

**Performance Audit
Listening to the Workforce
2008 Employee Survey**

April 2009

**City Auditor's Office
City of Kansas City, Missouri**

April 22, 2009

Honorable Mayor and Members of the City Council:

This performance audit of employee perceptions was initiated by the city auditor pursuant to Article II, Section 216 of the city charter. We developed a survey to obtain employees perceptions about the city's working conditions and ethical environment. The survey was mailed to 1,000 full-time city employees' home addresses on October 13, 2008. We received 303 completed surveys. This report summarizes those responses.

About two-thirds (65%) of the employees who responded to the survey were satisfied with city employment. Responding employees' levels of agreement or satisfaction, however, varied widely among the areas examined.

Employee responses were generally positive to questions related to:

- Safety
- Working Environment
- Customer Service and Community Relations
- Policies and Procedures

Only 19 percent of respondents thought that the overall quality of their department's working environment had changed for the better compared to three years ago.

Employee responses were generally mixed with some positive and some negative responses for questions related to:

- Equipment and Resources
- Leadership and Managerial Effectiveness
- Compensation and Benefits
- Employee Recognition
- Career Development Opportunities
- Communications
- Ethical Environment

Employees identified compensation and benefits (56%), and leadership and managerial effectiveness (50%) as top priorities for improvement. Issues related to leadership and managerial effectiveness, and

equipments and resources were the most frequently identified hindrances to employees in the routine performance of their job.

Employees' lowest level of satisfaction was with elected officials. Employees generally expressed their highest level of satisfaction with their immediate supervisor, followed by department management, and top city management.

Employees were pessimistic about the potential for improvements. Only about 19 percent of respondents agreed that city leadership will take action to improve the work environment based on the results of this survey.

We would like to thank all of the employees who took the time to complete and return the survey. We also appreciate the time and efforts of city staff who helped us develop and distribute the survey. The audit team for this project was Sharon Kingsbury and Nancy Hunt.

Gary L. White
City Auditor

Listening to the Workforce - 2008 Employee Survey

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Introduction

Objectives

We conducted this audit of employee perceptions under the authority of Article II, Section 216 of the Charter of Kansas City, Missouri, which establishes the Office of the City Auditor and outlines the city auditor's primary duties.

A performance audit provides assurance or conclusions based on an evaluation of sufficient, appropriate evidence against stated criteria. Performance audits provide objective analysis so that management and those charged with governance and oversight can use the information to improve program performance and operations, reduce costs, facilitate decision making, and contribute to public accountability.¹

This report is designed to answer the following question:

- How do full-time city employees perceive the city's working conditions and ethical environment?

Scope and Methodology

We conducted this performance audit in accordance with generally accepted government auditing standards with the exception of reporting the views of management concerning the audit because we do not make any recommendations. We do not believe the absence of a response affects the audit results.

Government auditing standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. No information was omitted from this report because it was deemed privileged or confidential.

¹ Comptroller General of the United States, *Government Auditing Standards* (Washington, DC: U.S. Government Printing Office, 2007), p. 17.

Our review focuses on the results of an employee survey we conducted. We mailed surveys to 1000 randomly selected full-time employees on October 13, 2008. We received 303 responses, providing an overall response rate of 30 percent. Survey results have a 95 percent confidence level and a margin of error of up to +/- 5.4 percent. This means that out of 100 samples drawn in the same manner, we would expect 95 to yield results within the specified error range. See Appendix A for a copy of the survey instrument, Appendices B and C for complete survey results, and Appendix D for our methodology.

Background

We conducted this audit because employees are a valuable resource. The city plans to spend \$470 million in employee salaries and benefits in fiscal year 2009.

The last time the City Auditor's Office conducted and reported the results of an employee survey was 1992.² That survey focused on job satisfaction and perceptions about racial and sexual discrimination and harassment in the workplace. In 2003, we conducted a series of employee focus groups to obtain employee opinions. Although the overall focus group results were mixed, employees identified favoritism, lack of recognition, inadequate resources and equipment, and poor communications as weaknesses in the city's work environment.

We recommended in both our 1992 survey report and our 2004 audit on the use of sick leave³ that the city conduct periodic employee surveys. In 2005, the Human Resources Department hired a consultant to conduct an employee survey. Although this survey was completed, the results were not widely distributed.

² *Survey of City Employees: Job Satisfaction and Workplace Diversity*, Office of the City Auditor, Kansas City, Missouri, September 1992.

³ *Citywide Use of Sick Leave*, Office of the City Auditor, Kansas City, Missouri, April 2004.

Survey Results

Summary

Overall, about two-thirds (65%) of employees responding were satisfied with their employment with the city. Generally, equipment is adequate but staffing is a problem, according to respondents. Most respondents reported that they feel safe when performing their jobs. A majority agreed that they are satisfied with their working environments; however, 44 percent reported that the work environment in their department has worsened over the past three years.

Overall, almost half (48%) of respondents were satisfied with the compensation and benefits they receive. Younger workers, those under 40 years of age, were generally more dissatisfied with their compensation. Respondents were generally positive about their contact with the public and satisfied with the quality of service provided by their departments.

Most respondents gave positive ratings to questions about the performance of their immediate supervisors. While about 60 percent of respondents were satisfied with the leadership provided by their immediate supervisor, satisfaction dropped to 39 percent with the leadership provided by their department's management and to 24 percent with the leadership of top city management.

When asked to comment on the greatest hindrance to the routine performance of their jobs, respondents described situations involving leadership and managerial effectiveness most frequently. Problems with equipment and resources was the second most frequent area of concern, followed by issues related to the working environment and communications.

When asked to select their top three priorities for improvement over the next two years, compensation and benefits was the first choice, followed by improvements in leadership and managerial effectiveness. Equipment and resources was the third most frequently chosen priority.

Respondents were dissatisfied with the level of employee recognition in their departments. Only one-third agreed that employees in their department are recognized for a job well done. Almost half disagreed that promotions were handled fairly.

Respondents were dissatisfied with communications between departments and with the quality of top management’s communications.

Nearly 80 percent of respondents reported that they are familiar with the city’s code of ethics; about 74 percent know how to report unethical behavior; and 66 percent say they are expected to report unethical behavior. Only 41 percent, however, believe they can report unethical behavior without fear of retaliation, and only 30 percent believe that if someone participated in unethical behavior, it would be detected and punished.

Elected officials did not fair well in the survey. Only about a fourth of the respondents agree that the Mayor and City Council make decisions based on what is best for the entire community.

Overall

Almost two-thirds (65%) of the employees who responded to the survey were satisfied with their employment with the city. Only about 19 percent of respondents thought that the overall quality of their department’s working environment had changed for the better compared to three years ago.

Exhibit 1. Overall Satisfaction and Improvements to Work Environment

	Very Satisfied/ Satisfied	Neutral	Dissatisfied/ Very Dissatisfied
Q80 Overall, how satisfied are you with your employment at the City of Kansas City, Missouri?	65.2%	20.1%	14.7%
	Much Better/ Somewhat Better	About the Same	Somewhat Worse/ Much Worse
Q81 Compared to three years ago, how do you think the overall quality of the work environment in your department has changed?	18.8%	36.8%	44.4%

Equipment and Resources

Respondents were divided in their satisfaction with equipment and resources. Most felt equipment is sufficient, but staffing is a problem.

Most respondents agreed they have the equipment to do their jobs well (62%) and that equipment is well maintained (55%). A majority of respondents, however, disagreed that their department has enough staff (57%) and that job vacancies are filled in a timely manner (67%).

Equipment and resource issues were the second most frequently identified hindrance to employees in the routine performance of their jobs.

Exhibit 2. Equipment and Resources Responses

Question	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree
Q1 I have the equipment I need to do my job well.	62.2%	12.4%	25.4%
Q2 The equipment I use is well maintained.	55.4%	23.2%	21.5%
Q3 The gloves, clothing and protective items I need to do my job safely are readily available.	63.1%	18.2%	18.7%
Q4 Job vacancies are filled in a timely manner.	14.8%	18.2%	67.0%
Q5 We have enough staff in my department to do our job.	27.2%	15.6%	57.1%
Q6 Overall, I am satisfied with the quality and availability of equipment and resources in my department.	40.3%	23.7%	36.0%

Safety

About three-quarters of respondents feel safe when performing their jobs and know what to do if injured on the job. About 70 percent of respondents agreed that their departments emphasize safety and agreed that they receive enough training to do their jobs safely.

Exhibit 3. Safety Responses

Question	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree
Q7 I receive enough training to do my job safely.	69.9%	17.8%	12.3%
Q8 Safety is emphasized in my department.	69.7%	19.1%	11.2%
Q9 I know what to do if I am injured on the job.	75.8%	13.0%	11.2%
Q10 Overall, I feel safe when doing my job.	73.7%	17.6%	8.7%

Working Environment

Overall, 55 percent of respondents are satisfied with the working environment in their department. About three-quarters of respondents agree that their co-workers and their immediate supervisor treat them with respect. Satisfaction with work assignments is lower, with 49 percent agreeing that work assignments in their departments are fair.

Although a majority of respondents are satisfied with their department's working environment, managers (70%) were more satisfied than first-line supervisors (45%).

Exhibit 4. Working Environment Responses

Question	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree
Q11 My co-workers treat me with respect.	76.6%	13.7%	9.7%
Q12 My immediate supervisor treats me with respect.	73.6%	12.4%	14.0%
Q13 The amount of work I am asked to do during a shift is the right amount.	58.4%	17.2%	24.3%
Q14 Work assignments in my department are fair.	49.2%	18.4%	32.4%
Q15 Overall, I am satisfied with the working environment in my department.	54.5%	18.4%	27.1%

Compensation and Benefits

Overall, almost half (48%) of respondents are satisfied with the compensation and benefits they receive. Employees were about equally divided on whether they were paid fairly for the work they do (40% agreed; 44% disagreed). A majority of employees under 40 years of age disagreed that they are paid fairly. As the age of employees increased, however, the level of agreement increased.

About 75 percent of employees responding agreed that the city's health care plans meet their needs. About two-thirds also understand their city pension plan and the voluntary deferred compensation program.

Exhibit 5. Compensation and Benefits Responses

Question	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree
Q16 The city's health care plans meet my needs	74.8%	14.3%	10.9%
Q17 I understand my city pension plan.	65.7%	18.2%	16.2%
Q18 I understand the voluntary deferred compensation program.	67.2%	19.5%	13.3%
Q19 I am paid fairly for the work I do.	39.5%	16.7%	43.8%
Q20 Overall, I am satisfied with the compensation and benefits I receive.	47.7%	26.8%	25.5%

Customer Service and Community Relations

Respondents were generally positive about their contact with the public (78%), and overall, satisfied with the quality of service provided by their departments (68%). Most employees responding report that their department emphasizes good customer service (80%).

Exhibit 6. Customer Service and Community Relations Responses

Question	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree
Q21 My contact with the public is a pleasant experience.	77.9%	16.5%	5.6%
Q22 My department emphasizes good customer service.	79.5%	14.1%	6.4%
Q23 My department has a good reputation with the public.	56.9%	24.5%	18.6%
Q24 Overall, I am satisfied with the quality of service provided by my department.	68.4%	16.8%	14.8%

Leadership and Managerial Effectiveness

While about 60 percent of respondents were satisfied with the leadership provided by their immediate supervisor, satisfaction dropped to 39 percent with the leadership provided by their department's management and to 24 percent with the leadership of top city management.

A majority of respondents reported that they know what their immediate supervisor expects of them (73%), that they can talk to their supervisor about their work concerns (66%), and that they receive helpful feedback about their performance from their supervisors (60%). Respondents were less satisfied with the fairness of performance evaluations (46%) and discipline (42%). Only about a third of the respondents think morale is good in their department.

Exhibit 7. Leadership and Managerial Effectiveness Responses

Question	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree
Q25 My immediate supervisor evaluates employees using the same standards for everyone.	57.7%	13.6%	28.7%
Q26 I can talk to my immediate supervisor about things that concern me at work.	66.0%	11.3%	22.7%
Q27 I know what my immediate supervisor expects of me.	73.0%	11.0%	16.0%
Q28 My immediate supervisor gives me helpful feedback about my performance.	59.5%	16.7%	23.7%
Q29 Overall, I am satisfied with the leadership of my immediate supervisor.	59.7%	13.0%	27.3%
Q30 In my department, performance evaluations are fair.	46.0%	24.0%	30.0%
Q31 In my department, discipline is fair.	42.4%	20.7%	36.9%
Q32 My department operates efficiently and smoothly.	39.5%	26.8%	33.8%
Q33 Morale is good in my department.	30.6%	24.9%	44.5%
Q34 Overall, I am satisfied with the leadership of my department's management.	38.7%	20.2%	41.1%
Q35 Overall, I am satisfied with the leadership provided by top city management.	23.5%	24.5%	52.0%

Employee Recognition

Overall, 41 percent of respondents were dissatisfied with employee recognition in their departments. A majority of respondents (64%) believe that their immediate supervisor appreciates their work; however, satisfaction with recognition drops when asked if their work is appreciated by department management (41%). Only one-third agreed that employees in their department are recognized for a job well done.

Exhibit 8. Employee Recognition Responses

Question	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree
Q36 In my department, employees are appropriately recognized for a job well done.	33.7%	22.2%	44.1%
Q37 My work is appreciated by my immediate supervisor.	63.5%	13.0%	23.4%
Q38 My work is appreciated by department management.	41.4%	23.4%	35.3%
Q39 Overall, I am satisfied with the level of employee recognition in my department.	33.0%	25.9%	41.1%

Career Development Opportunities

About 30 percent of respondents were satisfied with professional development and advancement opportunities available to them. While a majority of employees responding (60%) said they receive enough training to do their jobs successfully, only about 26 percent said that promotions are handled fairly in their department.

Exhibit 9. Career Development Opportunities Responses

Question	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree
Q40 I receive enough training to do my job successfully.	59.5%	15.4%	25.1%
Q41 There are adequate opportunities for professional development in my department.	33.2%	29.2%	37.6%
Q42 In my department, promotions are handled fairly.	25.9%	26.2%	47.9%
Q43 The city provides adequate advancement opportunities for employees.	30.9%	30.2%	38.9%
Q44 Overall, I am satisfied with the professional development and advancement opportunities that are available to me.	30.2%	29.2%	40.6%

Communication

Generally, respondents are more satisfied with communications within their departments than with other departments or with top management. Only 20 percent of respondents are satisfied with the quality of top city management's communications. About 15 percent of respondents reported that they know what is going on in other departments, and 14 percent are satisfied with the quality of communications between departments.

A majority agreed that their immediate supervisor keeps them informed timely about changes that affect their work (58%), but agreement drops when asked about their department management keeping them informed timely (42%). Managers were more satisfied with the quality of communication within their departments (66%) than first-line supervisors (27%) and non-supervisors (33%).

About 65 percent of respondents understand how their job contributes to achieving the city's mission and goals.

Exhibit 10. Communication Responses

Question	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree
Q45 My immediate supervisor keeps me informed about changes that affect my work in a timely manner.	58.3%	16.9%	24.7%
Q46 My department's management keeps me informed about changes that affect my department in a timely manner.	41.8%	19.4%	38.8%
Q47 My immediate supervisor and department management listen to my suggestions.	43.9%	22.5%	33.6%
Q48 Overall, I am satisfied with the quality of communications within my department.	35.6%	24.3%	40.1%
Q49 I know what is going on in other departments.	15.4%	29.0%	55.6%
Q50 Overall, I am satisfied with the quality of communication between departments.	14.1%	29.2%	56.7%
Q51 I understand how my job contributes to achieving the city's goals and mission.	65.1%	23.3%	11.6%
Q52 Overall, I am satisfied with the quality of top city management's communications.	19.8%	31.9%	48.3%

Policies and Procedures

About 40 percent of respondents agreed that exceptions to rules, regulations, policies and procedures are rarely made in their departments. Most respondents understand the rules and regulations related to their jobs (85%), and the city's procedures for disciplinary matters (75%) and grievance procedures (65%).

Exhibit 11. Policies and Procedures Responses

Question	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree
Q53 I understand the rules and regulations related to my job.	85.3%	8.9%	5.8%
Q54 I understand the city's procedures for disciplinary matters.	75.2%	15.3%	9.5%
Q55 I understand the city's grievance procedures.	64.8%	21.0%	14.1%
Q56 Exceptions to rules, regulations, policies and procedures are rarely made in my department.	39.6%	28.3%	32.2%

Ethical Environment

Nearly 80 percent of respondents agreed that they are familiar with the city's code of ethics; 74 percent know how to report unethical behavior; and almost 66 percent say they are expected to report unethical behavior. Only 41 percent, however, believe they can report unethical behavior without fear of retaliation and only 30 percent believe that if someone participated in unethical behavior, it would be detected and punished.

A majority (91%) of respondents said that they are expected to treat everyone who comes to the city the same, regardless of personal or political connections. Only 33 percent, however, agreed that top city management treats everyone the same.

Overall, responding employees agreed that their department is an ethical place to work (55%), but only 33 percent agree that the Kansas City government is an ethical place to work.

About 65 percent of respondents say that their immediate supervisor sets a good example of ethical conduct, and more than 50 percent say that their department management sets a good example. Only 30 percent of respondents agree that top city management sets a good example of ethical conduct while only 18 percent agree that the Mayor and City Council do.

Exhibit 12. Ethical Environment Responses

Question	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree
Q57 I am familiar with the city's code of ethics.	79.8%	13.4%	6.8%
Q58 I know how I can report unethical behavior.	73.9%	13.2%	12.9%
Q59 I am expected to report the questionable ethical behaviors of others.	65.5%	22.2%	12.3%
Q60 I can report unethical behavior without fear of retaliation.	40.8%	20.8%	38.4%
Q61 If someone in the city participated in unethical behavior, it would probably be detected and punished.	29.9%	31.6%	38.5%
Q62 I am expected to treat everyone who comes to the city the same, regardless of personal or political connections.	90.5%	4.7%	4.7%
Q63 Overall, my department is an ethical place to work.	54.9%	24.9%	20.1%
Q64 My department management uses public resources (city supplies, staff time and equipment) only for city purposes and not for personal or political uses.	68.5%	17.4%	14.1%

Exhibit 12. Ethical Environment Responses (continued)

Question	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree
Q65 Top city management insists that employees follow city policies and laws.	72.3%	16.8%	10.9%
Q66 Top city management treats all members of the public the same, regardless of personal or political connections.	32.5%	32.5%	35.1%
Q67 My immediate supervisor sets a good example of ethical conduct.	64.4%	15.8%	19.9%
Q68 My department management sets a good example of ethical conduct.	53.8%	19.2%	26.9%
Q69 Top city management sets a good example of ethical conduct.	29.9%	37.2%	32.8%
Q70 The Mayor and City Council set a good example of ethical conduct.	18.3%	28.6%	53.1%
Q71 Overall, Kansas City government is an ethical place to work.	33.2%	44.3%	22.5%

Mayor and City Council

Respondents were more likely to disagree than agree with questions related to elected officials. Responding employees disagree that the Mayor and City Council understand their working conditions (67%), listen to what they have to say (57%), or consider the best interests of city workers when making decisions (56%). Only a fourth agree that the Mayor and City Council make decisions based on what is best for the entire community.

Exhibit 13. Mayor and City Council Responses

Question	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree
<i>I believe the Mayor and City Council...</i>			
Q72 ...are concerned about city workers.	23.9%	27.3%	48.8%
Q73 ...make decisions based on what is best for the entire community.	25.8%	26.8%	47.4%
Q74 ...listen to what city workers have to say.	14.9%	27.7%	57.4%
Q75 ...value the work I do for the community.	28.0%	32.6%	39.4%
Q76 ...understand the working conditions in my department.	13.1%	19.8%	67.1%
Q77 ...consider the best interest of city workers when making decisions.	12.2%	31.6%	56.3%
Q78 ...support my department's goals.	23.8%	37.7%	38.5%

Priorities for Improvement

We asked respondents to select their top three priorities for improvement over the next two years, based on the topical categories in the survey. Compensation and benefits was the first choice, followed by improvements in leadership and managerial effectiveness.

Exhibit 14. Top Three Priorities for Improvement over the Next Two Years

Q79					
Priorities for Improvement	1st Choice Frequency	2nd Choice Frequency	3rd Choice Frequency	Total	% of Respondents
Compensation & Benefits	93	44	27	164	56.4%
Leadership & Managerial Effectiveness	68	41	36	145	49.8%
Equipment & Resources	48	22	17	87	29.9%
Working Environment	20	28	33	81	27.8%
Career Development Opportunities	3	30	38	71	24.4%
Communication	15	26	28	69	23.7%
Ethical Environment	8	29	27	64	22.0%
Employee Recognition	8	22	33	63	21.6%
Customer Service & Community Relations	16	20	22	58	19.9%
Policies & Procedures	2	14	15	31	10.7%
Safety	10	11	8	29	10.0%
Total	291	287	284		

About 19 percent of respondents agreed that city leadership will take action to improve the work environment based on this survey.

Exhibit 15. City Leadership Will Take Action Responses

Question	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree
Q82 How strongly do you agree with the following statement: <i>"I believe city leadership will take action to improve the work environment based on the results of this survey."</i>	18.7%	33.9%	47.5%

Appendix A

Survey Instrument



Office of the City Auditor

City Hall, Room 2103
414 E. 12th Street
Kansas City, Missouri 64106

**Listening to the Workforce
2008 Employee Survey**

The City Auditor’s Office would like your opinions on your job and working conditions. You were randomly selected from a list of full-time, Kansas City, Missouri, city employees to receive this survey. By participating, you will be providing important information that could help identify areas for improvement.

Please answer all questions honestly. Only summary results will be reported. Your identity and responses will be kept confidential. Only you will know how you answer the questions in this survey.

For more information, contact Nancy Hunt (513-3309) or Sharon Kingsbury (513-3318). Please **return** your completed survey in the enclosed postage-paid envelope by **October 27, 2008**.

Gary L. White
City Auditor

Instructions: Using a scale of 1-5 where 5 means “Strongly Agree” and 1 means “Strongly Disagree,” please indicate your level of agreement with each statement by marking the corresponding number with a pen. If a statement is not applicable (NA) or you don’t know how to rate the item, please mark 9.

Definitions: Please use the following definitions as a guide for answering the questions.

- *Immediate supervisor:* The person to whom you directly report.
- *Department management:* Your department’s director, deputy director, managers, and supervisors.
- *Top city management:* The city manager, assistant city managers, department directors, and deputy directors.

A. Equipment & Resources		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA/ Don't Know
1	I have the equipment I need to do my job well.	5	4	3	2	1	9
2	The equipment I use is well maintained.	5	4	3	2	1	9
3	The gloves, clothing and protective items I need to do my job safely are readily available.	5	4	3	2	1	9
4	Job vacancies are filled in a timely manner.	5	4	3	2	1	9
5	We have enough staff in my department to do our job.	5	4	3	2	1	9
6	Overall, I am satisfied with the quality and availability of equipment and resources in my department	5	4	3	2	1	9

B. Safety		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA/ Don't Know
7	I receive enough training to help me do my job safely.	5	4	3	2	1	9
8	Safety is emphasized in my department.	5	4	3	2	1	9
9	I know what to do if I am injured on the job.	5	4	3	2	1	9
10	Overall, I feel safe when doing my job.	5	4	3	2	1	9

C. Working Environment		SA	A	N	D	SD	NA
11	My co-workers treat me with respect.	5	4	3	2	1	9
12	My immediate supervisor treats me with respect.	5	4	3	2	1	9
13	The amount of work I am asked to do during a shift is the right amount.	5	4	3	2	1	9
14	Work assignments in my department are fair.	5	4	3	2	1	9
15	Overall, I am satisfied with the working environment in my department.	5	4	3	2	1	9

D. Compensation & Benefits		SA	A	N	D	SD	NA
16	The city's health care plans meet my needs.	5	4	3	2	1	9
17	I understand my city pension plan.	5	4	3	2	1	9
18	I understand the voluntary deferred compensation program.	5	4	3	2	1	9
19	I am paid fairly for the work I do.	5	4	3	2	1	9
20	Overall, I am satisfied with the compensation and benefits I receive.	5	4	3	2	1	9

E. Customer Service & Community Relations		SA	A	N	D	SD	NA
21	My contact with the public is a pleasant experience.	5	4	3	2	1	9
22	My department emphasizes good customer service.	5	4	3	2	1	9
23	My department has a good reputation with the public.	5	4	3	2	1	9
24	Overall, I am satisfied with the quality of service provided by my department.	5	4	3	2	1	9

Listening to the Workforce

F. Leadership & Managerial Effectiveness		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA/ Don't Know
25	My immediate supervisor evaluates employees using the same standards for everyone.	5	4	3	2	1	9
26	I can talk to my immediate supervisor about things that concern me at work.	5	4	3	2	1	9
27	I know what my immediate supervisor expects of me.	5	4	3	2	1	9
28	My immediate supervisor gives me helpful feedback about my performance.	5	4	3	2	1	9
29	Overall, I am satisfied with the leadership of my immediate supervisor.	5	4	3	2	1	9
30	In my department, performance evaluations are fair.	5	4	3	2	1	9
31	In my department, discipline is fair.	5	4	3	2	1	9
32	My department operates efficiently and smoothly.	5	4	3	2	1	9
33	Morale is good in my department	5	4	3	2	1	9
34	Overall, I am satisfied with the leadership of my department's management.	5	4	3	2	1	9
35	Overall, I am satisfied with the leadership provided by top city management.	5	4	3	2	1	9

G. Employee Recognition		SA	A	N	D	SD	NA
36	In my department, employees are appropriately recognized for a job well done.	5	4	3	2	1	9
37	My work is appreciated by my immediate supervisor.	5	4	3	2	1	9
38	My work is appreciated by department management.	5	4	3	2	1	9
39	Overall, I am satisfied with the level of employee recognition in my department.	5	4	3	2	1	9

H. Career Development Opportunities		SA	A	N	D	SD	NA
40	I receive enough training to do my job successfully.	5	4	3	2	1	9
41	There are adequate opportunities for professional development in my department.	5	4	3	2	1	9
42	In my department, promotions are handled fairly.	5	4	3	2	1	9
43	The city provides adequate advancement opportunities for employees.	5	4	3	2	1	9
44	Overall, I am satisfied with the professional development and advancement opportunities that are available to me.	5	4	3	2	1	9

Listening to the Workforce

I. Communication		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA/ Don't Know
45	My immediate supervisor keeps me informed about changes that affect my work in a timely manner.	5	4	3	2	1	9
46	My department's management keeps me informed about changes that affect my department in a timely manner.	5	4	3	2	1	9
47	My immediate supervisor and department management listen to my suggestions.	5	4	3	2	1	9
48	Overall, I am satisfied with the quality of communications within my department.	5	4	3	2	1	9
49	I know what is going on in other departments.	5	4	3	2	1	9
50	Overall, I am satisfied with the quality of communication between departments.	5	4	3	2	1	9
51	I understand how my job contributes to achieving the city's goals and mission.	5	4	3	2	1	9
52	Overall, I am satisfied with the quality of top city management's communications.	5	4	3	2	1	9

J. Policies & Procedures		SA	A	N	D	SD	NA
53	I understand the rules and regulations related to my job.	5	4	3	2	1	9
54	I understand the city's procedures for disciplinary matters	5	4	3	2	1	9
55	I understand the city's grievance procedures.	5	4	3	2	1	9
56	Exceptions to rules, regulations, policies and procedures are rarely made in my department	5	4	3	2	1	9

K. Ethical Environment		SA	A	N	D	SD	NA
57	I am familiar with the city's code of ethics	5	4	3	2	1	9
58	I know how I can report unethical behavior.	5	4	3	2	1	9
59	I am expected to report the questionable ethical behaviors of others.	5	4	3	2	1	9
60	I can report unethical behavior without fear of retaliation.	5	4	3	2	1	9
61	If someone in the city participated in unethical behavior, it would probably be detected and punished	5	4	3	2	1	9
62	I am expected to treat everyone who comes to the city the same, regardless of personal or political connections.	5	4	3	2	1	9
63	Overall, my department is an ethical place to work.	5	4	3	2	1	9
64	My department management uses public resources (city supplies, staff time and equipment) only for city purposes and not for personal or political uses.	5	4	3	2	1	9

Listening to the Workforce

K. Ethical Environment (continued)		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA/ Don't Know
65	Top city management insists that employees follow city policies and laws.	5	4	3	2	1	9
66	Top city management treats all members of the public the same, regardless of personal or political connections.	5	4	3	2	1	9
67	My immediate supervisor sets a good example of ethical conduct	5	4	3	2	1	9
68	My department management sets a good example of ethical conduct	5	4	3	2	1	9
69	Top city management sets a good example of ethical conduct.	5	4	3	2	1	9
70	The Mayor and City Council set a good example of ethical conduct.	5	4	3	2	1	9
71	Overall, Kansas City government is an ethical place to work	5	4	3	2	1	9
L. Mayor & City Council		SA	A	N	D	SD	NA
<i>I believe the Mayor and City Council ...</i>							
72	... are concerned about city workers.	5	4	3	2	1	9
73	... make decisions based on what is best for the entire community.	5	4	3	2	1	9
74	... listen to what city workers have to say.	5	4	3	2	1	9
75	... value the work I do for the community.	5	4	3	2	1	9
76	... understand the working conditions in my department.	5	4	3	2	1	9
77	... consider the best interest of city workers when making decisions.	5	4	3	2	1	9
78	... support my department's goals	5	4	3	2	1	9

79 **Of the following areas evaluated in this survey, which THREE should be the city's top priorities for improvement over the next two years?**

_____ 1st Choice _____ 2nd Choice _____ 3rd Choice

- | | |
|---|-------------------------------------|
| A. Equipment & Resources | G. Employee Recognition |
| B. Safety | H. Career Development Opportunities |
| C. Working Environment | I. Communication |
| D. Compensation & Benefits | J. Policies & Procedures |
| E. Customer Service & Community Relations | K. Ethical Environment |
| F. Leadership & Managerial Effectiveness | |

Listening to the Workforce

- 80 Overall how satisfied are you with your employment at the City of Kansas City, Missouri?
 Very Satisfied 5 Satisfied 4 Neutral 3 Dissatisfied 2 Very Dissatisfied 1 Don't Know NA 9
- 81 Compared to three years ago, how do you think the overall quality of the work environment in your department has changed?
 Much Better 5 Somewhat Better 4 About the Same 3 Somewhat Worse 2 Much Worse 1 Don't Know NA 9
- 82 How strongly do you agree with the following statement: "I believe city leadership will take action to improve the work environment based on the results of this survey."
 Strongly Agree 5 Agree 4 Neutral 3 Strongly Disagree 2 Don't Know Disagree 1 NA 9
- 83 What is the greatest hindrance to you in the routine performance of your job?

DEMOGRAPHICS: The questions listed below will only be used to better understand the needs of specific groups of employees. If you do not feel comfortable answering, please leave those questions blank.

- 84 How many total years have you been employed by the City of Kansas City?
 ___(1) under 1 year ___(2) 1-5 years ___(3) 6-10 years
 ___(4) 11-15 years ___(5) 16-20 years ___(6) more than 20 years
- 85 What is your supervisory status?
 ___(1) Non-supervisor ___(2) 1st-line supervisor ___(3) Manager
- 86 What is your gender?
 ___(1) male ___(2) female
- 87 What is your age?
 ___(1) under 21 ___(2) 21-29 ___(3) 30-39
 ___(4) 40-49 ___(5) 50-59 ___(6) 60+

Thank you for completing this survey.
 Please return your survey to the City Auditor's Office by October 27, 2008.
 414 E. 12th Street, Room 2103, Kansas City, Missouri 64106

Appendix B

2008 Employee Survey Results

2008 Employee Survey Results

n=the number of responses excluding not applicable, don't knows, and blanks

Equipment and Resources						
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	n=
Q1 I have the equipment I need to do my job well.	18.1%	44.1%	12.4%	15.1%	10.4%	299
Q2 The equipment I use is well maintained.	15.4%	39.9%	23.2%	12.8%	8.7%	298
Q3 The gloves, clothing and protective items I need to do my job safely are readily available.	24.1%	39.0%	18.2%	11.2%	7.5%	187
Q4 Job vacancies are filled in a timely manner.	5.2%	9.6%	18.2%	23.4%	43.6%	291
Q5 We have enough staff in my department to do our job.	6.6%	20.6%	15.6%	26.2%	30.9%	301
Q6 Overall, I am satisfied with the quality and availability of equipment and resources in my department.	9.3%	31.0%	23.7%	23.7%	12.3%	300
Safety						
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	n=
Q7 I receive enough training to do my job safely.	20.1%	49.8%	17.8%	7.8%	4.5%	269
Q8 Safety is emphasized in my department.	25.1%	44.6%	19.1%	6.4%	4.9%	267
Q9 I know what to do if I am injured on the job.	22.5%	53.3%	13.0%	8.4%	2.8%	285
Q10 Overall, I feel safe when doing my job.	22.1%	51.6%	17.6%	5.2%	3.5%	289
Working Environment						
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	n=
Q11 My co-workers treat me with respect.	30.8%	45.8%	13.7%	5.4%	4.3%	299
Q12 My immediate supervisor treats me with respect.	34.8%	38.8%	12.4%	6.0%	8.0%	299
Q13 The amount of work I am asked to do during a shift is the right amount.	18.2%	40.2%	17.2%	16.6%	7.8%	296
Q14 Work assignments in my department are fair.	14.0%	35.1%	18.4%	16.7%	15.7%	299
Q15 Overall, I am satisfied with the working environment in my department.	15.4%	39.1%	18.4%	15.1%	12.0%	299

Compensation and Benefits						
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	n=
Q16 The city's health care plans meet my needs.	23.1%	51.7%	14.3%	8.2%	2.7%	294
Q17 I understand my city pension plan.	16.5%	49.2%	18.2%	10.4%	5.7%	297
Q18 I understand the voluntary deferred compensation program.	15.4%	51.9%	19.5	7.5%	5.8%	293
Q19 I am paid fairly for the work I do.	9.7%	29.8%	16.7%	25.8%	18.1%	299
Q20 Overall, I am satisfied with the compensation and benefits I receive.	11.4%	36.2%	26.8%	19.1%	6.4%	298

Customer Service and Community Relations						
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	n=
Q21 My contact with the public is a pleasant experience.	20.7%	57.2%	16.5%	5.3%	0.4%	285
Q22 My department emphasizes good customer service.	36.6%	43.0%	14.1%	4.4%	2.0%	298
Q23 My department has a good reputation with the public.	22.1%	34.8%	24.5%	13.8%	4.8%	290
Q24 Overall, I am satisfied with the quality of service provided by my department.	21.9%	46.5%	16.8%	9.4%	5.4%	297

Leadership and Managerial Effectiveness						
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	n=
Q25 My immediate supervisor evaluates employees using the same standards for everyone.	21.7%	36.0%	13.6%	15.4%	13.3%	286
Q26 I can talk to my immediate supervisor about things that concern me at work.	31.7%	34.3%	11.3%	10.0%	12.7%	300
Q27 I know what my immediate supervisor expects of me.	30.7%	42.3%	11.0%	9.0%	7.0%	300
Q28 My immediate supervisor gives me helpful feedback about my performance.	26.4%	33.1%	16.7%	12.7%	11.0%	299
Q29 Overall, I am satisfied with the leadership of my immediate supervisor.	28.0%	31.7%	13.0%	12.7%	14.7%	300
Q30 In my department, performance evaluations are fair.	15.7%	30.3%	24.0%	11.1%	18.8%	287
Q31 In my department, discipline is fair.	14.5%	27.9%	20.7%	15.5%	21.4%	290
Q32 My department operates efficiently and smoothly.	11.0%	28.4%	26.8%	18.1%	15.7%	299
Q33 Morale is good in my department.	9.6%	20.9%	24.9%	20.3%	24.3%	301

Leadership and Managerial Effectiveness (continued)						
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	n=
Q34 Overall, I am satisfied with the leadership of my department's management.	12.8%	25.9%	20.2%	17.5%	23.6%	297
Q35 Overall, I am satisfied with the leadership provided by top city management.	6.8%	16.7%	24.5%	26.5%	25.5%	294

Employee Recognition						
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	n=
Q36 In my department, employees are appropriately recognized for a job well done.	11.4%	22.2%	22.2%	20.5%	23.6%	297
Q37 My work is appreciated by my immediate supervisor.	24.4%	39.1%	13.0%	11.4%	12.0%	299
Q38 My work is appreciated by department management.	15.3%	26.1%	23.4%	16.6%	18.6%	295
Q39 Overall, I am satisfied with the level of employee recognition in my department.	9.4%	23.6%	25.9%	21.2%	19.9%	297

Career Development Opportunities						
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	n=
Q40 I receive enough training to do my job successfully.	12.7%	46.8%	15.4%	16.1%	9.0%	299
Q41 There are adequate opportunities for professional development in my department.	6.7%	26.5%	29.2%	21.5%	16.1%	298
Q42 In my department, promotions are handled fairly.	6.3%	19.6%	26.2%	18.9%	29.0%	286
Q43 The city provides adequate advancement opportunities for employees.	8.4%	22.5%	30.2%	20.1%	18.8%	298
Q44 Overall, I am satisfied with the professional development and advancement opportunities that are available to me.	6.4%	23.8%	29.2%	24.2%	16.4%	298

Communication

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	n=
Q45 My immediate supervisor keeps me informed about changes that affect my work in a timely manner.	19.0%	39.3%	16.9%	14.2%	10.5%	295
Q46 My department's management keeps me informed about changes that affect my work in a timely manner.	12.2%	29.6%	19.4%	19.7%	19.0%	294
Q47 My immediate supervisor and department management listen to my suggestions.	15.6%	28.4%	22.5%	17.6%	15.9%	289
Q48 Overall, I am satisfied with the quality of communications within my department.	11.6%	24.0%	24.3%	19.9%	20.2%	292
Q49 I know what is going on in other departments.	3.8%	11.5%	29.0%	29.0%	26.6%	286
Q50 Overall, I am satisfied with the quality of communication between departments.	3.2%	10.9%	29.2%	29.6%	27.1%	284
Q51 I understand how my job contributes to achieving the city's goals and mission.	23.6%	41.4%	23.3%	5.8%	5.8%	292
Q52 Overall, I am satisfied with the quality of top city management's communications.	6.3%	13.5%	31.9%	22.6%	25.7%	288

Policies and Procedures

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	n=
Q53 I understand the rules and regulations related to my job.	29.0%	56.3%	8.9%	4.8%	1.0%	293
Q54 I understand the city's procedures for disciplinary matters.	22.4%	52.7%	15.3%	6.5%	3.1%	294
Q55 I understand the city's grievance procedures.	21.4%	43.4%	21.0%	8.3%	5.9%	290
Q56 Exceptions to rules, regulations, policies and procedures are rarely made in my department.	12.4%	27.2%	28.3%	13.8%	18.4%	283

Ethical Environment						
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	n=
Q57 I am familiar with the city's code of ethics.	21.9%	57.9%	13.4%	4.5%	2.4%	292
Q58 I know how I can report unethical behavior.	21.7%	52.2%	13.2%	8.5%	4.4%	295
Q59 I am expected to report the questionable ethical behaviors of others.	18.4%	47.1%	22.2%	6.5%	5.8%	293
Q60 I can report unethical behavior without fear of retaliation.	12.1%	28.7%	20.8%	17.3%	21.1%	289
Q61 If someone in the city participated in unethical behavior, it would probably be detected and punished.	9.0%	20.8%	31.6%	22.6%	16.0%	288
Q62 I am expected to treat everyone who comes to the city the same, regardless of personal or political connections.	37.8%	52.7%	4.7%	2.7%	2.0%	296
Q63 Overall, my department is an ethical place to work.	17.1%	37.9%	24.9%	8.9%	11.3%	293
Q64 My department management uses public resources (city supplies, staff time and equipment) only for city purposes and not for personal or political uses.	26.1%	42.4%	17.4%	6.2%	8.0%	276
Q65 Top city management insists that employees follow city policies and laws.	24.9%	47.4%	16.8%	4.9%	6.0%	285
Q66 Top city management treats all members of the public the same, regardless of personal or political connections.	11.3%	21.1%	32.5%	18.5%	16.6%	265
Q67 My immediate supervisor sets a good example of ethical conduct.	31.2%	33.2%	15.8%	8.6%	11.3%	292
Q68 My department management sets a good example of ethical conduct.	20.6%	33.2%	19.2%	12.6%	14.3%	286
Q69 Top city management sets a good example of ethical conduct.	8.8%	21.2%	37.2%	17.2%	15.7%	274
Q70 The Mayor and City Council set a good example of ethical conduct.	1.5%	16.8%	28.6%	27.1%	26.0%	273
Q71 Overall, Kansas City government is an ethical place to work.	3.8%	29.4%	44.3%	10.7%	11.8%	289

Mayor and City Council

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	n=
<i>I believe the Mayor and City Council...</i>						
Q72 ...are concerned about city workers.	5.2%	18.7%	27.3%	30.1%	18.7%	289
Q73 ...make decisions based on what is best for the entire community.	3.5%	22.3%	26.8%	27.5%	19.9%	287
Q74 ...listen to what city workers have to say.	2.8%	12.1%	27.7%	31.8%	25.6%	289
Q75 ...value the work I do for the community.	6.0%	22.0%	32.6%	19.9%	19.5%	282
Q76 ...understand the working conditions in my department.	2.8%	10.2%	19.8%	27.9%	39.2%	283
Q77 ...consider the best interest of city workers when making decisions.	2.1%	10.1%	31.6%	27.8%	28.5%	288
Q78 ...support my department's goals.	3.7%	20.1%	37.7%	16.8%	21.6%	273

Q79 Of the following areas evaluated in this survey, which THREE should be the city's top priorities for improvement over the next two years?

Priorities for Improvement	1st Choice Frequency	2nd Choice Frequency	3rd Choice Frequency	Total	% of Respondents
Compensation & Benefits	93	44	27	164	56.4%
Leadership & Managerial Effectiveness	68	41	36	145	49.8%
Equipment & Resources	48	22	17	87	29.9%
Working Environment	20	28	33	81	27.8%
Career Development Opportunities	3	30	38	71	24.4%
Communication	15	26	28	69	23.7%
Ethical Environment	8	29	27	64	22.0%
Employee Recognition	8	22	33	63	21.6%
Customer Service & Community Relations	16	20	22	58	19.9%
Policies & Procedures	2	14	15	31	10.7%
Safety	10	11	8	29	10.0%
Total	291	287	284		

Overall Questions

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	n=
Q80 Overall, how satisfied are you with your employment at the City of Kansas City, Missouri?	17.7%	47.4%	20.1%	8.9%	5.8%	293

	Much Better	Somewhat Better	About the Same	Somewhat Worse	Much Worse	n=
Q81 Compared to three years ago, how do you think the overall quality of the work environment in your department has changed?	6.4%	12.4%	36.8%	23.7%	20.7%	266

	Strongly Agree	Agree	Neutral	Disagree/Strongly Disagree	n=
Q82 How strongly do you agree with the following statement: "I believe city leadership will take action to improve the work environment based on the results of this survey."	3.1%	15.6%	33.9%	47.5%	257

Q83 What is the greatest hindrance to you in the routing performance of your job?

See Appendix C for responses to question 83.

Demographics

Q84 How many total years have you been employed by the City of Kansas City?	Count	Percentage	n=285
Under 1 year	6	2.1%	
1-5 years	63	22.1%	
6-10 years	60	21.1%	
11-15 years	47	16.5%	
16-20 years	41	14.4%	
More than 20 years	68	23.9%	

Q85 What is your supervisory status?	Count	Percentage	n=281
Non-supervisor	171	60.9%	
1st-line Supervisor	67	23.8%	
Manager	43	15.3%	

Q86 What is your gender?	Count	Percentage	n=278
Male	160	57.6%	
Female	118	42.4%	

Q87 What is your age?	Count	Percentage	n=283
Under 21	0	0.0%	
21-29	18	6.4%	
30-39	51	18.0%	
40-49	89	31.4%	
50-59	96	33.9%	
60+	29	10.2%	

Appendix C

Responses to Question 83

Responses to Question 83⁴

Q83	What is the greatest hindrance to you in the routine performance of your job?
1	Lack of resources and real understanding of important issues hindering the staff from getting the work done.
2	The quality of work vehicles in the meter reading fleet has decreased with time. Some new vehicles I believe have been recently purchased but are yet to be in use. Many problems occur with the aging fleet in use and could pose some safety concerns.
3	Equipment down time. The time it takes to get supplies and equipment, not filling vacancies in a timely manner, and not having a sufficient number of positions in the first place.
4	Not enough trucks to do our job. The ones we have are old and VERY UNSAFE! I am asked by my supervisor to use an unsafe vehicle. Not enough equipment or tools – unsafe trucks.
5	The negativity experienced by the public perception. The lack of security of job performance. The constant threat of layoffs and the difficulty completing more tasks than should be expected – not enough people to do the work involved. After all this time I am looking elsewhere because I feel underappreciated and overworked.
6	Supplies availability and equipment to operate effectively or serviced in a timely manner to avoid a breakdown or a more up to date system to effectively make corrections when information is entered into the system.
7	Money for initiatives. Competing priorities at work. Lack of enough hours in a day. Lack of understanding from the public about city services.
8	Lack of tools to work with. Not enough staff to cover jobs. Outdated computer equipment to work with. Software very outdated.
9	Lack of adequate resources for my unit to do an effective job.
10	Mechanical support for equipment and manpower – we don't have competent mechanics who know how to prioritize equipment necessity and make needed repairs in a timely manner.
11	Not enough employees. Bad computer system.
12	Equipment and resources.
13	Not enough resources for project, i.e., manpower and equipment.
14	Lack of adequate personnel support, equipment restrictions, and the job I perform for the city is not made a strong enough priority.
15	Inadequate resources and lack of documentation for constantly changing procedures which causes inconsistencies between different management groups.
16	Lack of fair treatment. A high turnover rate of employees. Lack of respect from management of my job. Extremely poor equipment to work with.
17	Equipment! Need to update equipment.
18	Tools!!! I am a _____ in the _____ department. The department supplies tools but not well at all...I want the tool allowance so I can purchase more tools to do a better job...Need to change the residency requirement.
19	Poor/faulty equipment
20	Buses with the seats broken down that make your back and shoulders hurt after two hours, because every time you turn a corner you feel like you're falling out of the seat. You shouldn't have to work eight hours a day in pain. Bus seats get so much use that they should be changed yearly or every year and a half.
21	Equipment - need better!

⁴ We have removed identifying information from the responses and have made minor grammatical and spelling corrections. Any emphasis was in the original response.

Listening to the Workforce - 2008 Employee Survey

22	Lack of realistic training opportunities and locations. Lack of communications and actions taken when tools or training is requested through the suppression side of our department.
23	Safe buses to drive at the airport. Don't go buy the cheapest but the <u>safest</u> . You can see the ground while you drive. This is not safe in the winter.
24	Management having us work with broken down equipment. Not replacing but trying to fix up what we have and it's not enough to go around. Supervisor favoritism and not grading the annual fairly. Basing our raise on what the supervisor grades you on. There should be a way for the worker to grade management, supervisor annually to determine their raises.
25	Top management, equipment quality, and the lack of care of city employees vs. contract employees.
26	Having to do something or a job twice when it can be done once. Need tools and cannot get them because the supervisor has the only key and you have to wait for him so you can get tools.
27	Having the equipment to do my job.
28	(1) Shared equipment vs. individual might be cost savings but not efficient. (2) Cubicles offer no privacy for staff or public. (3) Lack of teamwork/cooperation between divisions of the department with the city as a whole unit – me/me/me is the rule of the day vs. us/we!
29	Office supplies and equipment shortages. Lack of inter and intra departmental cooperation.
30	Upper management and equipment
31	Lack of personal access to computer.
32	When the system is down (which is rare).
33	Broken down and worn out photocopiers and printers.
34	A laptop computer.
35	Staying with the current technology. Recognizing my experience and workload when there are others at a higher position that I qualify for doing a <u>lot</u> less work.
36	PeopleSoft needs to be upgraded across the board. All city departments need to move to PeopleSoft so we all are working in the same software. Making communication and service far more effective and efficient.
37	The greatest hindrance is not having a printer/copier in the suite that I work in. We have to get up, go down the hall, through a secured door to get to the closest copier/printer in which some printouts contain confidential information.
38	Slow computer
39	Lack of adequate software – updated estimating programs. CADD programs. Slow and onerous computer equipment.
40	Having computers that work.
41	Lack of tools to do my job. It took four weeks to get a printer. We were told by management that when the ink runs out of our printers, it will not be replaced. Department Christmas breakfast has been stopped due to lack of funds due to department being merged with other departments (was self-supporting).
42	My validation and receipt printer is old and outdated. It slows down processing receipts for my customers. Strongly agree, I need a new receipt printer.
43	(1) Store room. (2) Not able to get money for schools in the trades like mechanics.
44	Dealing with the storeroom to purchase parts needed.
45	Getting parts and supplies.
46	Equipment such as chairs and even small supplies.
47	Getting the things you need for the job in a timely manner.
48	Not having staff for the current demand.
49	City's acceptance and tolerance for poor performance and city's inability to get quality applicants for employment.

50	Staffing, performance evaluations, quality of communications between departments.
51	No enough personnel to do the job.
52	My first-line supervisor does not care about the work I do or the shortage of help. Cannot talk to her.
53	Not getting replacements after someone quits, dies or transfers; like waiting a year now for a replacement.
54	People not reporting to work.
55	The city has a difficult time retaining quality employees. Part of the reason is lack of ability/resources to reward employees for a job well done. I would also like to comment on the physical working environment. We ROUTINELY have roaches and other bugs on our desks at City Hall despite repeatedly reporting this to building management. We should not have to work in conditions like this. Also, no one ever really cleans the office/bathroom.
56	Lack of enough help in the field and administrative staff.
57	Staffing levels.
58	Reduction in workforce (lost positions).
59	Inability of HR to fill vacancies in timely manner. HR is very rigid and inflexible.
60	Having to listen to two supervisors having a fit about bugs and broken toilets. I don't like it either but I kill the bugs and go on about my business. As far as the toilet is concerned, if they don't have enough maintenance workers to fix things, then we will have to wait in line.
61	Must do jobs myself to get it done correctly and completely.
62	Poor or untimely communication on a daily basis that affects my workload. Lack of understanding by city and department top management of work constraints resulting from inadequate human resources to meet increased workload created by expanded responsibilities. Also their lack of knowledge of past practices and procedures. Not enough staff to provide back up so you can take time off from work.
63	Staffing. I have lost several labor positions over the course of the past couple of years. Expectations have increased over that same period of time. It is frustrating to see labor employees continuing to have money given to them through VPP but nothing for the lower level exempt managers. This has caused my morale to go down. Why can't we qualify for some of the VPP incentives, i.e., education, licenses, etc?
64	Shortage of staff.
65	Dealing with the unrealistic expectations on our human resources and capacity. Downsizing is one thing, but the demands on the time needed to get projects and work done by an unrealistic time frame is abusive to city employees.
66	Not having enough people. We have too many managers and not nearly enough labor class employees.
67	Inconsistent messages/interpretations of HR policies and procedures. HR hiring practices and length of time required to hire. Residency requirement. FMLA by a lot of employees who abuse the system.
68	Lack of resources (i.e. people).
69	Being able to hire qualified professional staff. The qualifications and salaries for accountants are terribly inadequate. However, city management expects better financial reporting.
70	<u>Understaffed.</u> How can you effectively do your job when you are lacking sufficient support staff and an adequate number of "skilled" co-workers? I love my job working for the city, but the private sector grows more appealing by the day. Get us the help we need!
71	We do not have enough staff in our office to adequately complete projects.
72	Too much work – too few employees.
73	Trying to do more work with fewer employees.

74	Over-worked, under-staffed. Virtually no cooperation between departments. So-called "support" departments (Finance, General Services, City Manager's Office, etc.) bark or dictate orders and give <u>no</u> support to operating departments. Total lack of caring about helping operating departments actually accomplish their goals. I think the morale of city employees is at an all-time low. Employees are just about at a breaking point. Managers try to do what they can to keep a positive atmosphere, but they are so over-loaded and understaffed. They are just putting out fires.
75	Budget crunches. Takes too much money away from department every year.
76	Lack of funds.
77	Lack of funding for additional training. Increase tuition reimbursement for undergrad education. Most jobs do not require graduate degrees.
78	Lack of resources.
79	(1) Lack of budgetary support. (2) Low morale. (3) Bureaucracy.
80	Funds
81	Concern about (excessive) amount of toner dust in the office, especially when copiers and printers are making more copies so that it reduces the air quality we work in. Another concern is spray adhesives being used indoors. In a closed environment, the ventilation system circulates contaminants throughout the office airspace. A simple dust particle test could show affects these play in our health over time.
82	Other employees who do not follow through with paperwork so that I can complete my duties. Other employees who need "things" immediately - almost every time there is a rush job to be done, there are mistakes made that are time consuming to correct. Other employees not wanting to take "ownership" of their duties and expecting me to do parts of their job.
83	Lazy co-workers.
84	Researching ownership at the end of the process instead of at the beginning to be more efficient (cross-training the administrative staff to assist with this process.)
85	The lack of fairness as it relates to project assignments.
86	Not recognizing the senior person.
87	Co-workers not being able to get along. Also, not a lot of _____ on training and cross training.
88	Getting the necessary documentation to start projects and having the support of the engineers when it's brought to their attention. Lack of support!
89	That my subordinates always complain and do not appreciate being employed through this tough economy.
90	Differing expectations and the fact that I work in five different _____ areas.
91	Top management making office staff perform the work that supervisors should be doing for themselves. Following up on annual ratings of _____ employees, printing, filling out and tallying VPP paperwork for the supervisors. Typing up annual ratings for the supervisors, etc.
92	(1) Why do we have to live in the city limits? (Not fair) (2) Unfair treatment. Most work piled on the hard working employees. Very little given to the lazy employees. This creates hard feelings in the departments. (3) And upper management <u>DOES NOT CARE</u> about employees. He has said that to us.
93	Management does not know the job we do and expects too much and not enough time to do our jobs as best quality as we would like. Employees are overworked which causes some employees to stress and turns into arguing even among supervisors turning on each other and hot lining each other. Nothing is done to help even when management is aware of conditions. She says just do it. I don't have a problem doing the job others do due to training.
94	Communication and lack of respect between co-workers and my immediate supervisor.

95	I work in _____. The morale in this area is the lowest I've seen at any job I've worked in my life. People are promoted based on gender and race. Management is nearly incompetent and yet makes 100K + per year while those who have true technical skills are underpaid at around 50K per year. I don't see this changing and will leave when I find another job. The director does nothing but travel and sit in his office. This department is the worst waste of tax dollars I've ever seen in a decade of working with three levels of government in three different states.
96	(1) Fellow employees taking off work FMLA. (2) Having to work another eight hours after completing eight hours on the first shift 0030-0830 while the persons have at least four days off per week while others fill in their spots. (3) When management does not understand when there is a serious problem with co-workers they like as friends.
97	People don't understand the task that I perform (accounting). They resent giving information or being asked questions (being held accountable), so I can "code" properly. After many years, I feel like I am giving too many lectures to the same people over and over again. It is frustrating. I have been printing out relevant AR's; but rules don't get enforced unless they want to terminate someone!
98	Co-workers not doing their job so I can complete my assignments. They complain and abuse city time because they don't want to do anything all day long.
99	That my manager refuses to try to know "how" and "what" I do, he just wants results. So, this causes him to regularly give unbearable deadlines and make hard to satisfy requests. At the same time his manager tells me to only do what I can do. But my manager always says that his manager needs the work right away. Uuugh! When I reported how my manager was abusing time off at work during regular hours I was told that it was none of my business. When I explained that morale was going down due to leadership, I was told that it was just making a situation out of nothing.
100	Half of the people get away with sleeping, playing on lap tops and since they buddy-up with the boss, they get away with it. No lap tops at work!
101	Supervisor and superintendent mismanaging the work force – makes it <u>impossible</u> to have good quality work – morale – customer service.
102	Lack of communication between departments. There is a lot of overlap in the services the city provides but a SEVERE lack of coordination. This coordination should be an expectation to help efficiency (time, money, etc.) of citizens and management of city employees. When Council does not even look up at staff presenting, it is rude and very distracting. Staff usually puts in a lot of time and effort into projects and are knowledgeable on their topics. I noted there are enough employees to get the job done (in a previous question), the number is enough but there is <u>no</u> even distribution of work. I have seen far too many times city employees with their feet on their desk reading sale ads, painting their fingernails, etc. as I rush around to <u>get things done</u> . But, they get serious <u>attitude</u> when you ask for help (which is in their job description). These people have wasted taxpayer dollars for <u>years</u> . Managers need to <u>manage</u> their employees. These employees should not have the privilege of sitting around talking with their friends, planning church activities, wasting the city's resources (ex – printing crossword puzzles) and getting <u>paid</u> for it. This is a disincentive for the employees who are trying to better this city. Also, what about appropriate work place attire? One minute you see someone in sweat pants, the next you see someone with a cleavage bearing halter top. <u>Inappropriate</u> . This is not a gym. This is not the 'club'. This is a place of respectable work. There is no opportunity for advancement in my department unless you have worked here (I believe) seven years. A max of a 4% raise with <u>no</u> recognition of hard work for seven years is the reason many bright young people leave for opportunities. My department actually combined job classifications – making advancement impossible for <u>numerous</u> years.
103	Management, communications, working environment, leadership.

104	The work environment is so hostile, that the morale is low, which increases bad stress. It makes you feel like not working. Your co-workers don't feel like working so it's harder to get good help if you need help with something.
105	Inter-division communication and lack of support to other divisions. Always want but not give same respect and support back.
106	Duplication of record keeping.
107	Loose dogs in the areas where meter readers are working. Sometimes not being able to contact supervisors over the two-way radio. And sometimes rude customers and some prejudiced customers.
108	My boss doesn't know the jobs of his subordinates. He is intimidated by some subordinates in his section. He has a poor relationship with his boss. His brain is out to lunch most of the time. He cannot focus on any one item. He shoots from the hip on dealing with problems.
109	Managers and supervisors are not held accountable with regard to maintaining effective budget; hiring within the city for upper level management positions; communicating with Human Resources – answers to questions change like the wind and there are far too many exceptions to rules for certain people.
110	Management.
111	The city hires the new generation of workers who do not have the same work ethic as the older workers. They keep people past their probation period that they should release. Supervisors of repair crews do not properly train new people. General supervisors are hiring their own family members and give special treatment. I was a supervisor for _____ years. Is it ethical for a general supervisor to run a big football pot on city time, computers, paper? Does upper management know about this?
112	A backward promotion process where those who advance in good graces will be expected to accept less responsibility, and those who advance under less friendly circumstances will accept more responsibility often for no increase in wage! Please take a look at _____ department's middle management!
113	Take the leadership role model of Mayor Bloomberg (NYC). In times of economic strife, don't cut budgets with a scalpel, instead impose wage controls, reduce departmental budgets evenly across the board and raise taxes incrementally. KC's Finance and Audit Committee believes budget control to finance the deficit means massive cuts and unemployment.
114	My immediate supervisor.
115	Investing resources in the wrong places. Also taking too long to make decisions and formulate directions of strategy.
116	The bad morale that comes from upper management allowing old time employees to come to work and do absolutely nothing and still collect a paycheck. Discipline is very erratic according to who you are and how well the plant manager likes you.
117	Living conditions of some stations I work at. The <u>extreme length of time</u> it takes this city to get something finished after the ball starts rolling.
118	Management not recognizing your capabilities.
119	Human resources hiring process.
120	Management plays favorites.
121	Improper utilization of staff talents. Employees near retirement who only show up. Managers in City Manager's Office with no ethics or integrity.
122	Lack of upper management vision. Lack of change and refusal to make innovative cost saving changes. I personally implement a \$_____ savings and <u>no one</u> said thanks, good job, <u>nothing</u> .
123	Micromanagement and retaliatory behavior by upper management at _____ department.
124	Supervision.

125	The lack of support of upper level management when needing to discipline my department's manager, and the lack of leadership by example.
126	Getting decisions from upper management on matters that involve other departments.
127	Upper management thinking that they know everything about the job. And not listening to the men and women that really do the job.
128	Management shows no desire to help me pursue my interests or to help me identify and strengthen my best job skills. I don't think they care at all.
129	Management style and performance. Communication.
130	Leadership, management not communicating very well with the employees.
131	Lack of direction for the agency.
132	The managers do not listen to the employees and they are more concerned about friendships than getting the job done fairly and effectively for everyone.
133	Management from _____ who has kept staff in turmoil because of the non-understanding of the department's business. What a joke to give this kind of power to one employee with no experience of the business.
134	Micromanagement.
135	The mayor, city manager, City Council and upper management need to listen and take some of the advice of the labor force and mid-management. We are out in the trenches and we do have some of the best advice on how to make some or a great deal of things work to make the consumer and upper management pleased with the outcome.
136	Support from top city management to provide adequate resources, services and programs for our citizens.
137	Having to deal with favoritism. If you're not one of the favorites, then what you do doesn't matter. Never recognized for a job well done, even if you go beyond the call of duty.
138	Minorities are favored.
139	Management was very poor. Sometimes management played favorites. Some upper management didn't know how to talk to the employees and when told there was nothing done about it. So that affected the quality of work in some area of the job site.
140	Friends group.
141	Management.
142	The lack of professionalism in my department is incredibly disturbing. If the _____ department doesn't change its course, it will continue to lose its experience and strength through revolving doors.
143	Having to be self-motivated due to the lack of incentives and raises for going above and beyond. The training was poor and the most we learned was how to be a lazy city worker since there is no reward.
144	I agree that the city is an ethical place to work. I agree that the mayor, manager, and Human Resources work hard to support employees. At the same time, I would be pleasantly surprised if anyone in management ever asked me how I was doing or if I had what I needed to do my job. Thanks.
145	Upper management in my department. There is little or no communication between them and my supervisor. I don't feel they care who I am or how I contribute to the city's mission. When they see me, they don't even know I work for them.
146	My immediate supervisor is capricious and is given unquestioning backing from immediately above. Thus creating anarchy.
147	Negative undercurrent and atmosphere in my section/division.
148	Micro-managing supervisor.

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149	The system of union rules meant to protect employees from abuse is being used to shield their bad behavior and poor performance or complete lack thereof. As a manager I have no flexibility with assignments – no way to reward good behavior or punish bad – at least not immediately. I have to be a lawyer and a bureaucrat keeping detailed records on everything. I get tired of the prison culture, drug lifestyle, and racist attitudes.
150	A complete understanding by upper management, City Council members and the mayor as to how best to utilize our services.
151	There is no level playing field. Racial bias. The “good ole boy” system is still alive and well.
152	Communication/information from immediate supervisor on how to accomplish jobs unfamiliar to me.
153	Leadership and management effectiveness, ethical environment, career development (especially training), and confidentiality. Fairness does not exist in my work environment.
154	The micro-management of my manager on decisions that we have made related to departmental staff. How upper management refuses to be flexible and not correct their mistakes when facts show otherwise.
155	The personal agenda of upper management.
156	My immediate supervisor is not competent. He delegates much of the work, relies too heavily on his subordinates, and has a history of being difficult to work with. Division manager refuses to address those issues. There is no recognition of personal contributions to the division’s operations. Division manager is aloof and disengaged from the activities within my section. I have been in the division for X years, however only the division manager has a longer tenure. More than half of the staff has turned over in my division during my tenure, including the division manager.
157	Undermining and retaliation by ex-manager _____ and current supervisor _____.
158	My immediate supervisor and manager and their inability to communicate with staff. They don’t have a real working knowledge about what is going on in the department.
159	The HR director and city manager need to be on the same page...always. It is hard to operate in ethnically diverse areas with things the way they are in the Mayor’s Office.
160	I enjoy working for the city, but the leadership in my area could use great improvement.
161	Supervisors not being totally trained and accepting of policy and procedures of the changes that have taken place the last few years. To continue to have interest in learning the new policies and procedures and fairly displaying them. More should be done to have Human Relations workforce administration and Council to understand departments outside of their immediate areas. To get more involved in the policy of each department. No department can be run under the same exact policy.
162	Too much top management and no one steps up and makes a decision. Too many employees getting by without working. Discipline is not enforced evenly. Too hard to get rid of people playing to the rules and testing their limits.
163	The favoritism that exists within the department. If you are not one of those favored you are not selected for promotions or special assignments or even cross training. While disciplinary action applies to me, it is forgiven for others. This is just the beginning of a long list of continued problems/concerns.
164	My direct supervisor doesn’t talk to anybody but two or three people. No communication – there is no talk about anything about what goes on before he comes in – I try to leave him notes. Any problems – I have to go to his manager. Otherwise – love my job – love my customers. I like my boss but something’s wrong.

165	Having people over me who don't understand my work, are incompetent, and direct my work. They don't understand the work and try and tell you how to do the job when you are the expert. We need a new director at the _____ department and division managers. They are the real problem at the _____ department. Someone needs to look at the _____ division. The division manager is so unfair and the director is extremely unfair and uncaring of city employees. He thinks what is best for himself. He doesn't care about the community.
166	Management refusing to allow a supervisor to make the first-line decisions and refusing to support the first-line supervisors in all aspects of the job.
167	Inadequate leadership!!!!
168	A very petty-minded, malicious department director who abuses his position and authority to punish staff who do not fall in line with his very narrow perspectives...The director moved me to a non-management position...
169	Leadership and communications.
170	Micro-management.
171	Lack of communication and support from upper management.
172	Low pay.
173	Poor morale due to poor pay.
174	Although I do extremely well at my job and have the experience to do my job at a higher pay level, when my supervisor requested higher pay it was turned down by HR!
175	I am an excellent employee with extraordinary customer service skills. Nothing keeps me from doing a good job! Where's my money you all cheated me out of??
176	As a manager it has been a great hindrance having direct reports that are at the same pay grade as myself. Last January's job banding gave employees the impression that they are equal if at the same pay grade. By that I mean direct reports don't feel they need to perform their job duties since we are now all "equally" compensated even though as manager I have all the responsibility. This will be the reason I leave the city – totally unfair compensation. I have had all "Always Exceeds" on my reviews but now am at the same salary as folks with little or no experience that barely meet expectations.
177	Salary. Recognition/performance.
178	When you hear about other departmental employees in surrounding cities (e.g., OP, Lenexa, etc.). Pension systems. You compare it to yours. Your morale decreases a little bit. People are really concerned about retirement.
179	To be able to satisfy the customer.
180	Not being available for assistance with customers' questions.
181	Phones – the automated system of some departments makes callers want to call other departments to get a live person to answer the phone.
182	Not being recognized for going out of my way to accept new duties and no matter how many extra things I do I know I am only getting a minimal raise because of poor exempt rating system.
183	Not being recognized for a job well done.
184	(1) Dead end positions – classes need to be upgraded. (2) No promotions or lack of promotions within city. (3) Employees making \$100,000 yearly and doing no work. (4) Upper management has favorites they promote over qualifying employees the city hires.
185	Knowing I don't have an opportunity to promote for 10 years and my BA Degree and Master's work counts for nothing to my future here. I will have to work 10 years longer to pay for my health insurance. This creates low morale in the work force.
186	I believe we need more training and need to be kept up to date. I do love working for the city and I believe by far it is the best place I have ever worked.

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187	I would like to train to become a supervisor but you have to be working with the city for five years. I'm qualified to be a supervisor.
188	Early advancement based on good performance.
189	City employees who don't respond to requests by phone or email in a timely manner or respond with a communifaker (sic) – don't explain what they really need to fulfill your request.
190	Lack of communication between departments. Our HR liaison is not very pleasant to work with at the _____ department when you need answers to your questions.
191	Communication.
192	Lack of communication from department management.
193	Communication?!
194	Communication without any political undertones.
195	Others not understanding policies and procedures and so they don't follow them, and I have to clean up their messes.
196	Unethical conduct by top division and department management. Promotions based on things other than qualifications have led to terrible management decisions; more honesty and openness is needed – things are all done under a cloud of secrecy. Customer service is terrible and needs to be addressed.
197	Council and Mayor not being able to focus and prioritize and not be overly influenced by wealthy special interest groups.
198	Priorities placed on projects with possible political implications with no consideration for actual merit. Not receiving support from management when action is taken without preference for the political players involved.
199	The ethics of our acting director.
200	Influence of politically-connected attorneys.
201	Multi-tasker.
202	Lack of police and fire stations north of the river.
203	Too cold in summer. Too hot in the winter.
204	Having to live in the city limits where I cannot afford housing in a good area makes you want to find work elsewhere.
205	Quality education for my children.
206	Smoking in city buildings and vehicles.
207	Our files.
208	Operations and Maintenance, etc.
209	Not having the opportunity to be proactive instead of reactive when it comes to needing info from the City Council or board members.
210	The political struggle between elected officials and the city manager, as well as the elected officials among themselves.
211	N. Oak Road construction is awful! Traffic problems are the greatest hindrance to my job.

Appendix D

Methodology

Methodology

We developed our survey based on a review of prior surveys conducted by the city and other entities. We also asked department directors to submit questions. We tested a draft of the survey with city employees and revised the survey based on their feedback.

We mailed surveys to 1,000 randomly selected, full-time employees' homes on October 13, 2008. We excluded employees of the Kansas City, Missouri Police Department and City Auditor's Office; and elected officials and their employees.

The survey materials did not contain any identifying information to ensure the confidentiality of respondents. The mailing included a letter from the city auditor, the survey, and a postage-paid return envelope.

We asked respondents to return the survey by October 27, 2008. We extended the deadline for return and received 300 responses by November 20, 2008. Three additional surveys were received after that date. All responses were included in the data.

A total of 303 responses were returned, providing an overall response rate of 30 percent. Survey results have a 95 percent confidence level and a margin of error of up to +/- 5.4 percent. This means that out of 100 samples drawn in the same manner, we would expect 95 to yield results within the specified error range.

We verified survey data entered into Excel before performing analysis using the Statistical Package for the Social Sciences. For analysis purposes, we excluded don't know, N/A, and blanks.

When a respondent selected two responses for one question, we recorded the most positive response (rounding up) when the responses were adjacent (e.g. agree and strongly agree) and eliminated the response when responses were not adjacent (e.g. agree and disagree). When a respondent modified a survey question, we excluded the response. Question 83 is the only open ended question on the survey and asks the respondent to identify the greatest hindrance in the routine performance of his or her job. We removed identifying information from the responses to Question 83 and made minor grammatical changes and spelling corrections.

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Women and employees over age 50 were somewhat over-represented in the survey data. Employees under 39 years of age were somewhat under-represented.

Gender	Survey Respondents %	Citywide Workforce %
Male	57.6%	70.1%
Female	42.4%	29.9%

Age in Years	Survey Respondents %	Citywide Workforce %
Under 21	0.0%	0.2%
21-29	6.4%	11.3%
30-39	18.0%	24.0%
40-49	31.4%	32.8%
50-59	33.9%	25.1%
60+	10.2%	6.6%