

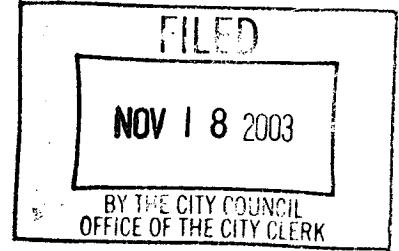


November 6, 2003

City Council
Sacramento, CA

Honorable Members in Session,

SUBJECT: Employee Opinion Survey, 2003



LOCATION AND COUNCIL DISTRICT: All

RECOMMENDATION: Information only; no action required.

CONTACT PERSONS: Brian Moffitt, 808-5943
Organizational Development Manager
Terrence L. Woods, 808-7243
Director of Human Resources

FOR COUNCIL MEETING OF: November 18, 2003

SUMMARY: This report summarizes the results of the City of Sacramento's 2003 employee opinion survey. There was a 24.4% response rate. Results showed that 84% of the items had statistically significant increases since the baseline survey in 2000.

COMMITTEE/COMMISSION ACTION: None

BACKGROUND INFORMATION:

In 2000, a baseline employee opinion survey was conducted resulting in a 35.7% response rate. In the first survey, results showed a need to increase opportunities for training, career development, and personal growth. Based on these results, several employee and organizational development programs and initiatives were implemented or expanded, such as the Inclusion Commitment, City Management Institute, The City Tool Box, City University, Career Development, Wellness, Computer Loan Program and other tools and technology.

2003 Results

In April 2003, a second survey (see Appendix A) was conducted to assess opportunities and determine where improvements have been made since 2000. Although the response rate was lower in 2003 (24.4%), it was still a valid response rate.

The 2003 results showed that the five highest rated items included:

- (a) 85% of employees enjoy the work they do,
- (b) 85% of employees know what is expected of them
- (c) 82% of employees like working for the City
- (d) 81% of employees think their supervisor treats them respectfully
- (e) 81% of employees enjoy working for their department

The 2003 results showed that the five lowest rated items included:

- (a) 42% of employees believe there is no favoritism in their department
- (b) 46% of employees believe that management rewards exceptional service
- (c) 46% of employees believe that department leaders explain the thinking behind management decisions (*baseline; no 2000 comparison available*)
- (d) 43% of employees believe management rewards innovation
- (e) 42% of employees believe their division surveys customers on a regular basis

It is important to note that although these were the lowest rated items in 2003, all comparable items (a, b, d and e) increased an average of 8% since 2000.

Two open-ended questions were asked: (1) please describe any barriers that keep you from doing your job, and (2) please add additional comments. Comments were compiled into the following themes: (a) 38% of the comments were about leadership/supervision, (b) 27% of the comments were about workplace environment, (c) 18% of the comments were about compensation, and (d) 17% of the comments were about equipment and facilities.

2000 to 2003 Results

47 of the 56 comparable items (84%) demonstrated a statistically significant increase from the 2000 to 2003 survey, while only 6 items showed a statistically significant decrease.

The top five most improved areas since 2000 included:

Survey Item	2000 percentage	2003 percentage	% increase
(a) Employees understand the City's mission, goals, and objectives	58.0%	76.0%	+18%
(b) The City provides the Internet access I need for my job	62.5%	78.5%	+16%
(c) The pay I receive is fair	42.5%	58.0%	+15.5%
(d) The City provides the e-mail access I need for my job	66.25%	80.0%	+13.75%
(e) The benefits I receive are fair	47.5%	60.75%	+13.25%

The six items that had statistical decreases included:

Survey Item	2000 percentage	2003 percentage	% decrease
(a) People in my division act with integrity and honesty	74.0%	66.0%	-8%
(b) People in my division value one another	68.5%	62.75%	-5.75%
(c) The services provided by my division are of high quality	78.5%	73.25%	-5.25%
(d) There is no favoritism in my division	51.5%	47.25%	-4.25%
(e) We work efficiently and effectively in my division	71.25%	68.5%	-2.75%
(f) We are motivated to work as a team in my division	62.5%	60.0%	-2.5%

Action Steps

- Celebrate significant progress
- A special issue of City News was distributed to employees in August that summarized the results of the survey
- Departments received customized reports
- Action plans are being developed to build on strengths and address new improvement opportunities
- Survey highlights are included in the Employee Brown Bag Briefings with the City Manager (scheduled from 10/27 – 12/11/03)

FINANCIAL CONSIDERATIONS: None.

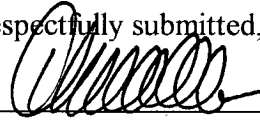
ENVIRONMENTAL CONSIDERATION: Not applicable.

POLICY CONSIDERATIONS: The City of Sacramento Employee Opinion Survey contributes to the following strategic goal: “Retain, attract, and develop a highly qualified and diverse City workforce and implement organizational improvements”.

City Council
Employee Opinion Survey
November 18, 2003

ESBD CONSIDERATIONS: The contractor who analyzed and summarized this data was ESBD certified.

Respectfully submitted,



Terrence L. Woods, Director
Human Resources Department

For City Council Information:



Robert P. Thomas,
City Manager

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City of Sacramento Employee Opinion Survey

This survey is designed to help the City of Sacramento learn about your work environment. Please fill in the box that corresponds to your answer using the following rating scale: "Do Not Agree" if you do not agree with the statement to "Agree" when you agree, and a 2, 3 or 4 if your opinion falls somewhere in the middle. If you are unsure or a question does not apply, select "Does Not Apply."

Please return your completed survey using the postage-paid envelope to Capital Opinion Research for analysis. Your responses will be kept confidential and no member of the City of Sacramento will see the returned surveys.

Communication

- 1 Information is shared on a timely basis in my division.
- 2 Information is shared on a timely basis in my department.
- 3 Information is shared on a timely basis between my department and others.
- 4 Meetings in my division are well managed.
- 5 Meetings in my department are well managed.
- 6 I understand the mission, goals, and objectives of the City.

Do Not Agree	2	3	4	Agree	Does Not Apply
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Management Support

- 7 I get the training I need to do my job.
- 8 Upper management recognizes me for the work I do.
- 9 I receive regular and written performance evaluations.

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Immediate Supervisor Support

- 10 My immediate supervisor recognizes me for the work I do.
- 11 My immediate supervisor is available when I need him/her.
- 12 My immediate supervisor asks for my input.
- 13 My immediate supervisor follows up on my suggestions.
- 14 My immediate supervisor gives me regular feedback on my performance.
- 15 My immediate supervisor gives me meaningful feedback on my performance.
- 16 My immediate supervisor treats me respectfully.
- 17 My immediate supervisor treats me fairly.
- 18 My immediate supervisor supports employee training.
- 19 My immediate supervisor explains the thinking behind management decisions.

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Department Environment

- 20 Managers in my department act with integrity and honesty.
- 21 We celebrate success in my department.
- 22 People in my department value each other.
- 23 There is no favoritism in my department.
- 24 The workload is distributed fairly in my department.
- 25 Management encourages us to find balance in our lives.
- 26 I have sufficient workspace to do my job.
- 27 My work site is safe and secure.
- 28 Department leaders explain the thinking behind management decisions.

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Division Environment

- 29 People in my division act with integrity and honesty.
- 30 We celebrate success in my division.
- 31 People in my division value each other.
- 32 There is no favoritism in my division.
- 33 We are motivated to work as a team in my division.

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City of Sacramento



2003 Employee Opinion Survey

City Council

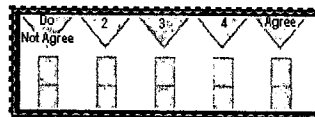
November 18, 2003

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Survey Background

61 closed-ended questions

- Scale 1 = "do not agree" to 5 = "agree"
- 56 items comparable to 2000 survey cycle

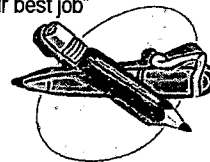


2 open ended questions

- "Please describe any barriers that keep you from doing your best job"
- "Additional Comments"

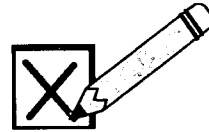
Demographic Questions

- How long have you worked for the City of Sacramento?
- Which of the following best describes your position?
- What is your gender?
- What is your ethnic/racial background?
- Department, division and collective bargaining status (precoded)



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Survey Categories



- **Communication**
- **Management Support**
- **Immediate Supervisor Support**
- **Department Environment**
- **Division Environment**
- **Innovation and Change in My Dpt.**
- **Innovation and Change in My Div.**
- **My Job**
- **Tools and Technology**
- **Overall Rating**

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Response Rate Analysis

- **24% Response Rate**
 - 1291/5332
 - (5432 less 100 returned as non-deliverable)
- **Valid Sample Size**
 - Considered valid for a mail administered survey
 - Survey cycle 2000 response rate 36%

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2003 Survey – Citywide

Top 5 scoring questions...

- I know what's expected of me in my job (85%)
- I enjoy the work I do (85%)
- I like working for the City of Sacramento (82%)
- My immediate supervisor treats me respectfully (81%)
- I like working for my department (81%)

Capital Opinion Research

2003 Survey - Citywide

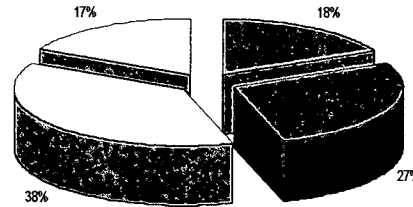
Lowest 5 scoring questions...

- There is no favoritism in my department (42%)
- My division surveys our customers on a regular basis (42%)
- Management rewards innovation (43%)
- Department leaders explain the thinking behind management decisions (46%)
- Management rewards exceptional service (46%)

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Major Comment Themes

- ❑ **Compensation (18%)**
 - Training, benefits and pay
- ❑ **Leadership / Supervision (38%)**
 - Leadership skills, supervisory skill and recognition
- ❑ **Workplace Environment (27%)**
 - Employee morale, staffing and favoritism
- ❑ **Equipment/Facilities (17%)**
 - PCs and cell phones



1233 total comments

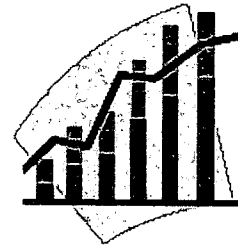
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Comparison Between the Cycles

For 2003, 47 items (84%) increased compared to 2000

All items in the following categories demonstrated significant improvement:

- ❑ Management Support
- ❑ Immediate Supervisor Support
- ❑ Department Environment
- ❑ Innovation and Change in My Department
- ❑ My Job
- ❑ Tools and Technology



($p < 0.05$)

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Most Improved since 2000

- The top five most improved areas since 2000 included:

Item	2000 %	2003 %	% increase
Employees understand the City's mission, goals, and objectives	58%	76%	+18%
The City provides the Internet access I need for my job	62.5%	78.5%	+16%
The pay I receive is fair	42.5%	58%	+15.5%
The City provides the e-mail access I need for my job	66.25%	80%	+13.75%
The benefits I receive are fair	47.5%	60.75%	+13.25%

Capital Opinion Research

Statistical decreases since 2000

- The six items that decreased since 2000 included:

Item	2000 %	2003 %	% decrease
People in my division act with integrity and honesty	74%	66%	-8%
People in my division value one another	68.5%	62.75%	-5.75%
The services provided by my division are of high quality	78.5%	73.25%	-5.25%
There is no favoritism in my division	51.5%	47.25%	-4.25%
We work efficiently and effectively in my division	71.25%	68.5%	-2.75%
We are motivated to work as a team in my division	62.5%	60%	-2.5%

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Prior Actions

Expanded or Implemented Employee and Organizational Development Programs

- Inclusion Commitment
- City University
- Career Development
- Wellness
- City Management Institute
- City Tool Box
- Computer Loan Program

Capital Opinion Research

Current Actions

-
- Celebrate significant progress
 - Special issue of "City News" distributed
 - Departments received customized reports
 - Action plans being developed to build on strengths and address new improvement opportunities
 - Survey highlights are included in the Employee Brown Bag Briefings with the City Manager (10/27 – 12/11/03)

Capital Opinion Research