased***

The ORS stores, uses, and is responsible for protecting sensitive and confidential information (i.e., personally identifiable information) of retirement plan members and their beneficiaries (e.g., social security number, birth date). The survey results show that information security awareness has increased. For example:

- Of 35 respondents, 33 (94 percent) reported that they received training on information security policies and procedures or practices within the past two years, a 5 percentage point increase from last year and a 6 percentage point increase from 2020 (Exhibit 10).
- All 35 respondents (i.e., 100 percent) reported that they knew who to contact in case they are hacked or if their computers are infected, an 11 percentage point increase from last year and a 7 percentage point increase from 2020 (Exhibit 13).

In April 2022, the Cybersecurity Office of the City's Information Technology Department started "a new campaign to raise awareness about the importance of cybersecurity in our daily lives." The campaign included mandated cybersecurity courses and quizzes for all City staff that was developed and administered by a third party to help keep San José's "people, information, and systems safe from Cybersecurity attacks."

### ***Workplace safety remained a concern***

Although fewer respondents raised concerns about taking unnecessary safety risks to perform their jobs, most remained concerned about working at the office due to the threat of COVID-19 and other contagious diseases. Of 36 respondents, 29 (81 percent) were very or somewhat concerned about working at the office given the threat of COVID-19, including its variants and/or other contagious diseases (Exhibit 9). Respondents reported concerns in narrative responses that are summarized below:

- There is a risk of contracting COVID-19 and other diseases (e.g., flu) when working at the office. Some staff have been out with COVID-19.

- ORS cubicle barriers are inadequate. Cubicle wall heights at City Hall should serve as an example for the ORS.

***Workplace arrangements were aligned with preferences for 44 percent of respondents<sup>5</sup>***

Starting in March 2022, ORS management required that staff transition from remote work schedules to hybrid schedules, reporting to work on site at least two days per week. Workplace arrangements for 16 (44 percent) of 36 respondents aligned with their preferences.<sup>5</sup> The City of San José's [flexible workplace policy](#) intends, in part, to "attract and retain employees by remaining competitive with the changing workforce and increasing employee job satisfaction." Subject to various conditions and approvals, the policy "allows employees to enter into an agreement to schedule portions of their work week away from their regular worksite." The survey results show variances between workplace arrangements and workplace preferences. For example:

- Although of 36 respondents, 28 (78 percent) reported that they had a hybrid workplace arrangement, 16 (44 percent) stated that it was their preferred workplace arrangement (Exhibit 8).
- Although 16 (44 percent) of 36 respondents reported that they preferred to work either from home exclusively or from home and at the office, when necessary, 3 (8 percent) reported that they had such a workplace arrangement (Exhibit 8).

Respondents reported workplace concerns in narrative responses that are summarized below:

- Workplace flexibility is an important factor in job satisfaction.
- Staff are required to work at the office without a valid business reason.

***Concerns about staff turnover and competence have increased***

The survey results show that staff were concerned about the impact of turnover at the ORS. For example:

- Of 34 respondents, 11 (32 percent) strongly agreed or agreed that personnel turnover has not impacted their division's ability to effectively perform its function, a 14 percentage point decrease from last year and a 6 percentage point decrease from 2020 (Exhibit 2).
- Of 35 respondents, 23 (66 percent) strongly agreed or agreed that employees in their division(s) have the knowledge, skill, and training to perform their job adequately, a decrease of 8 percentage points from last year and a decrease of 17 percentage points from 2020 (Exhibit 2).

Respondents reported concerns in narrative responses that are summarized in the bullets below:

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<sup>5</sup> This conclusion is based on a comparison of each respondent's actual and preferred workplace arrangement in the underlying survey data and cannot be derived using the summary results shown in Exhibit 8.

- There has been constant turnover. Ongoing training of new staff is fully dependent on staff with institutional knowledge because sufficient written training material is unavailable.
- A lack of institutional knowledge has made it difficult for new staff to provide the best possible level of customer service and appropriately implement policies and procedures.
- The ORS works with significant amounts of sensitive, confidential information and given the level of staff turnover, it needs to ensure that new staff are reminded of the relevant risks and responsibilities and the consequences of a breach.
- Key positions have been vacant and there has been understaffing and burnout of staff. Staffing needs should be evaluated. The ORS should not be dependent on certain individuals<sup>6</sup> or vendors<sup>7</sup> to achieve its business goals and objectives.
- The volume of retirees and workload has increased, and it has been increasingly difficult to complete work in a timely manner. This may impact customer service, the quality of work, and the ORS's ability to manage important but lower priority projects.

***Policy and procedure concerns have increased***

Standards for internal control in government<sup>8</sup> require that management design policies, procedures, techniques, and mechanisms to achieve organizational objectives and address related risks. Of 36 respondents:

- 22 (61 percent) strongly agreed or agreed that the policies and procedures in their division(s) allow them to do their jobs effectively, a 21 percentage point decrease from last year and an 8 percentage point decrease from 2020 (Exhibit 5).
- 19 (53 percent) indicated that they refer to the ORS's formal, written policies and procedures at least monthly to do their jobs, a 4 percentage point decrease from last year, and 14 (39 percent) indicated that they almost never refer to the ORS's formal, written policies and procedures to do their jobs, a 10 percentage point increase from last year (Exhibit 6).<sup>9</sup>

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<sup>6</sup> Overreliance on individuals for key business processes is considered a risk to business continuity and the transfer of institutional knowledge, especially if the work is technical and not well documented or controlled through up-to-date policies and procedures that are needed for a successful transition of responsibilities when there is turnover.

<sup>7</sup> Long-term vendor relationships where vendors become major stakeholders in key areas of an organization are considered a risk. Specifically, over time, a vendor may gain a monopoly on contracts, reducing the opportunity for fair and open competition in the award of public contracts, and the organization may lose the institutional capability to provide oversight and control of key processes, increasing dependence on a single vendor.

<sup>8</sup> The five components of internal control are control environment, risk assessment, control activities, information and communication, and monitoring. See U.S. Government Accountability Office, "Standards for Internal Control in the Federal Government," Washington, D.C., 2014, p. 9, available at <http://www.gao.gov/products/GAO-14-704G>.

<sup>9</sup> This was a new question in 2021, so results from 2020 are not available.

- 23 (64 percent) were aware of the location where ORS's formal, written policies and procedures are stored (Exhibit 7).<sup>10</sup>

Respondents were less confident about the ORS's ability to identify and address violations of rules and regulations. For example, of 32 respondents, 24 (75 percent) strongly agreed or agreed that employees who steal from the ORS (physical property, money, information, time) will be discovered, a decrease of 16 percentage points from last year and a decrease of 10 percentage points from 2020 (Exhibit 5). Respondents reported policy and procedure concerns in narrative responses that are summarized below:

- The same rules do not apply to everyone. This is demotivating to hard-working staff with high standards.
- There is a lack of documentation and policies and procedures for some areas. Policies and procedures could have prevented an instance of fraud related to a retiree's direct deposits.
- One division cannot retain staff due to the complexity of the policies and procedures and rules for multiple plans.

***Information & Communication has declined***

Good information and communication is a key attribute of a well-run, healthy organization. Exhibit 4 shows that respondents perceived an overall decline in the adequacy of information and communication at the ORS. For example:

- Of 32 respondents, 24 (75 percent) strongly agreed or agreed that their supervisor reviews their performance with them at appropriate intervals, a decrease of 14 percentage points from last year and a decrease of 6 percentage points from the 2020 survey (Exhibit 4).
- Of 24 respondents, 14 (58 percent) strongly agreed or agreed that persons who report suspected improprieties are protected from reprisal, a decrease of 14 percentage points from last year and a decrease of 8 percentage points from 2020 (Exhibit 4).

In a related question, of 32 respondents, 21 (66 percent) strongly agreed or agreed that if they report wrongdoing to their supervisor(s), they are confident that the wrongdoing will stop, a decrease of 12 percentage points from last year and a decrease of 5 percentage points from 2020 (Exhibit 4). Respondents reported concerns in narrative responses that are summarized below:

- Standards should apply to management as well as to staff.
- There is uncertainty regarding senior management's commitment to appropriately investigate and address complaints.

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<sup>10</sup> This was a new question in 2022, so prior year results are not available. Respondents were provided a link to the ORS's restricted access SharePoint folder containing management-level policies and procedures that provide detailed guidance on day-to-day processes. These documents are distinct from the ORS's public, governance-level policies and procedures that are accessible on the ORS's [website](#).

- The questions in the staff survey focus on fraud and abuse. Improvements in other areas of communication can help improve process efficiency, effectiveness, and staff morale.

***Obstacles to accomplish goals increased***

Fewer respondents perceived that they had sufficient resources to accomplish business goals and objectives compared to last year. For example:

- Of 36 respondents, 20 (56 percent) strongly agreed or agreed that they have sufficient resources, tools, and time to accomplish their objectives, a 12 percentage point decrease from last year but a 4 percentage point increase from 2020 (Exhibit 3).
- Of 35 respondents, 30 (86 percent) reported that over the past year they had sufficient information technology equipment and resources to do their jobs remotely, a 10 percentage point decrease from last year but a 36 percentage point increase from 2020 (Exhibit 13).

Respondents reported concerns in narrative responses that are summarized below:

- Training has not been prioritized with the implementation of new software (e.g., PensionGold Version 3). Staff has had to figure out how to use new technology in key business areas (e.g., processing retirements, running estimates) without sufficient technical support.
- New initiatives are moving forward but there are concerns about data sharing and security that need to be addressed.
- The ORS may not have considered the need to discuss or offer staff proper equipment to work from home (e.g., dual screens).
- There is a lack of time and staff to achieve goals and objectives.
- Market risk, an unstable economy, and unpredictable local, national, and worldwide events are primary business/financial risks.

***Confidential concerns to the ORS director (CEO)***

The IAD has separately provided a confidential memorandum to the ORS director (CEO) and deputy director regarding the following:

- Concerns that were raised about information technology and security.
- Personnel matters and the work environment.

In compliance with [Government Auditing Standards](#) sections 9.61 to 9.67, the results of some survey questions (Appendix) have been omitted from this report to prevent the disclosure of sensitive information and organizational vulnerabilities.

***Concerns about fraud***

The IAD will follow up with ORS management regarding the reported instance of fraud that included a theft of about \$1,500 that could not be recovered. The IAD will prioritize upcoming audit work to identify the root cause of the fraud and assess ORS staff and management's response to the incident. The assessment results will be provided in a public report to the Retirement Boards.



## Appendix – Survey Results

Exhibits 2 through 13 summarize ORS staff's perceptions by area, as measured in the survey, including trends over time where possible. Because none of the questions required a response and because "Don't Know" responses are excluded, the total number of responses varies by question.

### General Notes:

A) SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree.

B) **GREEN** indicates a desirable trend and **RED** indicates an undesirable trend, regardless of the sign (i.e., +/-).

C) "Percent +/- From Last Year" is based on unrounded numbers.

### Exhibit 2: Culture

Question	SA	A	N	D	SD	Total	Percent +/- From	
							2020	Last Year
1. Management of my division(s) demonstrates high ethical standards.	23	6	5		1	35	+15%	+1%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	68%	81%	83%					
2. Management of my division(s) strives to comply with laws/regulations affecting ORS.	23	7	3		3	36	+8%	-2%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	75%	85%	83%					
3. The performance targets in my division(s) are realistic and obtainable.	9	12	5	5	2	33	+12%	-2%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	52%	65%	64%					
4. Employees in my division(s) have the knowledge, skill, and training to perform their job adequately.	10	13	6	5	1	35	-17%	-8%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	83%	74%	66%					
5. My division(s) learns from its mistakes.	14	15	6		1	36	+6%	-5%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	75%	85%	81%					
6. Personnel turnover has not impacted my division’s ability to effectively perform its function.	6	5	7	7	9	34	-6%	-14%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	38%	46%	32%					
7. Integrity of financial and operational results always takes priority over reporting acceptable performance targets in my division(s).	9	13	11		1	34	-6%	-8%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	71%	73%	65%					
8. Employees in my division(s) are treated fairly and justly.	14	13	4	3	1	35	+13%	-1%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	64%	78%	77%					
9. Employees in my division(s) do not have to take unnecessary safety risks to perform their job.	14	14	3	1	1	33	+3%	+16%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	81%	69%	85%					

### Exhibit 3: Goals & Obstacles

Question	SA	A	N	D	SD	Total	Percent +/- From	
							2020	Last Year
1. I have sufficient resources, tools, and time to accomplish my objectives.	8	12	3	10	3	36	+4%	-12%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	52%	68%	56%					
2. In my division(s), the processes supporting new products, services, technology, and other significant changes are adequately managed.	7	16	4	5	1	33	+8%	-1%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	62%	70%	70%					
3. For the coming year, I am accountable for defined, measurable objectives.	10	17	5	1		33	+13%	-3%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	69%	85%	82%					

### Exhibit 4: Information & Communication

Question	SA	A	N	D	SD	Total	Percent +/- From	
							2020	Last Year
1. Our information systems provide management with timely reports on my division’s performance relative to established objectives.	4	12	4	3	1	24	0%	-7%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	67%	74%	67%					
2. Mechanisms and incentives are in place for me to provide recommendations for process improvements.	7	13	8	2	2	32	+27%	-3%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	36%	65%	63%					
3. The interaction between senior management and my division(s) enables us to perform our jobs effectively.	9	11	8	2	1	31	+4%	-9%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	61%	73%	65%					
4. The communication across division boundaries enables my division to perform its job effectively.	7	13	10	2	1	33	+7%	-12%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	54%	73%	61%					
5. I have sufficient information to do my job.	10	15	8	2		35	+9%	-11%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	62%	82%	71%					
6. A communication channel exists for reporting suspected improprieties.	9	13	4	1	1	28	-3%	-9%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	82%	88%	79%					

Question	SA	A	N	D	SD	Total	Percent +/- From	
							2020	Last Year
7. Persons who report suspected improprieties are protected from reprisal.	8	6	7	2	1	24	-8%	-14%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	67%	72%	58%					
8. If I report wrongdoing to my supervisor(s), I am confident that the wrongdoing will stop.	9	12	7	2	2	32	-5%	-12%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	71%	78%	66%					
9. I know what action to take if I become aware of unethical or fraudulent activity.	12	17	3	1	2	35	0%	+1%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	83%	81%	83%					
10. My supervisor reviews my performance with me at appropriate intervals.	11	13	6	2		32	-6%	-14%
Year	2020	2021	2022					
Percent (Strongly Agree or Agree)	81%	89%	75%					

### Exhibit 5: Policies & Procedures (a)

Question	SA	A	N	D	SD	Total	Percent +/- From	
							2020	Last Year
1. The policies and procedures in my division(s) allow me to do my job effectively.	7	15	9	4	1	36	<b>-8%</b>	<b>-21%</b>
<i>Year</i>	<b>2020</b>	<b>2021</b>	<b>2022</b>					
<i>Percent (Strongly Agree or Agree)</i>	<b>69%</b>	<b>82%</b>	<b>61%</b>					
2. Employees who steal from the ORS (physical property, money, information, time) will be discovered.	12	12	6	1	1	32	<b>-10%</b>	<b>-16%</b>
<i>Year</i>	<b>2020</b>	<b>2021</b>	<b>2022</b>					
<i>Percent (Strongly Agree or Agree)</i>	<b>85%</b>	<b>91%</b>	<b>75%</b>					
3. Employees who steal from the ORS and are discovered will be subject to appropriate consequences.	13	14	4			31	<b>+2%</b>	<b>-4%</b>
<i>Year</i>	<b>2020</b>	<b>2021</b>	<b>2022</b>					
<i>Percent (Strongly Agree or Agree)</i>	<b>85%</b>	<b>91%</b>	<b>87%</b>					
4. Employees who break laws and regulations affecting the ORS will be discovered.	13	13	5		1	32	<b>-8%</b>	<b>-6%</b>
<i>Year</i>	<b>2020</b>	<b>2021</b>	<b>2022</b>					
<i>Percent (Strongly Agree or Agree)</i>	<b>89%</b>	<b>88%</b>	<b>81%</b>					
5. Employees who break laws and regulations affecting the ORS and are discovered will be subject to appropriate consequences.	14	14	3	1	1	33	<b>-7%</b>	<b>+1%</b>
<i>Year</i>	<b>2020</b>	<b>2021</b>	<b>2022</b>					
<i>Percent (Strongly Agree or Agree)</i>	<b>92%</b>	<b>84%</b>	<b>85%</b>					

## Exhibit 6: Policies & Procedures (b)

D: Daily, W: Weekly, M: Monthly, Y: Yearly, AN\*: Almost Never.

Question	D	W	M	Y	AN*	Total	Percent +/- From	
							2020	Last Year
1. [New question in 2021] In general, I refer to the ORS's formal, written policies and procedures to do my job...	5	5	9	3	14	36	N/A	-4%
Year	2020	2021	2022					
Percent (Daily/Weekly/Monthly)	N/A	57%	53%					

\* The unabridged survey response selection was "Almost never (i.e., I rely on other resources, such as my supervisor, to define my job duties)"

## Exhibit 7: Policies & Procedures (c)

Question	No	Yes	Total	Percent +/- From	
				2020	Last Year
1. [New question in 2022] I am aware that the ORS's formal, written policies and procedures are stored on SharePoint (i.e., at the hyperlinked folder).	13	23	36	N/A	N/A
<i>Year</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>		
<i>Percent (Yes)</i>	<i>N/A</i>	<i>N/A</i>	<i>64%</i>		

## Exhibit 8: COVID-19 - Workplace Preferences

H: Home, exclusively HO: Home, office if necessary; OH: Office, home when necessary; O: Office, exclusively, HD: Hybrid

Question	H	HO	OH	O	HD	Total	Percent +/- From	
							2020	Last Year
1. [REVISED in 2022] What is your preferred workplace arrangement?	5	11	2	2	16	36	N/A	N/A
Year	2020	2021	2022					
Percent (Home, Home & Office if necessary)	N/A	N/A	44%					
2. [New Question in 2022] What is your current workplace arrangement?	2	1	1	4	28	36	N/A	N/A
Year	2020	2021	2022					
Percent (Home, Home & Office if necessary)	N/A	N/A	8%					

**Note:** The unabridged survey response selections were "Home, exclusively," "Home, and when necessary (i.e., there is a valid business need), the office," "Office, and when necessary (i.e., there is a valid business or personal need), home," "Office, exclusively," and "Hybrid schedule." Responses indicating no preference are excluded. The 2021 survey question on preferred workplace arrangements did not include the option "Hybrid schedule," so the results are not included for comparison purposes.

### Exhibit 9: COVID-19 – Level of Concern

Question	Very concerned	Somewhat concerned	Not concerned	Total	Percent +/- From	
					2020	Last Year
1. [New Question in 2021] How concerned are you about working at the office given the threat of COVID-19, including its variants, and/or other contagious diseases?	16	13	7	36	N/A	+2%
<i>Year</i>	<b>2020</b>	<b>2021</b>	<b>2022</b>			
<i>Percent (Very or Somewhat concerned)</i>	N/A	79%	81%			

### Exhibit 10: IT Security (a)

Question	In 2022	In 2021	Never	Total	Percent +/- From	
					2020	Last Year
1. When was the last time you received mandatory training on information security policies and procedures or practices?	32	1	2	35	+6%	+5%
<i>Year</i>	<b>2020</b>	<b>2021</b>	<b>2022</b>			
<i>Percent (within past two years)</i>	88%	89%	94%			
2. *** DELETED IN PUBLIC REPORT – GOVERNMENT AUDITING STANDARDS SEC. 9.61 – 9.67***						

**Note:** The specific response options for this question will change each year; however, the percent “within past two years” provides a valid comparison over time.

### Exhibit 11: IT Security (b)

Question	Very Secure	Secure	Not Secure	Total	Percent +/-	
					2020	Last Year
1. How secure do you feel your work computer is?	25	11		36	0%	0%
<i>Year</i>	<b>2020</b>	<b>2021</b>	<b>2022</b>			
<i>Percent (Very Secure or Secure)</i>	100%	100%	100%			
2. How secure do you feel the applications that you use are at work (e.g., Pension Gold)?	21	14	1	36	+8%	-3%
<i>Year</i>	<b>2020</b>	<b>2021</b>	<b>2022</b>			
<i>Percent (Very Secure or Secure)</i>	89%	100%	97%			

### Exhibit 12: IT Security (c)

Question	Almost every day	At least once a week	At least once a month	At least once	Never	Total	Percent +/- From	
							2020	Last Year
1. Over the past year, how often did you use your own computer (of any type) at home to work on information from your work computer, network, or applications?	3	2	1	2	28	36	-49%	-4%
<i>Year</i>	<b>2020</b>	<b>2021</b>	<b>2022</b>					
<i>Percent (Once a week or more)</i>	63%	18%	14%					
2. *** DELETED IN PUBLIC REPORT – GOVERNMENT AUDITING STANDARDS SEC. 9.61 – 9.67***								

### Exhibit 13: IT Security (d)

Question	No	Yes	Total	Percent +/- From	
				2020	Last Year
1. Do you know who to contact in case you are hacked or if your computer is infected?	0	35	35	+7%	+11%
Year	2020	2021	2022		
Percent (Yes)	93%	89%	100%		
2. *** DELETED IN PUBLIC REPORT – GOVERNMENT AUDITING STANDARDS SEC. 9.61 – 9.67***					
3. Do you know how to tell if your computer is hacked or infected?	7	29	36	+18%	+2%
Year	2020	2021	2022		
Percent (Yes)	62%	79%	81%		
4. Over the past year, has your boss or anyone else you know asked you for a work-related password?	35	0	35	-7%	-4%
Year	2020	2021	2022		
Percent (Yes)	7%	4%	0%		
5. *** DELETED IN PUBLIC REPORT – GOVERNMENT AUDITING STANDARDS SEC. 9.61 – 9.67***					
6. Over the past year, do you feel that you've had sufficient information technology equipment and resources to do your work remotely?	5	30	35	+36%	-10%
Year	2020	2021	2022		
Percent (Yes)	50%	96%	86%		