



City of San José 2011 Employee Survey Report of Findings

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Fairbank, Maslin, Maullin, Metz & Associates - FM3
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INTRODUCTION

Summary

This report presents the results of the 2011 survey of San José City employees conducted by Fairbank, Maslin, Maullin, Metz & Associates (FM3). The report highlights the key findings of the 2011 survey and draws relevant comparisons to the results of previous San José employee surveys conducted by FM3 in 2001, 2002, 2004 and 2006, as well as research conducted by The Public Strategies Group in 2008.

The content of the 2011 employee survey was designed in cooperation with the staff of the City Manager's Office and the Department of Human Resources. Many survey questions – such as job satisfaction and performance measurements – were repeated from previous San José employee surveys to track changes in employee opinion over time. However, the goals of this year's survey were shifted slightly to make the instrument more of a cultural index of the employee values and to assess employee values. Additionally, several questions regarding the City's budget deficit were included.

Methodology and Response Rates

In the 2006 survey, all employees were given hard copies of the survey, and the option to fill out and mail back a paper copy of the survey or to take the survey online. However, the 2011 survey placed a greater emphasis on completing the survey online than in prior years. Consequently, FM3 distributed 7,620 surveys to active City employees in either hard copy or electronic formats. Specifically:

- 4,928 employees were sent email invitations and given the opportunity to take the survey online;
- 1,313 employees were sent paper copies of the survey in the mail and given the option to fill out and mail back a paper copy of the survey or to take the survey online; and
- 1,379 employees were hand-delivered paper copies of the survey at work and given the option to fill out and mail back a paper copy of the survey or to take the survey online.

The surveys were distributed starting February 16, 2011 and the completed surveys were accepted through March 23, 2011, at which point 2,677 questionnaires had been completed online or received via mail. The overall response rate for all City employees was approximately 35 percent, higher than the 31 percent response rate in the 2006 survey and comparable to prior years' surveys.

INTRODUCTION – CONTINUED

Interpreting Results

Mail and Internet surveys have several advantages and disadvantages that must be kept in mind when interpreting survey results. The principal advantage of the mail and Internet methodology is that it allows the opportunity for every City employee to participate in the survey, and makes it possible to collect data from far more employees and more cost-effectively than would have been possible using a telephone survey.

The principal disadvantage of the mail and Internet survey methodology is that those who choose to return the mail surveys are not a random sample of all City employees, because should someone decide not to return their survey, they are not replaced in the sample (i.e., it is not an iterative process). As a result of the non-random nature of the survey sample, like the 2006 survey it is not possible to specify a precise margin of sampling error for the survey results. Nevertheless, the fact that the demographic profile of the survey respondents closely resembles that of all City employees, combined with the large sample size, suggests that the results provide a reliable indicator of employee attitudes and beliefs.

Additionally, the results were analyzed by the following employee demographic and employment characteristics:

- Primary work location (i.e., at City Hall or not at City Hall);
- Time spent working for the City;
- Age;
- Gender;
- Ethnicity, national identity or racial group;
- Work status (i.e., part-time or full-time);
- Job classification; and
- Shift (i.e., day shifts or non-day shifts)

INTRODUCTION – CONTINUED

Report Structure

This report discusses and analyzes the survey's principal findings. Following the summary of findings, the report is divided into six parts:

- **Part 1** describes San José employees' overall satisfaction with their jobs and feelings about the City's budget deficit.
- **Part 2** presents San José employees' views of various aspects of their work environments. This section includes employees' overall assessments of the City as an employer, as well as assessments of the City's management, and their individual supervisors and work groups.
- **Part 3** discusses San José employees' views of their professional development – including performance reviews and training offerings – and the strategic support services provided by the City.
- **Part 4** focuses on how San José employees perceive the City's delivery of services to residents.
- **Part 5** describes San José employees' perceptions of their employee benefits.
- **Part 6** looks at how information is distributed to San José employees.

The topline results of the survey are included at the end of the report in **Appendix A**.

SUMMARY OF MAJOR FINDINGS

This section summarizes some of the key findings of the 2011 San José employee survey. These findings are presented and analyzed in more detail in the body of this report.

1. Overall Job Satisfaction and the City Budget

- **Employees' job satisfaction has decreased dramatically since 2006.** While 58 percent of employees are satisfied with their jobs, this represents a 22-point drop from 2006 (80%), with a corresponding 17-point increase in the percent of employees dissatisfied with their jobs – from 12 to 29 percent.
- **Virtually all employees (95%) are concerned about the City's ongoing budget deficit.** This includes 87 percent who express particularly intense concerns about the budget deficit. This level of unanimity is rare and demonstrates sharp concern about the City's financial situation.
- **One in seven (69%) employees are displeased with how "City officials" have handled the "City's ongoing budget shortfalls."** There is a clear correlation between job satisfaction and evaluations of the City's performance on the budget. For example, the 49 percent who feel "strongly" negative about how City officials have handled the budget deficit are much less satisfied with their jobs (43% satisfied) than the 17 percent who feel that City officials have done a "good job" handling budget shortfalls (85% satisfied).

2. The Working Environment

- **One-half (52%) of employees feel that the City is a "good employer."** While still a majority, this represents roughly a 30-point decrease from attitudes between 2001 to 2006, when at least 80 percent of employees thought the City was a "good employer."
- **A plurality (46%) of employees would not recommend working for the City to others.** In contrast, three-quarters (76%) of employees in 2006 indicated they would recommend working for the City to others.

SUMMARY OF MAJOR FINDINGS – CONTINUED

- **Despite these concerns about the City as an employer, employees generally view their department management staff – and even more so their immediate supervisors – favorably.** In terms of department management staff:

- *59 percent feel that their management staff is open to flexible work arrangements.*
- *56 percent feel that their management staff fosters a work environment that encourages “employee involvement, participation, and engagement.”*
- *56 percent feel that their management staff provide effective “leadership and direction.*
- *52 percent feel that their management staff encourages a culture that affords employee recognition.*

In terms of immediate supervisors:

- *72 percent feel that their immediate supervisor “encourages employee involvement, participation and engagement.”*
 - *71 percent feel that their immediate supervisor “is skilled at working with people of diverse backgrounds.”*
 - *72 percent feel that their immediate supervisor “provides effective leadership and direction for my work group.”*
 - *72 percent feel that their immediate supervisor “practices staff appreciation and recognition regularly.”*
- **Employees feel even more positive about their individual work groups.** 81 percent felt that employees in their work groups display “honesty and integrity in the workplace” and “treat each other with respect.” Additionally, roughly two-thirds of employees feel that conflicts among the employees in their work groups are “successfully resolved” and “differences of thought and perspective are valued.” Furthermore, employee responses about their work groups were more positive in the current survey than they were in 2006.
 - **The results suggest that as employees become more concerned about the overall instability in the City driven by the budget deficit, that they may also be becoming more supportive of their immediate teams.** It may be that some employees are experiencing a tighter bond with co-workers and direct supervisors trying to work through the difficulties brought on by the economy and workforce reductions.
 - **A slim majority (53%) of employees agree that “The City celebrates the cultural diversity of its staff.”** While only one in five (19%) strongly agrees with this statement, few disagree, suggesting that most employees feel neutral to positive about the way the City celebrates cultural diversity in the workplace. Employees were more ambivalent about whether “At the City, employees are treated with respect regardless of their job title or classification” and whether “The City has a climate of openness and straight talk.”

SUMMARY OF MAJOR FINDINGS – CONTINUED

3. Professional Development, Support and Training Services

- **Four in five (82%) employees indicate they “clearly understand the performance expectations” of their jobs.** While this overall level of understanding is very similar to that expressed by employees in 2006, the intensity of that agreement increased notably from 2006.
- **While strong majorities feel “prepared and trained” to do their jobs (84%) and are “provided opportunities to make decisions” about how to do their jobs (78%), only a small majority (54%) express satisfaction in having the “technology tools” at their disposal required to do their jobs well.**
- **Employees continue to feel that performance feedback can be improved.** Roughly one-half (48%) feel they receive “timely feedback” on their performance and only 43 percent feel they receive “constructive feedback” on their performance.
- **A modest majority (56%) of employees indicate they have received a formal annual performance appraisal in the past twelve months.** However, the proportion of those reporting to have received performance appraisals has decreased steadily, from 66 percent in 2004 to 63 percent in 2006 to 56 percent in 2011 – a ten-point net drop.
- **Seven in ten (70%) employees indicate they found their last performance appraisal – whenever it was conducted – at least “somewhat” useful.** However, only 32 percent found them to be “very” useful and three in ten (30%) did not find them useful at all.
- **The percentage of employees (47%) who feel satisfied with the level of recognition they receive has remained relatively stable since 2004.**
- **Nearly three-quarters (73%) of employees indicate *they* have provided positive feedback to co-workers in the past month.**
- **Though somewhat ambivalent overall, more employees were “satisfied” than “dissatisfied” with several different strategic support and training services, including the quality, variety and availability of citywide training, computer help desk services and obtaining services, parts and supplies through the purchasing division.**

SUMMARY OF MAJOR FINDINGS – CONTINUED

➤ **Employees have mixed opinions about professional development opportunities provided by the City:**

- *45 percent feel that their supervisor encourages them to take training classes to enhance their professional development.*
- *44 percent indicated that their supervisor has spoken to them in the past six months about their professional development.*
- *25 percent feel supported in their professional development “by a mentor or advisor within the City.”*
- *23 percent feel encouraged to join local government professional organizations.*

4. Service Delivery

- **Employees are more likely to see the City as “customer-focused” than “results-driven.”** While 55 percent indicate they saw the City as “customer-focused,” opinions were more mixed about whether the City is “results-driven.” Nearly as many disagree (36%) that “the City is a results-driven organization” as agree (41%).
- **The vast majority (84%) of employees understand clearly how they contribute to delivering services within their departments.**
- **Three in five (59%) employees feel their “team actively makes service delivery adjustments to better work with the diversity of our customers.”**
- **Nearly one-half (48%) of employees indicate their “work group regularly reviews performance measure data to track results and make improvements.”**
- **Sizable numbers of employees feel that their work groups have room for improvement in terms collecting and utilizing customer data, encouraging internal innovation, and fostering a trusting environment.**

SUMMARY OF MAJOR FINDINGS – CONTINUED

5. Employee Benefits

- **Employees appear to be generally satisfied with their benefits and Human Resources interactions.** Pluralities or majorities of employee respondents indicated they were either “very satisfied” or “satisfied” with their benefit packages, customer service from external benefits vendors, and customer service from the City’s own Benefit Staff.
- **Close to one-half (47%) of employee indicate they have taken advantage of the City’s Wellness Benefits.** The results also suggest that interest in the City’s Wellness Benefits is relatively high among those aware of the program (only 12% were unaware of the program), though there is room to expand the depth of program participation with only one-quarter (26%) participating in more than one benefit..
- **Only 16 percent of employees indicate they are enrolled in the City’s Medical Reimbursement Account program, with 84 percent either not enrolled (74%) or unsure if they are enrolled (10%).** These results are very consistent with the 2006 and 2004 surveys.

6. Information Sources

- **Two-thirds of employees feel they are kept informed of issues facing the City (67%) and the City’s budget deficit (68%).** In terms of general awareness about City issues, this represents an eleven-point increase from 2006 – suggesting that employees feel somewhat better informed than they have in the past
- **Employees’ most frequently used resources for acquiring information about City issues are co-workers and the City’s intranet site.** However, employees indicated they get their information from a wide variety of sources, including at least “occasionally” getting information about City issues from “co-workers” (85%), the “City intranet site” (85%), the “City Manager’s citywide emails” (74%), their own “management staff” (70%), the “City website” (70%), “local newspapers” (69%), “Employee News email distributions” (64%) and “television news” (61%).
- **Although employees feel generally well-informed – and more so than in prior years –they still want more detailed and more frequently distributed information about major issues facing the City.**

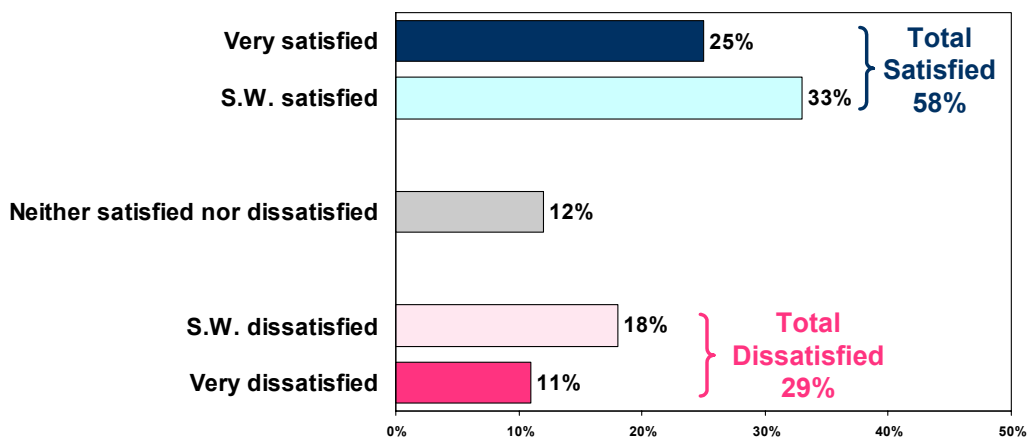
The remainder of this report presents these and other results of the survey in more detail.

PART 1: OVERALL JOB SATISFACTION AND THE CITY BUDGET

1.1 Overall Job Satisfaction

The level of job satisfaction expressed by City employees has changed dramatically since the 2006 survey. At first blush, City employees appear to be rather satisfied, with those who are satisfied outnumbering those who are dissatisfied by a two-to-one margin – 58% satisfied to 29% dissatisfied – including one-quarter (25%) who are “very” satisfied (Figure 1).

**FIGURE 1:
 Overall Job Satisfaction Among San José Employees 2011**



However, these results represent a significant decrease in overall job satisfaction compared to prior employee surveys. As shown in Figure 2, from 2000 to 2006 roughly four in five employees were satisfied with their jobs, with only a little more than one in ten dissatisfied. The overall satisfaction levels in 2011 represent a 22 percent drop from 2006, with a corresponding 17 increase in the percent of employees dissatisfied with their jobs.

**FIGURE 2:
 Change in Overall Job Satisfaction Among San José Employees. 2001 to 2011**

Level of Satisfaction	Percentage (%)					Difference 2006 to 2011
	2001	2002	2004	2006	2011	
Very satisfied	36	39	37	38	25	-13
Somewhat satisfied	45	41	41	42	33	-9
TOTAL SATISFIED	81	80	78	80	58	-22
NEITHER	7	8	8	8	12	+4
Very dissatisfied	3	3	4	4	11	+7
Somewhat dissatisfied	8	8	10	8	18	+10
TOTAL DISSATISFIED	11	11	14	12	29	+17

After several years of severe City budget deficits – leading to layoffs, reorganizations, and compensation and benefits reductions – this change in sentiment is not totally surprising. Furthermore, recent budget projections predict the lean years will continue into the foreseeable future, a fact broadly communicated not only to employees, but the general public. Under these circumstances, one would expect to see a decline in employee job satisfaction.

Notable Results Among Subgroups

- There was no difference between those who work mostly at City Hall (59% “satisfied”) and those who do not (58% “satisfied”).
- Employees who have worked for the City for a long time express lower levels of satisfaction than more recently hired employees. For example, 53 percent those who have worked for the City for more than 20 years express job satisfaction, compared to 63 percent of those who have worked for the City less than five years.
- Older employees (age 64+) are more satisfied (75%) than employees from other age groups. In fact, one-half (50%) of these employees are “very satisfied.”²
- There appears to be a noticeable gender gap in job satisfaction – 66 percent of female employees are satisfied (28% “very satisfied”) compared to 53 percent of male employees (23% “very satisfied”). This represents a shift from the 2006 survey, in which men and women expressed similar levels of overall job satisfaction (82% and 80%, respectively).
- The differences in job satisfaction among employees with different racial and ethnic backgrounds are relatively minimal. The only exceptions were multi-ethnic/multi-racial employees who are slightly less satisfied (53%) than employees in general (58%).
- There were substantial differences between full-time and part-time employees. While only 56 percent of full-time employees express job satisfaction, 73 percent of part-time employees indicate they were “very” or “somewhat” satisfied.
- There were also notable differences between employee groups with different work schedules. 60 percent of employees who work during the day express satisfaction with their jobs, compared to 48 percent of those who do not work day shifts.
- The following employee subgroups expressed the greatest decreases in overall job satisfaction since 2006:

² While this may seem at odds with the previous point, it is worth highlighting that age does not entirely correlate with tenure. For example, 15 percent of employees age 30-49 have been at the City for 20 years or longer as have 36 percent of employees age 50-63. However, only 17 percent of employees age 64 or older have been at the City for more than 20 years. This likely reflects the retirement ages of public safety employees who represent a significant portion of the overall employee population. Specifically, while 33 percent of all employees are age 50+, only 20 percent of public safety employees are over 50.

- Employees who have worked for the City for more than 20 years (82% in 2006 to 53% in 2011);
 - Male employees (82% in 2006 to 53% in 2011); and
 - Employees working mid or swing shifts (79% in 2006 to 45% in 2011).
- Part-time employees express relatively smaller decreases in overall job satisfaction (80% to 73%).
 - As in prior years, there were some interesting variations in job satisfaction among job classifications. As shown in **Figure 3**, public safety (47%), maintenance (54%) and professional licensed (50%) employees express lower levels satisfaction than their co-workers. In terms of changes over time, those three groups – plus executive/managerial employees – also reported the largest decreases in overall job satisfaction. This decrease was particularly acute among public safety employees, whose satisfaction dropped 39 percent.

**FIGURE 3:
 Job Satisfaction by Job Classification**

Job Classification	Total Percentage Total Satisfied (%)		
	2006	2011	<i>Difference 2006 to 2011</i>
<i>ALL EMPLOYEES</i>	80	58	-22
Public Safety	86	47	-39
Executive/Managerial	87	61	-26
Maintenance	79	54	-25
Professional (Licensed)	75	50	-25
Administrative	80	66	-14
Professional (Unlicensed)	77	64	-13
Other	77	67	-10
Other Direct Service	75	68	-7

As a comparison point, it is instructive to compare the overall job satisfaction with City employees against job satisfaction levels of federal government employees and private sector employees at large corporations as captured in the 2010 Federal Employment Viewpoint Survey. As shown in Figure 4, employee satisfactions levels in the federal government and at large private sector companies actually increased slightly from 2006 to 2010, while at the same time City of San José employee satisfaction levels declined significantly.

**FIGURE 4:
 Job Satisfaction by Job Classification**

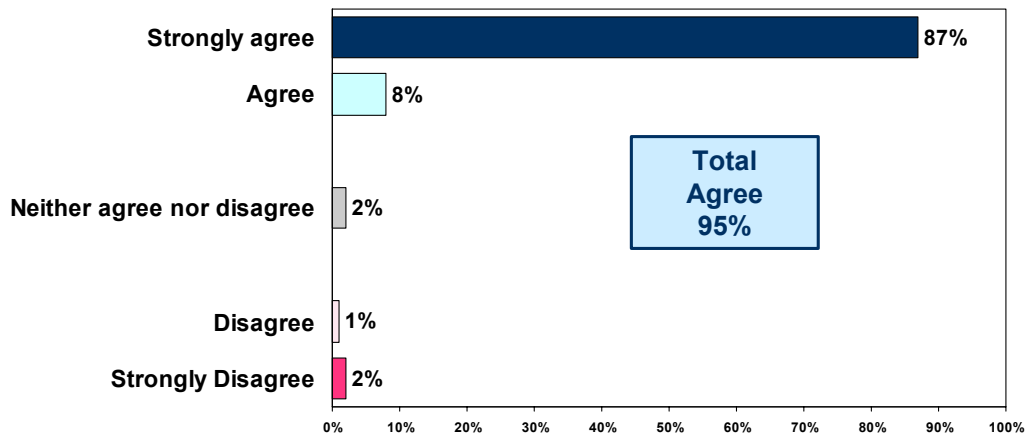
Employee Universe	Total Percentage Total Satisfied (%)		
	2006	2011/2010	Difference 2006 to 2011/2010
City of San José Employees (2011)	80	58	-22
Federal Government Employees (2010)	68	72	+4
Private Sector Employees (2010)	71	75	+4

1.2 Impressions of the City’s Budget Deficit

As the overall job satisfaction data suggests, the City’s current budget situation has likely had a significant impact on employee attitudes. To better understand the impact of the City’s budget shortfalls, employees were presented with a few questions specifically focused on the budget. In one of these questions, employees were asked to agree or disagree with the statement, “I am concerned about the City’s ongoing budget deficit.” Virtually all survey respondents (95%) agreed with this statement, including 87 percent who “strongly” agreed (Figure 5). This level of unanimity is rare and clearly demonstrates how intensely worried employees are about the City’s financial situation.

**FIGURE 5:
 Concern about the City’s Budget**

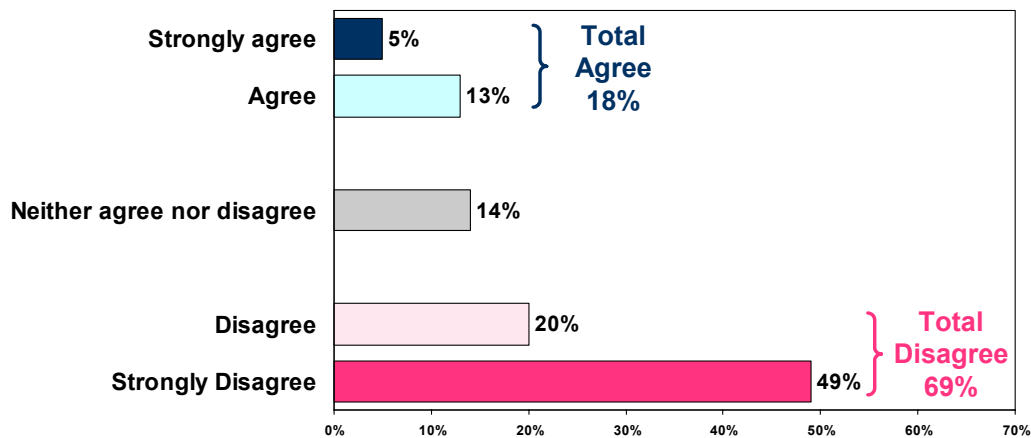
I am concerned about the City’s ongoing budget deficit.



Survey respondents also expressed strong misgivings about how the City’s budget problems have been handled. As shown in **Figure 6**, only one in five (18%) expressed confidence in how “City officials” have handled “the City’s ongoing budget shortfalls.” In fact, one in seven (69%) expressed displeasure with how “City officials” have handled the situation, including one-half (49%) with particularly strong concerns. Furthermore, those 49 percent who feel “strongly” negative about how City officials have handled the budget deficit are much less satisfied with their jobs (43% satisfied) than the 17 percent who feel that City official have done a “good job” handling budget shortfalls (85% satisfied).

FIGURE 6:
Impressions of How the City’s Budget Has Been Handled

City officials have done a good job handling the City’s ongoing budget shortfalls.



Notable Results Among Subgroups

- Those working in City Hall (64%) are marginally less likely than those working outside of City Hall (71%) to disagree with City officials’ handling of the budget.
- There appears to be sizable gender gap in perceptions on how the budget has been handled. Three-quarters (76%) of male employees disagree with the handling of the budget by City officials, while a smaller 59-percent majority of female employees express concern.
- Asian/Pacific Islander and Filipino employees are somewhat less negative in their perceptions of how the budget has been handled than other employees.
- Part-time employees were twice as likely as full-time employees (28% to 15%) to feel that City officials have done a “good job” handling the City’s budget deficit, though nearly one-half (46%) still disagreed.
- Employees age 64 or older express less negative reactions than their younger counterparts. 29 percent of them have a positive impression of how the budget has been handled and 51 percent have a negative impression.

- Those employees who do not work day shifts – as well as professional (licensed) and public safety employees – are particularly critical, with at least four in five of each subgroup disagreeing with the way City officials have handled the budget.

PART 2: THE WORKING ENVIRONMENT

2.1 Citywide Working Environment

In order to assess their overall views of the City as an employer, survey respondents were presented with a list of descriptions of the City, and were asked whether they agreed or disagreed with each one. **Figure 7** displays two of these questions which have been asked in prior years – whether the City is a good employer and whether the survey respondent would recommend working for the City to friends and neighbors.

**FIGURE 7:
 Impressions of City’s Working Environment, Over Time**

Statement	Year	Percentage (%)						
		TOTAL AGREE	TOTAL DISAGREE	Str. Agree	Agree	Neither	Disagree	Str. Disagree
The City of San José is a good employer.	2011	52	34	19	33	14	20	14
	2006	85	5	30	55	11	3	2
	2004	82	6	27	55	12	5	1
	2002	87	3	31	56	9	2	1
	2001	80	6	23	57	14	5	1
I would recommend working for the City to Friends and neighbors who are interested.	2011	40	46	16	24	14	19	27
	2006	76	7	27	49	17	4	3

Much like the overall job satisfaction numbers, the results for these two questions have changed dramatically since the last employee survey. From 2001 to 2006 at least 80 percent of employees felt that the City was a “good employer.” However, in this recent survey, that percentage has declined to 52 percent, still a slim majority, but roughly a 30 point decrease.

Similarly, while in 2006 three-quarters (76%) of employees indicated they would recommend working for the City to others, that percentage has been nearly cut in half to

40 percent. In fact, a plurality (46%) of employees now disagrees with this assertion and would presumably recommend against working for the City. (Though this could also – at least partially – reflect the fact that the City is not hiring.)

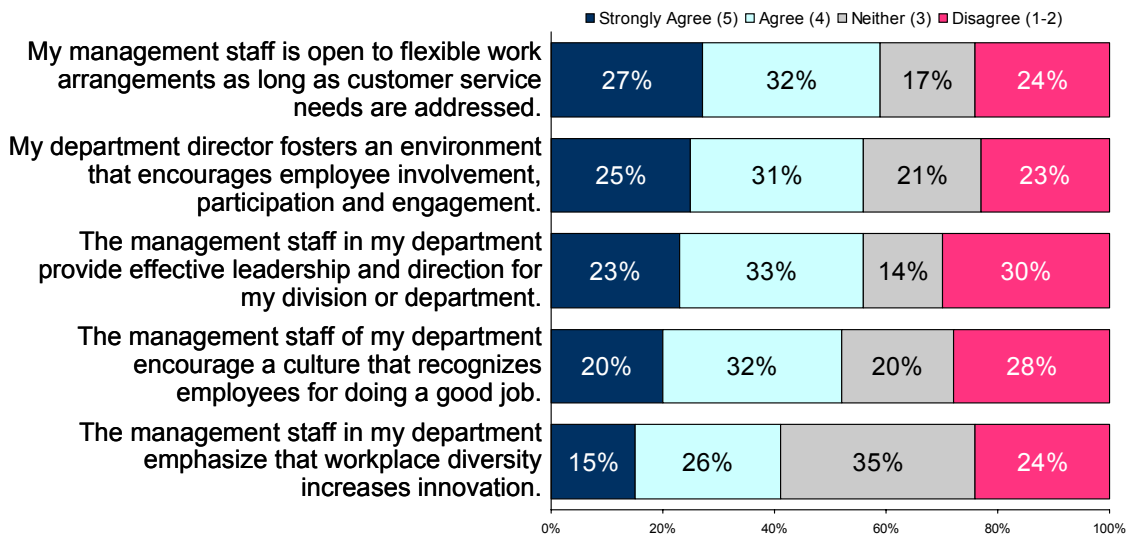
Notable Results Among Subgroups

- Those who work mostly in City Hall are more likely to view the City as a “good employer” than those who do not work at City Hall – 58 to 49 percent. However, there was no appreciable difference in their likelihood of recommending the City as good place to work.
- Similar to overall job satisfaction, longer-term employees view the City less positively on these two metrics than more recently hired employees. For example, 49 percent of those who have worked for the City for more than 20 years indicate the City is a “good employer,” compared to 61 percent of those who have worked for the City less than five years. Additionally, while 50 percent of those who have worked for the City less than five years would recommend the City as employer to others, 53 percent of those who have worked for the City for more than 20 years disagreed and would not make such a recommendation. (Only 34 percent of these longer-term employees would recommend the City.)
- Older employees (age 64+) are more likely to view the City as a “good employer” (72%) or recommend the City as an employer (64%) than are other age groups. Employees ages 30-49 held the most negative views.
- Once again, women responded more positively to these two questions than did men, those who work day shifts are more positive than those who do not work day shifts, and part-time employees are more positive than full-time employees. The responses of part-time employees deserve special attention, as they are particularly positive. While only 47 percent of full-time employees agree the City is a “good employer,” nearly four in five (79%) part-time employees did, a 32-point difference. Similarly, 52 percent of full-time employees indicate they would not recommend the City as an employer, while 71 percent of part-time employers say they would recommend working for the City to friends and neighbors.
- Asian/Pacific-Islander, Filipino and Latino employees are all more likely to view the City as a “good employer” and to recommend working for the City to others than other employees.
- Employees whose jobs are classified as administrative or “other direct service” are more likely than other employees to view the City as a “good employer” and to recommend working for the City to others. However, public safety employees appear acutely critical of the City. Three in five (60%) do not feel the City is a “good employer” – including 27 percent who feel so “strongly” – and seven in ten (71%) indicate they would not recommend working for the City to others.

2.2 Evaluation of Departmental Management Staff

In a new series of questions for the 2011 survey, respondents were presented with a series of statements about their “department’s management staff, from mid-managers to department director” and asked whether they agreed or disagreed with each one. As shown in **Figure 8**, majorities (anywhere from 52% to 59%) of respondents agreed with four out of the five statements, suggesting that employees generally view their department management staff favorably. However, it is worth noting that least one-quarter of respondents did disagree with each statement, and nearly one-third (30%) indicated displeasure with the overall “leadership and direction” provided by their department’s management staff.

FIGURE 8:
Impressions of Departmental Management Staff



These statements enabled employees to assess their management staff in terms of how open they are to flexible work arrangements (59% agreed they are open), whether they foster a work environment that “encourages employee involvement, participation, and engagement” (56% agreed they create such an atmosphere), whether they provide effective “leadership and direction” (56% agreed they provide effective leadership), and if they encourage a culture that affords employee recognition (52% agreed they foster such an environment).

However, employees appear less likely to feel that management staff “emphasize that workplace diversity increased innovation.” Only 41% of respondents agreed with this assertion, with 24 percent disagreeing and slightly more than one-third (35%) who could neither agree or disagree with the statement. So, while the overall number of those disagreeing with this statement was not notably different from the other questions in this series, far more found themselves in the middle ground, unable to say with their management staff communicates the diversity/innovation connection.

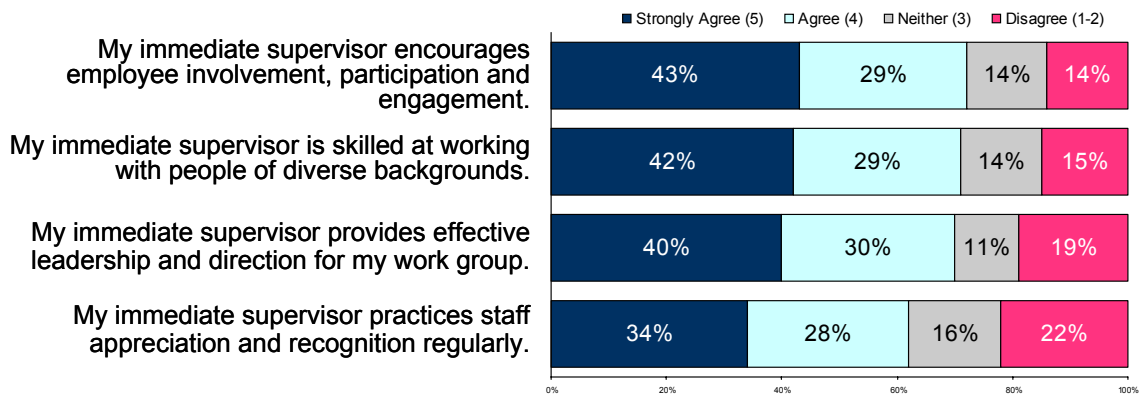
Notable Results Among Subgroups

- 67 percent of employees who primarily work in City Hall feel that their management staff is open to flexible work arrangements, compared to 56 percent of employees who work outside of City Hall.
- Day shift workers also feel that their management staff is more open to flexible work arrangements than do non-day shift workers. This distinction is particularly acute among those who work overnight shifts. Among these employees 46 percent disagree, compared to 22 percent of day shift workers who disagree.
- Gender and age appeared to play little role in employee reactions to these statements. The exceptions were that employees ages 64+ are disproportionately likely to feel that their management staff encourages a culture of employee recognition, and that older (ages 64+) and younger (under age 30) employees are more likely than middle-age employees to agree that management staff emphasize that workplace diversity increases innovation.
- In general, more recent City hires – employees who have worked for the City less than five years – were more likely to agree with all of the statements regarding management staff than longer tenured employees.
- Part-time employees are more likely than full-time employees to agree with the statements regarding flexible work arrangements, creating a culture of employee recognition, and connecting workplace diversity with innovation. Not surprisingly, non-benefited part-time employees were particularly positive about flexible work arrangements, with 39 percent “strongly” agreeing that their managers are amenable to such flexibility.
- African-American employees are more likely to feel that their department director encourages employee involvement, participation and engagement.
- Asian/Pacific-Islander employees are least likely to agree that their management staff provide effective leadership.
- Filipino employees are disproportionately likely to feel that management staff are open to flexible work arrangements.
- Employees who categorized themselves ethnically as “other” (i.e., not white, Latino, African-American, Asian/Pacific-Islander, Filipino or multi-ethnic) are least likely to feel that their management staff emphasizes that workplace diversity increases innovation.
- Though perhaps to be expected, executive and managerial staff are more likely to express positive sentiments about management than employees in other job classifications.

2.3 Evaluation of Immediate Supervisors

Respondents were also presented with four questions specifically about their own supervisor – one of which was a question also asked in prior surveys – and asked whether they agreed or disagreed with each one. As shown in **Figure 9**, strong majorities (anywhere from 62% to 72%) of respondents agreed with each of the four statements, with even more intensity than they agreed with the statements about departmental management staff. Given the nature of the statements – regarding whether direct supervisors provide effective leadership, are skilled at working with people of diverse backgrounds, encourage employee engagement, and practice staff appreciation and recognition - these results suggest that most employees view their direct supervisor favorably, and even more favorably than they view higher-level managers.

**FIGURE 9:
 Impressions of Immediate Supervisors**



Specifically, 72 percent of employees feel their “immediate supervisor encourages employee involvement, participation and engagement,” 71 percent feel their “immediate supervisor is skilled at working with people of diverse backgrounds,” 70 percent feel their “immediate supervisor provides effective leadership and direction for my work group,” and 62 percent feel their “immediate supervisor practices staff appreciation and recognition regularly.” Furthermore, only small minorities of respondents disagreed with any of these statements, with the most disagreement (22%) focused on employee appreciation and recognition.

Looking more closely at the statement “effective leadership and direction,” this was a statement asked in regards to both immediate supervisors and management staff. As previously noted, 56 percent of employees agree that their management staff provides effective leadership; however, 70 percent – 14 percent more – indicate they feel that way about their immediate supervisor. These findings suggest that while employees feel generally positive about the leadership provided by management staff and direct supervisors, they feel marginally more positive about their direct supervisors’ leadership.

This statement – “my immediate supervisor provides effective leadership and direction for my work group” – was also asked in prior surveys. While reactions to this statement were relatively consistent from 2002 to 2006 (agreement in the low 60’s and roughly one in five disagreeing), we saw a spike in agreement in the current survey, particularly when

in comes to intensity (**Figure 10**). Today, seven in ten indicated they feel positive about their immediate supervisor’s leadership – an increase of seven percent from 2006 – and 40 percent expressed “strong” agreement – an increase of 14 percent from 2006. These findings suggest that something has changed with the way in which supervisors exhibit and/or communicate leadership, perhaps as a result of improved training, expanded professional development or more selective hiring practices.

FIGURE 10:
Impressions of Immediate Supervisor’s Leadership, 2002 to 2011

Statement	Year	Percentage (%)						
		TOTAL AGREE	TOTAL DISAGREE	Str. Agree	Agree	Neither	Disagree	Str. Disagree
My immediate supervisor provides effective leadership and direction for my work group.	2011	70	19	40	30	11	10	9
	2006	63	19	26	37	18	11	8
	2004	64	18	28	36	18	11	8
	2002	62	18	23	39	20	11	8

Notable Results Among Subgroups

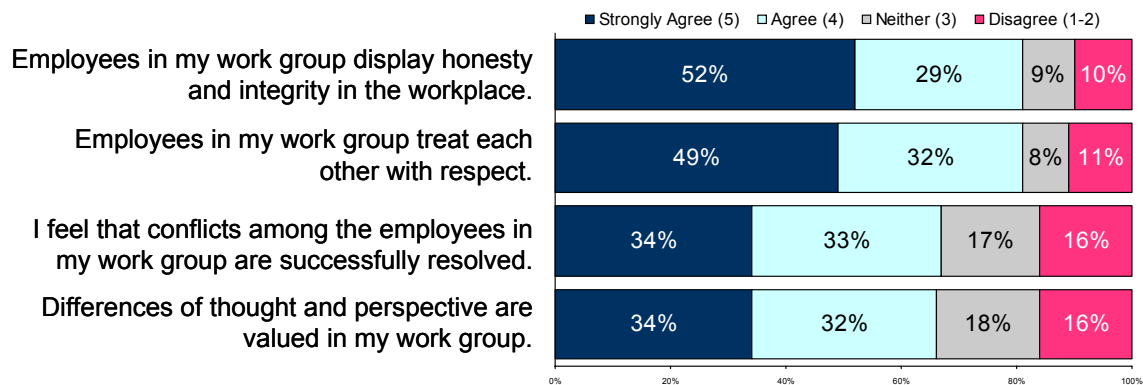
- Generally speaking, there were few notable differences in responses to these questions between employee subgroups. Reactions to the statements did not vary significantly between those who primarily work in City Hall or those who do not, nor among employees of different genders, different shifts, and different ethnic backgrounds.
- More recent City hires – employees who have worked for the City less than five years – are somewhat more likely to view their immediate supervisors as providing effective leadership than those who have worked for the City for 5-10 years. Those more recently hired employees are also somewhat more likely to indicate their immediate supervisors practice staff appreciation and recognition than longer tenured employees, but only marginally so.
- Employees ages 50-63 are somewhat less likely to view their immediate supervisors positively – compared to older and younger employees – though solid majorities still do.
- The differences between part-time and full-time employees are more muted regarding impressions of direct supervisors. While part-time employees are consistently more likely to agree with all of these four statements, the level of agreement is not significantly higher.

- Executive and managerial staff and public safety staff are both somewhat more likely to agree with all of the statements than are employees in other job classifications.

2.4 Evaluation of Work Groups

In addition to questions about City government in general, management staff and their direct supervisors, respondents were also presented with four questions about their specific work group. Once again they were asked whether they agreed or disagreed with each one. As shown in **Figure 11**, solid majorities of respondents – at least 56 percent in each case – agreed with each statement, though the intensity of agreement varied.

FIGURE 11:
Impressions of Personal Work Group



For example, 81 percent of respondents agreed that: “employees in my work group display honesty and integrity in the workplace” and “employees in my work group treat each other with respect.” Additionally, roughly two-thirds of respondents agreed with these other two statements: “I feel that conflicts among the employees in my work group are successfully resolved” and “differences of thought and perspective are valued in my work group.” Collectively, reactions to these statements suggest employees view their fellow work group colleagues as honest and respectful, feel that work group conflicts are generally well resolved, and believe that different points of view are valued within their work groups.

However, overall agreement was higher with the two statements regarding fellow employees than with the two statements implicitly involving management. Further, roughly one-half of respondents “strongly” agreed with the statements about their co-workers being honest (52%) and respectful (49%), noticeably more intense than their agreement with other two statements. These different responses appear consistent with results from elsewhere in the survey that imply while employees are general positive about the City as an employer, their positive impressions strengthen the closer to their work group they get. In other words, they appear to feel more positive about their peers than their direct supervisors and upper management.

Three of these statements were also included in the last employee survey in 2006. In all three cases, employee responses were more positive in the recent survey than they were

several years ago (Figure 12). While general agreement with each statement increased by roughly ten points, more dramatic jumps were evident in the intensity of agreement. Those “strongly” agreeing with statement regarding employee “honesty and integrity” rose from 28 to 52 percent; those “strongly” agreeing with statement regarding treating each other with “respect” rose from 25 to 49 percent; and those “strongly” agreeing with statement regarding valuing “differences of thought and perspective” rose from 15 to 34 percent. These across-the-board improvements in how employees view their work groups may reflect an increased integration of Employee Values into day-to-day activities within work groups and between peers.

**FIGURE 12:
 Impressions of Work Groups, 2006 to 2011**

Statement	Year	Percentage (%)						
		TOTAL AGREE	TOTAL DISAGREE	Str. Agree	Agree	Neither	Disagree	Str. Disagree
Employees in my work group display honesty and integrity in the workplace.	2011	81	10	52	29	9	6	4
	2006	71	11	28	43	18	8	3
Employees in my work group treat each other with respect.	2011	81	11	49	32	8	7	4
	2006	73	7	25	48	17	7	3
Differences of thought and perspective are valued in my work group.	2011	66	16	34	32	18	9	7
	2006	56	18	15	41	26	12	6

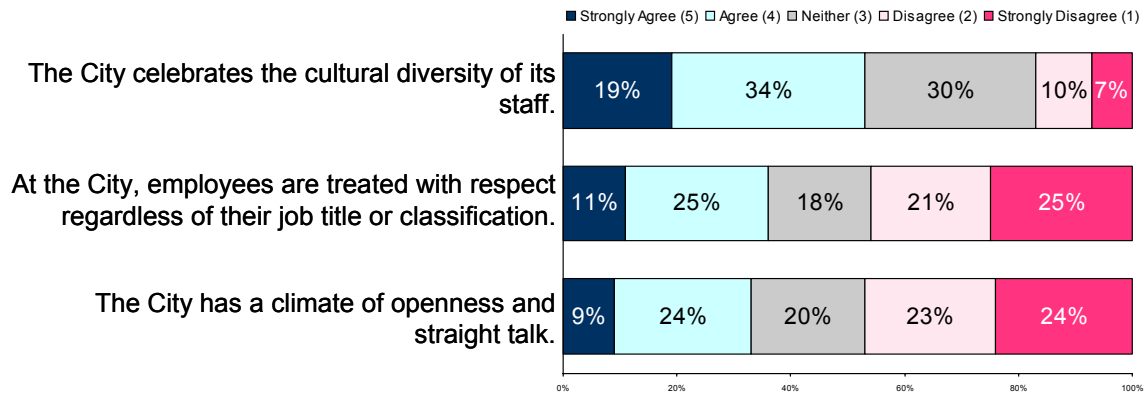
Notable Results Among Subgroups

- Similar to the reactions regarding employees' direct supervisors, there were few notable differences in responses between employee subgroups when it came to views on their work groups. Reactions to the statements did not vary significantly between those who primarily work in City Hall or those who do not, nor between full-time and part-time employees, or between genders.
- Differences between age groups are fairly muted, though employees age 64 or older are somewhat more likely to agree that work group conflicts are successfully resolved than employees under age 64. Additionally, while employees of all age groups consistently agree that their work group co-workers "display honesty and integrity in the workplace," older employees express more intensity in their agreement than do younger employees.
- Employees who have been working at the City for 15-20 years are slightly more likely to feel that their work group co-workers "display honesty and integrity in the workplace" than do employees with longer or shorter tenures.
- Asian/Pacific Islander and Filipino employees are slightly less likely to agree that work group conflicts are successfully resolved than other employees, though three out of five still agree they were.
- Asian/Pacific Islander and African-American employees are also marginally less likely than others to agree that "difference of thought and perspective are valued" in their work groups.
- Executive and managerial staff are more likely to agree with each of the four statements about their work groups than those from other classifications. Of course it is likely that many of these employees lead work groups, so those positive impressions may not be surprising.
- On the other end of the spectrum, administrative and maintenance employees are somewhat less likely to agree with each of the four statements than other employees. (This is more apparent among maintenance employees, though solid majorities still agree with each statement.)
- Additionally, public safety employees express relatively intense agreement (61% "strongly" agree) with statements about employees in their work group displaying "honesty and integrity" compared to employees at-large (52% "strongly" agree).

2.5 Cultural Diversity and Openness in the Workplace

Rounding out the series of questions assessing employees’ impressions of their working environment were three new questions focusing on cultural diversity and openness. As shown in **Figure 13**, respondents’ responses were decidedly mixed. On the positive side, a slim majority (53%) agreed that “The City celebrates the cultural diversity of its staff,” while only 17 percent disagreed (30% neither agreed nor disagreed). While only one in five (19%) strongly agreed with this statement, few disagreed, suggesting that most employees feel neutral to positive about the way the City celebrates cultural diversity in the workplace.

FIGURE 13:
Impression of Cultural Diversity and Openness in the Workplace



In contrast, respondents were more ambivalent regarding whether all employees are treated with respect and whether the City fosters a frank and honest work environment. For example, a plurality (46%) of respondents disagreed with the statement, “At the City, employees are treated with respect regardless of their job title or classification,” while a little more than one-third (36%) agreed. In addition, a similarly-sized plurality (47%) also disagreed with the statement, “The City has a climate of openness and straight talk,” with only 33 percent agreeing. Collectively, these results suggest that while employees generally perceive that the cultural diversity of employees is celebrated, some have concerns about whether the City has created a work environment valuing openness and respect.

Additionally, it is worth noting the differences between reactions to the statement, “My immediate supervisor is skilled at working with people of diverse backgrounds” compared to these statements about how the overall City addresses diversity. As previously noted, 71 percent of respondents “agreed” (42% “strongly”) that their direct supervisors work well with people of diverse backgrounds. Comparing these results suggest that employees may feel more positively about how their supervisors handled diversity in their work groups than how it is handle citywide.

Notable Results Among Subgroups

- The results suggest a gender divide on these issues – female respondents were consistently more likely to agree with each statement, and consequently, viewed the City’s work environment in these respects more positively. Female employees are also more likely see the City as celebrating cultural diversity (59% “agree” and 37% “disagree”) than their male counterparts (49% “agree” and 54% “disagree”). Similarly, majorities of male employees disagree that they City has a climate of openness and straight talk (54% “disagree”) and treats all employees respectfully (51% “disagree”), while only pluralities of female employees agree with each assertion – 43 and 42 percent respectively.
- Employees age 64 or older are more likely to see the City as having an open and equally respectful working environment than do employees under age 64.
- However, employees with less than ten years of service for the City are slightly more positive about the City’s openness and respect of all employees than those with longer tenures.
- Asian/Pacific Islander and Filipino employees are disproportionately likely to agree with each of the three statements than other employees.
- White, African-American and multi-ethnic employees are more likely to disagree that the City has a climate of openness and treats employees with equal respect than employees with other ethnic backgrounds.
- Nearly one-third (31%) of African-American employees do not feel the City “celebrates the cultural diversity of its staff.”
- Part-time employees are disproportionately more likely than full-time employees to agree with each of the three statements. Similarly, those who work day shifts are consistently more positive than those who do not work day shifts.
- Administrative staff are noticeably more likely to agree that the City celebrates the cultural diversity of staff (65% “agreed”) than employees with other job classifications.
- Executive and managerial staff are more likely to agree that City “employees are treated with respect regardless of their job title or classification” (53% “agree”) than employees with other job classifications.
- While administrative and executive/managerial staff are more likely to feel that the City has a climate of openness and straight talk, public safety and professional (licensed) employees were more likely to disagree. Specifically, two-thirds (67%) of public safety employees disagreed.
- Whether or not someone worked in City Hall or not appeared to matter little in employee responses to these particular questions.

PART 3: PROFESSIONAL DEVELOPMENT, SUPPORT AND TRAINING SERVICES

3.1 Job Expectations

When asked, four in five (82%) respondents indicated they “clearly understand the performance expectations” of their jobs (**Figure 14**). This high level of agreement suggests that most employees have a solid grasp of what is expected of someone in their position and what their direct supervisors are expecting to see out of them. While very few (10%) indicated they did not clearly understand what is expected of them at the workplace, it is still worth noting that this means one in ten employees feel they lack clarity in how to best meet their job expectations.

**FIGURE 14:
 Understanding Job Expectations, 2006 and 2011**

Statement	Year	Percentage (%)						
		TOTAL AGREE	TOTAL DISAGREE	Str. Agree	Agree	Neither	Disagree	Str. Disagree
I clearly understand the performance expectations of my job.	2011	82	10	49	33	8	6	4
	2006	81	7	34	47	12	5	2

Overall, this level of understanding regarding job expectations is very similar to that expressed by employees in 2006. However, while the overall percentage of those agreeing with this statement was essentially the same (82% “agreed” in 2011 and 81% “agreed” in 2006), the intensity of that agreement increased notably in the past few years. Back in 2006, one-third (34%) of employees felt strongly that they understood their job’s performance expectations. In this current survey that proportion stands at one-half (49%) – at 15-point increase – suggesting that more employees feel very clear about what is expected of them than they did in 2006.

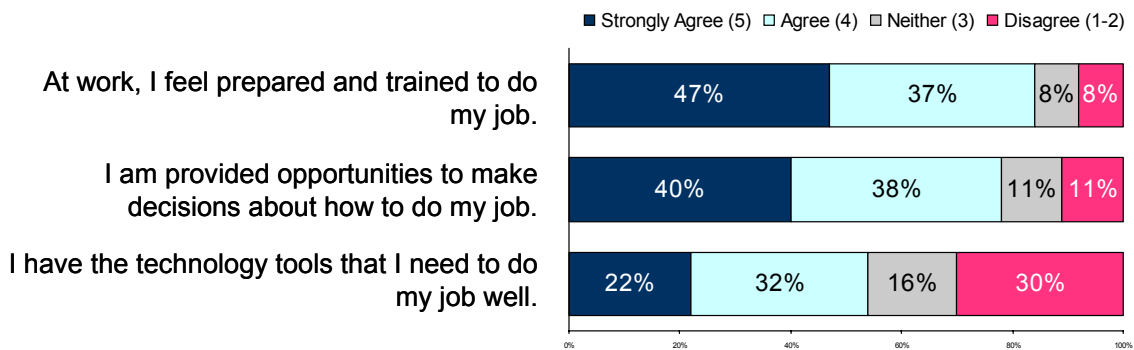
Notable Results Among Subgroups

- Gender, tenure length, shift and whether someone worked in City Hall or not did not play a significant in the responses to this question
- Interestingly, employees at the age extremes – under 30 (88%) and 64 or older (92%) – are more likely to express clear understanding of their job expectations than those ages 30-63.
- In terms of ethnic background, the only notable outlier was among African-American employees, who are much more likely than others to “strongly agree” they clearly understand their job expectations (63%).

- Part-time employees (62%) are more likely to “strongly agree” they clearly understand their job expectations than full-time employees (47%).
- The differences between different job classifications were generally minor, with the exception of professional (unlicensed) employees. While three-quarters (76%) of them express understanding of their job expectations – compared to 82 percent of all employees – only 39 percent feel that they “strongly” understood these expectations, compared to 49 percent of all employees.

Respondents were presented with several other statements regarding their ability to meet their job expectations – whether they feel prepared and trained, whether they are empowered to make decisions, and whether they have access to needed technology tools – and asked to indicate if they agreed or disagreed with each statement. As shown in **Figure 15**, there were some differences of opinion on these three different measurements. While strong majorities indicated they “feel prepared and trained” to do their jobs (84%) and are “provided opportunities to make decisions” about how to do their jobs (78%), a far smaller majority (54%) express satisfaction in the “technology tools” at their disposal required to do their jobs well. In fact, nearly one-third (30%) do not feel they have sufficient access to necessary technology tools.

FIGURE 15:
Feeling Equipped to Meet Job Expectations



Looking back at the 2006 survey results, there were interesting differences for all three of these questions (**Figure 16**). The statement “At work, I feel prepared and trained to do my job,” was modified from, “In general, I have the skills and knowledge that I need to do my job well” used in 2006. These modifications were significant enough to prevent direct quantitative comparisons, but are still informative to examine qualitatively side-by-side. For example, the 2006 formulation (“skills and knowledge”) could be interpreted to have been more focused on things controlled by the employees, or at least reflections of their own skill sets. In contrast, the 2011 formulation could be interpreted as more focused on things that are provided to employees, specifically “training.” While in both surveys the vast majority of respondents agreed with each statement, more agreed with the 2006 statement (94%) than the 2011 statement (84%), perhaps a reflection of employees feeling better equipped to do their jobs when talking about thing under their control, rather than things under someone else’s direction.

**FIGURE 16:
 Feeling Equipped to Meet Job Expectations, 2002 to 2011**

Statement	Year	Percentage (%)						
		TOTAL AGREE	TOTAL DISAGREE	Str. Agree	Agree	Neither	Disagree	Str. Disagree
(2011) At work, I feel prepared and trained to do my job.	2011	84	8	47	37	8	6	2
(2006) In general, I have the skills and knowledge that I need to do my job well	2006	94	3	45	49	4	2	1
I am provided opportunities to make decisions about how to do my job.	2011	78	11	40	38	11	7	4
	2006	76	11	29	47	13	8	3
I have the technology tools that I need to do my job well.	2011	54	30	22	32	16	17	13
	2006	71	15	24	47	13	11	4

In terms of empowering employees to make decisions about job execution, similar numbers of respondents expressed agreement in 2011 (78%) as in 2006 (76%). However, the intensity of agreement increased from 29 to 40 percent – eleven points – since 2006, perhaps suggesting that some employees feel they are given broader discretion than in the past. While this is a positive finding, opinions on the access to necessary technology tools have deteriorated over the same time period. In 2006, 71 percent indicated they have the technology tools needed to do their jobs well. This proportion decreased to 54 percent in 2011 – a 17-point decrease. Even more telling is that three in ten (30%) now

disagree with this statement, double the proportion so concerned in 2006 (15%). This is perhaps an area the City may wish to further investigate with additional outreach to employees.

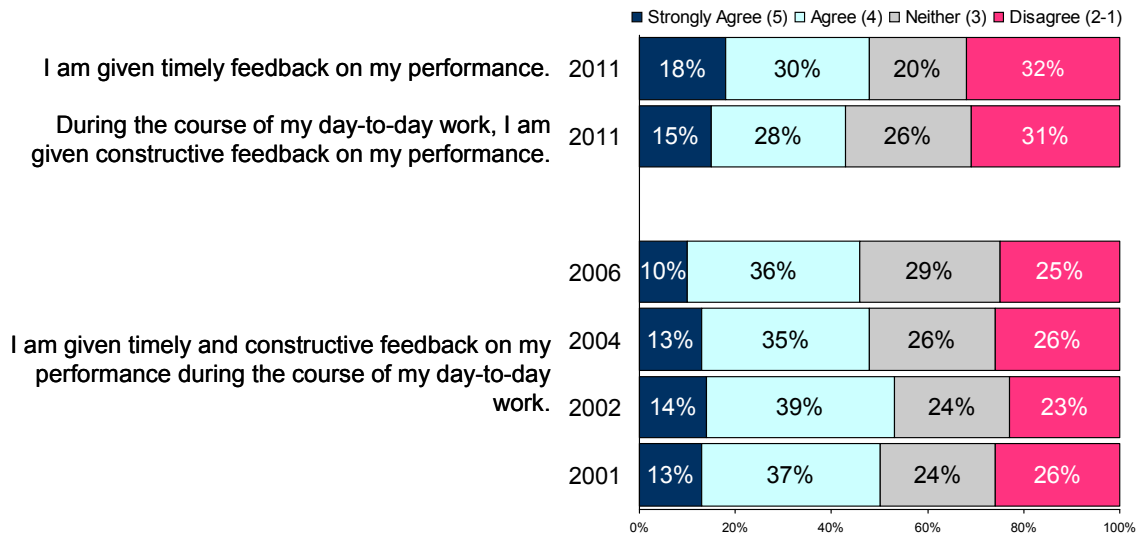
Notable Results Among Subgroups

- There were not any disproportionate levels of agreement or disagreement to any of the three statements by tenure length or primary work location (inside or outside City Hall).
- Not surprisingly, executive and managerial staff (86%) feel somewhat more empowered to make their own decisions about their jobs than employees in general (78%). That difference is more pronounced when looking at the proportion of executive and managerial staff (58%) who “strongly” feel so empowered compared to employees in general (40%).
- In general, there were few differences among employee subgroups regarding whether employees feel “prepared and trained” or “provided opportunities to make decisions” about their jobs. However, there were more notable demographic difference regarding access to technology tools.
- Four in five (80%) employees age 64 or older are satisfied with their access to technology tools, compared to 54 percent of all employees.
- Women (61% “agree”) are in general more satisfied with their access to technology tools than men (49% “agree”).
- Interestingly, white and multi-ethnic employees are disproportionately less likely to feel they have sufficient access to technology tools than do other employees.
- Part-time employees are far more likely to agree that they have the necessary technology tools to do their jobs than full-time employees – 76 percent to 50 percent.
- Day-shift employees are more likely to agree they have the necessary technology tools to do their jobs than those who do not work day shifts – 57 percent to 44 percent.
- Public safety employees are particularly dissatisfied with their access to technology tools. In fact, a plurality – and nearly one-half – disagrees with the technology tool statement. 47 percent disagree with the statement and only 39 percent agree with the statement, suggesting these employees have especially heightened concerns about their ability to meet their job expectation given their access to technology tools.

3.2 Performance Feedback and Appraisals

Analyzing the results of this year’s survey – and comparing to them to prior surveys – suggests that employees continue to feel that performance feedback can be improved. In the prior four surveys, respondents were asked to agree or disagree with the following statement: “I am given timely and constructive feedback on my performance during the course of my day-to-day work.” As show in **Figure 17**, 46 to 53 percent of employees agreed with that statement, with roughly one-quarter disagreeing. In this recent survey, that statement was split into two statements to isolate the issue of “timely” and “constructive” feedback. However, the responses to these two different statements did not differ significantly the past surveys nor between the two statements in this survey, with 48 percent agreeing they receive “timely feedback” and 43 percent agreeing they receive “constructive feedback.”

FIGURE 17:
Receiving Performance Feedback, 2001 to 2011



Notable Results Among Subgroups

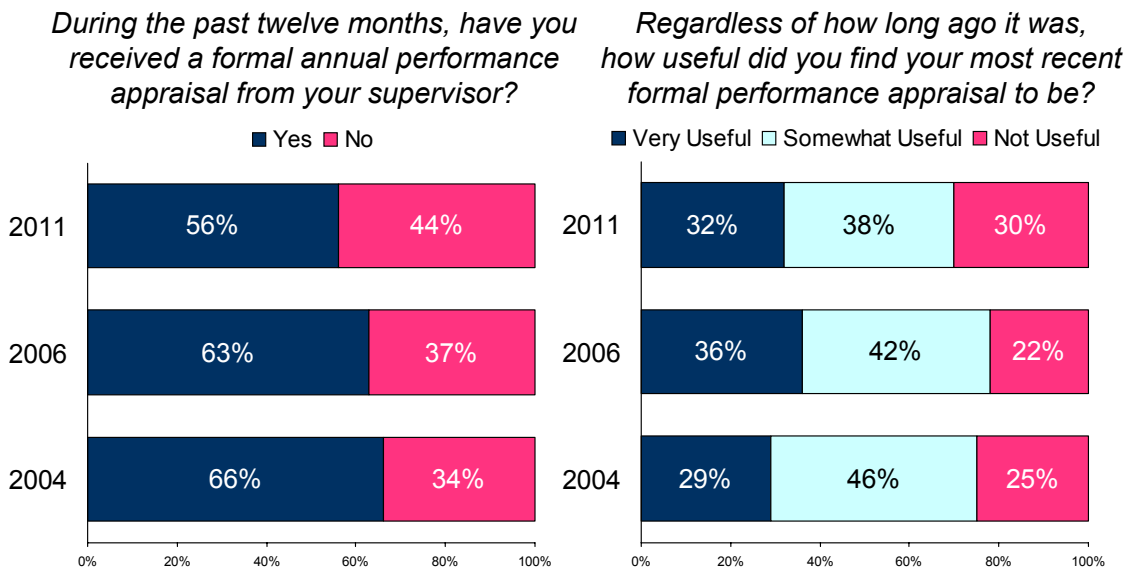
- There were no notable difference between the responses and male and female employees, or between those who work at City Hall and those who do not.
- Generally speaking, employees age 64 or older are slightly more likely to feel that they receive “timely” and “constructive” feedback than others.
- In terms of performance feedback being “timely” or “constructive,” there appears to be a subtle trend among employees depending upon how long they have worked for the City – the longer an employee has worked for the City, the less likely they are to feel that they receive “timely” or “constructive” feedback on their performance.

- Executive and managerial staff are the most likely (52%) to feel they receive “constructive” feedback on their performance; those classified as maintenance staff are least likely to feel so (36%).

Respondents were asked about two questions specifically regarding their own performance appraisals, questions that were also asked in the 2006 and 2004 surveys. As shown in **Figure 18**, a modest majority (56%) indicated they have received a formal annual performance appraisal in the past twelve months, while 44 percent said they had not. Compared to the responses in the past two surveys, the proportion of those having received performance appraisals has decreased steadily, from 66 percent in 2004 to 63 percent in 2006 to 56 percent in 2011 – a ten-point net drop.

In terms of how useful employee respondents view their performance appraisals, seven in ten (70%) respondents indicated they found them at least “somewhat” useful (32% “very” and 38% “somewhat” useful), while three in ten (30%) expressed dissatisfaction with their appraisals (**Figure 18**). Historically, these proportions have not changed dramatically, though more now found their most recent performance appraisal “not useful” than in past years. Taken together, these results suggest that fewer employees have received performance appraisals than in past years and that employees’ opinions of their usefulness remain largely mixed.

FIGURE 18:
Frequency and Usefulness of Performance Appraisals, 2004 to 2011



Notable Results Among Subgroups

- There were no substantial differences in responses to these two questions about performance appraisals between City Hall and non-City Hall workers, men and women, and day and non-day shift workers.

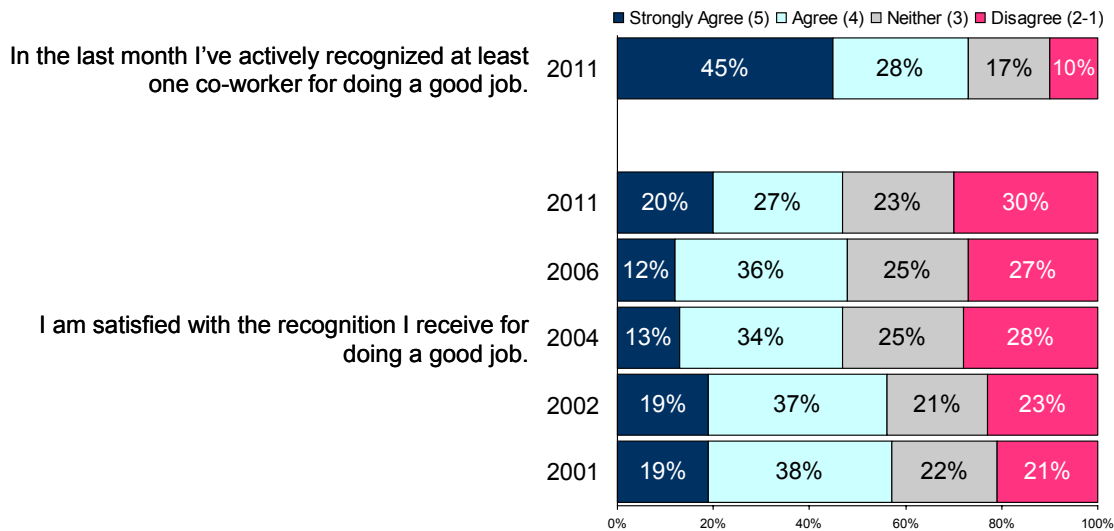
- Employees under age 50 (58%) are more likely to have had an appraisal in the past twelve months than those over age 50 (49%). However, those at least age 64 were the most likely to find their appraisals at least “somewhat” useful (79%), including 44 percent of them who found them “very” useful.
- While there was no real difference in what percentage of more recent hires have had an appraisal in the past year than longer-term employees, the less time an employee has been working for the City, the more likely they are to feel that their most recent appraisal was useful. For example, 78 percent of those who have been hired in the past five years found their last appraisals at least “somewhat” useful, while only 63 percent of those who have been at the City for at least 20 years felt similarly.³
- Some of the more interesting differences occur between employees from different employee classifications. In terms of appraisal frequency, professional (licensed) (65% had a recent appraisal) and public safety employees (63% had a recent appraisal) are at the opposite end of the spectrum from administrative employees (47% had a recent appraisal) and especially maintenance employees (38%). It is worth highlighting that this means three in five (62%) of maintenance workers have not had a performance appraisal in the past year.
- Interestingly, even though there were notable differences in appraisal frequency by job classification, there are few differences in the perceived value of those appraisals. The only real outlier are professional (licensed) employees. Only three in five (60%) found their most performance appraisal to be at least “somewhat” useful, meaning two in five (40%) of them saw them as “not useful.”
- Perhaps not surprisingly, those who have had more recent performance appraisals were more likely to view them as useful. 78 percent of those who have received a formal performance appraisal in the past year found that appraisal to be at least “somewhat” useful; only 59 percent of those who have not had an appraisal in the past year found their last appraisal to be similarly useful.

³ Again, while this may seem at odds with the previous point, it is worth highlighting that age does not entirely correlate with tenure. For example, 15 percent of employees age 30-49 have been at the City for 20 years or longer as have 36 percent of employees age 50-63. However, only 17 percent of employees age 64 or older have been at the City for more than 20 years. This likely reflects the retirement ages of public safety employees who represent a significant portion of the overall employee population. Specifically, while 33 percent of all employees are age 50+, only 20 percent of public safety employees are over 50.

3.3 Employee Recognition

Outside of formal performance appraisals, employees can receive recognition from a variety of sources in the workplace – both more casually from peers and more formally from supervisors. Without specifying the source, employees have been asked five times since 2001 whether or not they are “satisfied” with the recognition they receive for doing a good job. As shown in **Figure 19**, the percent of those who feel satisfied with the level of recognition they receive has remained relatively stable; however, a closer look suggests that employees have becoming slightly less satisfied. Back in 2001 and 2002, 57 and 56 percent (respectively) expressed satisfaction with the recognition they receive. However, that proportion decreased to 47 percent in 2004 and remained there in this most recent survey. And the decline hasn’t resulted in any more employees in the neutral “neither” category; rather, slightly more expressed a level of dissatisfaction – from 21 percent in 2001 to 30 percent in 2011. It is difficult to interpret how this may relate to the decreasing proportion of employees indicating they have had recent performance appraisals, but it seems possible they are somewhat connected.

FIGURE 19:
Giving and Receiving Recognition in the Workplace, 2001 to 2011



On the flip side, in this survey for the first time respondents were asked to indicate if they have *personally provided* positive feedback to a co-worker in the past month. Nearly three-quarters (73%) of respondents indicated they have provide peer-to-peer positive recognition, which is quite a departure from the proportion who expressed satisfaction with the level of recognition they receive. Assuming these self-reported results are accurate, this findings could suggest that while employees are giving each other positive feedback somewhat regularly, that it is insufficient for them to feel properly recognized for doing good work.

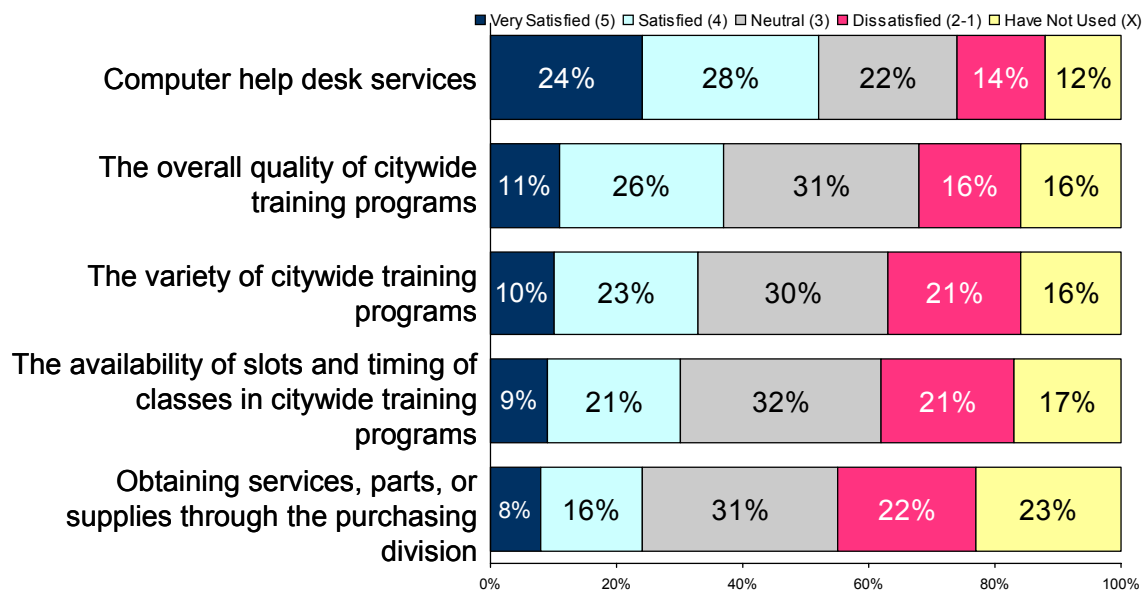
Notable Results Among Subgroups

- Reactions to these two statements about recognition were similar among those who work inside and outside of City Hall, men and women, and day and non-day shift workers.
- Those who have only worked for the City for five or fewer years are the most satisfied with the recognition they have received (55% “agreed”).
- Employees age 64 or older are much more likely to agree (68%) that they are satisfied with the recognition they receive than younger employees.
- African-American (76%), white (76%) and multi-ethnic employees (80%) are more likely to indicate that they have given positive feedback to a co-worker in the past month than Asian (65%) and Filipino (67%) employees.
- While there is a slight difference in the proportion of full-time (74%) and part-time (67%) employees who indicated they have given positive feedback to a co-worker in the past month that difference is more pronounced in terms of satisfaction levels. 61 percent of part-time workers are satisfied with recognition they receive, compared to only 45 percent of full-time workers.
- Executive and managerial classified employees are most likely (86% “agree”) to have positively recognized a co-worker in the past month.
- Employees classified as “professional” – both licensed and unlicensed – are the least likely to feel satisfied with the recognition they receive.

3.4 Strategic Support and Training Services

Respondents were asked to indicate their levels of satisfaction with several different strategic support and training services, including the quality, variety and availability of citywide training, computer help desk services and obtaining services parts and supplies through the purchasing division. As shown in **Figure 20**, attitudes towards these services were largely ambivalent, with close to one-third of respondents “neutral” on each item (except computer help desk services). However, more were satisfied than dissatisfied with each service, to varying degrees. While responses were almost totally evenly divided toward experiences with the purchasing division, a majority (52%) were satisfied with the computer help desk services, compared to only 14 percent who were dissatisfied. In terms of the citywide training programs, the results suggest similar mixed opinions, those with slightly more positive feelings about the quality of the training programs compared to the variety or availability of those programs.

FIGURE 20:
Impressions of City’s Strategic Support and Training Services



Both the questions about the purchasing division and the computer help desk were asked in the 2006 survey and opinions about them appear to have gone in opposite directions. Taking out those who have “not used” service, 41 percent of employees were “satisfied” “obtaining services, parts, or supplies through the purchasing division” in 2006 and that proportion has slipped to 31 percent in 2011 – a ten-point decrease. However, opinions about the computer help desk have improved over the same time period. Once again, taking out those who have “not used” service, 51 percent were “satisfied” with the “computer help desk services” in 2006 and now 59 percent are satisfied. Perhaps more notably, 18 percent were “very satisfied” in 2006 and now 27 percent are “very satisfied.” Taken together, the results suggest that employees feel it is more difficult to obtain things from the purchasing division, but that is it easier to receive satisfactory service from the computer help desk.

The questions about the citywide training programs were also asked in prior surveys, but using a different scale – very poor, poor, just average, good and excellent. Consequently, direct comparisons are not entirely possible, but qualitatively, it appears that opinions about citywide training services have declined slightly. In the 2006 survey, no more than 13 percent of respondents indicated that any aspects of the citywide training programs were “very poor” or “poor.” However, in this recent survey, roughly two to three times more labeled these aspects as unsatisfactory. (The proportions of employees who rated these training program aspects as “just average” in 2006 is generally comparable to the proportions expressly a neutral opinion in this current survey.)

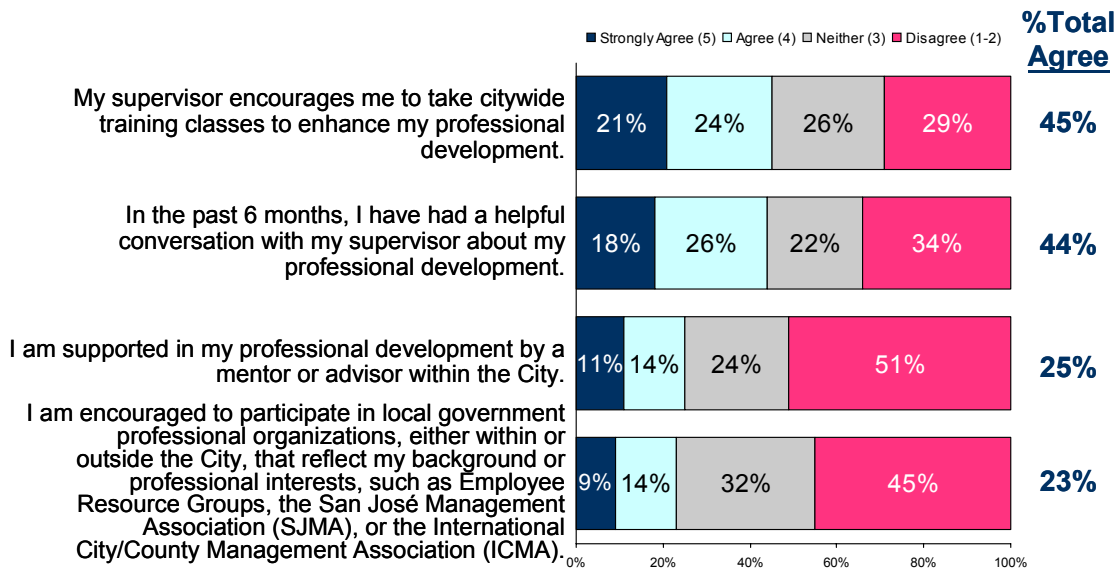
Notable Results Among Subgroups

- City Hall employees are more satisfied than non-City Hall employees across all five services.
- Similarly, employees working day shifts are more satisfied with all five services than non-day shift employees.
- Interestingly, with the exception of obtaining things from the purchasing division (which there is no difference), women are more satisfied than men in the City’s strategic support and training services.
- Older employees are more satisfied with the “overall quality of citywide training programs” than younger employees.
- Employees ages 50-63 are disproportionately more likely to be satisfied with computer help desk services than employees of other ages.
- In terms of job classifications, public safety and professional (licensed) employees are generally less satisfied with all of the services than employees in other classifications.
- Maintenance employees are more likely to be satisfied (43%) with “obtaining, parts, or supplies through the purchasing division” than all other employee classifications.

3.5 Professional Development

Similar to employees’ views on strategic support and training services, opinions about professional development opportunities appear to be ambivalent – in some cases – at best. Respondents were presented with four different statements about professional development opportunities and asked to “agree” or “disagree” with each one (Figure 21). A plurality (45%) felt their supervisor encourages them to take training classes to enhance their professional development, while three in ten (29%) disagreed with that assertion. A similar proportion (44%) also indicated that their supervisor has spoken to them in the past six months about their professional development, though one-third (34%) have not recently had such a conversation.

**FIGURE 21:
 Impressions of Professional Development Opportunities**



In terms of a more one-to-one professional guidance and advice, only one-quarter (25%) of respondents indicate they felt supported in their professional development “by a mentor or advisor within the City.” In contrast, one-half (51%) do not have that kind of mentor or advisor relationship with someone in the City. Similarly, few (23%) feel encouraged to join local government professional organizations.

One interesting aspect of these results is that while 44 percent have had a helpful conversation about their professional development with their supervisor in the past six months, only 25 percent feel supported by a mentor or supervisor. This suggests that many employees do not see their own direct supervisors as fulfilling that role and may not view having conversations about taking training classes as the same as being mentored.

Notable Results Among Subgroups

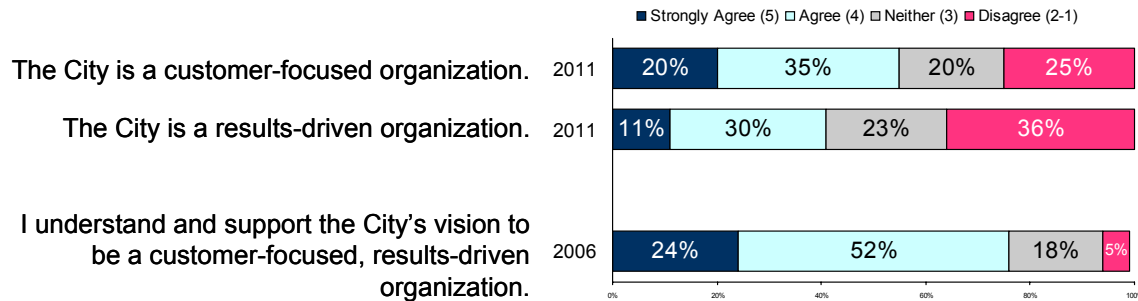
- In general, most employee subgroups feel equally encouraged by their supervisors to take citywide training classes. The exceptions are that day shift employees are more likely to agree that their supervisor encourages them to take classes than non-day shift workers – 48 to 36 percent.
- Also, employees' tenure length appears to play a role in perceptions about professional development. In all of the questions on this topic – besides the one about being encouraged to participate in local government professional organizations – agreement declined with tenure (i.e., the longer an employee respondent had worked for the City, the less likely they were to feel supported professionally).
- Executive and managerial employees are more likely to have had recent professional development conversations with their supervisors (56%), feel supported by a mentor or advisor (36%) and be encouraged to participate in a local government professional organization (49%) than other employees.
- Male employees are slightly more likely to have had a professional development conversation with their supervisor than female employees – 47 to 38 percent.
- African-American employees feel less supported professionally than other employees.

PART 4: SERVICE DELIVERY

4.1 Citywide Service Delivery

Respondents were presented with two different questions about how focused the City is on customers and results. As shown in **Figure 22**, by a two to one margin (55% to 25%), respondents were more likely to “agree” than “disagree” that “the City is a customer-focused organization.” However, opinions were more mixed about whether the City is “results-driven.” Nearly as many “disagreed” (36%) that “the City is a results-driven organization” as “agreed” (41%). These results suggest that employees view the City as somewhat more focused on “customers” than “results.”

FIGURE 22:
Views on Whether the City is Customer-Focused and Results Driven, 2011 and 2006



In the 2006 survey, these two concepts were included in the same statement, “I understand and support the City’s vision to be a customer-focused, results-driven organization.” Additionally, the emphasis in 2006 was more on whether employees understood and supported the City’s “vision” to be customer-focused and results-driven, rather than if the City exemplified these two goals. Consequently, comparisons between the two surveys are not direct. However, the results shown in **Figure 22** show that – at least when comparing 2006 to 2011 – employees are more likely to support a shared vision of focusing on customers and results than believe that the City actually does focus on customers and results, a subtle, yet important, distinction.

Notable Results Among Subgroups

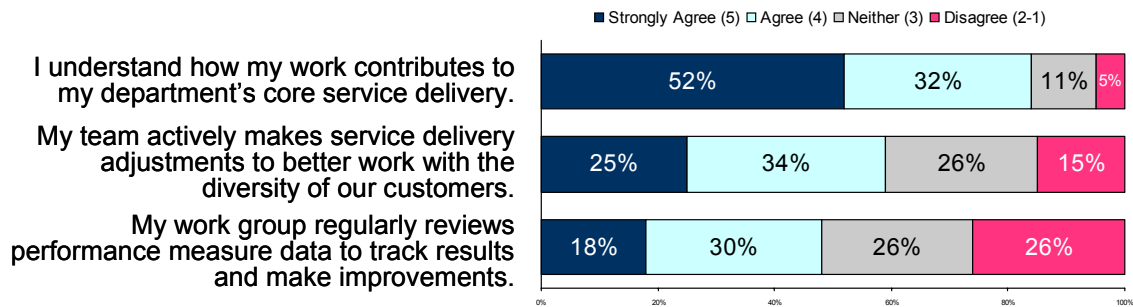
- In general, there are some strong differences in opinion regarding these two concepts among different employee subgroups (though not among employees with different tenure lengths).
- City Hall employees are more likely to see the City as “customer-focused” (64% “agree”) than non-City Hall employees (52% “agree”).
- Employees ages 30-49 are disproportionately less likely to agree that the City is “customer-focused” (51% “agree”) or “results-driven” (37% “agree”) than employees of other ages. Also, employees age 64 or older are the most likely (55% “agree”) to view the City as “results-driven.”

- Female employees are more likely than their male counterparts to view the City as “customer-focused” or “results-driven.”
- Filipino employees are more likely than other employees to view the City as “customer-focused” or “results-driven.”
- Part-time employees are dramatically more likely than full-time employees to view the City as “customer-focused” (74% to 52% “agreed”) or “results-driven” (60% to 38% “agreed”).
- Day shift employees are also more likely than non-day shift employees to view the City as “customer-focused” (60% to 36% “agreed”) or “results-driven” (45% to 28% “agreed”).
- Public safety employees are particularly skeptical about the City’s commitment to customers and results. Only 33 percent of them “agree” that the City is “customer-focused” (compared to 55% of all employees) and only 24 percent of them “agree” that the City is “results-driven” (compared to 41% of all employees).

4.2 Work Group Service Delivery

As shown in **Figure 23**, the vast majority of employees understand clearly how they contribute to delivering services within their departments. Over four in five (84%) “agree” with the statement, “I understand how my work contributes to my department’s core service delivery,” including one-half (52%) who “strongly agree.” When it comes to responding to diverse and changing customer needs, employees were still generally positive, though not without some reservations. Three in five (59% “agree”) feel their “team actively makes service delivery adjustments to better work with the diversity of our customers,” a sentiment with which only 15 percent “disagree.” Additionally, nearly one-half (48%) “agree” that their “work group regularly reviews performance measure data to track results and make improvements.” However, one-quarter (26%) “disagree” with this characterization – and only 18 percent “strongly agree” – suggesting that many employees feel that there is more their work groups can do in terms of reviewing data and making service delivery improvements base on that data.

FIGURE 23:
Impressions of Service Delivery in One’s Work Group



Two of these statements were used in prior surveys (**Figure 24**). “My work group regularly reviews performance measure data to track results and make improvements” was included in the 2006 survey and employees’ responses were largely similar, with perhaps a modest increase in the portion of those “agreeing” (43% to 48%) and “strongly agreeing” (11% to 18%). The statement regarding understanding how an employees’ work contributes to service delivery was changed slightly this year from the formulation that was used from 2001 to 2006. Overall, the proportion of those “agreeing” with this assertion has been generally consistent, ranging from 77 to 84 percent. However, the proportion of employee respondents “strongly agreeing” increased dramatically in the past year – from 29 percent in 2006 to 52 percent in 2011. Because the question language changed slightly, a direct comparison is not possible; however, this sizable increase in intensity suggests a heightened awareness among employees about how their work directly impacts service delivery.

FIGURE 24:
Impressions of Service Delivery in One’s Work Group, Over Time

Statement	Year	Percentage (%)						
		TOTAL AGREE	TOTAL DISAGREE	Str. Agree	Agree	Neither	Disagree	Str. Disagree
(2011) I understand how my work contributes to my department’s core service delivery.	2011	84	5	52	32	11	3	2
	2006	81	5	29	52	14	4	1
	2004	80	5	28	52	14	4	1
	2002	77	8	22	55	16	6	2
(2001-2006) I understand how my work contributes to a core service.	2001	77	8	21	56	16	6	2
My work group regularly reviews performance measure data to track results and make improvements.	2011	48	26	18	30	26	15	11
	2006	43	25	11	32	32	18	7

Notable Results Among Subgroups

- There are very few notable distinctions in reactions to these questions among different employee subgroups.

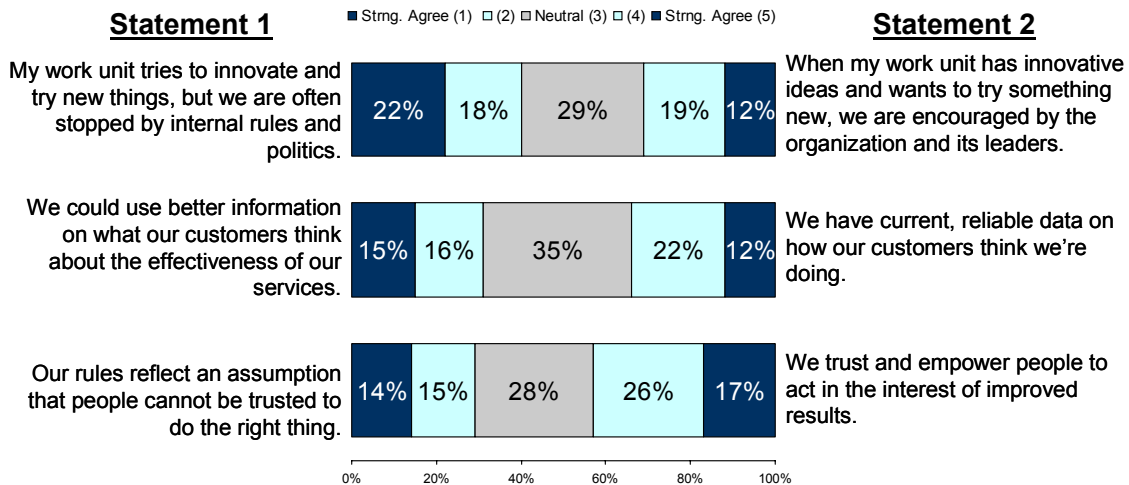
- Employees age 64 or older are more likely to indicate that their “team makes service delivery adjustments to better work with the diversity” of their customers (69% “agreed”) and more likely to indicate that their “work group regularly reviews performance measure data to track results and make improvements” (60% “agreed”) than younger employees.
- Executive and managerial employees are more likely to “agree” with all three statements than employees in other job classifications. In fact, two-thirds (67%) of them “strongly agree” with the statement about understanding how their work contributes to their department’s core service delivery.

4.3 Work Group Dynamics Related to Service Delivery

In a 2008 online survey of 1,565 employees conducted by The Public Strategies Group, several paired statements were presented to employees. Each pair represented different ends of a spectrum and employees were asked to indicate which statement best reflected their own work group. In this survey, we took three of these concepts – innovation, customer data, and trust – and modified them slightly, though keeping the same basic question structure. As shown in **Figure 25**, respondents were asked to use a five-point scale to indicate which statement best reflected their own work groups.

FIGURE 25:
Work Group Characteristics

(Scale: 1 = you “strongly agree” with the first statement, and 5 = you “strongly agree” with the second statement)



On all three measurements, respondents were somewhat evenly divided. For example, regarding customer data, 31 percent agreed more that their work group could use improved customer data, another 34 percent agreed more that their work group has good customer data, and another 35 percent weren’t leaning one way or the other. That’s essentially a three-way split. Impressions of work group innovation were slightly more negative – 40 percent agreed more that their work group tries to innovate, but is “often stopped by internal rules and politics,” another 31 percent agree more that their work group is “encouraged” to try innovative ideas, and another 29 percent weren’t leaning one

way or the other. On the other hand, impressions of trust within work groups were slightly more positive – 43 percent agreed more that their work group trusts and empowers people to improve results, 29 percent agree more that their work group’s default assumption is that people “cannot be trusted to do the right thing,” and another 28 percent were split down the middle. Taken together, the results suggest that sizable numbers of employees feel that their work groups have some room for growth in terms collecting and utilizing customer data, encouraging internal innovation, and fostering a trusting environment.

Although the structures and wording were slightly altered in the 2011 survey, some high-level comparisons can still be made between the 2006 and 2011 survey results. In both surveys employees were somewhat more likely to feel that innovation is “often stymied by internal rules and politics.” In the 2008 survey, employees were modestly more optimistic about the reliability of their work group’s customer data. In the 2011 survey, employees are somewhat more likely to believe that their work groups trust and empower people to “act in the interest of improved results.” These results are consistent with the opinions of work groups previously noted in this report – by a variety of measures employees generally view their work group more positively than they did in 2006.

Notable Results Among Subgroups

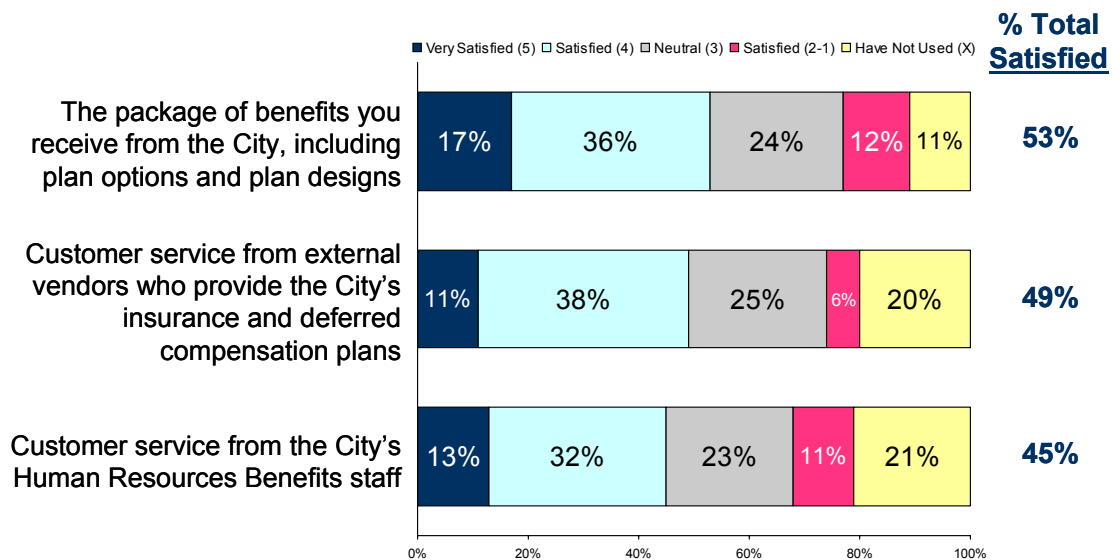
- There were very few notable distinctions in reactions to these questions among different employee subgroups.
- Employee age 64 or older are more likely to view their work groups positively in terms of collecting and utilizing customer data, encouraging internal innovation, and fostering a trusting environment than younger employees.
- Part-time employees are more likely than full-time employees to view their work groups positively in terms of customer data, innovation, and trust.
- Executive and managerial employees are more likely view their work groups as trusting and empowering “people to act in the interest of improved results” than other employees.
- Executive and managerial employees are also more likely view their work groups as encouraging innovative ideas than others, particularly public safety employees. In fact, only seven percent of public safety employees “strongly” agree with the statement, “When my work unit has innovative ideas and wants to try something new, we are encouraged by the organization and its leaders,” compared to 23 percent of executive and managerial employees.

PART 5: EMPLOYEE BENEFITS

5.1 General Benefits

Respondents were asked to rate three different groupings of services and products that Human Resources offers to all City employees on a scale of “very satisfied” to “very dissatisfied.” As shown in **Figure 26**, employees appear to be generally satisfied with their benefits and Human Resources interactions. Pluralities or majorities of respondents indicated they were either “very satisfied” or “satisfied” with their benefit packages, customer service from external benefits vendors, and customer service from the City’s own Benefits Staff. (These would be solid majorities if those who have not used each service were removed from the calculations.) Furthermore, only roughly one in ten expressed any level of dissatisfaction. However, most of those expressing positive impressions were merely “satisfied” and not “very satisfied,” suggesting that there is room for improving employees’ views of their benefits and interactions with internal and external benefits providers.

**FIGURE 26:
 Impressions of Human Resources Services and Products**



Notable Results Among Subgroups

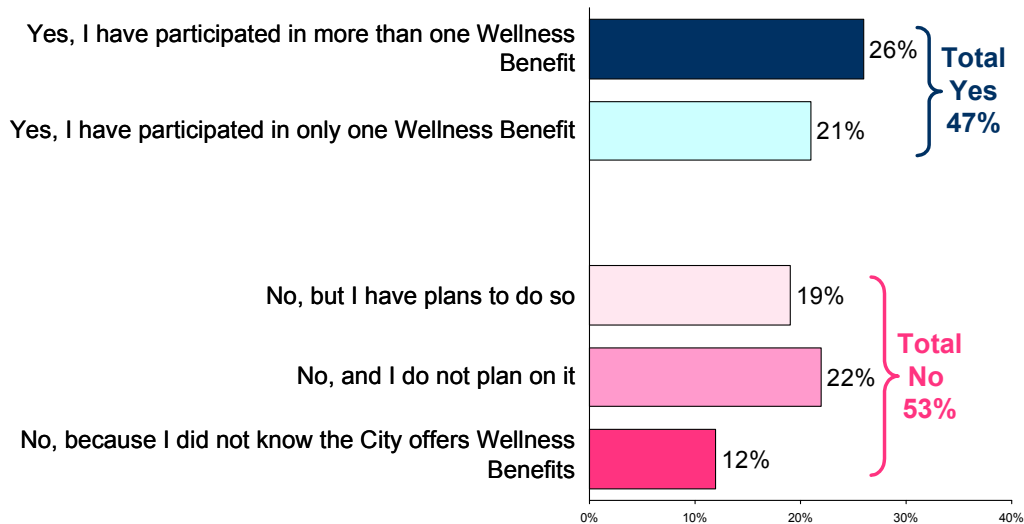
- Those who work in City Hall are disproportionately more likely to be satisfied (65%) with their package of benefits than those who do not work at City Hall (50%).
- In general, employees who have been with the City for more than 20 years are more satisfied with all three aspects of their benefits than employees who have not worked at the City for as long. Interestingly, there appears to be a direct relationship between tenure length and satisfaction with customer service from external vendors – the longer an employee has worked for the City, the more likely they are to be satisfied with the external vendors.
- Employees under age 30 are consistently less satisfied than older employees. For example, only 39 percent of employees under age 30 are satisfied with their overall package of benefits, compared to majorities of all other age groups.
- Women (61%) are more likely to be satisfied with the overall benefits package than men (49%).
- Day shift employees (57%) are more likely to be satisfied with the overall benefits package than non-day shift employees (42%).
- Administrative (64%), executive and managerial (68%), and professional (unlicensed) employees (66%) are all more likely to be satisfied with the overall benefits package than other employee classifications.
- Work status obviously plays a large role in employees' impressions of the City's benefits. Not surprisingly, full-time employees are far more likely to be satisfied than part-time employees. However, those differences were largely explained by the difference between benefited and non-benefited part-time employees. Benefited part-time employees expressed levels of satisfaction similar to those of full-time employees,

5.2 Wellness Benefits

As shown in **Figure 27**, close to one-half (47%) of respondents indicated they have taken advantage of the City’s Wellness Benefits, describe as including “health plan online rewards programs, wellness seminars, worksite wellness screenings or flu shot clinics, or Wellness Wednesday exercise classes.” Furthermore, roughly one-quarter (26%) have participated in more that one Wellness Benefit and one in five (21%) have participated in only one. Another one in five (19%) claim that while they are not now, they have plans to participate, meaning that two-thirds (66%) either are participating or plan to in the future. Twelve percent have not participated because they were unaware of the program, and interestingly, 22 percent indicated they have no plans to participate. These results suggest that interest in the City’s Wellness Benefits is relatively high among those aware of the program, though there is room to expand the depth of program participation with only one-quarter participating in more than one benefit.

FIGURE 27:
Wellness Benefits Participation

Have you taken advantage of the City’s Wellness Benefits, i.e., health plan online rewards programs, wellness seminars, worksite wellness screenings or flu shot clinics, or Wellness Wednesday exercise classes?



Notable Results Among Subgroups

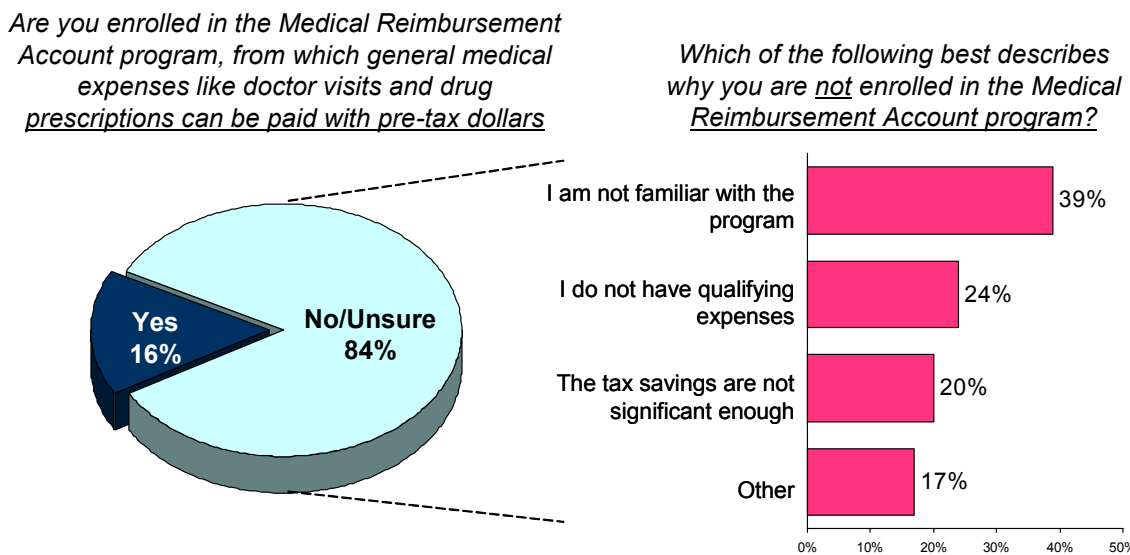
- Participation and awareness rates differ notably between employees who work in City Hall and those who do not. 64 percent of those working in City Hall have participated in at least one Wellness Benefit, compared to 40 percent of those who do not work in City Hall. Interestingly, while only three percent of those employees who work in City Hall have not participated because they were unaware of the program, 16 percent of those who do not work in City Hall indicated they did not know the City offers Wellness Benefits, suggesting that better communications to offsite employees could increase participation.

- Not surprisingly, those who have worked with the City for longer are more likely to have participated in the program.
- Participation appears to be highest among employees ages 30-49 (49%) and 50-63 (51%) and lowest among employees under age 30 (30%) and age 64 or older (28%).
- Female employees are more likely to have participated than male employees – 51 to 43 percent.
- There were few distinctions between ethnic groups, though Filipino employees are most likely to participate (59%) and multi-ethnic employees are least likely (35%).
- Work status also plays a significant role in Wellness Benefits participation. 52 percent of full-time employees have participated in at least one Wellness Benefit, compared to only 16 percent of part-time employees. Only 32 percent of benefited part-time employees have participated. Much of this appears to be explained by the fact that 48 percent of non-benefited part-time employees are unaware of the program.
- Perhaps related to work status, public safety employees and those classified as “other direct service” or simply “other” are noticeably less aware of the program than other employees.

5.3 Medical Reimbursement Accounts

As in prior surveys, respondents were asked a couple of questions about the City’s Medical Reimbursement Account program. As shown in **Figure 28**, only 16 percent of respondents indicated they are enrolled, with 84 percent either not enrolled (74%) or unsure if they are enrolled (10%). Those who were not enrolled, or unsure if they were, were asked a follow-up question about why they are not enrolled. The most common explanation – given by 39 percent of those who are not enrolled – was basic unfamiliarity with the program.

FIGURE 28:
Medical Reimbursement Account Enrollment



The Medical Reimbursement Account question was also asked in the 2004 and 2006 surveys. As shown in **Figure 29**, there has been little change in overall enrollment since 2004.

FIGURE 29:
Medical Reimbursement Account Enrollment, 2004 to 2011

Year	Percentage (%)			TOTAL NOT ENROLLED OR UNSURE
	Enrolled	Not Enrolled	Unsure	
2011	16	74	10	84
2006	14	76	10	86
2004	15	76	9	85

Notable Results Among Subgroups

- Enrollment is higher among those who work at City Hall (25%) than those who do not (12%).
- Enrollment is higher among employees ages 30-63 (17%) than those under age 30 (8%) or age 64 or older (6%).
- Asian/Pacific Islanders (21%) and Filipino (19%) employees are marginally more likely to be enrolled than others.
- Enrollment is higher among full-time employees (17%) than among part-time employees (4%).
- Executive and managerial (22%), and professional (licensed) employees (25%) are somewhat more likely to be enrolled.

PART 6: INFORMATION SOURCES

6.1 Keeping Employees Informed

Since the 2001 survey, employees have been asked whether they feel like they are kept informed about issues facing the city, a question once again included in this recent survey. As shown in **Figure 30**, two-thirds (67%) of respondents “agreed” or “strongly agreed” they are kept informed of such City issues, with one-quarter (24%) “strongly” agreeing. This represents a notably increase from the relatively steady responses from 2002 to 2006 – an eleven-point increase specifically from 2006 – suggesting that employees feel somewhat better informed than they have in the past. Also, new to this survey was a question specifically about the budget deficit. As shown in **Figure 30**, a similar proportion of respondents (68%) indicated they are “kept informed about the City’s efforts to address its current budget deficit.”

**FIGURE 30:
 Impressions of Service Delivery in One’s Work Group, Over Time**

Statement	Year	Percentage (%)						
		TOTAL AGREE	TOTAL DISAGREE	Str. Agree	Agree	Neither	Disagree	Str. Disagree
I am kept informed about issues facing the City that affect me.	2011	67	20	24	43	14	12	8
	2006	56	18	12	44	26	14	4
	2004	58	17	12	46	24	13	4
	2002	58	19	10	48	23	15	4
	2001	48	22	9	39	29	17	5
I am kept informed about the City’s efforts to address its current budget deficit.	2011	68	20	27	41	13	11	9

Notable Results Among Subgroups

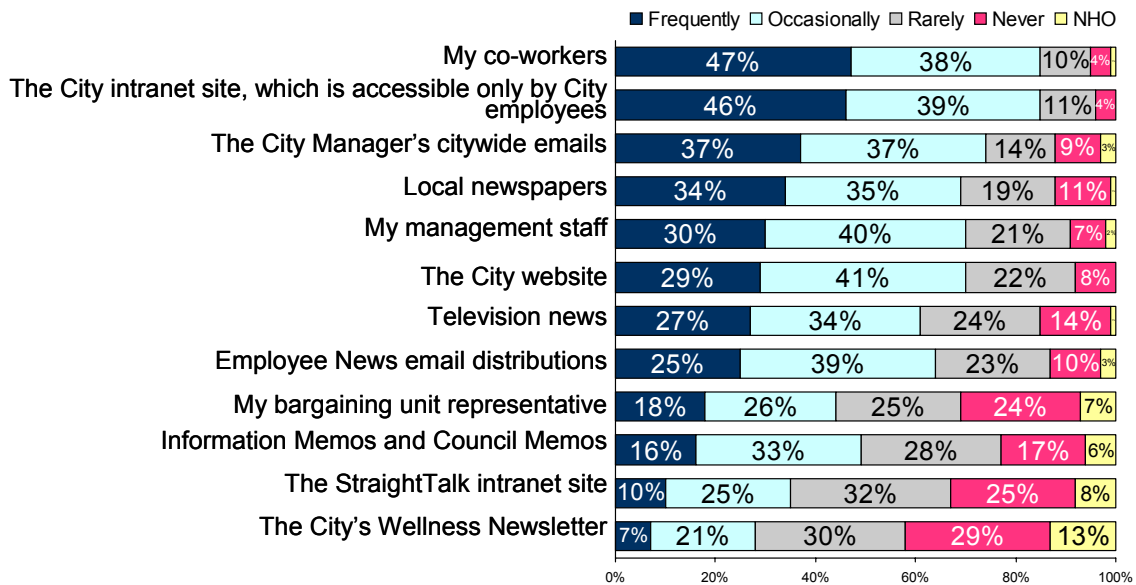
- There are no notable differences between general awareness about City issues and the current budget deficit.
- There are few differences in awareness about City issues by tenure length or age.

- City Hall employees are more likely than non-City Hall employees to say they are kept informed of issues facing the City and the current budget deficit.
- Female employees indicate higher levels of awareness than male employees.
- When looking at ethnic backgrounds, Filipino employees are the most likely to agree they are kept informed of City issues and the current budget deficit; Latino and multi-ethnic employees feel comparably less informed.
- Administrative and executive and managerial employees are the most likely to “agree” that they are kept informed about City issues and the current budget deficit; professional (licensed) and public safety the least.
- Employees working day shifts are more likely than non-day shift employees to indicate they are kept aware of City issues and the current budget deficit.

6.2 Information Sources

Respondents were presented with a list of various resources they may use to acquire information about City issues – including the City’s budget – and asked to indicate how frequently they use each source. As shown in **Figure 31**, employees get their information from a wide variety of sources. Though sizable portions of employees at least “occasionally” get information about City issues from the “City Manager’s citywide emails” (74%), their own “management staff” (70%), the “City website” (70%), “local newspapers” (69%), “Employee News email distributions” (64%) and “television news” (61%), the most frequently used resources were “co-workers” (85%) and the “City intranet site” (85%). Both of those sources were also cited as the most “frequently” used resources (47% for co-workers and 46% for the City intranet site). The other information sources – bargaining unit representatives, Information Memos and Council Memos, the StraightTalk intranet site and the City’s Wellness Newsletter – appear to be less commonly utilized. It is interesting to note despite all of the formal communication channels, the informal channels (e.g., co-workers) are incredibly important. (Of course, many of these co-workers are likely get their information from more formal sources.)

FIGURE 31:
Resources Used to Acquire Information about City Issues



Notable Results Among Subgroups

- Perhaps not surprisingly, employees who work at City Hall are more likely to get information from electronic communication channels (e.g., email newsletters, intranet sites, etc.) than those who do not work at City Hall.
- Public safety and maintenance employees are less likely to get information from electronic sources than others.

- Interestingly, so are female employees compared to male employees.
- There are some potentially predictable differences between age groups. Employees under age 30 are least likely to get information about the City from newspapers than others. Additionally, older employees are less likely to get information from co-workers compared to their younger colleagues, though older employees are more likely to frequently get information from television news.

6.3 Improving Internal City Communications

Finally, in an open-ended question respondents were asked to “write down the most important change that you’d like to see to improve internal City communications about issues affecting your work.” Those responses were recorded and grouped together in the categories displayed in **Figure 32**. These responses suggest that although employees feel generally well-informed – and more so than in prior years – that they still want more detailed and more frequently distributed information. Furthermore, **Figure 33** on the following page displays some sample verbatim comments illustrative of the wide spectrum of suggestions categorized in **Figure 32**.

FIGURE 32:
Categories of Suggested Improvement to Internal City Communications

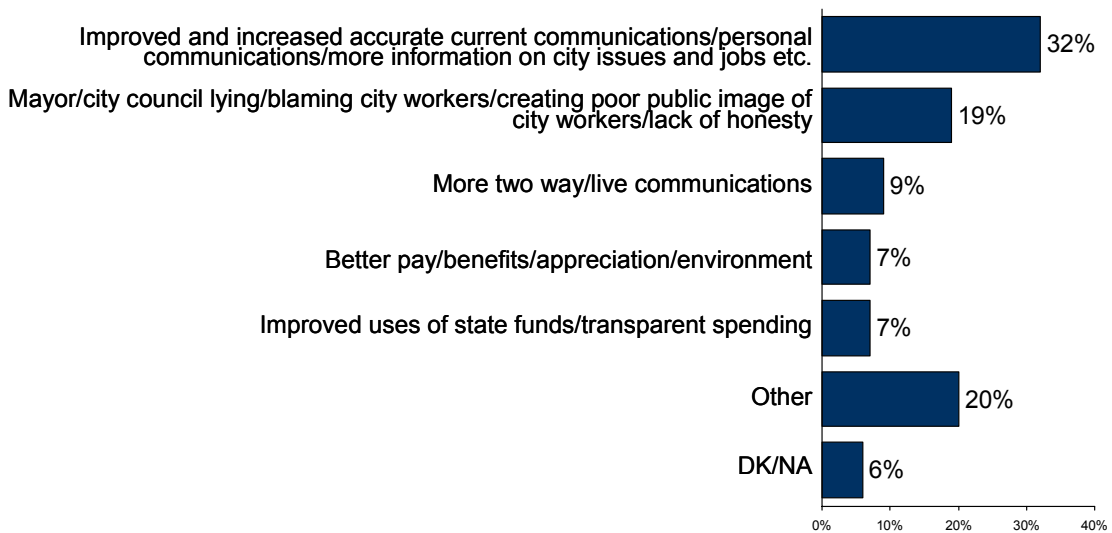


FIGURE 33:
Sample Verbatim Suggestions to Improve Internal Communications

- *“Quit blaming the unions and the employees for the deficit.”*
- *“Honesty and open communication. There seems to be a lack of that lately. Everyone is in top secret mode which creates more hearsay and rumors.”*
- *“The most important change would be to work for a Mayor and Council who respect and value the employees. Playing political games and blaming us for the budget deficit just makes it more difficult for me to do my job. It's distracting and the result is too many good employees looking for other work. Also, I had better medical benefits in the private sector.”*
- *“Make the city intranet easier to search. It's not very user friendly.”*
- *“I'd like to stop knowing about things after the fact, and I'd like the internal communication to match what is communicated to external organizations like the Mercury News.”*
- *“The news media appears to have more information than the internal information shared with us from the City. The City needs to provide this information to the employees before outside sources.”*
- *“Clarity of purpose. The council and city manager and mayor need to clearly communicate with their workers as people and not just a budget burden.”*
- *“Better management, better guidelines, more staff training.”*
- *“I feel that internal city communications are designed to make us feel guilty for wanting a decent salary and benefits.”*
- *“Meet more often with Managers, Supervisor and co-workers to talk about how things are going and what kind of improvements we need to make or if things are fine with my job to express that also.”*
- *“I would like to hear the truth regarding our financial situation that is impacting the city. The city manager keeps changing the numbers and I am at the point that I truly believe there isn't any credibility behind her assessment of the financial crisis.”*
- *“I would like the truth instead of platitudes.”*
- *“Less rhetoric when it comes to employees and how we participate/affect the City budget. More honesty from Council, Mayor on where they've stood on contract negotiations in the past and why they take the positions they do now.”*

**APPENDIX A:
TOPLINE SURVEY RESULT**

**CITY OF SAN JOSÉ
2011 EMPLOYEE SURVEY
320-385-UT
N=2,677**

The first questions deal with your general perceptions of the City as an employer.

1. Listed below are a number of statements about your experience as an employee of the City of San José. Please indicate whether you agree or disagree with each statement. Use any number on the scale from one to five, where one means “strongly disagree” and five means “strongly agree.”

MEAN	<u>Strongly Disagree</u> 1	<u>Disagree</u> 2	<u>Neither Agree Nor Disagree</u> 3	<u>Agree</u> 4	<u>Strongly Agree</u> 5
a.	(T) (PM) The City of San José is a good employer. N=2644				
3.2	14%	20%	14%	33%	19%
b.	(T) I would recommend working for the City to friends and neighbors who are interested. N=2644				
2.8	27%	19%	14%	24%	16%
c.	(T*) The City is a customer-focused organization. N=2639				
3.4	10%	15%	20%	35%	20%
d.	(T*) The City is a results-driven organization. N=2629				
3.0	15%	21%	23%	30%	11%
e.	The City celebrates the cultural diversity of its staff. N=2627				
3.5	6%	10%	30%	34%	19%
f.	The City has a climate of openness and straight talk. N=2628				
2.7	24%	23%	20%	24%	9%
g.	At the City, employees are treated with respect regardless of their job title or classification. N=2646				
2.8	25%	21%	18%	25%	11%

MEAN	<u>Strongly Disagree</u> 1	<u>Disagree</u> 2	<u>Neither Agree Nor Disagree</u> 3	<u>Agree</u> 4	<u>Strongly Agree</u> 5
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h. City officials have done a good job handling the City’s ongoing budget shortfalls. N=2650

2.0 49% ----- 20% ----- 14% ----- 13% ----- 5%

2. (T) (PM) Overall, how satisfied are you with your job? N=2642

Very satisfied----- 25%
Somewhat satisfied ----- 33%
Neither satisfied nor dissatisfied ----- 12%
Somewhat dissatisfied----- 18%
Very dissatisfied ----- 11%
Mean-----2.6

The next questions deal with your general perceptions of your department’s management staff and your supervisor.

3. First, listed below are a number of statements about your department’s management staff, from mid-managers to department director. Please indicate whether you agree or disagree with each statement. Use any number on the scale from one to five, where one means “strongly disagree” and five means “strongly agree.”

MEAN	<u>Strongly Disagree</u> 1	<u>Disagree</u> 2	<u>Neither Agree Nor Disagree</u> 3	<u>Agree</u> 4	<u>Strongly Agree</u> 5
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a. The management staff in my department provide effective leadership and direction for my division or department. N=2648

3.4 12% ----- 17% ----- 14% ----- 33% ----- 23%

b. The management staff in my department emphasize that workplace diversity increases innovation. N=2649

3.2 11% ----- 13% ----- 35% ----- 26% ----- 15%

c. The management staff of my department encourage a culture that recognizes employees for doing a good job. N=2649

3.3 13% ----- 16% ----- 20% ----- 32% ----- 20%

d. My management staff is open to flexible work arrangements as long as customer service needs are addressed. N=2651

3.5 11% ----- 13% ----- 17% ----- 32% ----- 27%

MEAN	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>

e. My department director fosters an environment that encourages employee involvement, participation and engagement. N=2649

3.5 11% ----- 12% ----- 21% ----- 31% ----- 25%

4. Next, listed below are a number of statements about your supervisor. Please indicate whether you agree or disagree with each statement. Use any number on the scale from one to five, where one means “strongly disagree” and five means “strongly agree.”

MEAN	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>

a. (T) My immediate supervisor provides effective leadership and direction for my work group. N=2650

3.8 10% ----- 10% ----- 11% ----- 30% ----- 40%

b. My immediate supervisor is skilled at working with people of diverse backgrounds. N=2649

3.9 7% ----- 7% ----- 14% ----- 29% ----- 42%

c. My immediate supervisor encourages employee involvement, participation and engagement. N=2649

3.9 7% ----- 8% ----- 14% ----- 29% ----- 43%

d. My immediate supervisor practices staff appreciation and recognition regularly. N=2649

3.6 11% ----- 11% ----- 16% ----- 28% ----- 34%

The next questions deal with City employees' work environment in their individual work group.

5. Listed below are a number of statements about your specific work group. For each pair, please indicate on a scale of one to five which statement best reflects your work group. A one indicates that you “strongly agree” with the first statement, and a five indicates that you “strongly agree” with the second statement. Three represents neutral. You can choose any number between one and five for each pair of statements.

We could use better information on what our customers think about the effectiveness of our services.

We have current, reliable data on how our customers think we're doing.

N=2617

a. 15%----- 16%----- 36%----- 22%----- 12%

Our rules reflect an assumption that people cannot be trusted to do the right thing.

We trust and empower people to act in the interest of improved results.

N=2616

b. 14%----- 15%----- 29%----- 26%----- 17%

My work unit tries to innovate and try new things, but we are often stopped by internal rules and politics.

When my work unit has innovative ideas and wants to try something new, we are encouraged by the organization and its leaders.

N=2612

c. 22%----- 18%----- 29%----- 19%----- 12%

The next questions are about your specific experiences as an employee.

6. Listed below are a number of statements. Based on your experience, please indicate whether you agree or disagree with each statement. Use any number on the scale from one to five, where one means “strongly disagree” and five means “strongly agree.”

MEAN	<u>Strongly Disagree</u> 1	<u>Disagree</u> 2	<u>Neither Agree Nor Disagree</u> 3	<u>Agree</u> 4	<u>Strongly Agree</u> 5
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- a. **(PM, modified)** At work, I feel prepared and trained to do my job. N=**2647**

4.2 2% -----6% -----8% -----37%-----47%
- b. **(T) (PM)** I am provided opportunities to make decisions about how to do my job. N=**2648**

4.0 4% -----7% -----11% -----38%-----40%
- c. **(T) (PM)** I clearly understand the performance expectations of my job. N=**2644**

4.2 4% -----6% -----8% -----33%-----49%
- d. In the last month I’ve actively recognized at least one co-worker for doing a good job. N=**2640**

4.0 5% -----5% -----17% -----28%-----45%
- e. **(T) (PM)** I am satisfied with the recognition I receive for doing a good job. N=**2643**

3.2 14% -----15% -----23% -----27%-----20%
- f. **(T) (PM)** I have the technology tools that I need to do my job well. N=**2644**

3.3 13% -----17% -----16% -----32%-----22%
- g. I am concerned about the City’s ongoing budget deficit. N=**2645**

4.8 2% -----1% -----2% -----8% -----87%

7. Listed below are a number of statements about your specific work group. Please indicate whether you agree or disagree with each statement. Use any number on the scale from one to five, where one means “strongly disagree” and five means “strongly agree.”

MEAN	<u>Strongly</u> <u>Disagree</u> 1	<u>Disagree</u> 2	<u>Neither Agree</u> <u>Nor Disagree</u> 3	<u>Agree</u> 4	<u>Strongly</u> <u>Agree</u> 5
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a. (T) Employees in my work group display honesty and integrity in the workplace. N=2642
 4.2 4% -----6% -----9% -----29% -----52%

b. (T) Employees in my work group treat each other with respect. N=2640
 4.1 4% -----7% -----8% -----32% -----49%

c. I feel that conflicts among the employees in my work group are successfully resolved. N=2637
 3.8 7% -----9% -----17% -----33% -----34%

d. (T) Differences of thought and perspective are valued in my work group. N=2632
 3.8 7% -----9% -----18% -----32% -----34%

The next questions focus on the City’s system for measuring the effectiveness of City government services.

8. Listed below are a number of statements about your work group’s delivery of services. Please indicate whether you agree or disagree with each statement. Use any number on the scale from one to five, where one means “strongly disagree” and five means “strongly agree.”

MEAN	<u>Strongly Disagree</u> 1	<u>Disagree</u> 2	<u>Neither Agree Nor Disagree</u> 3	<u>Agree</u> 4	<u>Strongly Agree</u> 5
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a. (T) (PM) My work group regularly reviews performance measure data to track results and make improvements. N=2635

3.3 11% ----- 15% ----- 26% ----- 30% ----- 18%

b. My team actively makes service delivery adjustments to better work with the diversity of our customers. N=2633

3.6 6% ----- 8% ----- 26% ----- 34% ----- 25%

c. (PM) I understand how my work contributes to my department’s core service delivery. N=2635

4.3 2% ----- 3% ----- 11% ----- 32% ----- 52%

The next questions deal with feedback you receive on your work performance.

9. Please indicate whether you agree or disagree with each statement below. Use any number on the scale from one to five, where one means “strongly disagree” and five means “strongly agree.”

MEAN	<u>Strongly Disagree</u> 1	<u>Disagree</u> 2	<u>Neither Agree Nor Disagree</u> 3	<u>Agree</u> 4	<u>Strongly Agree</u> 5
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a. (T*) (PM) I am given timely feedback on my performance. N=2646

3.2 16% ----- 16% ----- 20% ----- 30% ----- 18%

b. (T*) (PM) During the course of my day-to-day work, I am given constructive feedback on my performance. N=2634

3.1 16% ----- 15% ----- 26% ----- 28% ----- 15%

10. (T) (PM) During the past twelve months, have you received a formal annual performance appraisal from your supervisor? N=2634

Yes ----- 56%
 No ----- 44%

11. (T) Regardless of how long ago it was, how useful did you find your most recent formal performance appraisal to be? N=2579

Very useful ----- 32%
 Somewhat useful ----- 38%
 Not useful ----- 30%

The next questions deal with professional development, training and support services that City employees may need to do their jobs.

12. Please indicate whether you agree or disagree with each statement below. Use any number on the scale from one to five, where one means “strongly disagree” and five means “strongly agree.”

MEAN	<u>Strongly Disagree</u> 1	<u>Disagree</u> 2	<u>Neither Agree Nor Disagree</u> 3	<u>Agree</u> 4	<u>Strongly Agree</u> 5
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a. I am supported in my professional development by a mentor or advisor within the City. N=2640

2.5 37% ----- 15% ----- 24% ----- 14% ----- 11%

b. In the past 6 months, I have had a helpful conversation with my supervisor about my professional development. N=2635

3.1 22% ----- 12% ----- 22% ----- 26% ----- 18%

c. (T*) My supervisor encourages me to take citywide training classes to enhance my professional development. N=2641

3.2 17% ----- 11% ----- 26% ----- 24% ----- 21%

d. I am encouraged to participate in local government professional organizations, either within or outside the City, that reflect my background or professional interests, such as Employee Resource Groups, the San José Management Association (SJMA), or the International City/County Management Association (ICMA). N=2626

2.6 30% ----- 15% ----- 32% ----- 14% ----- 9%

13. Next, please rate these strategic support and training services provided to City employees in terms of how satisfied you are with those services. Use any number on the scale from one to five, where one means “very dissatisfied” and five means “very satisfied”. If you have not used that service, please check the “X.”

MEAN	<u>Very Dissatisfied</u> 1	2	<u>Neutral</u> 3	4	<u>Very Satisfied</u> 5	<u>Have Not Used</u> X
a.	(T*) (PM) The overall quality of citywide training programs N=2633					
3.3	6%	10%	31%	26%	11%	17%
b.	(T*) (PM) The variety of citywide training programs N=2627					
3.2	8%	13%	30%	23%	10%	16%
c.	(T*) (PM) The availability of slots and timing of classes in citywide training programs N=2627					
3.1	9%	12%	32%	21%	9%	16%
d.	(T) Obtaining services, parts, or supplies through the purchasing division N=2622					
3.0	10%	12%	31%	16%	8%	23%
e.	(T) Computer help desk services N=2622					
3.6	6%	8%	22%	28%	24%	12%

The next questions deal with the administration of employee benefits.

14. Please rate the following services and products that Human Resources offers to all City employees. If you have not used that product service, please check the "X."

	<u>Very Dissatisfied</u>		<u>Neutral</u>		<u>Very Satisfied</u>	<u>Have Not Used</u>
MEAN	1	2	3	4	5	X

a. Customer service from the City's Human Resources Benefits staff N=**2634**

3.5 **6%** ----- **5%** ----- **23%** ----- **32%** ----- **13%** ----- **22%**

b. The package of benefits you receive from the City, including plan options and plan designs N=**2638**

3.6 **5%** ----- **7%** ----- **24%** ----- **36%** ----- **17%** ----- **10%**

c. Customer service from external vendors who provide the City's insurance and deferred compensation plans N=**2630**

3.6 **2%** ----- **4%** ----- **25%** ----- **38%** ----- **11%** ----- **20%**

15. Next, have you taken advantage of the City's Wellness Benefits, i.e. health plan online rewards programs, wellness seminars, worksite wellness screenings or flu shot clinics, or Wellness Wednesday exercise classes? N=**2619**

- Yes, I have participated in more than one Wellness Benefit ----- 26%
- Yes, I have participated in only one Wellness Benefit ----- 21%
- No, but I have plans to do so ----- 19%
- No, and I do not plan on it ----- 22%
- No, because I did not know the City offers Wellness Benefits ----- 12%

16. **(T)** Are you enrolled in the Medical Reimbursement Account program, from which general medical expenses like doctor visits and drug prescriptions can be paid with pre-tax dollars? N=**2612**

- Yes, I am enrolled **(Skip Q17)** ----- 16%
- No, I am not enrolled **(Ask Q17)** ----- 74%
- I am not sure if I am enrolled **(Ask Q17)** ----- 10%

17. (T) (If No or Not Sure in Q16) Which of the following best describes why you are not enrolled in the Medical Reimbursement Account program? N=2142

- I am not familiar with the program----- 39%
- I do not have qualifying expenses----- 24%
- The tax savings are not significant enough----- 20%
- Other----- 17%

The next questions deal with your access to information as an employee of the City.

18. Please indicate whether you agree or disagree with each statement below. Use any number on the scale from one to five, where one means “strongly disagree” and five means “strongly agree.”

MEAN	<u>Strongly Disagree</u> 1	<u>Disagree</u> 2	<u>Neither Agree Nor Disagree</u> 3	<u>Agree</u> 4	<u>Strongly Agree</u> 5
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a. (T) I am kept informed about issues facing the City that affect me. N=2644

3.6 8% ----- 12% ----- 14% ----- 43% ----- 24%

b. I am kept informed about the City’s efforts to address its current budget deficit. N=2644

3.7 9% ----- 11% ----- 13% ----- 41% ----- 27%

19. Below is a list of resources City employees may use to acquire information about a range of City issues, including the City’s budget. Please indicate how often you use each resource to obtain information about City issues.

	<u>Frequently</u>	<u>Occasionally</u>	<u>Rarely</u>	<u>Never</u>	<u>Never Heard Of</u>
a. The City website N=2639	29%	41%	22%	8%	1%
b. The City intranet site, which is accessible only by City employees N=2643	46%	39%	11%	4%	1%
c. My co-workers N=2629	47%	38%	10%	4%	1%
d. My management staff N=2629	30%	40%	21%	7%	2%
e. My bargaining unit representative N=2615	18%	26%	25%	24%	7%

		<u>Frequently</u>	<u>Occasionally</u>	<u>Rarely</u>	<u>Never</u>	<u>Never Heard Of</u>
f.	The City Manager's citywide emails N= 2630	37%	37%	14%	9%	2%
g.	Employee News email distributions N= 2617	25%	39%	23%	10%	3%
h.	The StraightTalk intranet site N= 2624	10%	25%	32%	25%	8%
i.	Information Memos and Council Memos N= 2616	16%	33%	28%	17%	5%
j.	Local newspapers N= 2623	34%	35%	19%	11%	1%
k.	Television news N= 2629	27%	34%	24%	14%	1%
l.	The City's Wellness Newsletter N= 2609	7%	21%	30%	29%	12%

20. Optional: Please write down the most important change that you'd like to see to improve internal City communications about issues affecting your work. N=1343

Improved and increased accurate current communications/ personal communications/more information on city issues and jobs etc.-----	32%
Mayor/city council lying/blaming city workers/ creating poor public image of city workers-----	11%
Other -----	10%
More two way/live communications -----	9%
Honesty -----	8%
Better pay/benefits/appreciation/environment-----	7%
Improved uses of state funds/transparent spending-----	7%
DK/NA-----	6%
I am happy/fine-----	3%
Replacement of Mayor/city council -----	2%
Workers/employees need a stronger voice in decisions being made -----	2%
Better training/evaluations for jobs -----	1%
Proper tools/supplies to accomplish job-----	1%
Refused -----	1%
Mayor blaming unions/creating poor public image of unions -----	0%
Better promotion of available programs-----	0%
Setting realistic budget goals -----	0%
Make San Jose more safe and welcoming for bringing in businesses-----	0%
Hire less managers -----	0%
Hire more managers/workers -----	0%
More focus on current important issues and not special/personal interest -----	0%

THE FOLLOWING QUESTIONS ARE VOLUNTARY.

This information contributes to the City’s understanding of its staff and projects future workforce needs. It will be used to inform workforce planning/development efforts, the citywide training curriculum, and the emerging diversity/inclusion strategy. This information will not be used to identify individual respondents to the survey.

Please feel free to complete as many or as few of these questions as you like.

21. (T) How long have you worked for the City of San José? N=2559

Less than one year-----2 %
 Between one and five years ----- 23 %
 Between five and ten years----- 18 %
 Between ten and fifteen years ----- 25 %
 Between fifteen and twenty years----- 12 %
 More than twenty years----- 19 %

22. (T) What is your work status with the City? N=2599

Full Time ----- 85 %
 Part Time Benefited -----4 %
 Part Time Un-benefited----- 10 %
 Temporary Employee-----1 %
 Contract Employee -----0 %

23. Where do you perform the majority of your work? N=2578

At City Hall ----- 29 %
 Not at City Hall ----- 71 %

24. (T) What shift do you usually work? N=2567

Days----- 81 %
 Mids or swing shift-----9 %
 Graveyard or overnight shift -----3 %
 Other-----7 %

25. (T) What is your age group? N=2497

Under 30 ----- 12 %
 30-49----- 55 %
 50-63----- 29 %
 64 or older -----4 %

26. (T) What is your gender? N=2479

Male-----	56 %
Female-----	44 %
Transgender -----	0 %

27. (T*) Which of the following best describes the ethnicity, national identity, or racial group with which you identify? N=2303

African-American/Black-----	4 %
Asian/Pacific Islander-----	13 %
Caucasian/White -----	46 %
Filipino -----	4 %
Hispanic/Latino -----	20 %
Native American/American Indian -----	1 %
Indian -----	1 %
Middle Eastern -----	1 %
Multi-ethnic/multi-racial-----	4 %
Some other group or identification -----	5 %

28. In which language(s) are you comfortable communicating? N=2414

Cantonese -----	2 %
English-----	96 %
Mandarin-----	2 %
Spanish -----	12 %
Tagalog-----	2 %
Vietnamese-----	3 %
Other-----	3 %

29. (T) What category best describes your job classification? N=2401

Administrative/support staff-----	19 %
Executive/managerial -----	11 %
Professional (licensed)-----	8 %
Professional (unlicensed)-----	15 %
Maintenance -----	9 %
Public safety -----	24 %
Other direct services -----	8 %
Other-----	6 %

30. (T*) When are you considering retiring from your job as a city employee? (If you don't know please estimate) N=2461

Within the next 2 years -----	8%
2-5 years from now-----	14%
6-10 years from now -----	22%
More than 10 years from -----	44%
Already retired and rehired -----	0%
I do not plan to retire from the City of San Jose; I plan to leave City employment before I'm eligible to retire-----	12%

Source of Survey N=2677

Mail-----	19%
Internet-----	81%

Department N=2677

Airport -----	4%
City Auditor-----	0%
City Attorney’s Office-----	1%
City Clerk’s Office-----	0%
City Manager’s Office-----	1%
Con/Art/Ent-----	0%
Environmental Services -----	8%
Finance-----	3%
Fire Department-----	7%
Housing-----	1%
Human Resources-----	2%
Independent Police Auditor-----	0%
Information Technology -----	3%
Library-----	11%
Office of Economic Development-----	3%
Planning, Building and Code Enforcement-----	4%
Police Department -----	19%
Parks Recreation and Neighborhood Services -----	11%
Public Works-----	10%
Retirement-----	0%
Department of Transportation-----	8%
City Council-----	1%
ID removed-----	1%