CITY OF PEORIA, ARIZONA
STAFF REPORT

RPT #: SS2

Date Prepared: February 1, 2010 Council Meeting Date: February 16, 2010

TO: Carl Swenson, City Manager

FROM: Wynette L. Reed, Human Resources Director WLR

SUBJECT: Employee Satisfaction Survey Results

SUMMARY:

The City's first Employee Satisfaction Survey was conducted at the request of the City Manager, via Human Resources as an online or written survey. The survey was launched on November 20, 2009 and respondents submitted surveys anonymously, with the majority indicating their department. The goal of the survey was to gather employee feedback on a variety of topics affecting employees, prioritize actions based on feedback and to set a baseline for future employee satisfaction surveys.

We have finished compiling the results of this survey, and will present those results to the Mayor and Council Members along with an action plan for next steps.

Employee Satisfaction Survey

Conducted November 2009

Survey Process

Step 1
- INTRODUCTION — *"Why did we do the survey?"*
- MEASUREMENT — *"What does our data tell us?"*

Step 2
- PRIORITIES — *"What should we focus on?"*
- ACTIONS — *"What is the plan?"*
- COMMITMENT — *"Who will do what?"*

Step 3
- TRACKING — *"What progress have we made?"*

Methodology

- Conducted by the City Manager, via Human Resources online or written survey
- Goal to gather feedback on a topics affecting employees and to set baseline
- Launched November 20, 2009
- Survey modeled after City of Phoenix Employee Satisfaction survey

Methodology

- Respondents submitted survey anonymously – most indicated their department
- 61 questions in 14 opinion categories
- 878 total respondents (76.3% response rate)
- "Agree" and "Strongly Agree" answers make up the *satisfaction rating*

Interpreting the Results

- Four point scale: "Strongly Agree" to "Strongly Disagree" (respondents also had option to select "Unable to Answer")
- Interpretation, based on common industry model:
  - 50% - 60% is considered "*mildly positive*"
  - 61% - 70% is considered "*positive*"
  - 71% or greater is considered "*strongly positive*"

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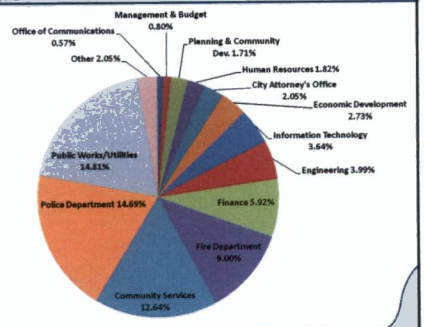
Percent of Total Respondents

Indicates the percentage of total respondents participating in the survey from each department



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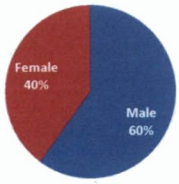
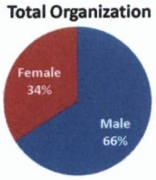
Respondent Demographics

Respondents by Gender



Respondent distribution is slightly skewed with a larger percentage of female participants than that of the overall organization.

Total Organization



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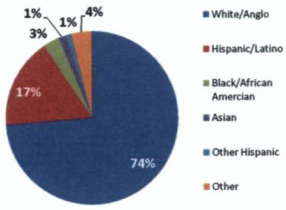
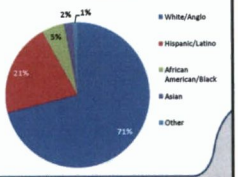
Respondent Demographics

Respondents by Ethnicity



White/Anglo participation is slightly over-represented, while other ethnics groups are slightly under-represented compared to the overall ethnicity demographics of the organization.

Total Organization



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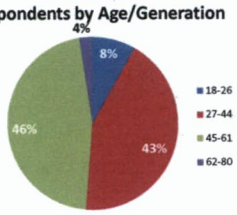
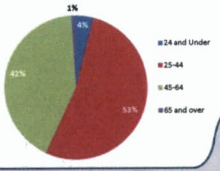
Respondent Demographics

Respondents by Age/Generation



The 27-44 age group participation is slightly over-represented, the 45-61 age group is under-represented, while other age groups are slightly equally represented compared to the overall age demographics of the organization.

Total Organization



Breakdown by Opinion Category

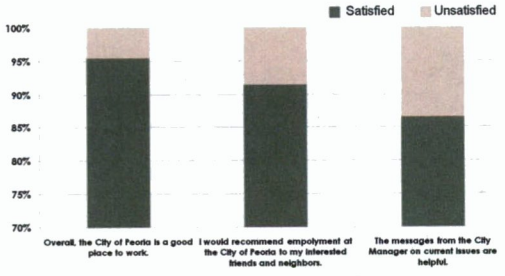
Highest & Lowest Rated

- **Global Satisfaction: 89.0%**
- **Highest rated categories:**
  - Safety.....90.9%
  - Customer Service.....88.9%
  - Work Environment.....87.0%
  - Training & Development.....86.1%
  - Diversity.....85.2%
- **Lowest rated categories:**
  - Benefits and Compensation.....81.4%
  - Change/Innovation/Creativity.....81.4%
  - Communication.....76.9%
  - Performance Evaluations & Expectations....71.0 %
  - Teamwork.....69.6%

While these are lowest rated, all scores fall within the **positive** to **strongly positive** range

Opinion Category Breakdown

Global Satisfaction 89.0% satisfaction rating



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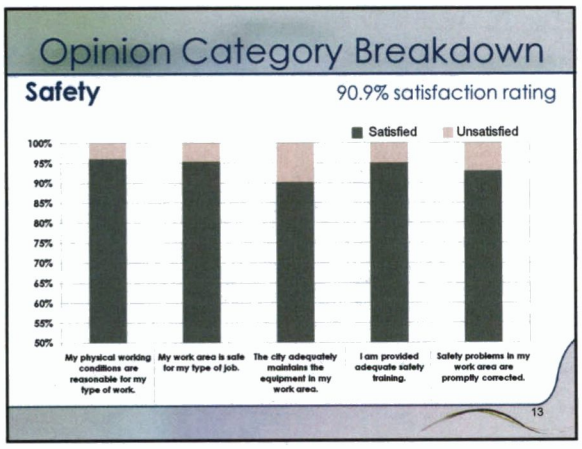
Opinion Category Breakdown
Safety
90.9% satisfaction rating
Satisfied
Unsatisfied
100%
95%
90%
85%
80%
75%
70%
65%
60%
55%
50%
My physical working conditions are reasonable for my type of work.
My work area is safe for my type of job.
The city adequately maintains the equipment in my work area.
I am provided adequate safety training.
Safety problems in my work area are promptly corrected.
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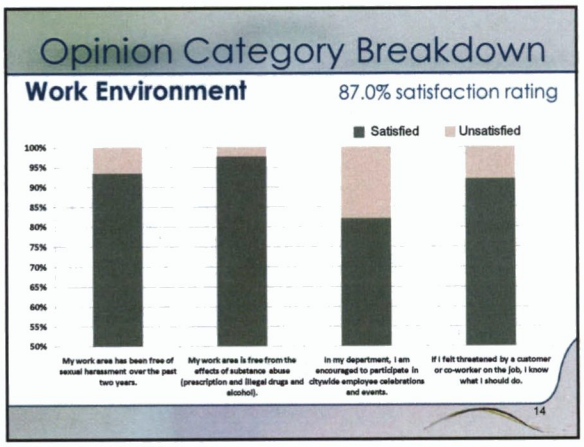
Opinion Category Breakdown
Work Environment
87.0% satisfaction rating
Satisfied
Unsatisfied
100%
95%
90%
85%
80%
75%
70%
65%
60%
55%
50%
My work area has been free of sexual harassment over the past two years.
My work area is free from the effects of substance abuse (prescription and illegal drugs and alcohol).
In my department, I am encouraged to participate in citywide employee celebrations and events.
If I felt threatened by a customer or co-worker on the job, I know what I should do.
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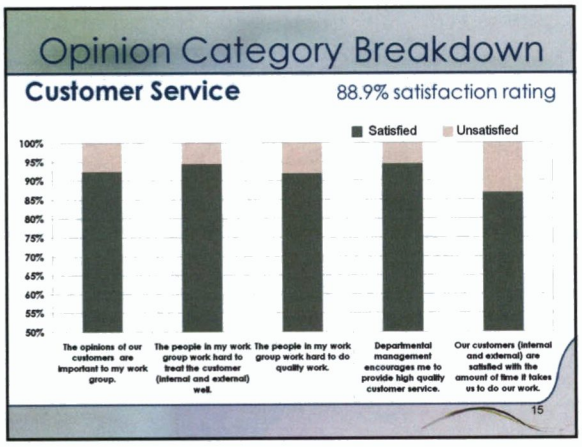
Opinion Category Breakdown
Customer Service
88.9% satisfaction rating
Satisfied
Unsatisfied
100%
95%
90%
85%
80%
75%
70%
65%
60%
55%
50%
The opinions of our customers are important to my work group.
The people in my work group work hard to treat the customer (internal and external) well.
The people in my work group work hard to do quality work.
Departmental management encourages me to provide high quality customer service.
Our customers (internal and external) are satisfied with the amount of time it takes us to do our work.
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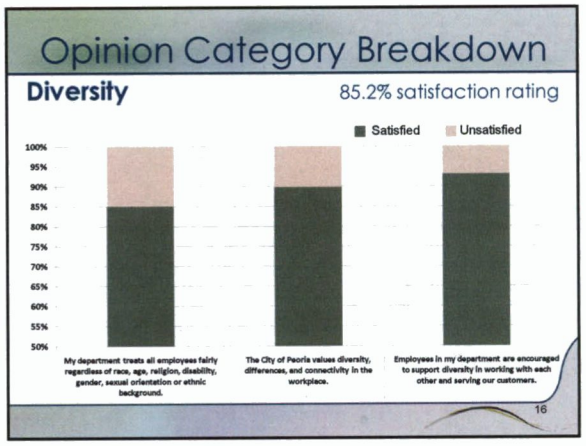
Opinion Category Breakdown
Diversity
85.2% satisfaction rating
Satisfied
Unsatisfied
100%
95%
90%
85%
80%
75%
70%
65%
60%
55%
50%
My department treats all employees fairly regardless of race, age, religion, disability, gender, sexual orientation or ethnic background.
The City of Peoria values diversity, differences, and connectivity in the workplace.
Employees in my department are encouraged to support diversity in working with each other and serving our customers.
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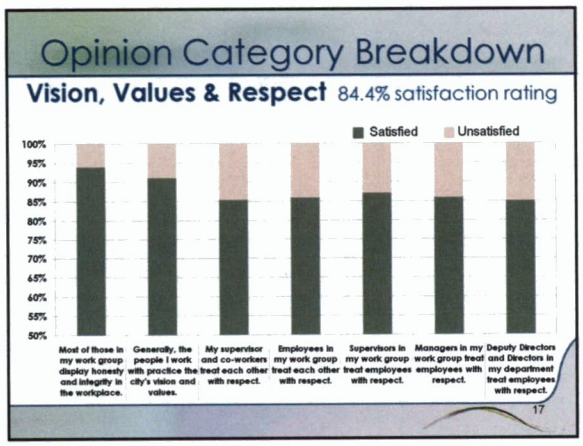
Opinion Category Breakdown
Vision, Values & Respect
84.4% satisfaction rating
Satisfied
Unsatisfied
100%
95%
90%
85%
80%
75%
70%
65%
60%
55%
50%
Most of those in my work group display honesty and integrity in the workplace.
Generally, the people I work with practice the city's vision and values.
My supervisor and co-workers treat each other with respect.
Employees in my work group treat each other with respect.
Supervisors in my work group treat employees with respect.
Managers in my work group treat employees with respect.
Deputy Directors and Directors in my department treat employees with respect.
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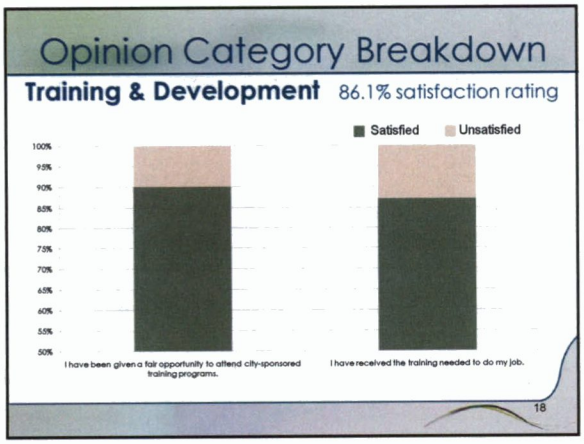
Opinion Category Breakdown
Training & Development
86.1% satisfaction rating
Satisfied
Unsatisfied
100%
95%
90%
85%
80%
75%
70%
65%
60%
55%
50%
I have been given a fair opportunity to attend city-sponsored training programs.
I have received the training needed to do my job.
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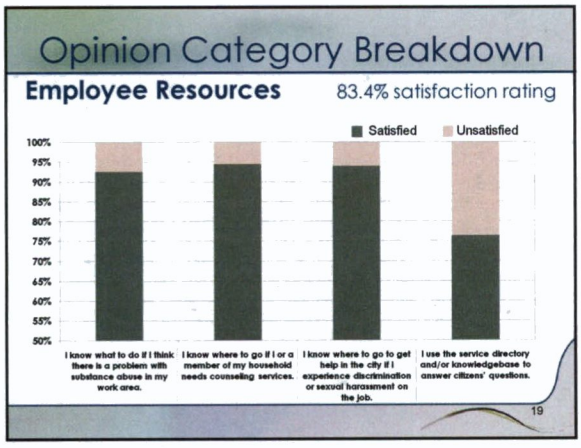
Opinion Category Breakdown
Employee Resources
83.4% satisfaction rating
Satisfied
Unsatisfied
100%
95%
90%
85%
80%
75%
70%
65%
60%
55%
50%
I know what to do if I think there is a problem with substance abuse in my work area.
I know where to go if I or a member of my household needs counseling services.
I know where to go to get help in the city if I experience discrimination or sexual harassment on the job.
I use the service directory and/or knowledgebase to answer citizens' questions.
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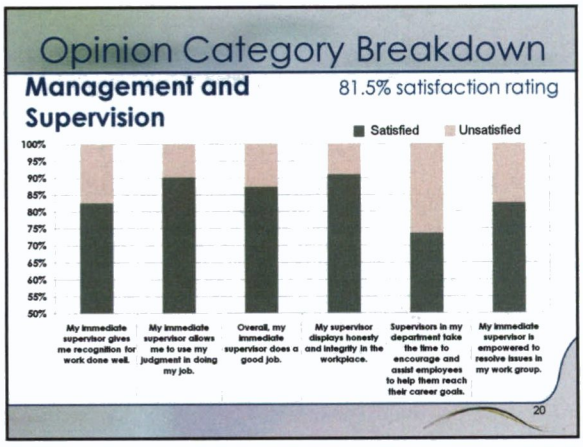
Opinion Category Breakdown
Management and Supervision
81.5% satisfaction rating
Satisfied
Unsatisfied
100%
95%
90%
85%
80%
75%
70%
65%
60%
55%
50%
My immediate supervisor gives me recognition for work done well.
My immediate supervisor allows me to use my judgment in doing my job.
Overall, my immediate supervisor does a good job.
My supervisor displays honesty and integrity in the workplace.
Supervisors in my department take the time to encourage and assist employees to help them reach their career goals.
My immediate supervisor is empowered to resolve issues in my work group.
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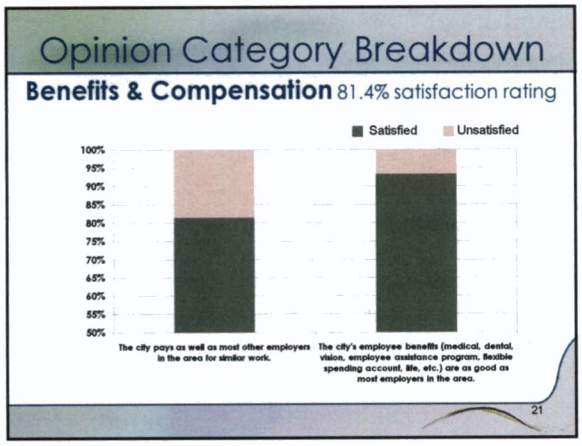
Opinion Category Breakdown
Benefits & Compensation
81.4% satisfaction rating
Satisfied
Unsatisfied
100%
95%
90%
85%
80%
75%
70%
65%
60%
55%
50%
The city pays as well as most other employers in the area for similar work.
The city's employee benefits (medical, dental, vision, employee assistance program, flexible spending account, life, etc.) are as good as most employers in the area.
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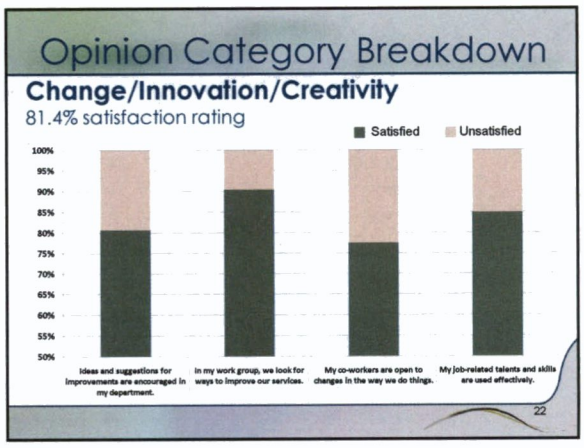
Opinion Category Breakdown
Change/Innovation/Creativity
81.4% satisfaction rating
Satisfied
Unsatisfied
100%
95%
90%
85%
80%
75%
70%
65%
60%
55%
50%
Ideas and suggestions for improvements are encouraged in my department.
In my work group, we look for ways to improve our services.
My co-workers are open to changes in the way we do things.
My job-related talents and skills are used effectively.
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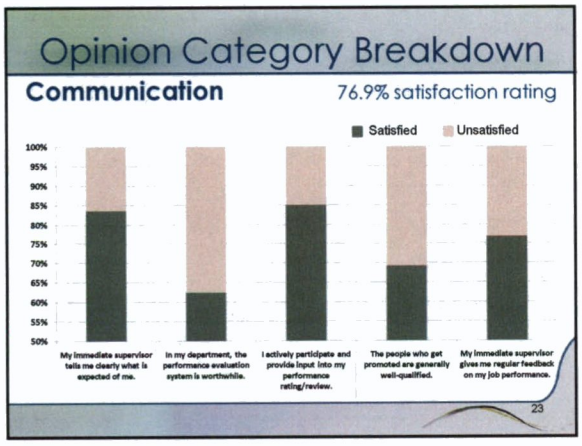
Opinion Category Breakdown
Communication
76.9% satisfaction rating
Satisfied
Unsatisfied
100%
95%
90%
85%
80%
75%
70%
65%
60%
55%
50%
My immediate supervisor tells me clearly what is expected of me.
In my department, the performance evaluation system is worthwhile.
I actively participate and provide input into my performance rating/review.
The people who get promoted are generally well-qualified.
My immediate supervisor gives me regular feedback on my job performance.
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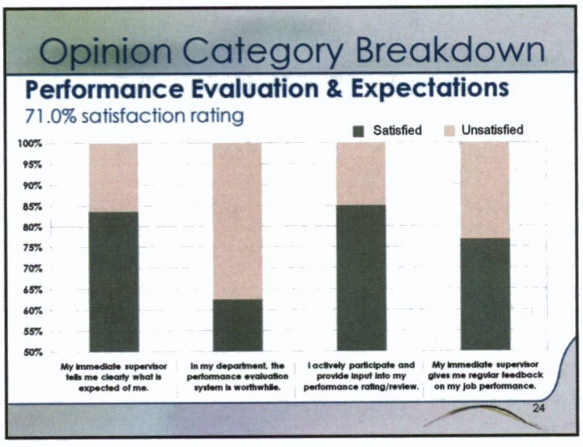
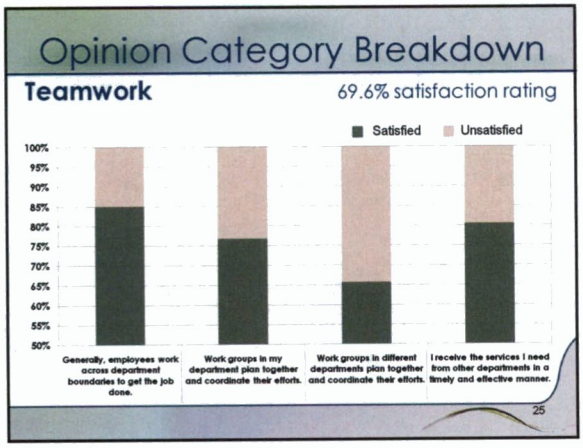

Opinion Category Breakdown
Performance Evaluation & Expectations
71.0% satisfaction rating
Satisfied
Unsatisfied
100%
95%
90%
85%
80%
75%
70%
65%
60%
55%
50%
My immediate supervisor tells me clearly what is expected of me.
In my department, the performance evaluation system is worthwhile.
I actively participate and provide input into my performance rating/review.
My immediate supervisor gives me regular feedback on my job performance.
24


Opinion Category Breakdown
Teamwork
69.6% satisfaction rating
Satisfied
Unsatisfied
100%
95%
90%
85%
80%
75%
70%
65%
60%
55%
50%
Generally, employees work across department boundaries to get the job done.
Work groups in my department plan together and coordinate their efforts.
Work groups in different departments plan together and coordinate their efforts.
I receive the services I need from other departments in a timely and effective manner.
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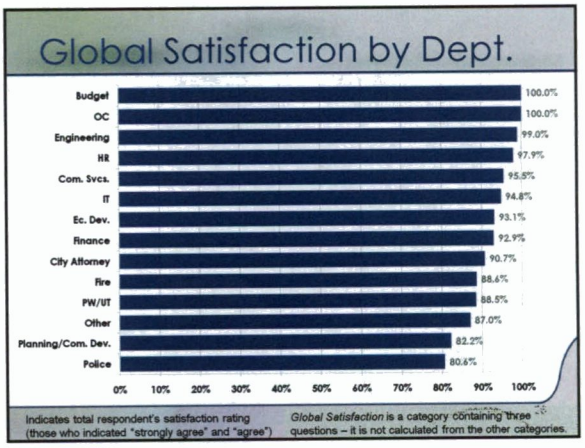
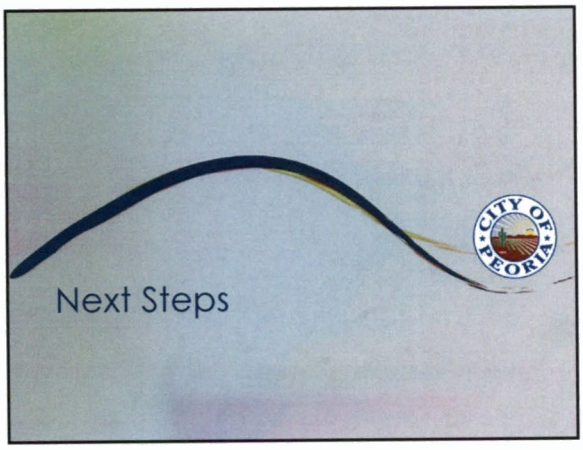
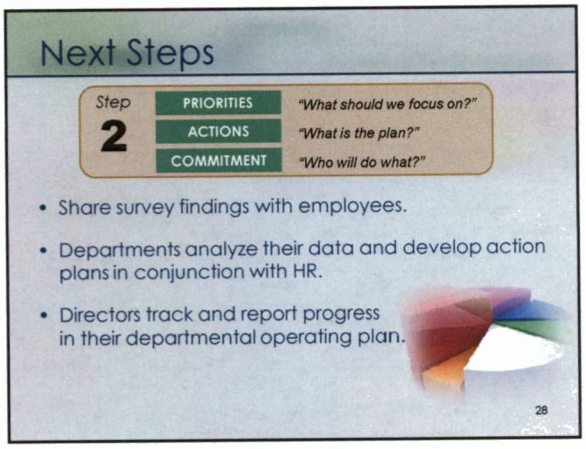

Global Satisfaction by Dept.
Budget 100.0%
OC 100.0%
Engineering 99.0%
HR 97.9%
Com. Svcs. 95.8%
IT 94.8%
Ec. Dev. 93.1%
Finance 92.9%
City Attorney 90.7%
Fire 88.6%
PW/UT 88.5%
Other 87.0%
Planning/Com. Dev. 82.2%
Police 80.6%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Indicates total respondent's satisfaction rating (those who indicated "strongly agree" and "agree")
Global Satisfaction is a category containing three questions – it is not calculated from the other categories.


Next Steps
CITY OF PEORIA


Next Steps
Step 2
PRIORITIES "What should we focus on?"
ACTIONS "What is the plan?"
COMMITMENT "Who will do what?"
• Share survey findings with employees.
• Departments analyze their data and develop action plans in conjunction with HR.
• Directors track and report progress in their departmental operating plan.
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