



Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Mark Danaj

SUBJECT: 2006 SAN JOSÉ
EMPLOYEE SURVEY REPORT

DATE: 04-04-2007

Approved

Ray Woner

Date

4/6/07

COUNCIL DISTRICT: N/A
SNI AREA: N/A

RECOMMENDATION

Council acceptance of the 2006 Employee Survey Report.

BACKGROUND

As part of the City's efforts to be the "Best Public Sector Employer," the City has continued to seek feedback from its employees regarding satisfaction with their jobs and other aspects of the working environment. One approach we are using to obtain this feedback is a survey of all City employees. Beginning in 2001 and with bi-annual follow-up surveys in 2002, 2004, and 2006, we now have a significant data resource to obtain benchmark information and to track how we are doing and where there are opportunities to make San José a better place to work.

ANALYSIS

Survey Methodology

The content of the questionnaire for the 2006 survey closely matched that of the questionnaire distributed in 2004 and prior years, as many questions were designed to obtain data for performance measures used by departments and City Service Areas in the annual budget document. For 2006, some additional survey questions were added to provide baseline data on workforce retention, succession planning and diversity to help inform and track progress of the City's Succession Planning and Diversity Strategy.

The employee survey was conducted by the same consultant firm, Fairbank, Maslin, Maullin & Associates (FMM&A) that provides survey services for the San José Community Survey.

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The survey was conducted as a mail-in survey over the period from December 18, 2006 – January 31, 2007. A survey handbook was distributed to all full-time employees and mailed to all part-time employees. Employees responding to the survey returned their completed survey handbook anonymously by mail directly to FMM&A, who then tabulated the results. As in 2004, respondents also had the option of completing an online version of the survey, with anonymous responses collected by CCI Web Research, a third-party contractor.

Approximately 31 percent of all employees responded to the survey. The 2006 response rate was down from the record 41 percent return on the 2004 survey; but is comparable to the response rate in 2002. The response rate continues to compare quite favorably with those observed in private-sector employee surveys that FMM&A has conducted. Spanish and Vietnamese versions of the survey were available upon request.

Because survey responses to a mail-in survey are not considered “random” responses, the survey respondents are not necessarily a representative sample of all City employees. Nevertheless, the fact that the demographic profile of the survey respondents closely resembles that of all City employees, combined with the large sample size, suggests that the results provide a reliable indicator of employee attitudes and beliefs.

Key Survey Results

The complete report of survey results, along with a copy of the interview questionnaire, is included as Attachment A. Overall, the survey results reflect positive perceptions about San José and the working environment; however, the results indicate a number of areas that may merit further review and actions. Key findings of the survey include:

- Eighty percent of City employees say that they are “satisfied” with their jobs, a level of satisfaction that has remained constant since 2001. Job satisfaction among San José employees generally exceeds that among federal employees and workers in private industry.
- San José’s overall job satisfaction rate of 80% compares very favorably to the Federal Human Capital survey (68%) and a Private Sector survey (71%).
- The vast majority (85 percent) also agree that the City is a good employer, and more than three-quarters (76 percent) would recommend working for the City to their friends and neighbors who are interested.
- Nearly all employees (94 percent) agreed that they generally have the skill and knowledge they need to do their job well, while seven in ten (71 percent) agree that they have the technology tools they need to do their job well.
- In 2006, 56 percent of respondents agreed that “I am kept informed about issues facing the City that affect me.” This is down slightly from 58 percent in 2004 and 2002. San José’s satisfaction with information provided by management remains roughly comparable to the

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Federal Human Capital Survey (47%) and a Private Sector survey (60%). Efforts to improve communication with employees are a current priority of the administration and an inclusive stakeholder task force will be formed to explore key issues. Some current examples underway include the use of Citywide e-mail messages from the City Manager, restoring regular CityLine publication, and establishment of the Employee News Network (ENN) on the City's intranet.

- There has been a notable decrease since 2002 in the proportion of employees who say that “the City of San José values me as an employee” from 56 percent in 2002 to 50 percent in 2006. Less than half (48 percent) of employees are satisfied with the recognition they receive for doing a good job, similar to the 47 percent 2004 rating. These findings tend to support the continued need for enhancements to the City's employee recognition efforts. It will be important to sustain and grow the recent efforts to establish a stronger Citywide employee recognition program and to support the application of the new Employee Values established earlier this year throughout the City processes and culture. The next Employee Survey in 2008 will provide one measure of our progress in these areas.
- A new succession planning and diversity-oriented question this year explored employees' top reasons for continuing in City employment. The top five reasons for staying in City employment included:
 - Trust and respect among co-workers (42%)
 - Opportunity for individual contribution (32%)
 - Support for work/life balance (31%)
 - Stimulating/engaging work (30%)
 - Professional growth/career development (29%)

These findings will inform the newly emerging Succession Planning and Diversity Strategy to understand and address how City systems, communications and processes may need to be adapted to retain and attract talented employees as the City competes to fill new positions and vacancies resulting from anticipated retirements over the next 3-5 years.

- A series of new questions explored employee attitudes toward working with colleagues and customers of diverse backgrounds, thoughts and perspectives:
 - Seventy-one percent agree that San José values diversity and differences in the workplace
 - Seventy-four percent agree that their work group effectively addresses the diversity of our customers while delivering services
 - Fifty-six percent agree that differences of thought and perspective are valued in their work group.

This may indicate that employee perception of the City's diversity on a macro level, as a large employer or a customer-oriented organization, is relatively strong. However, the individual employees' personal diversity experiences within their own work groups may be

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significantly challenged. These findings will benchmark the impacts of the new Succession Planning and Diversity Strategy and inform how City systems can best meet the diversity needs of our employees and customers. This may include the impacts of work style, leadership, generational, ethnic, cultural and gender-related diversity.

- Over three-quarters (76 percent) of employees clearly understand the performance expectations of their job; however, less than one-half of employees (46 percent) agree they are given timely, constructive feedback on their performance. This rating is unchanged from 2004. This remains a significant issue, and efforts such as employee recognition as well as pilot efforts exploring new systems and technology to facilitate the performance evaluation process are being undertaken to address this perception.
- While a vast majority of employees agree the customer is a priority when making decisions in their work group (88 percent), and 76 percent of employees understand and support the City's vision to be a customer-focused, results-driven organization, less than a majority (43 percent) agree that their work group regularly uses performance measures to track results and make improvements. While use of performance measures is significantly up from that reported in 2001 (35 percent), use of measures has not shown a net increase since 2004. This finding supports the need for such efforts as the study currently underway to recommend ways to focus additional attention by the Council Committees on key performance measures throughout the year.

Next Steps

The employee survey was designed to provide a broad look at how employees feel about San José's working environment. Over the next several months, staff will be taking additional steps to determine the key issues the City should address and develop action plans for addressing the key issues. Staff will seek input from employees at all levels of the organization, including representatives from the City's bargaining groups, to confirm the importance of the issues, to provide more insight into any concerns, and to suggest improvements. Based on this input, staff will develop action plans for two or three key issue areas to address over the coming year.

The next employee survey will be conducted in the Fall of 2008 and every other year thereafter to allow sufficient time for the impacts of changes in the City's working environment to be reflected in the employees' perception.

PUBLIC OUTREACH/INTEREST



Criteria 1: Requires Council action on the use of public funds equal to \$1 million or greater.
(Required: Website Posting)

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- Criteria 2:** Adoption of a new or revised policy that may have implications for public health, safety, quality of life, or financial/economic vitality of the City. **(Required: E-mail and Website Posting)**
- Criteria 3:** Consideration of proposed changes to service delivery, programs, staffing that may have impacts to community services and have been identified by staff, Council or a Community group that requires special outreach. **(Required: E-mail, Website Posting, Community Meetings, Notice in appropriate newspapers)**

Although none of the above criteria apply to this item, the survey responses themselves reflect outreach to City employees. Communication of the survey results will be made to various stakeholders, including City employee bargaining units.

COORDINATION

This memorandum has been coordinated with Human Resources and the City Attorney's Office.

COST SUMMARY/IMPLICATIONS

There are no cost implications due to this action.

BUDGET REFERENCE

N/A

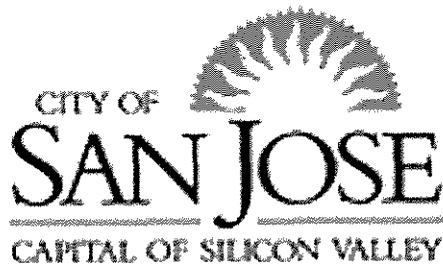
CEQA

Not a project.


MARK DANAJ
Director of Human Resources

Attachment

For questions please contact Brooke Myhre, Performance Development Manager, at 975-1401.



City of San Jose 2006 Employee Survey

Report of Survey Results

March 2007

320-295

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INTRODUCTION

This report presents the results of the 2006 survey of San Jose City employees conducted by Fairbank, Maslin, Maullin & Associates (FMM&A). The report highlights the key findings of the 2006 survey, and draws relevant comparisons to the results of previous San Jose employee surveys conducted by FMM&A in 2004, 2002, and 2001 and also to the results of recent employee surveys conducted by the federal government and major private employers.

The content of the 2006 employee survey was designed in cooperation with the staff of the City Manager's Office and the Department of Human Resources. Representatives of labor unions representing City employees offered input and advice as well. Many survey questions were repeated from previous San Jose employee surveys to track changes in employee opinion over time. However, the content of this year's survey was also substantially updated to cover a number of new issues as well, including a series of questions on the eWay self-service system and satisfaction with services provided by divisions of the Human Resources Department and strategic support services.

As was the case in previous surveys, FMM&A initially distributed the San Jose employee survey to all City employees in hard copy form. For the 2006 survey, 7,907 active City employees received survey booklets. Full-time employees received their survey booklets at the office, and supervisors were instructed to provide employees with time during working hours to fill out the survey. Part-time employees received the survey booklet in the mail at their homes. All survey booklets were distributed with a postage-paid reply envelope to allow the employees to send their anonymous responses directly to FMM&A for tabulation.

Employees were also offered the opportunity to reply to the survey using the Internet. FMM&A worked in partnership with CCI Web Research to offer an essentially identical version of the hard copy questionnaire on the Internet. Employees could choose to respond to the survey either in hard copy or on the Internet; ultimately, nearly one-third of responding employees chose to respond on the Internet, an increase from 2004.

The surveys were distributed on December 18, 2006, and employees were directed to return them by January 31, 2007, at which point a total of 2,462 questionnaires had been returned. The overall response rate for all City employees was approximately 31 percent, lower than in 2004 but comparable to the 33 percent rate of return in 2002. The drop in the response rate is likely due to the initiation of the survey shortly before the holiday period. Nevertheless, past research suggests that given the format and timing of the survey and its reminder notices, the response rate is not unusual.

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

The principal disadvantage of the mail and Internet survey methodology is that those who choose to return the mail surveys are not necessarily a representative sample of all City

employees. As a result of the non-random nature of the survey sample, it is not possible to specify a precise margin of sampling error for the survey results. Nevertheless, the fact that the demographic profile of the survey respondents fairly closely resembles that of all City employees, combined with the large sample size, suggests that the results provide a reliable indicator of employee attitudes and beliefs.

The report includes a number of comparisons to findings of two other employee surveys:

- The 2006 Federal Human Capital Survey (FHCS): a survey of 221,000 federal employees in all departments conducted via the Internet, May through August 2006
- A 2006 “private sector survey” reflecting an average of data collected from large, primarily U.S. corporations participating in the Office of Personnel Management’s Performance America Initiative.

Following the summary of findings, this report is divided into eight parts:

- **Part 1** describes San José employees’ overall satisfaction with their jobs and the reasons for continuing to work for the City.
- **Part 2** presents employees’ views of various aspects of their work environments. This section includes employees’ overall assessments of the City as an employer, as well as assessments of their individual departments and work groups. It also includes the findings regarding performance appraisals and their perceived value.
- **Part 3** discusses employee participation in Citywide training programs, and reviews participants’ assessments of various aspects of those programs.
- **Part 4** reviews employees’ understanding of the City of San José’s performance measurement system.
- **Part 5** investigates employees’ perceptions of internal services, such as services provided by the Human Resources Department and strategic support services.
- **Part 6** looks at perceptions of the eWay self-service system.
- **Part 7** assesses awareness of and participation in programs for city employees, including the Medical Reimbursement Account Program, the Dependent Care Assistance Plan, the Long Term Disability Plan, the Long Term Care Plan, and the Employee Assistance Plan.
- **Part 8** documents employees’ responses to an open-ended question that asked them what single change they would like to see made to improve their working environments.

The topline results of the 2006 survey are included at the end of the report as Appendix A.

SUMMARY OF MAJOR FINDINGS

The following are among the key findings of the 2006 San Jose employee survey:

1. Employees' General Impressions of Their Jobs and Work Environment

- **Eight in ten (80 percent) San Jose city employees are “satisfied” with their jobs.** The general feeling of satisfaction is far-reaching, including seven in ten or more respondents in virtually all segments of the City’s workforce. This finding is unchanged from previous years. (*Section 1.1*)
- **The vast majority (85 percent) also agree that the City is “a good employer”** (a figure that is also little changed from previous years). Related to believing the City is a good employer, seven in ten (71 percent) believe “the City of San Jose values diversity and differences in the workplace” and 76 percent say they would “recommend working for the City to friends and neighbors who are interested.” (*Section 2.1*)
- **Employees also continue to feel positively about their specific department and co-workers.** (*Section 2.2*)
 - Eight in ten (81 percent) employees agree that “I clearly understand the performance expectations of my job.”
 - Seventy-eight percent (78 percent) agree that “people in my work group operate as a team to deliver service.”
 - Seventy-six percent (76 percent) agree that “I am provided opportunities to make decisions about how to do my job.”
 - Seventy-three percent (73 percent) believe “employees in my work group treat each other with respect.”
 - Seven in ten (71 percent) believe “employees in my work group display honesty and integrity in the workplace.”

Results in these areas have changed little from those observed in previous years.

- **Over eight in ten (83 percent) said they at least “occasionally” work directly with people from other departments to provide improved service.** This finding suggests that the positive view of their jobs reflects a positive experience both inside and outside their own departments and work groups. (*Section 2.2*)

2. Training, Skills, and Job Expectations

- **Nearly all employees surveyed are comfortable that they “generally have the skills and knowledge they need to do their job well,” with 94 percent agreeing with this statement.** Furthermore, seven in ten (71 percent) believe “in general, I have the technology tools that I need to do my job well.” (*Section 3.2*)

- **The proportion who have participated in a training program offered to all City employees fell from 78 percent in 2004 to 61 percent in 2006. (Section 3.2)**
- **Just over half (52 percent) agree that “my supervisor encourages me to take citywide training classes to enhance my development within the department and the City.”** Two in ten (19 percent) disagree with this statement and three in ten (29 percent) neither agree nor disagree. (Section 3)
- **The City continues to get generally strong marks for the “overall quality of citywide training programs” (63 percent “excellent”/ “good”) and “the variety of citywide training programs” (58 percent “excellent”/“good”).** Views decline slightly when it comes to evaluating the “schedule or timing of classes in citywide training programs” (53 percent “excellent” or “good”) and more so when evaluating “the number of available slots for students to take classes in citywide training programs” (44 percent “excellent” or “good”). Ratings in each area are much higher among those who have participated in a training program than among those who have not. (Section 3.2)
- **Employees also express an understanding of the expectations and objectives of the City and their jobs.** Nearly nine in ten (88 percent) agree that “the customer is a priority for me when I make decisions about how I provide service.” Eighty-one percent agree that “I understand how my work contributes to a core service.” Three out of four (76 percent) agree that “I understand the City’s vision to be a customer-focused, results-driven organization.” Related to understanding expectations, 74 percent agree that “my work group effectively addresses the diversity of our customers while delivering services.” (Section 4.0)

3. The Human Resources Department

- **A plurality of employees are satisfied with the services that they receive from the Human Resources Department.** For the first time this year, employees were asked how satisfied they are with services provided to City employees by divisions of the Human Resources Department. Overall, four in ten (41 percent) are “satisfied” with the Human Resources services received. Most likely the low level of familiarity stands behind this modest result, with just 16 percent dissatisfied, while 35 percent have a neutral view and nine percent are uncertain. The same low level of familiarity may stand behind the modest ratings for the quality and timeliness of specific services, with satisfaction ratings just over four in ten for benefits administration services, just under four in ten for health and safety services and approximately two in ten for workers compensation services. The only area where dissatisfaction ratings equal or outweigh satisfaction ratings is in the quality (26 percent satisfied to 22 percent dissatisfied) and timeliness (18 percent to 31 percent) of hiring services. (Section 5.1)

4. Management and Feedback About Job Performance

- **As has been the case in previous years, less than a majority of employees believe they are given enough feedback and recognition for their work. (Section 2.2)**
 - Forty-six percent (46 percent) agree that “I am given timely and constructive feedback on my performance during the course of my day-to-day work.”
 - Forty-eight percent (48 percent) agree that “I am satisfied with the recognition I receive for doing a good job.”
- **As in previous years, employees appear less satisfied with their department management than with their direct supervisors.** Under half (47 percent) feel their “departmental managers provide effective leadership and direction for my department” (unchanged from previous years). However, views continue to be more positive about their immediate supervisors, with 63 percent agreeing that “my immediate supervisor provides effective leadership and direction for my work group.” (Section 2.2)
- In 2004, 28 percent of those polled called for some type of improvement in management when asked what one thing they would change about their job or working environment. In the current study, half that number give such a response (14 percent). While changes to management was the leading response every year since 2001, in the current study a number of concerns generated equal or slightly greater reaction, including more staffing and better hours, clearer standards for promotion and job assignments, better working conditions, and comments related to ethics and fairness. (Section 8.0)
- While views of various aspects of employees’ jobs are overwhelmingly positive, there is less agreement that “differences of thought and perspective are valued in my work group” (56 percent agree) and that “I am encouraged to take risks to improve service delivery within my work group” (43 percent agree). (Section 2.2)

5. Reasons for Remaining a City Employee

- **Feeling trusted, respected, supported, valued, and stimulated – as well as having opportunities for advancement and the ability to make an individual contribution – are among the most important reasons for continuing to work for the City.** The least important factors include pay, benefits, and job security. Just over four in ten (42 percent) said the top factor for continuing to work for the City is the “trust and respect among co-workers.” Approximately three in ten mentioned the top reasons for their continued employment with the City being “the opportunity to offer my individual contribution,” “support for work/life needs,” “stimulating, engaging work assignments,” “professional growth and career development opportunities,” and “feeling valued on my work team.” No more than six percent mentioned pay and benefits or making a contribution to the community. (Section 1.2)

6. Performance Evaluations

- **Just over four in ten (43 percent) say “my work group regularly reviews performance measure data to track results and make improvements.”** This is similar to the 45 percent who gave this response in 2004 and up from 39 percent in 2002 and 35 percent in 2001. (*Section 4.0*)
- **Just over six in ten (63 percent) employees say they have received a formal performance appraisal in the last year, and most who did found it useful (78 percent).** This finding has changed little since 2004, the first year it was asked. Those who have received a performance appraisal were more likely to say they received adequate feedback and recognition. Moreover, 74 percent of employees generally consider a formal annual performance appraisal useful – regardless of whether or not they have had one in the last 12 months (up slightly from 70 percent in 2004). (*Section 2.3*)

7. The eWay Self-Service System

- **Nearly eight in ten (78 percent) are at least somewhat familiar with the City’s eWay self-service system.** Four in ten (39 percent) of those familiar with the eWay system access it monthly or more, while another 42 percent do so a few times a year and 13 percent do so once a year or less. (*Section 6.1*)
- **The vast majority of those who have used the eWay system consider its services valuable.** In fact, just under six in ten who are familiar with the system consider the personal information service valuable, and nearly three out of four feel this way about the benefits information and payroll information services. (*Section 6.1*)

8. Employee Benefit Programs

- **Two-thirds of employees say they are enrolled in the Long Term Disability Plan, but just six percent in the Dependent Care Assistance Plan, 14 percent in the Medical Reimbursement Account, and 23 percent in the Long Term Care Plan.** One of the most frequently-mentioned reasons for not being enrolled in these plans is a lack of familiarity. Not having enough qualifying expenses is also a frequently-cited reason for not enrolling in the Medical Reimbursement Account program and the Dependent Care Assistance Plan, while the cost of the Long Term Care Plan and the Long Term Disability Plan is also a major impediment. (*Section 8.0*)

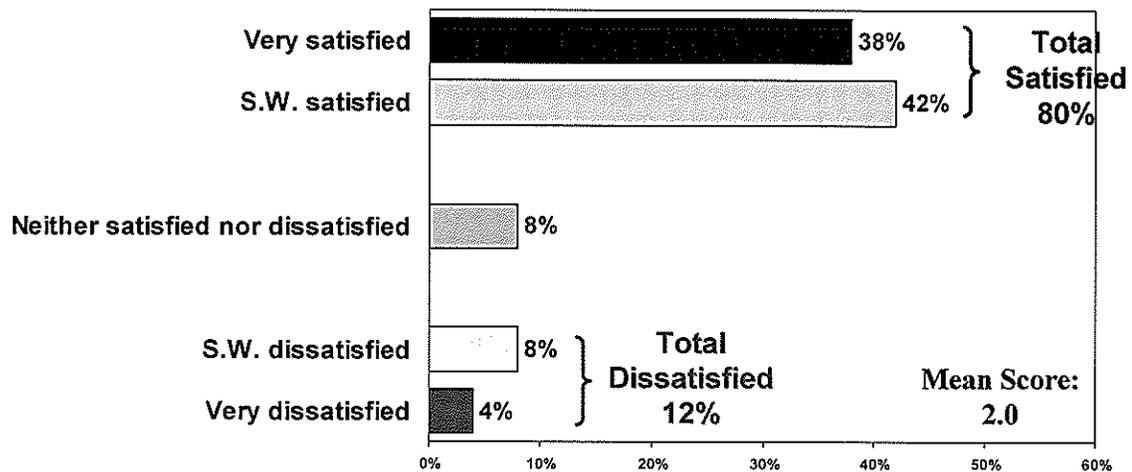
The balance of this report explores these and other findings in more detail.

PART 1: OVERALL JOB SATISFACTION

1.1 JOB SATISFACTION

As shown in **Figure 1** below, City employees continue to express widespread satisfaction with their jobs. A total of 80 percent are “satisfied” with their jobs, with nearly four out of ten employees (38 percent) “very satisfied”. Just 12 percent of those polled are “dissatisfied” with their jobs, including a very small proportion – four percent of City employees – who are “very dissatisfied.” Eight percent (8%) are “neither satisfied nor dissatisfied” with their jobs.

**FIGURE 1:
Overall Job Satisfaction Among San José Employees 2006**



These numbers are nearly identical to those observed in 2004, 2002, and 2001. **Figure 2** illustrates these results.

**FIGURE 2:
Change in Overall Job Satisfaction Among San José Employees. 2001 to 2006**

Level of Satisfaction	2006	2004	2002	2001	<i>Difference 2001 to 2006</i>
Very satisfied	38%	37%	39%	36%	+2%
Somewhat satisfied	42%	41%	41%	45%	-3%
TOTAL SATISFIED	80%	78%	80%	81%	-1%
NEITHER	8%	8%	8%	7%	+1%
Very dissatisfied	4%	4%	3%	3%	+1%
Somewhat dissatisfied	8%	10%	8%	8%	NC
TOTAL DISSATISFIED	12%	14%	11%	11%	+1%

As was the case in previous years, the feeling of satisfaction is far-reaching, cutting across virtually all segments of the City's workforce. In fact, at least seven out of ten employees in nearly every major subgroup of the workforce are "satisfied" with their jobs. Moreover, no more than about one-quarter of any major subset say they are "dissatisfied." Some interesting differences among subgroups are highlighted below:

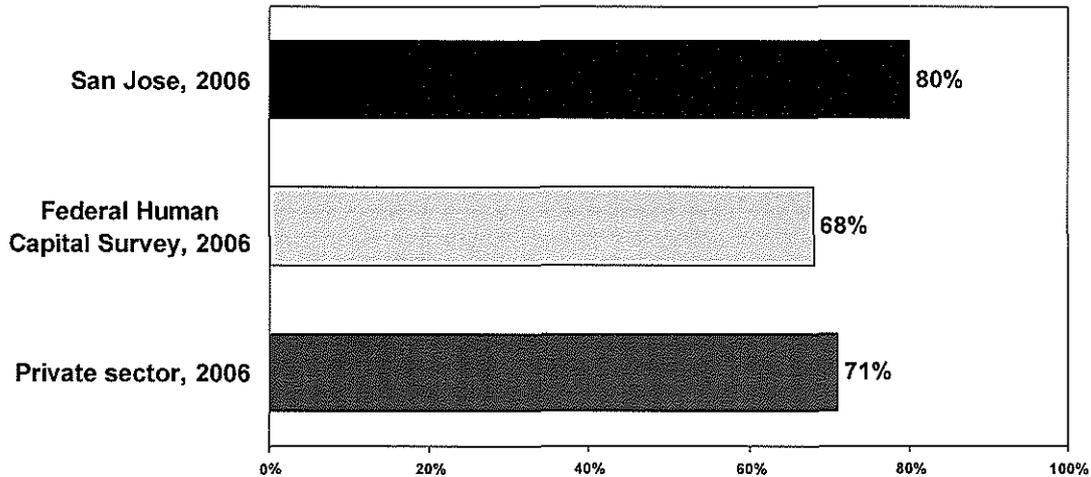
- Some of the highest levels of job satisfaction (based on the percentage calling themselves "very satisfied") were found among Latino employees (47 percent "very satisfied"), while African-American employees are among the most "dissatisfied" (16 percent "dissatisfied").
- While 43 percent of men are "very satisfied" with their jobs, just 33 percent of women give this response. Overall satisfaction rates (including those who label themselves "somewhat satisfied") are similar among men and women.
- All age groups demonstrate high levels of overall satisfaction, ranging from 76 percent to 86 percent. However, intensity of satisfaction is highest among those ages 55 or older, with 45 percent "very satisfied." This is slightly higher than the 36 percent to 39 percent of other age cohorts giving this response.
- Those who work shifts other than day, swing, or night shifts show higher levels of job satisfaction, with 56 percent of these "other" shift employees saying they are "very satisfied" with their jobs. This compares to 36 percent of those who work during the day, 43 percent of those who work swing shifts, and 37 percent of those working the night shift.
- There were also some interesting variations in satisfaction by job classification, as shown on the next page in **Figure 3**. The highest levels of job satisfaction were found among public safety employees (49 percent of whom described themselves as "very satisfied"), maintenance employees (43 percent of whom are "very satisfied"), and those classified as executive/managerial employees (45 percent "very satisfied").

FIGURE 3:
Job Satisfaction by Job Classification

Job Classification	Total Satisfied	Very Satisfied	Somewhat Satisfied	Neither Satisfied nor Dissatisfied	Total Dissatisfied
ALL EMPLOYEES	80%	38%	42%	8%	12%
Executive/Managerial	87%	45%	42%	4%	9%
Public Safety	86%	49%	37%	6%	9%
Administrative	80%	33%	47%	8%	12%
Maintenance	79%	43%	36%	10%	11%
Other	77%	32%	45%	4%	18%
Professional (Unlicensed)	77%	30%	47%	10%	13%
Direct Service	75%	31%	44%	8%	17%
Professional (Licensed)	75%	29%	46%	9%	17%

Figure 4 compares the results of the San José employee survey with those of other employee surveys in the category of job satisfaction. The 80 percent satisfaction level observed among San José employees is substantially higher than that observed in either the federal survey or the private sector survey (as it was in 2004). However, it should be noted that large majorities of workers in all categories are generally “satisfied” with their jobs.

FIGURE 4:
Comparison of Employee Surveys: Positive Responses on Job Satisfaction Question

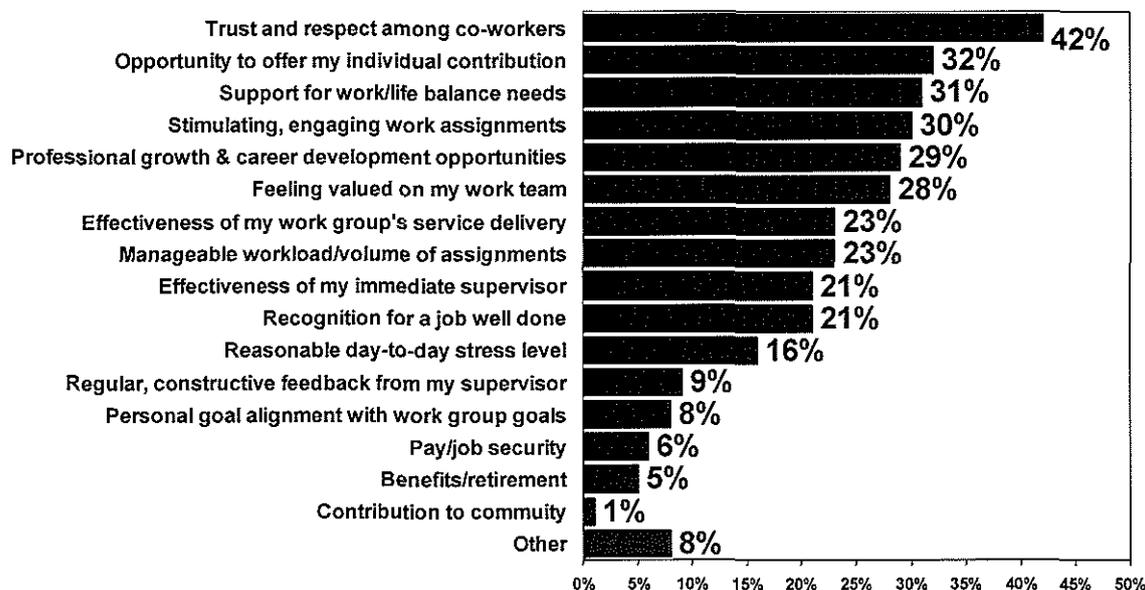


1.2 FACTORS IN ONGOING DECISION TO WORK FOR THE CITY

Respondents were asked to choose up to four factors that they consider most important in their ongoing decision to continue working for the City of San Jose (See Figure 5). It appears that feeling trusted, respected, supported, valued, and stimulated, as well as having opportunities for advancement and making an individual contribution, are the most important reasons for continuing to work for the City. Least important are pay, benefits, and job security.

As Figure 5 shows, the highest proportion (42 percent) say “trust and respect among co-workers” is a top factor for continuing to work for the City. Approximately three in ten say the following are major factors as well: “opportunity to offer my individual contribution,” “support for work/life needs,” “stimulating, engaging work assignments,” “professional growth and career development opportunities,” and “feeling valued on my work team.” Just over two in ten chose “effectiveness of my work group’s service delivery,” “manageable workload/volume of assignments,” “effectiveness of my immediate supervisor,” and “recognition for a job well done.” Less important are making a “contribution to the community” (one percent), the “benefits and retirement” (five percent), the pay or job security” (six percent), “personal goal alignment with work group goals” (eight percent), and “regular constructive feedback from my supervisor” (nine percent).

FIGURE 5:
Most Important Factors in Ongoing Decisions to Work for the City, 2006
(Up to four responses accepted)



- The highest proportion of nearly every subgroup of City employees say “trust and respect among co-workers” is a top reason for their ongoing decision to continue working for the City of San Jose.
- Employees 50 years of age or older (39 percent) are more likely than those younger (29 percent) to say the opportunity to make an individual contribution is a top reason for working for the City. Those under 30 are slightly more likely to say an important factor is feeling valued by their work team (38 percent to approximately 25 percent of other age cohorts). Those ages 55 or older are least likely to say the opportunity for professional growth is an important reason for their ongoing decision to continue working for the City (17 percent). In fact, the proportion choosing this factor declines with age, from 39 percent of those under 30 to 35 percent of those 30 to 39, 30 percent of those 40 to 49, and 25 percent of those 50 to 54 years of age.
- The top reason given for continuing to work for the City, regardless of work status, was having “trust and respect among co-workers.” However, part-time benefited employees are the *most* likely to give this response at 53 percent. Part-time employees generally are more likely to choose “the opportunity to offer my individual contribution” than full-time employees (31 percent to 39 percent) – although this is the second most mentioned factor among full-time and part-time benefited and part-time unbenefited workers. Part-time workers also choose the “effectiveness of immediate supervisor” more than full-timers (20 percent to 29 percent). Part-time unbenefited employees respond far more to “feeling valued on my work team (39 percent, to 21 percent among benefited part-timers and 28 percent among full-timers) and getting “recognition for a job well done” (33 percent to 21 percent of benefited part-timers and 20 percent among full-timers). Full-time employees choose “stimulating, engaging work assignments” in higher numbers (31 percent) than part-

time employees generally (17 percent) and full-time and part-time benefited workers (32 percent) choose “support for work/life balance needs” in higher numbers than part-time unbenefited workers (22 percent).

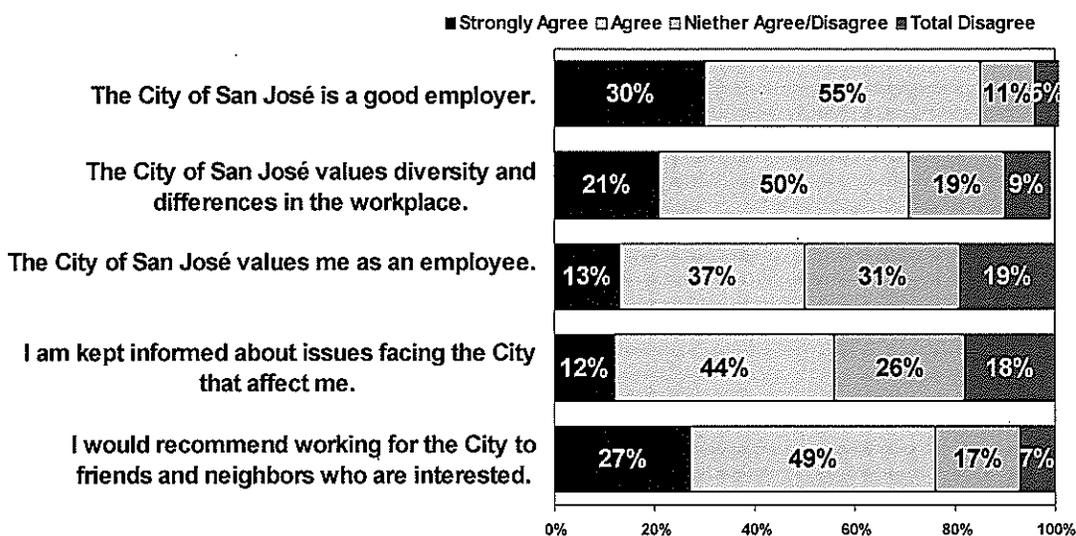
- Those working split (49 percent) and night (55 percent) shifts choose having “trust and respect among co-workers” as a major factor in working for the City in higher numbers than do day shift employees (40 percent). However, this is a top reason regardless of which shift the employee normally works. Having stimulating and engaging work assignments, support for work/life balance needs, and a manageable workload are more important factors for those working days than split or night shifts.
- “Trust and respect among co-workers” is the top reason for continuing to work for the City with all classifications other than Executive/managerial staff, who choose having “stimulating, engaging work assignments” in slightly higher numbers. Other top reasons varied based on classification.

PART 2: EVALUATIONS OF THE WORKING ENVIRONMENT

2.1 EVALUATIONS OF THE CITYWIDE WORKING ENVIRONMENT

In order to assess their overall views of the City as an employer, survey respondents were presented with a list of descriptions of the City, and were asked whether they agreed or disagreed with each one. The results are shown in **Figure 6** below.

**FIGURE 6:
Impressions of City’s Working Environment, 2006**



As in previous years, the overwhelming majority of employees polled agree that the City is “a good employer,” with 85 percent giving this response. As **Figure 7** on the following page shows, the perception of the City as a “good employer” returned to near its 2002 levels.

Half (50 percent) agree with the statement that “the City values me as an employee,” while 19 percent disagree, and 31 percent neither agree nor disagree. The proportion who believe that “the City of San José values me as an employee” is unchanged from 2004, but has decreased somewhat since 2002.

At 56 percent, the proportion who believe they are “kept informed about issues facing the City that affect me” is near equal to the proportion observed in 2004 and 2002 and remains higher than in 2001 when 48 percent gave this response. This suggests that efforts made to keep employees informed continue to be effective. Just 18 percent disagree with this statement in the current study, while 26 percent have a neutral opinion.

For the first time this year, employees were asked if they agree or disagree that “the City of San Jose values diversity and differences in the workplace.” Seven in ten (71 percent)

agree with this statement. Just one in ten (nine percent) disagree, with 19 percent having a neutral view.

Also for the first time this year, employees were asked if they agree or disagree with the statement “I would recommend working for the City to friends and neighbors who are interested.” Three out of four (76 percent) employees agree with this statement. Just seven percent disagree, with 17 percent neither agreeing nor disagreeing.

**FIGURE 7:
Agreement With Statements About the City, 2001-2006**

Statement	Year	TOTAL AGREE	Str. Agree	Agree	Neither	Disagree	Str. Disagree
The City of San José is a good employer.	2006	85%	30%	55%	11%	3%	2%
	2004	82%	27%	55%	12%	5%	1%
	2002	87%	31%	56%	9%	2%	1%
	2001	80%	23%	57%	14%	5%	1%
I am kept informed about issues facing the City that affect me.	2006	56%	12%	44%	26%	14%	4%
	2004	58%	12%	46%	24%	13%	4%
	2002	58%	10%	48%	23%	15%	4%
	2001	48%	9%	39%	29%	17%	5%
The City of San José values me as an employee.	2006	50%	13%	37%	31%	14%	5%
	2004	51%	11%	40%	28%	15%	6%
	2002	56%	12%	44%	29%	12%	3%
	2001	48%	10%	38%	31%	16%	5%

Some notable differences among subgroups of the workforce on these questions include the following:

A good employer

- Full-time employees agree with the statement that “the City of San Jose is a good employer” in slightly higher proportions (85 percent) than part-time benefited (78 percent) and unbenefited (77 percent) employees.

- High proportions of all classifications agree that “the City of San Jose is a good employer.” Intensity of agreement is highest with administrative (38 percent “strongly agree”), maintenance (37 percent), executive/managerial (34 percent), and “other direct service” (31%) staff.
- Those working day (85 percent agree) or swing (83 percent agree) shifts are more likely to agree that the City is a good employer than those working the overnight shift (74 percent) or “other” shifts (75 percent).
- While there is little notable difference in opinion about the City as an employer overall by ethnicity, Filipino (41 percent “strongly agree”) and Latino (39 percent “strongly agree”) respondents are more likely to strongly agree that the City is a good employer than African-American (32 percent), Asian-American (30 percent), or white (27 percent) respondents.

Values diversity and differences in the workplace

- When it comes to valuing diversity and differences in the workplace, there is a real difference in opinion between African-American employees and other employees. Just 45 percent of African-American employees agree with this statement (12 percent strongly), compared to 73 percent of Asian-American (23 percent strongly), 73 percent of Latino (22 percent strongly), 75 percent of white (21 percent strongly), and 87 percent of Filipino (26 percent strongly) employees. In fact, three in ten African-American employees (29 percent) disagree with this statement, compared to between five percent and 11 percent of other ethnicities. Those of mixed or “other” ethnicities also agreed in slightly lower numbers (65 percent agree, 15 percent disagree).
- While there is no overall difference between benefited and unbenefited part-time workers in their agreement that “the City of San Jose values diversity and differences in the workplace,” those unbenefited are more likely to “strongly agree” (36 percent) than those benefited (16 percent). Full-time employees showed similar opinions to benefited part-timers (72 percent agree, with 20 percent “strongly” agreeing).
- The classification least likely to agree with this statement is maintenance workers (62 percent). Executive/managerial staff are the most likely to agree (79 percent), but only slightly more so than those in the other classifications.
- Those working the night shift are also less likely to agree that the City values diversity and differences in the workplace, with 63 percent agreeing, compared to 73 percent of those working days and 74 percent of those working the swing shift (67 percent of “other” shift workers agree).

The City of San Jose values me as an employee

- Employees with the City for five years or less are far more likely to believe the City values them as employees than longer-term employees. While 64 percent of these new employees feel this way, 50 percent of five to 10 year employees, 41 percent of

10 to 15 year employees, 47 percent of 15 to 20 year employees, and 45 percent of 20 year or more employees do so.

- A related finding is that those under 30 are more likely to feel valued (61 percent agree) than those older (ranging from 45 percent to 54 percent among different age cohorts).
- Filipino employees feel the most valued (67 percent agree), and more so than Asian-American (59 percent), Latino (53 percent), white (49 percent), African-American (46 percent), and mixed or “other” ethnicities (40 percent).
- Part-time unbenefited employees are more likely to “strongly agree” that “the City of San Jose values me as an employee” (26 percent “strongly agree”) than benefited part-time (12 percent) and full-time (12 percent) employees. Overall, there is little difference in opinion (54 percent agree for part-time unbenefited, 49 percent for part-time benefited, and 50 percent for full-time).
- Executive/managerial classified employees are far more likely to feel valued (67 percent agree) than those in other classifications, ranging from 38 percent among public safety staff to 52 percent among professional/unlicensed and administrative staff.
- Those working day shifts are more likely to feel they are valued (52 percent agree and 17 percent disagree) than those working split (45 percent agree and 23 disagree), night (44 percent to 28 percent) or other (37 percent to 29 percent) shifts.

Kept informed about issues facing the City that affect me

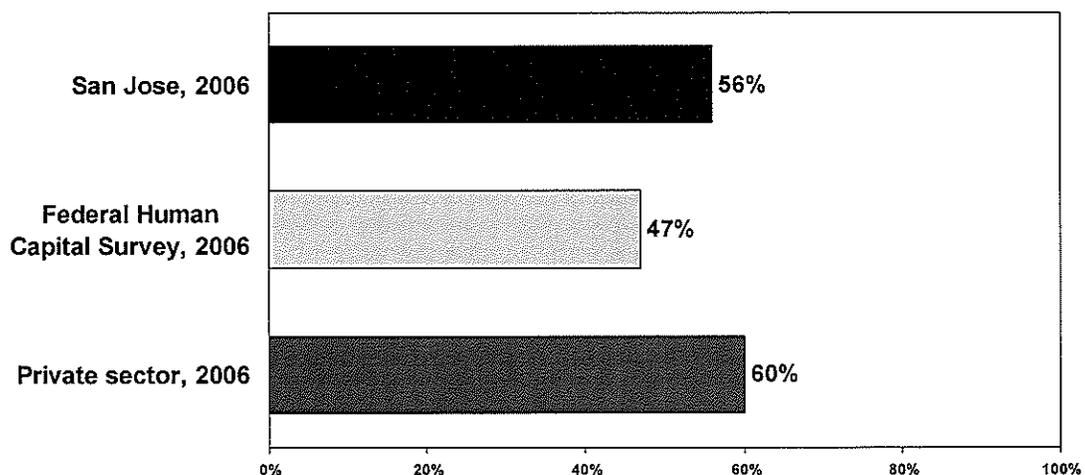
- Asian-American (67 percent agree) and Filipino (66 percent agree) employees are more likely to agree that they are kept informed about issues facing the City that affect them than are Latino (57 percent), African-American (57 percent), white (55 percent) or mixed or “other” (41 percent) ethnicities.
- A real discrepancy exists between how benefited employees and unbenefited employees feel they are “kept informed about issues facing the City that affect me.” Forty-four percent of part-time unbenefited employees agree with this statement, compared to 59 percent of part-time benefited and 57 percent of full-time employees. In fact, 26 percent of part-time unbenefited employees disagree with this statement, compared to 13 percent of part-time benefited and 18 percent of full-time employees.
- Executive/managerial staff (70 percent agree) are the most likely to agree that they are kept informed, and far more than those working in other classifications. While just 11 percent of executive/managerial staff disagree that they are kept informed, two in ten or more (18 percent to 28 percent) of other classifications give this response.
- Those working day shifts are at least slightly more likely to feel they are kept informed (58 percent agree) than swing (47 percent), night (52 percent), or other (46 percent) shifts.

Would recommend working for the City to friends and neighbors who are interested

- High proportions of all subgroups said they would recommend working for the City, with between 70 percent and 80 percent generally agreeing with this statement regardless of years with the City, age, gender, ethnicity, or work status.
- Part-time benefited employees are less likely to “strongly agree” (18 percent) that they “would recommend working for the City to friends and neighbors who are interested” than part-time unbenefited (32 percent “strongly agree”) and full-time (27 percent “strongly agree”) employees. Overall, however, there is little difference in the proportion agreeing with this statement.
- Professional/licensed staff are less likely to agree with this statement, though even among this group 65 percent do agree. Between 72 percent and 82 percent of those in other classifications agree. Intensity of agreement is stronger with Administrative and Executive/managerial staff, with 38 percent and 37 percent, respectively, “strongly” agreeing.
- Those who work days are more likely to agree with this statement (77 percent agree) than those working split (72 percent), night (67 percent), or other (70 percent) shifts.

Figure 8 compares the results of the 2006 employee survey to those of the Federal Human Capital and the private industry survey on the issue of how “informed” employees feel. As in 2004, San Jose compares favorably to both the federal government and private industry on this dimension.

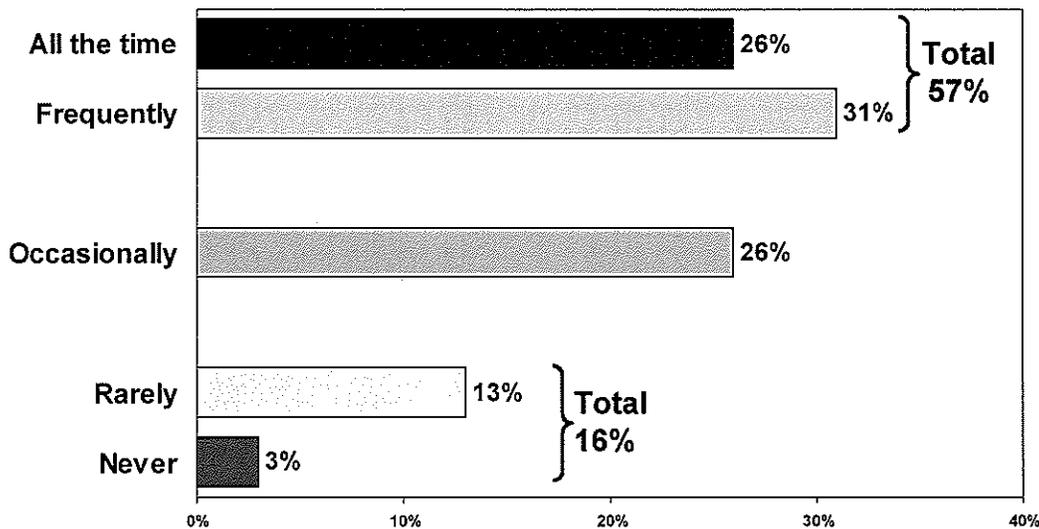
**FIGURE 8:
Comparison of Employee Surveys:
Positive Responses on Information From Management, 2006**



2.2 EVALUATIONS OF DEPARTMENTAL AND WORK GROUP ENVIRONMENTS

Employees were asked how often they “personally work directly with people from other departments to provide improved services.” As seen in **Figure 9**, 57 percent said they work with other people “all the time” (26 percent) or “frequently” (31 percent). Another 26 percent said they do so “occasionally,” while 13 percent do so “rarely” and three percent “never” do so.

**FIGURE 9:
Frequency With Which Work Directly With People From
Other Departments to Provide Improved Services, 2006**



The proportion who have worked with other departments “all the time” or “frequently” has increased slightly from 2004, the first time it was asked. **Figure 10** shows the results.

**FIGURE 10:
Change in Proportion Working Interdepartmentally, 2004 and 2006**

Frequency of Interdepartmental Work	2006	2004	Difference 2004 to 2006
All the Time	26%	22%	+4%
Frequently	31%	28%	+3%
Total All the Time/Frequently	57%	50%	+7%
Occasionally	26%	27%	-1%
Rarely	13%	17%	-4%
Never	3%	6%	-3%
Total Rarely/Never	16%	23%	-7%

- Full-time employees are more likely to say they work “frequently” or “all the time” with other departments to improve service (60 percent) than are part-time employees (34 percent among benefitted and 32 percent among unbenefitted).
- As might be expected, executive/managerial employees are among those most likely to report working with employees of other departments at least “frequently” (77 percent).
- Those on day shifts are also more likely to report working at least “frequently” with other departments (60 percent) than swing (49 percent), night (38 percent) or other (48 percent) shifts.
- Asian-American (63 percent) and Filipino (66 percent) employees are more likely to report working with other departments at least “frequently,” followed by white (58 percent), other/mixed ethnicity (57 percent), African-American (54 percent), and Latino (52 percent) employees.
- Those ages 55 or older are the least likely to “frequently” work with other departments (51 percent do so).
- Women are more likely than men to say they “rarely” or “never” work with people from other departments to provide improved services (20 percent to 13 percent).

The 2006 employee survey also presented respondents with a list of statements about their individual departments, as shown in **Figure 11**. Some of these statements were repeated from the previous surveys. New questions were also added this year. Changes over time are illustrated in **Figure 12**.

**FIGURE 11:
Agreement With Statements About Specific Department or Work Group, 2006**

Statement	Total Agree	Strongly Agree	Agree	Neither Agree Nor Disagree	Total Disagree
I clearly understand the performance expectations of my job	81%	34%	47%	12%	7%
People in my work group operate as a team to deliver service	78%	32%	46%	13%	10%
I am provided opportunities to make decisions about how to do my job	76%	29%	47%	13%	11%
My work group effectively addresses the diversity of our customers while delivering services	74%	26%	48%	21%	6%
Employees in my work group treat each other with respect	73%	25%	48%	17%	10%
Employees in my work group display honesty and integrity in the workplace	71%	28%	43%	18%	11%
My immediate supervisor provides effective leadership and direction for my work group.	63%	26%	37%	18%	19%
Differences of thought and perspective are valued in my work group	56%	15%	41%	26%	18%
I am satisfied with the recognition I receive for doing a good job	48%	12%	36%	25%	26%
Department managers provide effective leadership and direction for my department	47%	12%	35%	26%	28%
I am given timely and constructive feedback on my performance during the course of my day-to-day work.	46%	10%	36%	29%	25%
I am encouraged to take risks to improve service delivery within my work group	43%	12%	31%	33%	24%

**FIGURE 12:
Change in Agreement With Statements
About Specific Department or Work Group, 2001-2006**

Statement	Year	TOTAL AGREE	Str. Agree	Agree	Neither	Disagree	Str. Disagree
I clearly understand the performance expectations of my job.	2006	81%	34%	47%	12%	5%	2%
	2004	80%	32%	48%	12%	6%	2%
	2002	79%	27%	52%	13%	6%	2%
	2001	79%	28%	51%	12%	6%	2%
People in my work group operate as a team to deliver service.	2006	78%	32%	46%	13%	7%	3%
	2004	78%	33%	45%	11%	8%	3%
	2002	74%	29%	45%	15%	8%	4%
	2001	74%	30%	44%	14%	8%	4%
I am provided opportunities to make decisions about how to do my job.	2006	76%	29%	47%	13%	8%	3%
	2004	76%	28%	48%	14%	7%	3%
	2002	74%	27%	47%	16%	7%	3%
	2001	74%	27%	47%	15%	8%	4%
My immediate supervisor provides effective leadership and direction for my work group.	2006	63%	26%	37%	18%	11%	8%
	2004	64%	28%	36%	18%	11%	8%
	2002	62%	23%	39%	20%	11%	8%
Departmental managers provide effective leadership and direction for my department.	2006	47%	12%	35%	26%	16%	12%
	2004	46%	13%	33%	24%	18%	12%
	2002	46%	12%	34%	25%	17%	12%

**FIGURE 12 CONTINUED:
Change in Agreement With Statements
About Specific Department or Work Group, 2001-2006**

Statement	Year	TOTAL AGREE	Str. Agree	Agree	Neither	Disagree	Str. Disagree
I am given timely and constructive feedback on my performance during the course of my day-to-day work	2006	46%	10%	36%	29%	17%	8%
	2004	46%	13%	35%	26%	18%	8%
I am satisfied with the recognition I receive for doing a good job	2006	48%	12%	36%	25%	16%	10%
	2004	47%	13%	34%	25%	18%	9%
	2002	41%	10%	31%	27%	21%	10%

A number of general statements about the departmental or work group environment inspired wide agreement in this year's survey, as they had in prior years.

- Eight out of ten employees (81 percent) agree that “I clearly understand the performance expectations of my job.” This finding is unchanged from previous years.
 - High proportions of all subgroups agree with this statement, regardless of age, gender, ethnicity, work status, classification and shift.
 - Public safety employees are the most likely to say they understand the performance expectation of their job (89 percent), while professional/unlicensed staff are the least likely to give this response (73 percent).
- Just over three in four employees (78 percent), agree that “people in my work group operate as a team to deliver service.” This is unchanged from 2004 and up from 74 percent in the years prior.
 - High proportions of all subgroups agree with this statement. Maintenance classified staff are least likely to agree, at 65 percent.
- Just a slightly lower 76 percent agree (and 29 percent agree strongly) that “I am provided opportunities to make decisions about how to do my job.” This is unchanged from 2004 and down insignificantly from the years prior.
 - High proportions of all major subgroups of the workforce also agree with this statement.
 - African-Americans (17 percent disagree) are among the most likely to disagree, although a still high seven in ten (70 percent) agree.

- Executive/managerial staff are among the most likely to agree (87 percent), while “other” classifications are less likely to do so (69 percent).
- Those working the night shift agree in lower numbers, albeit a still strong 64 percent say they are provided with opportunities to make decisions about how to do their jobs.
- For the first time this year, employees were asked if they agree or disagree that “my work group effectively addresses the diversity of our customers while delivering services.” Three out of four (74 percent) employees agree with this statement, while just six percent disagree with it.
 - There is little notable difference in reaction to this question by subgroups.
 - Executive/managerial staff (80 percent agree) and public safety staff (77 percent agree) agree in slightly higher numbers than other subgroups.
 - African-American employees are the most likely to disagree (14 percent).
- Also for the first time this year, employees were asked to evaluate if “employees in my work group treat each other with respect.” Just under three in four (73 percent) agree with this statement.
 - African-American employees are more likely to disagree (17 percent) than other groups (11 percent among Latinos, nine percent among whites, eight percent among Asian-Americans, and four percent among Filipinos). Those of mixed or “other” ethnicities are just as negative (16 percent disagree).
 - Those working in maintenance (17 percent disagree) or “other” classifications (17 percent disagree) are more likely to disagree than those in the remaining classifications. In fact, just 54 percent of maintenance staff agree with this statement.
- For the first time this year, employees were asked if they agree or disagree that “employees in my work group display honesty and integrity in the workplace.” Seven in ten (71 percent) agree that they do. Just 11 percent disagree.
 - African-Americans are less likely to agree with this statement (57 percent) than those of other ethnic backgrounds (68 percent to 75 percent) and mixed or “other” ethnicities (65 percent). In fact, two in ten (21 percent) African-Americans disagree with this statement, higher than the five to 14 percent giving this response in other ethnic groups.
 - Agreement is also much lower with maintenance staff (47 percent agree) than other classifications (60 percent to 81 percent agree).

Agreement with positive statements about the leadership, feedback, and encouragement employees receive in their jobs is weaker.

- Just under two-thirds (63 percent) agree that “my immediate supervisor provides effective leadership and direction for my work group.” This is unchanged from previous years.

- Those under 30 years of age are more likely to agree with this statement (73 percent agree).
- African-Americans are less likely to agree (56 percent agree) and among the most likely to disagree (29 percent).
- Executive/managers (68 percent agree), administrative staff (68 percent), and public safety staff (72 percent agree) are among the most likely to agree.
- Just 47 percent agree that “departmental managers provide effective leadership and direction for my department” (unchanged from 2004 and 2002).
 - As found in previous years, newer employees – those who have been with the City for less than five years – are more likely to agree with this statement (57 percent) than are other employees.
 - Those under 30 years of age are also more likely to agree (57 percent).
 - Nearly four in ten (39 percent) African-Americans disagree with this statement, while just 34 percent agree. This compares to approximately half or more of those in other ethnic groups who agree.
 - Part-time benefited employees are also less likely to agree (39 percent agree).
 - Agreement is greatest with executives/managers (63 percent agree).
 - Those who work the night shift are the most likely to disagree with this statement (45 percent disagree).
- As in 2004, less than half of employees (46 percent) agree that “I am given timely and constructive feedback on my performance during the course of my day-to-day work.”
 - Those who agree most include those working for the City less than five years (56 percent agree), those under 30 (63 percent), men (50 percent, more than women at 42 percent), Asian-American (54 percent) and Filipino (60 percent) employees, public safety staff (53 percent), and night shift (56 percent) and “other” shift (59 percent) workers.
 - African-Americans are among the least likely to agree (33 percent agree).
 - Part-time unbenefited employees agree in higher numbers (56 percent) than full-time (45 percent) and part-time benefited (47 percent) employees.
- As in 2004, just under half (48 percent) agree that “I am satisfied with the recognition I receive for doing a good job.” This is up only slightly from 44 percent in 2001 and 41 percent in 2002.
 - Again, new employees (61 percent of those working in San Jose less than five years) and those under 30 years of age (65 percent agree) are more likely to agree with this positive statement than longer term employees (42 percent to 50 percent) and older employees (42 percent to 52 percent).
 - Men agree in slightly higher numbers (52 percent to 46 percent).
 - African-Americans are the most likely to disagree (36 percent).
 - Part-time benefited workers agree in higher numbers (64 percent).

- For the first time this year, employees were asked if they agree or disagree that “differences of thought and perspective are valued in my work group.” Just over half (56 percent) agree with this statement, while a low 18 percent disagree.
 - Those under 30 agree in some of the strongest proportions (64 percent).
 - Filipino employees also agree in higher numbers (69 percent), while African-Americans are less likely to agree (46 percent) and more likely to disagree (30 percent).
 - Executive/managerial staff agree in higher numbers (70 percent) as well.
 - Those working the night shift are far more likely to disagree (37 percent disagree) than those working other shifts.

- Last, for the first time this year, employees were asked if they agree or disagree that “I am encouraged to take risks to improve service delivery within my work group.” Just 43 percent agree with this statement, while 24 percent disagree with it.
 - As in other areas, African-American employees disagree with this statement in far higher numbers (39 percent) than other subgroups. Executive/managerial staff agree in higher numbers (62 percent) than those in other classifications.

Figure 13 shows the proportion of respondents in surveys of San Jose, federal, and private industry employees who offered positive responses to various questions about their departmental or work group environments. As the table makes clear, responses from San Jose employees are comparable to those of employees of other organizations, with one notable exceptions: San Jose employees are substantially more likely than others to indicate that they are satisfied with their involvement in decisions at their workplace.

**FIGURE 13:
Comparison of Employee Surveys:
Positive Responses on Departmental/Work Group Conditions, 2006**

Issue	San Jose Employee Survey, 2006	Federal Human Capital Survey, 2006	Private Industry, 2006
Employee cooperation	78%	83%	82%
Satisfaction with involvement in decisions	76%	54%	54%
Supervisor does a good job	63%	66%	74%
Satisfaction with recognition	48%	49%	52%

2.3 PERFORMANCE APPRAISALS

Continuing a new series of questions from 2004, employees were asked questions to assess the annual performance appraisal process. Just under two-thirds (63 percent) of respondents said they have received a formal annual performance appraisal from their supervisor in the last 12 months – down only slightly from 66 percent in 2004. Of those who had received these appraisals, 78 percent considered them at least “somewhat useful” (up from 75 percent in 2004). **Figure 14** illustrates the current results and **Figure 15** compares the 2004 results to the current findings.

FIGURE 14:
Proportion Who Have Received Formal Annual Performance Appraisals,
and Perception of Their Usefulness, 2006

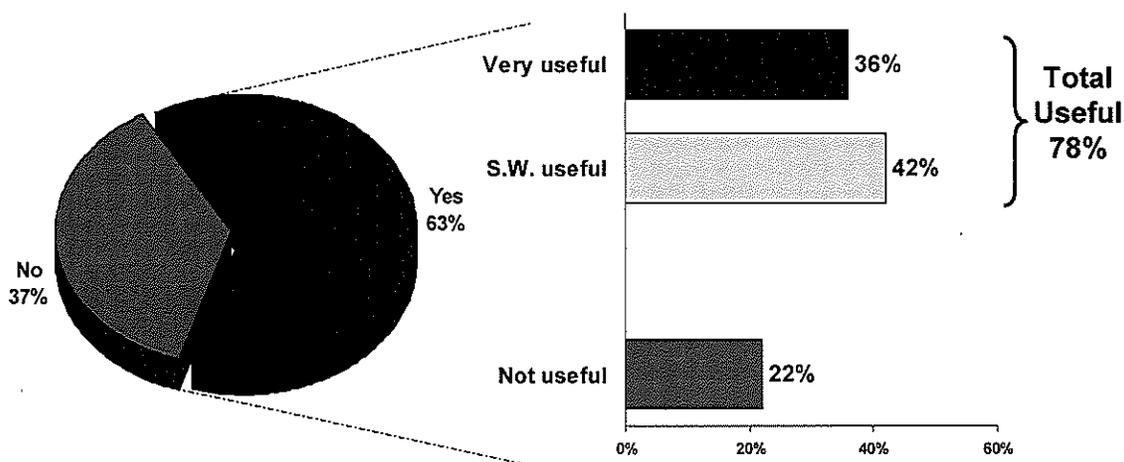


FIGURE 15:
Proportion Who Have Received Formal Annual Performance Appraisals,
and Perception of Their Usefulness, 2004 and 2006

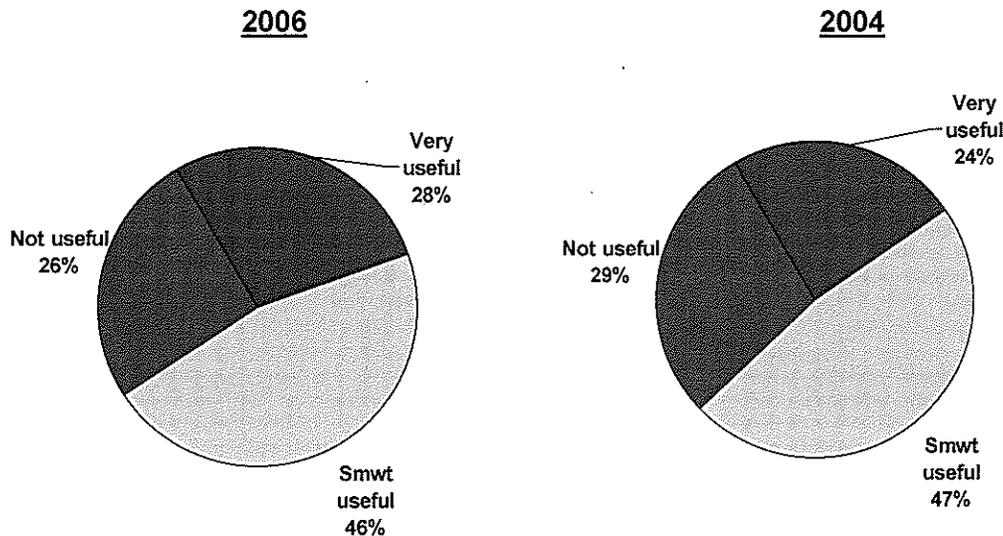
	2006	2004	<i>Difference 2004 to 2006</i>
Yes, received appraisals	63%	66%	-3%
No, have not received appraisals	37%	34%	+3%
If have received appraisals			
Very Useful	36%	29%	+7%
Somewhat Useful	42%	46%	-4%
Total Useful	78%	75%	+3
Not Useful	22%	25%	-3%

There were some notable differences among subgroups of the workforce in response to this question:

- Longer-term employees were more likely than others to have received a formal annual performance appraisal, with 54 percent of those who have worked for the City less than five years giving this response, compared to 68 percent among those employed by the City for 20 or more years.
- Those under 30 were less likely to have received a formal annual performance appraisal (51 percent) than those older as well (60 to 68 percent in different age cohorts).
- Men were slightly more likely to get this appraisal than women (66 percent to 59 percent).
- While 66 percent of full-time employees said they have received a formal annual appraisal, a lower 36 percent of part-time benefited and 30 percent of part-time unbenefited employees have received these reviews.
- Administrative and direct service employees both include higher numbers of unbenefited part-time employees and, most likely as a result, were less likely to have received formal annual reviews.
- Among those who had received appraisals, the newest employees were more likely to find it useful (88 percent) than those who had been with the City five to 10 years (81 percent), 11 to 15 years (80 percent), 16 to 20 years (69 percent), or longer (74 percent). A similar pattern emerged by age, with 90 percent of those under the age of 30 finding the review useful, compared to lower numbers of those older.
- Performance appraisals were considered less useful among the small proportion of African-American employees who said they had them (33 percent not useful) than those in other ethnic groups.
- Full-time employees found these appraisals not useful in higher numbers (23 percent) than part-time employees (13 percent).

As **Figure 16** shows, all respondents, regardless of whether they had received a formal appraisal or not, were asked how useful they generally find formal annual performance appraisals to be. Just over one-quarter (28 percent) feel they are “very useful,” while 46 percent consider them “somewhat useful” – for a total of 74 percent of respondents considering them “useful.” Twenty-six percent think they are “not useful.” The proportion finding these reviews useful has dropped only slightly since 2004.

FIGURE 16:
Perception of Usefulness of Formal Annual Performance Appraisals, 2004-2006



Opinions about the general usefulness of performance appraisals are nearly identical among those who had received the review in the last year (76 percent “useful”) and those who had not (71 percent). A few other key demographic distinctions were apparent:

- Belief that appraisals are useful declines with an employee’s tenure with the City. While 87 percent of those working with the City for less than five years find appraisals useful in general, just 65 percent of those who have been with the City for 20 or more years do so. A similar trend emerges by age, with 91 percent of those under 30 finding them useful compared to 73 percent of those 55 years of age or older.
- Women are more likely to find appraisals useful (79 percent) than are men (71 percent).
- White (70 percent) and African-American (71 percent) employees are less likely to find them useful than Asian-American and Latino (81 percent each) and Filipino (91 percent) employees.
- Part-time unbenefitted employees – who are slightly less likely to have received appraisals – are the most likely to think they are useful. While 88 percent of these employees give this response, a lower (but still high) 80 percent of benefitted part-time employees and 73 percent of full-time employees do so.
- Public safety employees are the most likely to say these reviews are not useful (37 percent not useful), with maintenance employees (34 percent not useful) and professional/licensed employees (30 percent) only slightly behind. Approximately eight in ten of those in other classifications call these appraisals useful, compared to

70 percent of professional-licensed, 66 percent of maintenance, and 63 percent of public safety staff.

There is some evidence that providing performance appraisals helps address employee concerns about the feedback and recognition they receive. As illustrated in **Figure 17** below, those who have received such appraisals in the past year are slightly more likely to say that they are satisfied with the feedback and recognition they receive. In general, those who have received a formal performance appraisal are at least slightly more positive in each area.

**FIGURE 17:
Perception of Usefulness of Formal Annual Performance Appraisals, 2006**

Statement	% Agree Among Those Who Have Received a Performance Appraisal	% Agree Among Those Who Have <u>Not</u> Received a Performance Appraisal
I am given timely and constructive feedback on my performance during the course of my day-to-day work.	49%	40%
I am satisfied with the recognition I receive for doing a good job.	53%	42%

PART 3: EVALUATIONS OF CITYWIDE TRAINING PROGRAMS

3.1 JOB TOOLS

A number of questions in the survey, as was the case in prior years, asked respondents to assess training programs offered to all City employees.

Related to training, for the first time this year, respondents were also asked if they agree or disagree with statements focused on having the tools they need to do their job well (see **Figure 18**).

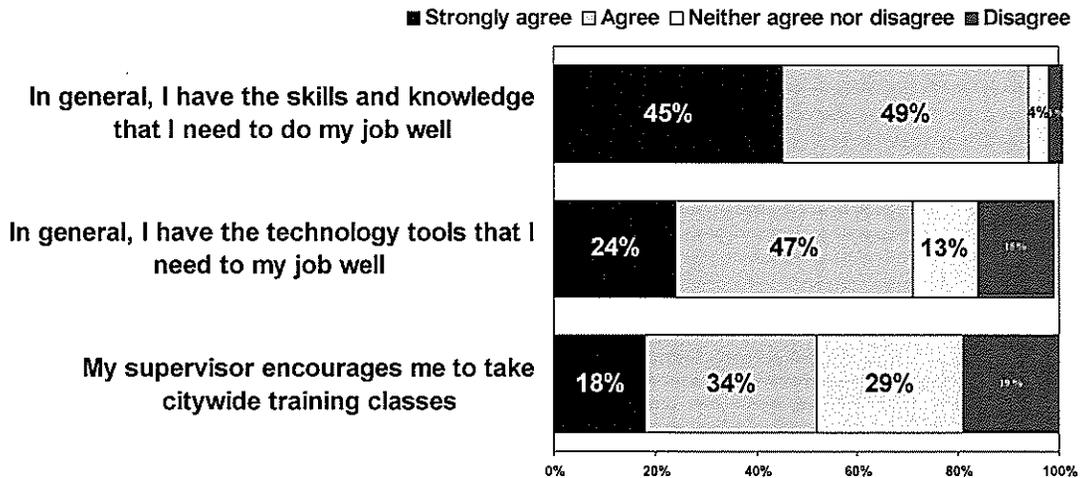
In evaluating these responses, it should be kept in mind that nearly all employees are comfortable that they “generally have the skills and knowledge they need to do their job well,” with 94 percent agreeing with this statement. In fact, nearly half (45 percent “strongly agree”). High proportions of all subgroups agree with this statement, with over nine in ten of virtually every group regardless of age, gender, ethnicity, work status, or classification in agreement.

Seven in ten (71 percent) agree that “in general, I have the technology tools that I need to do my job well.” One-quarter (24 percent) “strongly agree.” Fifteen percent (15 percent) disagree with this statement. There is not a lot of notable variation in reaction to this statement among subgroups. However, those working in public safety (61 percent agree) are less likely to agree with this statement than those in other classifications.

Just over half (52 percent) agree “my supervisor encourages me to take citywide training classes to enhance my development within the department and the City.” Two in ten (19 percent) disagree with this statement.

- Filipino respondents are more likely to agree with this statement (65 percent) than other ethnicities (between 47 percent and 55 percent).
- Unbenefited part-time workers are less likely to agree (35 percent, with 31 percent disagreeing) than part-time benefited workers (57 percent agree, 15 percent disagree) and full-time workers (53 percent to 18 percent).
- Public safety workers agree in lower numbers as well, with 40 percent agreeing and 25 percent disagreeing. Other direct service workers (48 percent to 24 percent) and “other” classifications (48 percent to 28 percent) also agree in lower proportions. Fifty-five percent to 58 percent of those in other classifications agree.
- Agreement is lower with swing shift workers (43 percent) and higher with those under 30 (59 percent).

**FIGURE 18:
Agreement With Statements About Tools to Do Their Jobs Well**

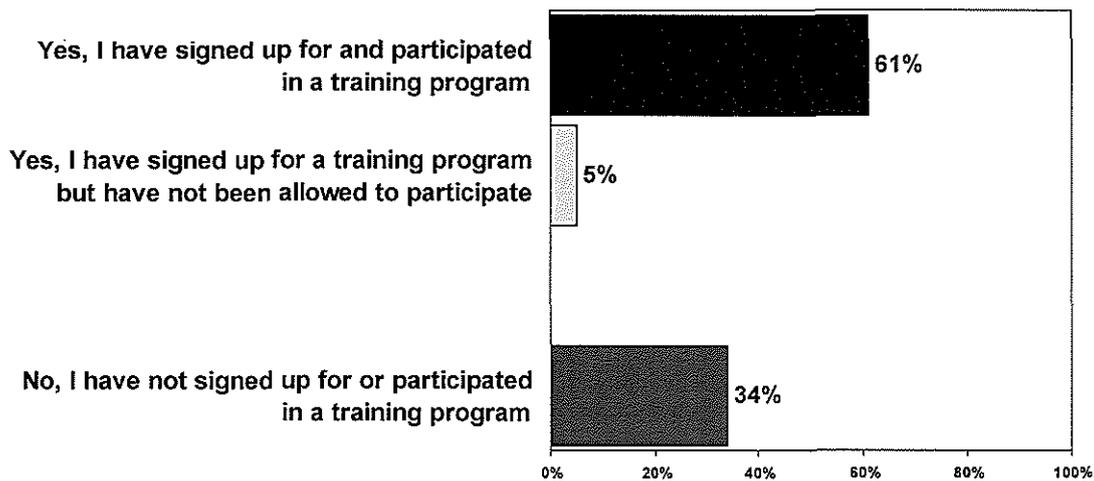


3.2 TRAINING PROGRAMS

As shown in **Figure 19** below, six in ten respondents (61 percent) said they have signed up for or participated in a training program offered to all City employees. While this appears to be down from 78 percent in 2004 (and similar results in the years prior), the question wording this year was changed so employees were asked if they have participated in training in the last two years rather than at any point. An additional five percent said they have signed up for such programs, but have not been allowed to

participate. One-third (34 percent) have not signed up nor participated in a training program.

FIGURE 19:
Participation in Citywide Training Programs in Past Two Years



- In previous years, those who have worked with the City for a longer duration or are older were more likely to have taken part in training. However, in thinking about the last two years, there was no notable difference by length of employment or age.
- Some trends, however, persisted despite the distinction between training at any point or in the past two years. Continuing the trend from past years, an employee's work hours and job classification appear to be closely connected to their participation in citywide training programs. Sixty-four percent of employees who work day shifts have participated in a training program in the last two years, while just 47 percent of those who work swing shifts and 53 percent of those who work a night shift have done so (and 44 percent of those working "other" shifts). And while 63 percent of full-time employees and 58 percent of part-time benefitted employees have participated in a training program, just 39 percent of part-time unbenefitted employees have done so.
- Asian-American (71 percent) and Filipino (79 percent) employees are more likely than other ethnic groups to have taken part in training in the last two years.
- Those working in public safety are less likely to say they have participated in a training program offered to all City employees (42 percent) than those in other classifications (64 percent to 71 percent).

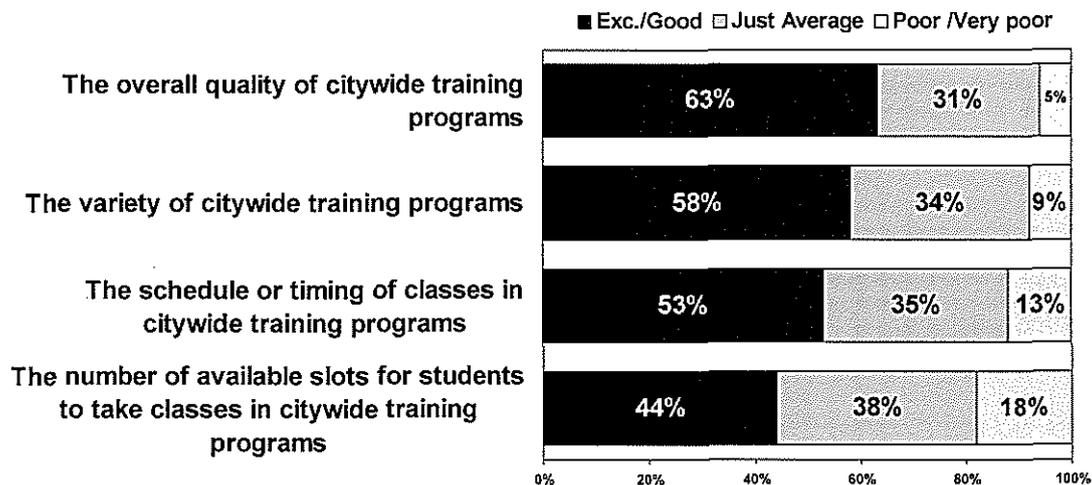
Figure 20 breaks out training program participation rates by job classification.

FIGURE 20:
Training Program Participation by Job Classification, 2006

Job Classification	2006 Participation Rate
Executive/Managerial	71%
Professional (Licensed)	71%
Professional (Unlicensed)	69%
Administrative	65%
Direct Service	64%
Maintenance	62%
Other	55%
Public Safety	42%

As in the 2004, 2001 and 2002 surveys, employees were asked to evaluate several aspects of the training programs on a five-point scale, as either “excellent,” “good,” “just average,” “poor,” or “very poor.” As shown in **Figure 21**, employees continue to have a generally positive view of the quality and variety of such programs, but a significant proportion are concerned about their availability.

FIGURE 21:
Evaluations of Various Aspects of Citywide Training Programs



- Just under two-thirds (63 percent) of respondents give the City an “excellent” (10 percent) or “good” (53 percent) rating for the “overall quality of citywide training programs.” This is little changed from 2004, but down from 70 percent in 2002.
 - Ratings in this area are slightly stronger with women (69 percent “excellent” or “good”) than men (59 percent).

- African-American employees also are more positive (77 percent “excellent” or “good”) than Latino (67 percent), Filipino (67 percent), white (63 percent), Asian-American (61 percent) or other ethnicities (57 percent).
- Part-time benefited employees give these trainings higher ratings (71 percent positive) than unbenefited part-time workers (58 percent). Ratings among full-time employees fall in between (63 percent).
- Administrative employees have a more positive impression as well, with 73 percent giving these training programs an “excellent” or “good” rating for their quality.
- Those working the night shift are the least positive (46 percent), with 15 percent giving a poor rating.
- Just under six in ten (58 percent) give an “excellent” (10 percent) or “good” (48 percent) rating to the City for “the variety of citywide training programs.” This continues a gradual decline in ratings seen last year and years prior.
 - Women give slightly more positive ratings in this area than men (62 percent to 55 percent).
 - Ratings are also higher with part-time benefited employees (68 percent) than unbenefited part-time employees (51 percent) or full-time employees (57 percent).
 - Administrative employees have a more positive impression in this area as well, with 66 percent giving these training programs an “excellent” or “good” rating for their quality.
 - Those working the night shift are the least positive (45 percent), with half giving a neutral rating.
- For the first time this year, participants were asked to rate “the schedule or timing of classes in citywide training programs.” Just over half (53 percent) give this aspect of training an “excellent” or “good” rating. Just over one-third (35 percent) have a neutral view, with 13 percent giving a poor rating.
 - Women again are more positive, with 58 percent giving a positive rating to 49 percent of men.
 - Ratings are less positive with public safety (41 percent positive), maintenance (47 percent), other direct service (47 percent) or “other” classifications (47 percent) than administrative (62 percent), professional-unlicensed (60 percent), executive/managerial (57 percent), and professional-licensed (57 percent) staff.

- Those working split (39 percent positive) or night (21 percent) shifts are less positive about the schedule and timing of classes than those working days (56 percent). Those working “other” shifts are also less positive (39 percent positive).
- Also for the first time this year, participants were asked to rate “the number of available slots for students to take classes in citywide training programs.” Employees are least satisfied in this area, with 44 percent giving a positive rating, 38 percent an average rating and 18 percent a poor rating.
 - Poor ratings in this area increase with years working for the City, from 15 percent of those working for the City less than five years to 23 percent among those working for the City 20 years or more.
 - Those working the night shift are less likely to give a positive rating in this area (27 percent) than those working days (45 percent), the swing shift (38 percent) or other shifts (36 percent). However, they were more likely to give an average rating than a negative rating.

Figure 22 on the following page shows the difference in opinion among those who had participated in a training program offered to all City employees and those who had not in the last two years. In all cases, the non-participants offer lower ratings than the participants. While 71 percent of those who had participated give citywide training programs a positive rating for overall quality, just 46 percent of those who had not participated do so. And while 64 percent of those who had taken a training course gave a positive rating for variety, just 45 percent of those who had not taken a class did so. Six in ten (61 percent) of those who had taken a training course give a positive rating for the schedule and timing of these training programs, while 35 percent of those who had not taken a training class do so. Last, half of those who had taken a training class give a positive rating for the number of available slots in these classes, compared to 29 percent of those who had not taken a training program.

**FIGURE 22:
Ratings for Training Programs by Participation, 2006**

Aspect	Participation	Total Excellent/Good	Total Average/Poor
Overall Quality	Have participated	71%	29%
	Have not	46%	54%
Variety	Have participated	64%	36%
	Have not	45%	55%
Schedule and timing	Have participated	61%	39%
	Have not	35%	65%
Number of available slots	Have participated	50%	50%
	Have not	29%	71%

Figure 23 shows the change in ratings for the two items that have been tracked since 2001. Ratings for the overall quality of training programs changed insignificantly this year, with 64 percent giving a positive rating. However, ratings for the variety of programs fell to 58 percent, producing a decline of 11 points since 2001.

**FIGURE 23:
Change in Ratings of Various Aspects of Citywide Training Programs
2001-2006**

Statement	Year	Total Good/Excellent	Excellent	Good	Average	Total Poor
The overall quality of citywide training programs	2006	63%	10%	53%	31%	5%
	2004	65%	10%	55%	30%	5%
	2002	70%	12%	58%	25%	5%
	2001	65%	10%	55%	31%	5%
The variety of citywide training programs	2006	58%	10%	48%	34%	9%
	2004	61%	12%	49%	30%	9%
	2002	70%	17%	53%	24%	6%
	2001	69%	17%	52%	25%	6%

PART 4: PERFORMANCE MEASUREMENT IN SAN JOSÉ

As in past years, survey respondents were also presented with a series of specific statements about the City's performance measurement system, and were asked whether they agree or disagree with each one. **Figure 24** shows the results over the past four surveys. Fully 88 percent of employees currently say that the customer is a priority for them when making decisions about how they provide service; eight out of ten (81 percent) employees say that they understand how their work contributes to a core service area; and 76 percent say that they understand the City's goal to be customer-focused and results-driven. A lower 43 percent agree that their work group regularly reviews performance measure data to track results and make improvements.

**FIGURE 24:
Agreement with Statements About
the City's Performance Measurement System, 2001-2006**

Statement	Year	TOTAL AGREE	Str. Agree	Agree	Neither	Disagree	Str. Disagree	Change in Agreement 2001 to 2006
I understand how my work contributes to a core service.	2006	81%	29%	52%	14%	4%	1%	+4%
	2004	80%	28%	52%	14%	4%	1%	
	2002	77%	22%	55%	16%	6%	2%	
	2001	77%	21%	56%	16%	6%	2%	
The customer is a priority for me when I make decisions about how I provide service*.	2006	88%	46%	42%	9%	1%	2%	+16%
	2004	87%	46%	41%	9%	2%	1%	
	2002	75%	29%	46%	18%	5%	2%	
	2001	72%	28%	44%	18%	7%	2%	
I understand and support the City's vision to be a customer-focused, results-driven organization.**	2006	76%	24%	52%	18%	4%	1%	+6%
	2004	76%	28%	48%	17%	5%	2%	
	2002	73%	20%	53%	20%	5%	2%	
	2001	70%	20%	50%	22%	6%	2%	
My work group regularly reviews performance measure data to track results and make improvements.	2006	43%	11%	32%	32%	18%	7%	+8
	2004	45%	12%	33%	30%	18%	7%	
	2002	39%	9%	30%	32%	21%	9%	
	2001	35%	8%	27%	32%	23%	10%	

* In 2002 the wording was "the customer is a priority when making decisions in my work group"

** This year's survey excluded the word "support" from the phrase

The results from this year's survey are little changed from 2004, ending the gradual upward trend in agreement seen from 2001 to 2004. It is important to note that the text of the statement "the customer is a priority for me when I make decisions about how I provide services" was changed from 2001 and 2002 when it read: "the customer is a priority when making decisions in *my work group*." The shift to an individual focus from a work group focus may have contributed to the increased positive response we have seen since that time.

As in past years, less than half (43 percent) of City employees indicated that their work group regularly reviews performance measure data to track results and make improvements. This is statistically unchanged from the 45 percent giving this response in 2004, with both up from findings in 2002 and 2001.

- Large proportions of all subgroups agree that they "understand the City's vision to be a customer-focused, results-driven organization," with virtually seven in ten or more employees in all subgroups giving this response. The exception was among maintenance staff (62 percent agree) and public safety staff (65 percent).
- Large proportions of employees in all subgroups also agree with the statement "I understand how my work contributes to core service." Three-fourths or more employees in nearly every subgroup agree with this statement, with maintenance staff (69 percent) the only group to agree in lower numbers.
- Similarly, more than eight in ten of each subgroup agree that "the customer is a priority for me when I make decisions about how I provide service."
- Asian-American (52 percent) and Filipino (55 percent) employees are more likely to agree that "my work group regularly reviews performance measure data to track results and make improvements" than African-American (43 percent), white (42 percent), Latino (40 percent), and "other"/mixed (30 percent) employees.
- Asian-American (52 percent agree) and Filipino (55 percent) employees are more likely to agree that their work group uses performance measure data to track results and make improvements than Latino (40 percent), white (42 percent), African-American (43 percent), or mixed ethnicity (39 percent) respondents. Not surprisingly, it is executive/managerial employees who are most likely to say that they make use of performance measure data to track results and suggest improvements, with 57 percent giving an affirmative response. **Figure 25** highlights the results among different classifications.

FIGURE 25:
Agreement That “My Work Group Regularly Reviews Performance Measure Data to Track Results and Make Improvements,” 2001-2006

Job Classification	2006 Agree	2004 Agree	2002 Agree	2001 Agree	Change 2004 to 2006	Change 2001 to 2006
Executive/Managerial	57%	59%	57%	51%	-2%	+6%
Professional (Licensed)	50%	51%	42%	36%	-1%	+14%
Direct Service	44%	45%	34%	29%	-1%	+15%
Administrative	42%	43%	40%	37%	-1%	+5%
Professional (Unlicensed)	41%	45%	36%	32%	-4%	+9%
Other	38%	42%	31%	29%	-4%	+9%
Public Safety	38%	39%	28%	27%	-1%	+11%
Maintenance	33%	38%	39%	37%	-5%	-4%

- Unlike previous years, the current survey did not see a continuation of the upward trend in ratings among part-time employees. For the most part, the proportion agreeing with each statement changed little in each area since 2004. **Figure 26** illustrates the results.

FIGURE 26:
Agreement with Statements About the City’s Performance Measurement System By Work Status, 2001-2006

Statement	Year	Full-Time	Part-Time Benefitted	Part-Time Unbenefitted
I understand how my work contributes to a core service.	2006	81%	83%	80%
	2004	80%	83%	85%
	2002	77%	71%	74%
	2001	77%	78%	78%
	Change 2001-2006	+4%	+5%	+2%

**FIGURE 26 CONTINUED:
Agreement with Statements About the City’s Performance Measurement System By
Work Status, 2001-2006**

Statement	Year	Full-Time	Part-Time Benefitted	Part-Time Unbenefitted
The customer is a priority for me when I make decisions about how I provide service.*	2006	88%	93%	92%
	2004	87%	89%	90%
	2002	75%	73%	74%
	2001	72%	79%	77%
	Change 2001-2006	+16%	+14%	+15%
I understand and support the City’s vision to be a customer-focused, results-driven organization.**	2006	76%	77%	74%
	2004	77%	81%	75%
	2002	74%	70%	68%
	2001	70%	75%	72%
	Change 2001-2006	+6%	+2%	+2%
My work group regularly reviews performance measure data to track results and make improvements.	2006	43%	41%	44%
	2004	45%	47%	46%
	2002	38%	51%	36%
	2001	35%	34%	35%
	Change 2001-2006	+8%	+7%	+9%

* In 2002 the wording was “the customer is a priority when making decisions in my work group

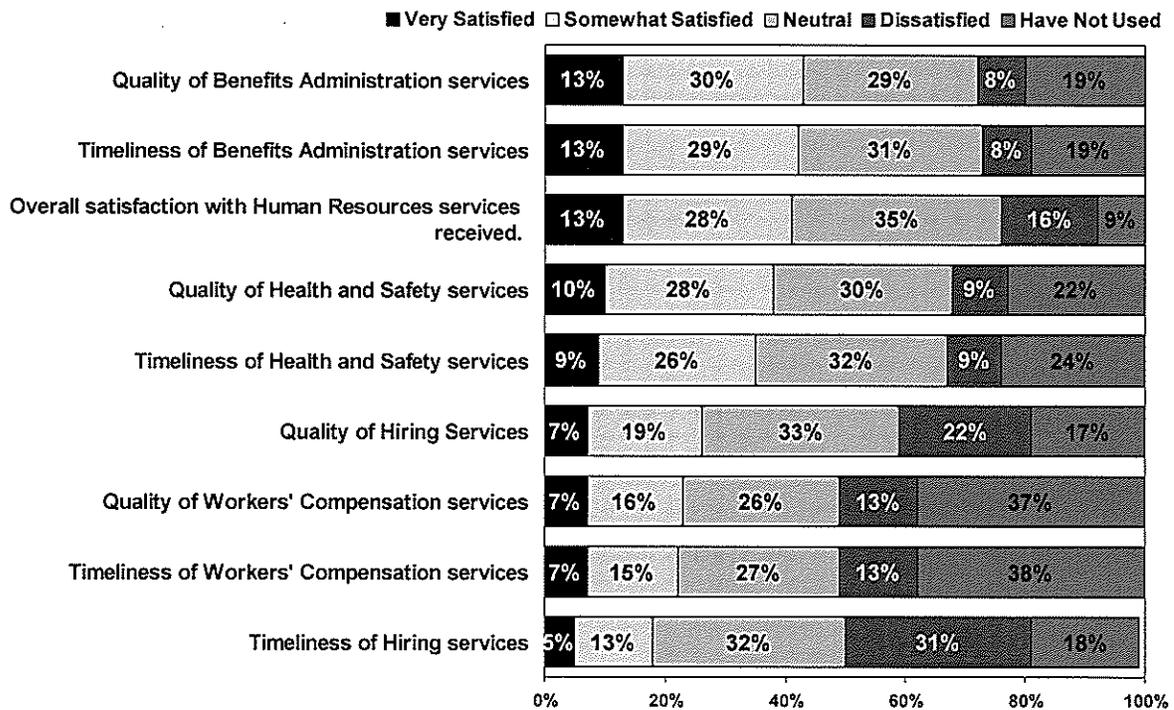
** This year’s survey excluded the word “support” from the phrase

PART 5: EVALUATIONS OF SERVICES PROVIDED BY DIVISIONS OF THE HUMAN RESOURCES DEPARTMENT AND STRATEGIC SERVICES

5.1 EVALUATIONS OF THE DEPARTMENT OF HUMAN RESOURCES

This year, respondents were asked how satisfied they are with services provided to City employees by divisions of the Human Resources Department. **Figure 27** illustrates the results.

**FIGURE 27:
Ratings of Services Provided to City Employees by Divisions of the Human Resources Department, 2006**



As **Figure 27** shows, four in ten (41 percent) respondents are “satisfied” with the Human Resources services received overall. Just 16 percent are “dissatisfied,” with 35 percent having a neutral view and nine percent uncertain (saying they have not used the services). Of those who have used Human Resource services, 45 percent are satisfied, 38 percent have a neutral view, and 17 percent are dissatisfied. Therefore, positive ratings outweigh negative ratings by over 2-to-1.

- Satisfaction ratings are slightly higher among newer employees in the City than those working in San Jose long-term. While 46 percent of those working for the City five years or less are “satisfied” overall with the Human Resources services received, a lower 38 percent of 20 year or more employees give this response. Two in ten (20

percent) employees of 20 years or more are “dissatisfied” with Human Resource services, compared to 13 percent of the newest employees.

- Filipino employees show higher levels of satisfaction (51 percent “satisfied”) than other ethnicities (37 percent to 43 percent).
- Full-time (42 percent “satisfied”) and part-time benefited workers (41 percent) are “satisfied” in higher numbers than part-time unbenefited workers (33 percent). In this case, however, part-time unbenefited workers are not more “dissatisfied,” but less likely to have used the services (29 percent have not used the services) than other employees (eight percent).

When it comes to the Benefits Administration and Health and Safety services, approximately two in ten respondents have not used each service. However, positive reviews outweigh negative reviews by 2 to 1 or more among those who have (these results exclude those who have not used the service). These results include:

- Quality of Benefits Administration services: 54 percent “satisfied” to 10 percent unsatisfied (36 percent neutral)
- Timeliness of Benefits Administration services: 52 percent “satisfied” to 10 percent “dissatisfied” (38 percent neutral)
- Quality of Health and Safety services: 49 percent “satisfied” to 12 percent “dissatisfied” (39 percent neutral)
- Timeliness of Health and Safety services: 46 percent “satisfied” to 12 percent “dissatisfied” (42 percent neutral)

Nearly four in ten respondents said they have not used the Workers’ Compensation system. Among those who have, just 37 percent are satisfied with the system’s quality and 36 percent with its timeliness. Two in ten are dissatisfied in both areas and just over four in ten have a neutral view.

The most negative ratings are given for hiring services. Views about the quality of hiring services are divided among those who have used the service, 32 percent “satisfied” to 28 percent “dissatisfied,” with 40 percent neutral. Impressions of the timeliness of hiring services are more negative than positive by nearly 2-to-1 (39 percent “dissatisfied” to 22 percent “satisfied,” with 39 percent neutral).

Results among subgroups include the following:

- **Time with the City:** In general, longer term employees are at least slightly more dissatisfied with each service tested than those employed by the City for less than five years. When it comes to Workers’ Compensation and Health and Safety services, new employees are no more satisfied, but rather less likely to have used each service. They are, however, far more satisfied with hiring services. Half (51 percent) of employees of five years or less who have used these services say they are “satisfied” with the quality of hiring services (compared to 25 to 33 percent of employees of longer tenure who have used these services). A lower 36 percent are satisfied with timeliness of these services. Yet this is still stronger than the 16 to 22 percent of those of longer tenure giving this response.

- **Age:** Related to the length of time they have worked with the City, employees under the age of 30 are less likely to have used Workers' Compensation, Benefits Administration and Health and Safety services. They are more positive about the "quality of hiring services" (50 percent "satisfied," compared to 32 percent of the sample average among those who have used the service) and "timeliness of hiring services" (36 percent to 22 percent) – services they have used more often.
- **Gender:** In most areas, women were at least slightly less likely to have used the services tested than men. The discrepancy is greatest for health and safety services (31 percent of women have not used the service compared to 17 percent of men) and Workers' Compensation services" (47 percent to 31 percent). Among those who have used each service, there is little notable difference in satisfaction or dissatisfaction among men and women.
- **Ethnicity:** There are few notable differences by ethnicity in ratings for each human resources service. However, Filipino employees are more "satisfied" with the "quality" and "timeliness" of Benefits Administration services (approximately two-thirds are "satisfied" with each among those who have used the service).
- **Work status:** Not surprisingly, unbenefited part-timers are also less likely to have used Benefits Administration services. Full-timers who have used health and safety services are slightly more positive about their quality (50 percent to 41 percent of part-timers), but no more so about their timeliness. In general, part-timers have a more positive view of the "quality of health services," with 44 percent of part-timers who have used this service "satisfied," compared to 31 percent of full-time workers. However, in terms of "timeliness" of hiring services, more than twice as many unbenefited part-timers said they were "satisfied" with this service as part-time benefited workers (39 percent to 17 percent) and full-timers (21 percent). These workers are more "dissatisfied" (43 percent among part-time benefited workers and 41 percent among full-timers) than part-time unbenefited workers (23 percent) who have used the service.
- **Classifications:** Maintenance workers are more likely to have used most services. They are more likely to be "dissatisfied" with the "timeliness of hiring services" (39 percent "dissatisfied"). Among those who have used each service, there was little notable difference in ratings compared to the sample average.

Half (52 percent) of executive/managerial staff who have used hiring services are "dissatisfied" with the "timeliness of hiring services" – higher than the proportion of those in other classifications giving this response (31 percent to 44 percent) and the sample average (39 percent).

Public safety staff are more likely than other groups (in addition to Maintenance staff) to have used Health and Safety services. They are also more likely to have used Workers' Compensation services (and to be "dissatisfied" with them – with approximately three in ten of those who have used Workers' Compensation services giving this response compared to two in ten for the sample average).

Professional –unlicensed workers and “other” classifications are less likely to have used Workers’ Compensation services (54 percent and 49 percent, respectively, have not) than other subgroups (between 21 percent and 39 percent).

- **Shifts:** Night and “other” shift workers are generally more likely to have used each service. This results in more positive evaluations from them for the quality and timeliness of health and safety services, but slightly more negative reviews for the quality and timeliness of Workers’ Compensation services.

5.2 EVALUATIONS OF STRATEGIC SUPPORT SERVICES

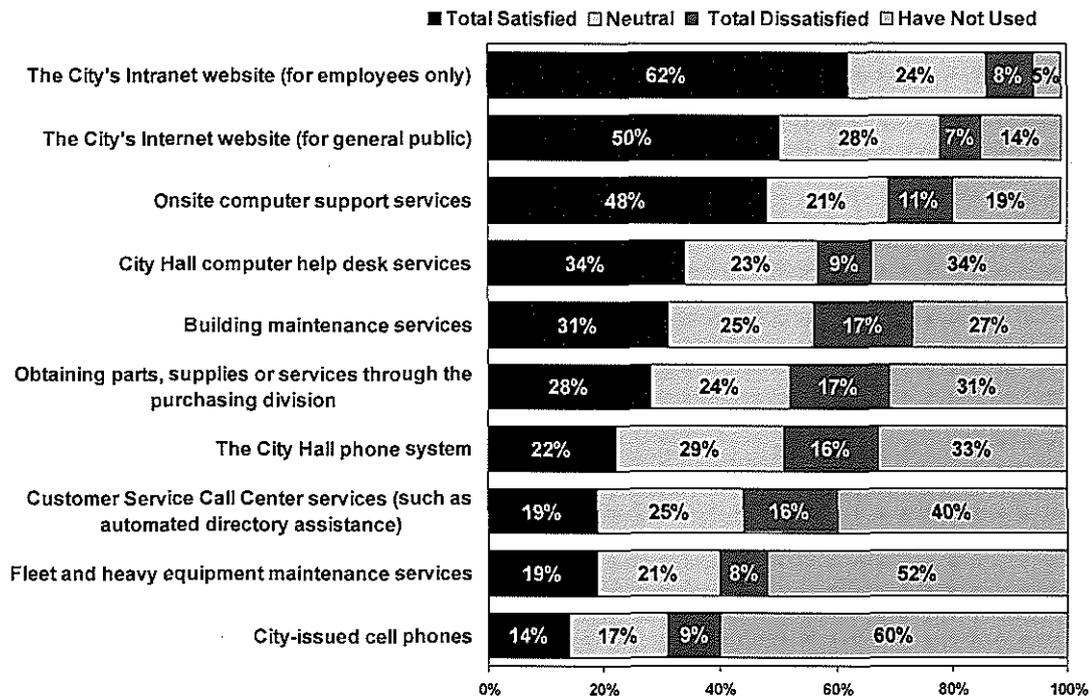
Employees were asked to rate their satisfaction with a number of strategic support services provided to City employees. Unlike in 2004 when respondents were asked to assess the importance of each service and their satisfaction with it, this year respondents were just asked to rate their satisfaction. The respondents were asked to evaluate their satisfaction on a five point scale, where a “5” rating meant “very satisfied” and “1” rating meant “very dissatisfied.” Employees who did not use a given service were asked to indicate as much. **Figure 28** illustrates the results.

High proportions said they have not used many of these services. Furthermore, satisfaction ratings are generally modest, with near equal or only slightly lower numbers giving a neutral opinion. In fact, neutral and dissatisfied ratings combined are as high as or higher than the proportion giving a “satisfied” rating.

- Six in ten (60 percent) have not used “city-issued cell phones.” Among those who have, ratings are only slightly more positive than negative, 24 percent “dissatisfied” to 34 percent “satisfied.” Four in ten (42 percent) have a neutral view.
- Just over half (52 percent) have not used “fleet or heavy equipment maintenance services,” with those who have more positive than negative by a 2-to-1 ratio (39 percent to 17 percent, with 44 percent neutral in their assessment).
- Four in ten (40 percent) said they have not used the “Customer Service Call Center services.” Among those who have, views are divided (31 percent “satisfied” to 27 percent “dissatisfied”).
- One-third (34 percent) have not used “City Hall computer desk services,” with those who have far more positive (51 percent “satisfied”) than “dissatisfied” (14 percent). One-third of those who have used this service are neutral in their view (35 percent).
- One-third (33 percent) have also not used the “City Hall phone system,” with views nearly divided among those who have (32 percent positive to 25 percent negative). Forty-four percent have a neutral view.
- Three in ten (31 percent) have not “obtained parts, supplies, or services through the purchasing division.” Of those who have, four in ten are “satisfied” with this service, while 35 percent have a neutral view and 25 percent are “dissatisfied.”

- While 27 percent have not used “building maintenance services,” those who have are more positive than negative as well (42 percent “satisfied” to 23 percent “dissatisfied,” with 34 percent neutral).
- While most have used “onsite computer support services” (just 19 percent said they have not). Of those who have used the service, 60 percent are “satisfied” and 14 percent are “dissatisfied,” with 26 percent having a neutral view.
- Six in ten (62 percent), however, are “satisfied” with the City’s Intranet website.” Just eight percent are “dissatisfied” (five percent have not used it and 24 percent have a neutral view).
- Reflecting a lower level of usage (14% have not used), half (50 percent) are “satisfied” with “the City’s Internet website,” while 28 percent have a neutral view and seven percent are “dissatisfied.”

FIGURE 28:
Satisfaction Ratings for the
City’s Strategic Support Services



Results among subgroups

- Those with the City for less than five years are the most likely to have not used all of these services and likelihood to have used each service generally increases with tenure. However, this greater familiarity with the services translates into slightly higher dissatisfaction ratings among those with the City for longer tenures rather than greater numbers of “satisfied” employees.

- There are few differences in response to this series of questions by gender. However, women are far more likely to not have used the “city-issued cell phones” (75 percent to 49 percent among men) and “fleet and heavy equipment maintenance services” (72 percent to 38 percent) than men.
- In nearly every area, those working full-time for the City are more likely to have used each service than those working part-time. Among those using each service, full-timers are more dissatisfied with “obtaining parts, supplies, and services through the purchasing division” (27 percent “dissatisfied”) than part-timers (four percent). Full-timers are more negative about the “City Hall phone system,” with 26 percent “dissatisfied” compared to 11 percent for part-timers. In all other areas, views of full-timers and benefited part-timers who have used each service are similar, with unbenefited part-timers giving a “neutral” rating in higher proportions.
- There were some notable differences by job classification among those who have used each service:
 - Maintenance (49 percent), “other direct services” (54 percent), administrative (53 percent), and “other” (50 percent) classifications employees express more satisfaction with “obtaining parts, supplies or services through the purchasing division” than those respondents in the remaining classifications analyzed (25 percent to 34 percent). Executive/managerial employees (39 percent “dissatisfied”) and public safety employees (34 percent) express the most dissatisfaction.
 - In evaluating “building maintenance services,” public safety workers are the most negative, with nearly half (46 percent) “dissatisfied” compared to 12 to 24 percent of those in other classifications. Meanwhile, executive/managerial (53 percent “satisfied”) and administrative (54 percent) employees are the most positive.
 - Half (50 percent) of public safety employees have not used the “city hall computer help desk services” – far less than those in other classifications. Satisfaction ratings are lower among maintenance workers (35 percent “satisfied”) and public safety workers (33 percent) who have used this service than others in classifications (53 percent to 60 percent). However, rather than being more negative in their assessment, they are more neutral.
 - When it comes to “onsite computer support services,” maintenance workers (46 percent) and public safety workers (45 percent) express less satisfaction, with the latter also less likely to have used these services.
 - Maintenance workers are the most likely to have used “fleet and heavy equipment maintenance services,” with just 14 percent saying they have not used this service, compared to 42 percent (public safety) to 67 percent (administrative) of other classifications. Just over four in ten (45 percent) maintenance workers are “satisfied” with these services, while 24 percent are

“dissatisfied.” Public safety employees who have used this service are just as satisfied, at 47 percent, but other classifications show lower levels of satisfaction.

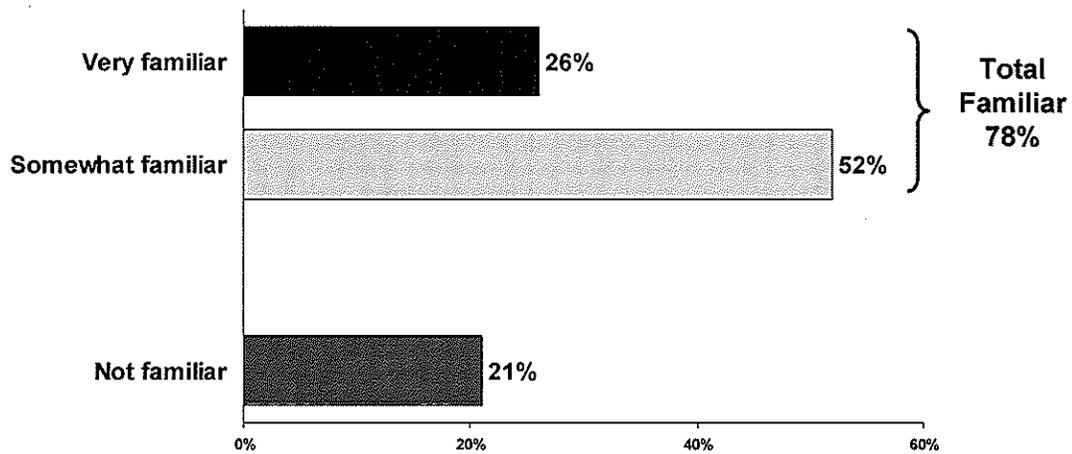
- Those working the swing shift are less likely to have used most of these services. Those working “other” shifts are most likely to have used “building maintenance services” and also most likely to be “dissatisfied” (48 percent “dissatisfied” among those using the service). Those working day shifts are most likely to have used the City hall computer help desk services and onsite computer support services and also the most “satisfied” (54 percent and 61 percent of those who have used these services). Those working day shifts are also the most likely to have used the customer service call center services. However, views are nearly divided, with 33 percent “satisfied,” 39 percent neutral in their view, and 28 percent “dissatisfied” among those day shift workers who have used this service. Those working the night shift and “other” shifts are more likely to have used the “fleet and heavy equipment maintenance services” and, as a result, more likely to be “satisfied” (58 percent and 60 percent among those who have used these services). One-quarter of day shift workers who have used the City Hall phone system have a negative view of it – slightly higher than those working other shifts. Those working the day shift are also more likely to use the City’s Internet website, but ratings are positive among day (60 percent “satisfied”), split (58 percent), and night (53 percent) workers who have used this service.

PART 6: E-WAY SELF-SERVICE PROGRAM

For the first time this year, respondents were asked about the City’s eWay self-service system.

Eight in ten (78 percent) are at least “somewhat” familiar with the system. One-quarter (26 percent) are “very” familiar while another 52 percent are “somewhat” familiar (See Figure 29)

**FIGURE 29:
Familiarity with the City’s eWay Self-Service System, 2006**

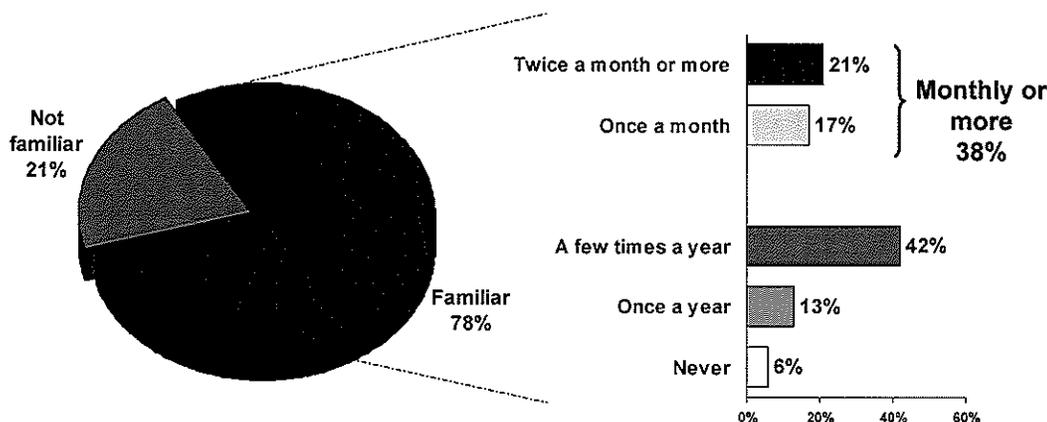


- There is not a lot of overall variation in familiarity with the eWay self-service system. However, the proportion “very” familiar decreases with rising age, from 34 percent “very” familiar among those under 30 to 17 percent of those 55 years of age or older.
- Those working full-time (82 percent familiar) and benefited part-timers (75 percent) are more familiar than unbenefited part-timers (37 percent).
- Familiarity is also stronger with those working day shifts (81 percent) or “other” shifts (77 percent) than those working swing (63 percent) or night (67 percent) shifts.
- Those working in public safety (64 percent familiar) and direct services (66 percent familiar) are less likely to be familiar with the City’s eWay self-service system. Those working in “other” classifications (66 percent familiar) are also less familiar.

In line with those who say they are not familiar with eWay self-system, 22 percent say they have never accessed the system. Most have done so infrequently, with 13 percent doing so, on average, once a year and 34 percent doing so just a few times a year. Three

in ten access the City eWay system once a month (14 percent) or more often (17 percent). **Figure 30** illustrates the results.

FIGURE 30:
Frequency of Accessing City’s eWay Self-Service System Among Those Familiar



- Four in ten (39 percent) of those familiar with the eWay system access it monthly or more, while another 42 percent do so a few times a year and 13 percent do so once a year or less (six percent are uncertain).
- Those under 30 are the most likely to access the system monthly or more often (59 percent of those who have accessed it before). In line with this finding, likelihood to access the system monthly or more rises with declining years with the City. Nearly half of those who have worked for the City less than five years (47 percent) or five to ten years (46 percent) access it often, while 36 percent of 10 to 15 year employees and 33 percent of longer-term employees who have accessed the system do so frequently.
- Filipino employees who use the system access it monthly or more in higher proportions (54 percent) than other ethnic groups (35 percent to 45 percent).

The vast majority of those who have used the eWay system consider its services in providing personal information, benefits information, and payroll information at least somewhat valuable. Just under six in ten (58 percent) of those familiar with the system consider the personal information service to be valuable (a four or five rating on a five-point scale) and another 22 percent call it “somewhat valuable.” Just four percent consider it not valuable.

Three out of four (74 percent) of those familiar with the eWay system consider the benefits information valuable, with another 14 percent calling it “somewhat valuable.” Just three percent consider this information not valuable (see **Figure 31**).

An equal 73 percent consider the payroll information on eWay to be valuable. This is “somewhat valuable” to 12 percent as well. Again, just three percent consider it not valuable.

**FIGURE 31:
Opinion of City’s eWay Services, 2006**

Aspect	Participation	Total extremely valuable/valuable (4 or 5 rating)	Somewhat valuable (3 rating)	Not valuable (1 or 2 rating)	Have not used
Benefits information	Total Sample	61%	13%	3%	22%
	Among those familiar with eWay	74%	14%	3%	9%
Payroll information	Total Sample	60%	11%	3%	26%
	Among those familiar with eWay	73%	12%	3%	14%
Personal information	Total Sample	47%	19%	5%	28%
	Among those familiar with eWay	58%	22%	4%	15%

PART 7: AWARENESS OF AND PARTICIPATION IN PROGRAMS FOR CITY EMPLOYEES

The survey also sought information about employees' use of various benefit programs available to them. **Figure 32** below shows reported participation rates in each program.

**FIGURE 32:
Participation and Awareness of Programs**

Statement	Year	Enrolled	Not Enrolled	Not Sure
Long Term Disability (LTD) Plan	2006	67%	27%	7%
	2004	63%	29%	9%
	Change 2004-2006	+4%	-2%	-2%
Medical Reimbursement Account Program	2006	14%	76%	10%
	2004	15%	76%	9%
	Change 2004-2006	-1%	N/C	+1%
Long Term Care (LTC) Plan	2006	23%	68%	9%
	2004	13%	75%	12%
	Change 2004-2006	+10%	-7%	-3%
Dependent Care Assistance Plan	2006	6%	89%	5%
	2004	6%	91%	3%
	Change 2004-2006	N/C	-2%	+2%

7.1 THE LONG TERM CARE PLAN

Nearly seven in ten respondents (68 percent) say they are enrolled in the City's optional Long Term Care (LTC) Plan. Nine percent are not sure if they are enrolled, and 23 percent are not enrolled. This is up slightly from an enrollment of 63 percent in 2004 (the first time the question was asked).

- Enrollment increases with years on the job, with 16 percent of employees of five years or less enrolled in the optional Long Term Care plan compared to 28 percent of 20 year or more employees. This is most likely a reflection of their age. Supporting this view, just 12 percent of those under 30 are enrolled, compared to 28 percent of those 55 years of age or older.
- Enrollment is higher with African-American employees (33 percent) than those of other ethnicities (23 percent on average).
- Those who work full-time are more likely to be enrolled (25 percent) than part-time benefited workers (18 percent), who in turn are, not surprisingly, more likely to be enrolled than part-time unbenefited employees (two percent).
- There was little variation by classification, with professional/unlicensed staff the most likely to be enrolled (29 percent) and “other direct services” staff (16 percent) and “other” staff (14 percent) the least likely.

When non-enrollees were asked why they do not take part in the optional LTC Plan, 34 percent said they are not familiar with the program. Three in ten (30 percent) say it is too expensive (with this reason up from 16 percent two years ago). Other reasons included not thinking they will need it (20 percent), having this insurance through another source (seven percent), or not knowing they could apply at any time (five percent).

- The proportion who said they are not enrolled in the LTC Plan because they do not think they will need it increases with declining age, from nine percent of those 55 years of age or older to 34 percent of those under 30.
- Employees of five years or more are more likely to cite the expense as why they are not enrolled (30 percent to 37 percent) than the newer employees (18 percent).
- Half (50 percent) of Latino employees who are not enrolled say a lack of familiarity is the reason behind it. This is far higher than the approximately three in ten of other ethnicities who give this response.
- For part-time unbenefited employees, a lack of familiarity is the biggest barrier (59 percent). While familiarity is also the most mentioned barrier for full-time and part-time benefited workers, high proportions also mention the expense and not thinking they will need it.
- Half (50 percent) of maintenance workers say they are not enrolled because they are not familiar with the plan. Forty-two percent of public safety employees also give this response. This is higher than those in other classifications who give this response (18 percent to 34 percent). Executive/managerial staff are least likely to name this reason (18 percent).

- A lack of awareness stands behind the low enrollment among swing shift (49 percent), night shift (42 percent), and “other” shift (40 percent) employees than day shift employees (32 percent). For them, the expense is an equally mentioned reason (32 percent) – and more often mentioned by day shift employees than those working other shifts.

7.2 THE MEDICAL REIMBURSEMENT ACCOUNT PROGRAM

Fourteen percent of respondents said they are enrolled in the Medical Reimbursement Account program. While 76 percent said they are not, ten percent are not sure if they are enrolled. These findings are unchanged from 2004.

- There is little variation in the proportion enrolled in the Medical Reimbursement Account program by demographic groups. Those under 30 years of age are among the least likely to be enrolled (seven percent). African-American (23 percent) and Asian-American (22 percent) participants are more likely to be enrolled than other ethnic groups. Essentially none of the part-time unbenefited workers report being enrolled. Enrollment is highest with executive/managerial (22 percent) and professional/licensed (21 percent) staff and lowest with maintenance staff (nine percent).

When asked why they are not enrolled, the highest proportion say they are not enrolled because they are not familiar with program (41 percent). Another 29 percent say they do not have qualifying expenses and 19 percent say the tax savings are not significant enough. The proportion citing these reasons are little changed from 2004.

- A lack of familiarity is the most often cited reason with all demographic groups, in particular those under 30 (58 percent) and 30 to 39 (45 percent), men (45 percent), Latino (55 percent) and African-American (45 percent) employees, part-time employees (55 percent), maintenance staff (61 percent) and “other” classifications (58 percent), and swing (54 percent) and night (58 percent) staff.

7.3 THE DEPENDENT CARE ASSISTANCE PLAN

Only six percent of respondents reported that they are enrolled in the Dependent Care Assistance Plan. Nine out of ten respondents (89 percent) said they are not, while five percent are uncertain. These numbers are unchanged from 2004. The low rate of participation generally cuts across subgroups of the workforce, although enrollment is higher with Executive/managerial staff (11 percent) and licensed professional staff (14 percent).

When asked why they are not enrolled, 57 percent of non-enrollees say they did not have qualifying expenses and 28 percent say they are unfamiliar with the program. Six percent say the tax savings are not significant enough and four percent say they do not need the service. These numbers are virtually identical to those in 2004.

- Respondents under the age of 30 (40 percent) are the more likely to say they are not familiar with the program than those older. Instead, older employees are more likely to say they do not have qualifying expenses, with just 45 percent of those under 30 giving this response, compared to 62 percent of those 55 years of age or older.
- Newer employees were more likely to say they are not familiar than longer-term employees, with 34 percent of employees of less than five years saying they are not familiar compared to 22 percent of 20 year or more employees. Longer-term employees are more likely to say they do not have the qualifying expenses (47 percent of new employees to 65 percent of the longest term employees).
- Men are more likely to say a lack of familiarity is why they are not enrolled in the Dependent Care Assistance Plan than women (32 percent to 21 percent). Women are more likely to say they do not have the qualifying expenses (63 percent to 53 percent).
- Latino employees are among the most likely to say a lack of familiarity stands behind them not being enrolled in the plan (42 percent) and less likely than other subgroups to cite a lack of qualifying expenses (46 percent). Filipino participants are also more likely to cite a lack of familiarity (32 percent) and less likely than other subgroups to say they do not have qualifying expenses – albeit a still high 50 percent give this response.
- Part-time unbenefited workers are more likely to say they are not familiar than part-time benefited workers (53 percent to 28 percent). Meanwhile, benefited part-time workers are nearly twice as likely to cite a lack of qualifying expenses than unbenefited part-timers (55 percent to 29 percent).
- Half of maintenance workers cite a lack of familiarity (49 percent, higher than any other classification). For others, a lack of qualifying expenses was a more often given reason.

7.4 THE LONG TERM DISABILITY PLAN

Two-thirds (67 percent) of employees surveyed are enrolled in the City's Long Term Disability Plan, while 27 percent are not and seven percent are uncertain. The proportion enrolled is up slightly from 63 percent in 2004.

- Employees of less than five years are less likely to be enrolled in this plan (49 percent) than those of longer-term employment (65 percent to 74 percent). The same is true among those under 30 (42 percent enrolled) than older (between 64 percent and 74 percent of different age cohorts).
- Enrollment is slightly higher with African-American (74 percent) and Filipino (73 percent) staff than those of other ethnic backgrounds (64 percent to 68 percent).

- While 72 percent of full-time staff are in this plan, just 48 percent of part-time benefited staff are (and two percent of unbenefited).
- Enrollment is lowest with public safety staff (56 percent), other direct service staff (56 percent), and “other” staff (50 percent).

One-third (33 percent) of those who are not enrolled or are unsure say they are not enrolled because they are unfamiliar with the LTD plan. This is down only slightly from 37 percent in 2004. Two in ten (20 percent) say they are not sure they will need it (again, little changed from 2004), and an only slightly lower number say they are not enrolled because it is too expensive (17 percent, up from 11 percent) or they have insurance from another source (16 percent, up from 13 percent). One in ten (nine percent) say they did not know they could apply at any time (unchanged from 2004).

- Newer employees are more likely than the longest-term employees to say they are not enrolled in the LTD plan because they are not familiar with it. While 42 percent of those with the City less than five years, 32 percent of five to 10 year employees, and 43 percent of 10 to 15 year employees give this response, 22 percent of those with the City more than 15 years do so. Those with the City less than five years are less likely to cite the cost as a reason (nine percent) and those with the City ten years or more are twice as likely to say they have insurance through another source (10 percent to approximately 23 percent).

PART 8: SUGGESTIONS FOR IMPROVING THE CITY’S WORKING ENVIRONMENT

As in previous years, at the conclusion of the survey, respondents were given space to answer one final, general question: “If you could change one thing about your job or working environment, what would it be?” As was the case in previous years, the diverse responses offered by employees can be grouped into several broad categories, as shown below. **Figure 33** illustrates the results.

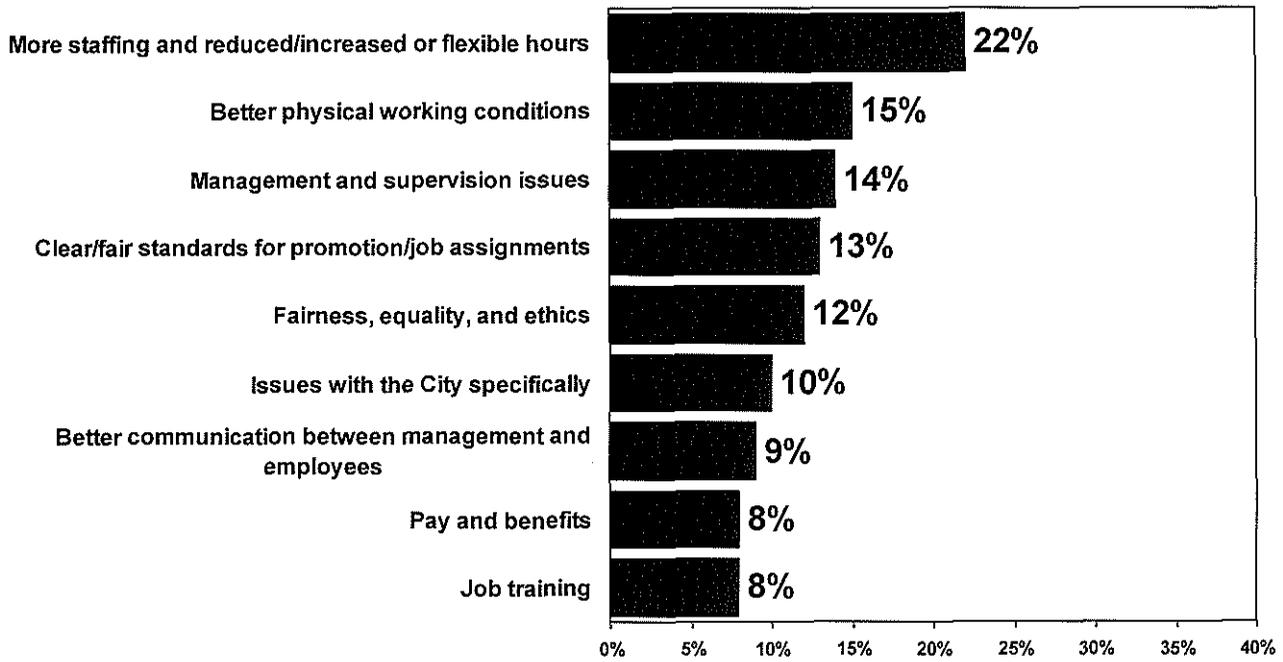
The suggestions generally fell into the following categories:

- **Management and supervision issues** – In 2006, about 14 percent of those polled called for some type of improvement in management. However, this is half the number that did so in 2004 (28 percent at that time). These comments included getting rid of poor managers and supervisors, having better leaders/managers/supervisors, changing supervisors, stopping micro-management, and providing input on supervisor performance appraisals. This was the leading response category in the 2001 (22 percent), 2002 (24 percent), and 2004 (28 percent) surveys – indicating that concern about management may be lower at this time.

- **Better communication between management and employees** – Approximately nine percent of those surveyed asked for more feedback on their job performance, more recognition for jobs well done, and improved communication generally. Another three percent mentioned improving workplace morale and creating a positive environment – improvements related to better communication between management and employees. Seventeen percent (17 percent) of those polled in 2001, 18 percent in 2002, and 10 percent in 2004 offered the same kinds of suggestions.
- **More staffing and reduced/increased or flexible hours** – About 22 percent of those polled gave responses related to staffing and workload, including needing more staff or reduced workload, a better job schedule or hours or more time off, more full-time positions, the ability to work more hours, converting temporary employees to permanent staff, providing the option to telecommute, more job security, and creating a more equal distribution of workload. About 15 percent of those polled made similar suggestions in 2001 and 13 percent in 2002 and 2004. Therefore, the current finding represents a near doubling of concern in this area.
- **Clearer and fair standards for promotion and job assignments** – Thirteen percent asked for changes or improvements in the promotion or hiring process and qualifications or changes in job titles or classifications. In the 2001 survey, about 12 percent of the suggestions fell into this category, as well as 11 percent in 2002 and eight percent in 2004.
- **Better physical working conditions** – In this year's survey, 15 percent called for improvements to their physical working environments, including more or better technology and equipment, improved work areas, fixing maintenance issues, and offering onsite food or a cafeteria. Twelve percent gave these types of responses both in 2001 and 2002 and 13 percent in 2004.
- **Pay and benefits** – This year, eight percent specifically mentioned that if they could change one thing it would be better pay and benefits. Five percent specifically mentioned pay, while the remainder mentioned benefits for part-time employees or contract workers, improved Workers' Compensation policy, and better retirement options. Eight percent gave these responses in 2001, five percent in 2002, and four percent in 2004.
- **Fairness, equality, and ethics:** This year there were a number of mentions focused on fairness, equality, and ethics. These included getting rid of favoritism, respecting employees, holding employees accountable, more ethics in the workplace, removing the appearance of age discrimination, more diversity in hiring, equal pay and benefits, and less office politics. In all, 12 percent gave one of these mentions.
- **Issues with the City specifically:** There were also a number of comments related to doing business with the City, including streamlining City processes, improved union contract negotiations, more funding or budget, improving the following of City or department visions or goals, less misuse of city resources, less politics from the Mayor and City Council involving employees, and restructuring, moving, or merging departments and divisions. In all, approximately one in ten made one of these comments.

- **Job training:** Eight percent of respondents this year mentioned that they would like improved job training or mentoring.

FIGURE 33:
Top Choices for What Would Change About Job or Work Environment, 2006



APPENDIX A

TOPLINE SURVEY RESULTS

**CITY OF SAN JOSÉ
2006 EMPLOYEE SURVEY
320-295UT
FINAL
N=2462**

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

MEAN	<u>Strongly Disagree</u> 1	<u>Disagree</u> 2	<u>Neither Agree Nor Disagree</u> 3	<u>Agree</u> 4	<u>Strongly Agree</u> 5
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a. The City of San José is a good employer. N=2449

4.1 2% ----- 3% ----- 11% ----- 55% ----- 30%

b. The City of San José values diversity and differences in the workplace. N=2442

3.8 2% ----- 7% ----- 19% ----- 50% ----- 21%

c. The City of San José values me as an employee. N=2446

3.4 5% ----- 14% ----- 31% ----- 37% ----- 13%

d. I am kept informed about issues facing the City that affect me. N=2445

3.5 4% ----- 14% ----- 26% ----- 44% ----- 12%

e. I would recommend working for the City to friends and neighbors who are interested. N=2447

3.9 3% ----- 4% ----- 17% ----- 49% ----- 27%

2. Overall, how satisfied are you with your job? N=2430

Very satisfied	-----	38%
Somewhat satisfied	-----	42%
Neither satisfied nor dissatisfied	-----	8%
Somewhat dissatisfied	-----	8%
Very dissatisfied	-----	4%
Mean	-----	2.0

3. Please indicate which of the following factors are the most important to you in your ongoing decision to continue working for the City of San José. (*Check up to four items.*) N=2400

Trust and respect among co-workers (2)	-----	42%
Opportunity to offer my individual contribution (3)	-----	32%
Support for work/life balance needs (10)	-----	31%
Stimulating, engaging work assignments (8)	-----	30%
Professional growth and career development opportunities (11)	-----	29%
Feeling valued on my work team (5)	-----	28%
Effectiveness of my work group's service delivery (1)	-----	23%
Manageable workload/volume of assignments (12)	-----	23%
Effectiveness of my immediate supervisor (4)	-----	21%
Recognition for a job well done (7)	-----	21%
Reasonable day-to-day stress level (13)	-----	16%
Regular, constructive feedback from my supervisor (9)	-----	9%
Personal goal alignment with work group goals (6)	-----	8%
Other (14) (please specify)	-----	8%
Pay/job security (15)	-----	6%
Benefits/retirement (16)	-----	5%
Contribution to community (18)	-----	1%
All of the above (#1-13)	-----	0%

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

MEAN	<u>Strongly Disagree</u> 1	<u>Disagree</u> 2	<u>Neither Agree Nor Disagree</u> 3	<u>Agree</u> 4	<u>Strongly Agree</u> 5
a.	People in my work group operate as a team to deliver service. N=2444				
4.0	3%	7%	13%	46%	32%
b.	I am provided opportunities to make decisions about how to do my job. N=2446				
3.9	3%	8%	13%	47%	29%
c.	I clearly understand the performance expectations of my job. N=2449				
4.1	2%	5%	12%	47%	34%
d.	I am given timely and constructive feedback on my performance during the course of my day-to-day work. N=2440				
3.2	8%	17%	29%	36%	10%

MEAN	<u>Strongly Disagree</u> 1	<u>Disagree</u> 2	<u>Neither Agree Nor Disagree</u> 3	<u>Agree</u> 4	<u>Strongly Agree</u> 5
e.	I am satisfied with the recognition I receive for doing a good job. N=2449				
3.3	10%	16%	25%	36%	12%
f.	Employees in my work group display honesty and integrity in the workplace. N=2450				
3.9	3%	8%	18%	43%	28%
g.	Differences of thought and perspective are valued in my work group. N=2444				
3.5	6%	12%	26%	41%	15%
h.	Employees in my work group treat each other with respect. N=2447				
3.8	3%	7%	17%	48%	25%
i.	My work group effectively addresses the diversity of our customers while delivering services. N=2427				
3.9	2%	4%	21%	48%	26%
j.	I am encouraged to take risks to improve service delivery within my work group. N=2432				
3.2	8%	16%	33%	31%	12%
k.	Departmental managers provide effective leadership and direction for my department. N=2431				
3.2	12%	16%	26%	35%	12%
l.	My immediate supervisor provides effective leadership and direction for my work group. N=2432				
3.6	8%	11%	18%	37%	26%
5	During the past twelve months, have you received a formal annual performance appraisal from your supervisor? N=2402				
	Yes (Go to Q5b)				63%
	No (Skip to Q6)				37%

5b. (If Yes) How useful did you find your most recent formal performance appraisal to be? N=1438

Very useful ----- 36%
 Somewhat useful ----- 42%
 Not useful ----- 22%

6. Generally, how useful do you find formal, annual performance appraisals to be? N=2365

Very useful ----- 28%
 Somewhat useful ----- 46%
 Not useful ----- 26%

7. Next, in the course of your job, how often do you personally work directly with people from other departments to provide improved service? N=2424

All the time ----- 26%
 Frequently ----- 31%
 Occasionally ----- 26%
 Rarely ----- 13%
 Never ----- 3%

The next questions deal with the skills, knowledge, and technology tools that City employees may need to do their jobs.

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

MEAN	<u>Strongly Disagree</u> 1	<u>Disagree</u> 2	<u>Neither Agree Nor Disagree</u> 3	<u>Agree</u> 4	<u>Strongly Agree</u> 5
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a. In general, I have the skills and knowledge that I need to do my job well. N=2450

4.4 1% ----- 2% ----- 4% ----- 49% ----- 45%

b. In general, I have the technology tools that I need to do my job well. N=2447

3.8 4% ----- 11% ----- 13% ----- 47% ----- 24%

c. My supervisor encourages me to take citywide training classes to enhance my development within the department and the City. N=2436

3.4 7% ----- 12% ----- 29% ----- 34% ----- 18%

The next questions deal with the training programs and classes offered by the City to its employees

9. In the past two years have you signed up for and/or participated in a training program offered to all City employees? N=2410

Yes, I have signed up for and participated in a training program ----- 61%
 Yes, I have signed up for a training program but have not been
 allowed to participate-----5%
 No, I have not signed up for or participated in a training program ----- 34%

10. Please rate the following aspects of training programs that are offered to all City employees.

MEAN	<u>Very Poor</u> 1	<u>Poor</u> 2	<u>Just Average</u> 3	<u>Good</u> 4	<u>Excellent</u> 5
a.	The overall quality of citywide training programs N=2160				
3.7	1%	4%	31%	53%	10%
b.	The variety of citywide training programs N=2175				
3.6	2%	7%	34%	48%	10%
c.	The schedule or timing of classes in citywide training programs N=2159				
3.4	3%	10%	35%	45%	8%
d.	The number of available slots for students to take classes in citywide training programs N=2137				
3.3	5%	13%	38%	38%	6%

The next question deals with services you may receive from the Human Resources Department .

11. Please rate the following aspects of the services provided to City Employees by divisions of the Human Resources Department. These services include hiring, management of benefits, and workers compensation in terms of how *satisfied* you are with those services. Use any number on the scale from one to five, where one means "very dissatisfied" and five means "very satisfied". If you have not used that service, please check the "X".

["HAVE NOT USED" RESPONSES REMOVED]

MEAN	<u>Very Dissatisfied</u> 1	2	<u>Neutral</u> 3	4	<u>Very Satisfied</u> 5	<u>Have Not Used</u> X
a.	Overall satisfaction with Human Resources services received N=2188					
3.4	7%	10%	38%	31%	14%	0%
b.	Quality of Hiring services N=1976					
3	11%	16%	40%	23%	9%	0%
c.	Timeliness of Hiring services N=1962					
2.7	18%	21%	39%	16%	6%	0%
d.	Quality of Health and Safety services N=1845					
3.5	4%	8%	39%	36%	13%	0%
e.	Timeliness of Health and Safety services N=1807					
3.4	4%	8%	42%	34%	12%	0%
f.	Quality of Workers' Compensation services N=1486					
3.2	10%	11%	42%	26%	11%	0%
g.	Timeliness of Workers' Compensation services N=1466					
3.2	11%	10%	44%	25%	11%	0%
h.	Quality of Benefits Administration services N=1935					
3.6	4%	7%	36%	37%	16%	0%
i.	Timeliness of Benefits Administration services N=1925					
3.5	4%	6%	38%	36%	16%	0%

The next question focuses on the City’s system for measuring the effectiveness of City government services.

12. Listed below are a number of statements about the City of San José’s system for measuring the effectiveness of City government services. Please indicate whether you agree or disagree with each statement. Use any number on the scale from one to five, where one means “strongly disagree” and five means “strongly agree”.

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

a. I understand the City’s vision to be a customer-focused, results-driven organization. N=2425
3.9 1% ----- 4% ----- 18% ----- 52% ----- 24%

b. My work group regularly reviews performance measure data to track results and make improvements. N=2408
3.2 7% ----- 18% ----- 32% ----- 32% ----- 11%

c. I understand how my work contributes to a core service. N=2421
4.0 1% ----- 4% ----- 14% ----- 52% ----- 29%

d. The customer is a priority for me when I make decisions about how I provide service. N=2423
4.3 1% ----- 2% ----- 9% ----- 42% ----- 46%

The next questions focus on some specific programs that the City offers to its employees.

13. How familiar are you with the City's eWay self-service system? N=2441

Very familiar -----	26%
Somewhat familiar-----	52%
Not familiar at all-----	21%

14. How frequently, on average, do you access the City's eWay system? N=2437

Twice a month or more-----	17%
Once a month-----	14%
A few times a year -----	34%
Once a year-----	13%
Never accessed eWay-----	22%

15. How would you rate the value of the following eWay services? Use any number on the scale from one to five, where one means "Not valuable at all" and five means "extremely valuable". If you have not used, please check the "X".

	Not Valuable <u>At All</u>		Somewhat <u>Valuable</u>		Extremely <u>Valuable</u>		Have Not <u>Used</u>
MEAN	1	2	3	4	5		X

a. **Personal Information:** address, emergency contact & phone numbers N=2380

3.9 2% -----3% -----19%-----24% -----23%-----28%

b. **Benefits Information:** benefit enrollments, deferred compensation deferrals, enrolled dependents & designated beneficiaries N=2385

4.1 1% -----2% -----13%-----29% -----32%-----22%

c. **Payroll Information:** paychecks, compensation history, W-2 reprints, W-4 changes & multiple bank direct deposits N=2387

4.2 1% -----2% -----11%-----26% -----34%-----26%

16. Are you enrolled in the Medical Reimbursement Account program, from which general medical expenses like doctor visits and drug prescriptions can be paid with pre-tax dollars? N=2411

Yes, I am enrolled (**Go to Q17**) ----- 14%
 No, I am not enrolled (**Ask Q16b**) ----- 76%
 I am not sure if I am enrolled (**Ask Q16b**)----- 10%

16b. *(If No or Not Sure)* Which of the following best describes why you are not enrolled in the Medical Reimbursement Account program? N=1889

I am not familiar with the program----- 41%
 I do not have qualifying expenses----- 29%
 The tax savings are not significant enough----- 19%
 Not eligible for benefit-----2%
 Program/plan available from other source -----3%
 Do not need it -----1%
 Other-----6%

17. Are you enrolled in the Dependent Care Assistance Plan, from which expenses for caring for child or adult dependents – including nursing homes, home care or day care – can be paid with pre-tax dollars? N=2405

Yes, I am enrolled (**Go to Q18**) -----6%
 No, I am not enrolled (**Ask Q17b**) ----- 89%
 I am not sure if I am enrolled (**Ask Q17b**)-----5%

17b. *(If No or Not Sure)* Which of the following best describes why you are not enrolled in the Dependent Care Assistance Plan? N=2077

- I am not familiar with the program----- 28%
- I do not have qualifying expenses----- 57%
- The tax savings are not significant enough-----6%
- Not eligible for benefit-----2%
- Program/plan available from other source -----1%
- Do not need it/no dependents-----4%
- Other-----3%

18. Next, the City of San José does not participate in the State Disability Insurance program. In the event that an illness requires an extended absence and you exhaust your available leave balances, you would be without income. The City does offer an optional Long Term Disability plan designed to provide income to you while absent due to an illness or injury. Are you enrolled in the City’s Long Term Disability (LTD) plan? N=2410

- Yes, I am enrolled (**Go to Q19**) ----- 67%
- No, I am not enrolled (**Ask Q18b**) ----- 27%
- I am not sure if I am enrolled (**Ask Q18b**)-----7%

18b. *(If No or Not Sure)* Which of the following best describes why you are not enrolled in the Long Term Disability (LTD) plan? N=745

- I am not familiar with the program----- 33%
- I did not know that I could apply at any time-----9%
- I applied for enrollment after my first 30 days
on the job, but did not pass the qualifying
examination -----1%
- It’s too expensive ----- 17%
- I don’t think that I will need it----- 20%
- I have this insurance through another source ----- 16%
- Not eligible for benefit-----4%
- Other-----5%

19. Next, neither the City’s health insurance plans nor Medicare pay for extended long-term care (i.e., expenses related to nursing home care, residential care, facility care and community/home-based care). Are you enrolled in the optional Long Term Care (LTC) Plan offered by the City? N=2392

- Yes, I am enrolled (Go to Q20) ----- 23%
- No, I am not enrolled (Ask Q19b) ----- 68%
- I am not sure if I am enrolled (Ask Q19b)-----9%

19b. (If No or Not Sure) Which of the following best describes why you are not enrolled in the Long Term Care (LTC) plan? N=1745

- I am not familiar with the program----- 34%
- I did not know that I could apply at any time-----5%
- I applied for enrollment after my first 30 days
on the job, but did not pass the qualifying
examination -----0%
- It’s too expensive ----- 30%
- I don’t think that I will need it----- 20%
- I have this insurance through another source -----7%
- Not eligible for benefit-----2%
- Other -----4%

The next questions focus on strategic support services provided by the City to employees and departments.

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

MEAN	<u>Very Dissatisfied</u> 1	2	<u>Neutral</u> 3	4	<u>Very Satisfied</u> 5	<u>Have Not Used</u> X
a.	Obtaining parts, supplies or services through the purchasing division N=2386					
3.2	7%	10%	24%	19%	9%	31%
b.	Building maintenance services N=2392					
3.2	7%	10%	25%	21%	10%	27%
c.	City Hall computer help desk services N=2387					
3.5	3%	6%	23%	22%	12%	34%
d.	Onsite computer support services N=2400					
3.6	4%	7%	21%	29%	19%	19%
e.	Customer Service Call Center services (such as automated directory assistance) N=2374					
3.0	7%	9%	25%	14%	5%	40%
f.	Fleet and heavy equipment maintenance services N=2369					
3.3	4%	4%	21%	12%	7%	52%
g.	The City Hall phone system N=2387					
3.0	7%	9%	29%	16%	6%	33%
h.	City-issued cell phones (if applicable) N=2303					
3.1	5%	4%	17%	10%	4%	60%
i.	The City’s Intranet website (for use by employees only) N=2412					
3.7	2%	6%	24%	43%	19%	5%

MEAN	Very				Very	Have Not
	<u>Dissatisfied</u>		<u>Neutral</u>		<u>Satisfied</u>	<u>Used</u>
	1	2	3	4	5	X
j.	The City's Internet website (for use by the general public) N=2390					
3.6	2%	5%	28%	36%	14%	14%

The next question refers to your overall experience as an employee of the City of San José.

21. If you could change one thing about your job or working environment, what would it be? Please be as specific as you can. N=1638

- Change/improve promotion/hiring process/qualifications ----- 11%
- Workload too heavy/need more staff ----- 10%
- Improve job training/mentoring ----- 8%
- More/better technology/equipment----- 7%
- Other ----- 7%
- Nothing ----- 5%
- Improve work area/room/cubicle----- 5%
- More money/pay increase ----- 5%
- Improve communication ----- 5%
- Get rid of/reprimand poor performers/managers/supervisors ----- 5%
- Job schedule/hours/time off ----- 5%
- Better leaders/managers/supervisors ----- 5%
- Job recognition/feedback ----- 4%
- Improve workplace morale/create positive environment ----- 3%
- Get rid of favoritism ----- 3%
- Streamline city processes/procedures to be more timely/
require less paperwork ----- 3%
- Respect of employees ----- 3%
- More full-time positions/more hours ----- 2%
- Better union contract negotiation/resolution ----- 2%
- More funding/budget ----- 2%
- Improve customer service ----- 2%
- Fix/perform maintenance issues ----- 2%
- Hold employees accountable ----- 2%
- Change supervisors ----- 2%
- Change job title/classification ----- 2%
- Benefits for part-time/contract employees ----- 1%
- Convert temp/contract employees to permanent ----- 1%
- More ethics in workplace ----- 1%
- Stop micro-management ----- 1%
- Remove appearance of age discrimination ----- 1%
- Offer onsite food/cafeteria ----- 1%
- Provide option to telecommute if job allows ----- 1%
- Get rid of team San Jose ----- 1%

- Equal pay/benefits ----- 1%
- More diversity in hiring/staff ----- 1%

Q21 CONTINUED

- Equal treatment of employees----- 1%
- Improve workers comp policy ----- 1%
- Provide input on supervisor performance appraisal----- 1%
- Management spend time in field/understand their employee's job functions -- 1%
- Improve following of dept/city vision/goals----- 1%
- Even distribution of workload ----- 1%
- Quit wasting/misusing city resources----- 1%
- Update performance appraisal process ----- 1%
- Less politics from Mayor’s office/city council involving employees ----- 1%
- Less office politics ----- 1%
- Better retirement options----- 1%
- More stability of job----- 1%
- Restructure/move/merge entire department/division----- 1%
- Address traffic safety issues----- 0%
- Service length recognition ----- 0%
- Choice to pay into social security ----- 0%
- Too many managers ----- 0%
- Restore lump sum vacation accrual system----- 0%
- Access intranet/telestaff from home/offsite----- 0%
- Get rid of the new billing system----- 0%
- Better parking ----- 0%
- Update PDP to be more flexible/allowable spending ----- 0%
- Increase health and wellness program options ----- 0%
- Fewer meetings/less time in meetings ----- 0%
- Better options when harassment happens ----- 0%
- Offer child care----- 0%
- More challenges in job role ----- 0%

THE FOLLOWING QUESTIONS ARE FOR CLASSIFICATION PURPOSES ONLY.

22. How long have you worked for the City of San José? N=2370

Less than one year-----	6%
Between one and five years-----	14%
Between five and ten years-----	29%
Between ten and fifteen years-----	13%
Between fifteen and twenty years-----	19%
More than twenty years-----	20%

23. What is your age group? N=2351

Under 30-----	9%
30-39-----	21%
40-49-----	33%
50-54-----	17%
55 or older-----	19%

24. What is your gender? N=2337

Male-----	57%
Female-----	43%

25. Which of the following best describes the ethnic or racial group with which you identify yourself?
N=2248

African-American/Black-----	3%
Asian/Pacific Islander-----	13%
Caucasian/White-----	52%
Filipino-----	5%
Hispanic/Latino-----	19%
Native American/Indian-----	1%
Multi-ethnic/multi-racial-----	4%
Some other group or identification-----	4%

26. What is your work status with the City? N=2364

Full Time-----	89%
Part Time Benefited-----	3%
Part Time Un-benefited-----	6%
Temporary Employee-----	1%
Contract Employee-----	0%

27. What category best describes your classification? N=2353

Administrative/support staff -----	18%
Executive/managerial -----	15%
Professional (licensed) -----	9%
Professional (unlicensed) -----	15%
Maintenance -----	9%
Public safety -----	23%
Other direct services -----	5%
Recreational leader/instructor -----	2%
Other -----	3%

28. What shift do you usually work? N=2343

Days -----	81%
Mids or swing shift -----	8%
Graveyard or overnight shift -----	2%
24 hr day/56 hr week/ firefighter schedule	5%
Other -----	4%

29. When are you considering retiring from your job as a city employee? (If you don't know please estimate) N=2322

Within the next 2 years -----	10%
2-5 years from now -----	18%
6-10 years from now -----	25%
More than 10 years from -----	46%
Already retired -----	0%

MUST CODE:

DATE SURVEY RECEIVED _____

Source of Survey N=2462

Mail -----	70%
Internet -----	30%

Department N=2462

Airport -----	6%
City Auditor-----	1%
City Attorney's Office-----	2%
City Clerk's Office-----	0%
City Manager's Office-----	2%
Team San Jose-----	1%
Environmental Services-----	8%
Finance-----	2%
Fire Department-----	10%
General Services-----	3%
Housing-----	2%
Employee Services-----	3%
Independent Police Auditor-----	0%
Information Technology-----	2%
Library-----	7%
Office of Economic Development-----	2%
Planning, Building and Code Enforcement-----	5%
Police Department-----	16%
Parks Recreation and Neighborhood Services-----	10%
Public Works-----	7%
Redevelopment Agency-----	2%
Retirement-----	1%
Department of Transportation-----	7%
City Council-----	1%
New Employees-----	0%
Department removed-----	1%



City of San José 2006 Employee Survey

March 2007

320-295

Fairbank, Maslin, Maullin & Associates
Opinion Research & Public Policy Analysis

Santa Monica, CA – Oakland, CA – Madison, WI - Mexico City

City of San José

2006 Employee Survey

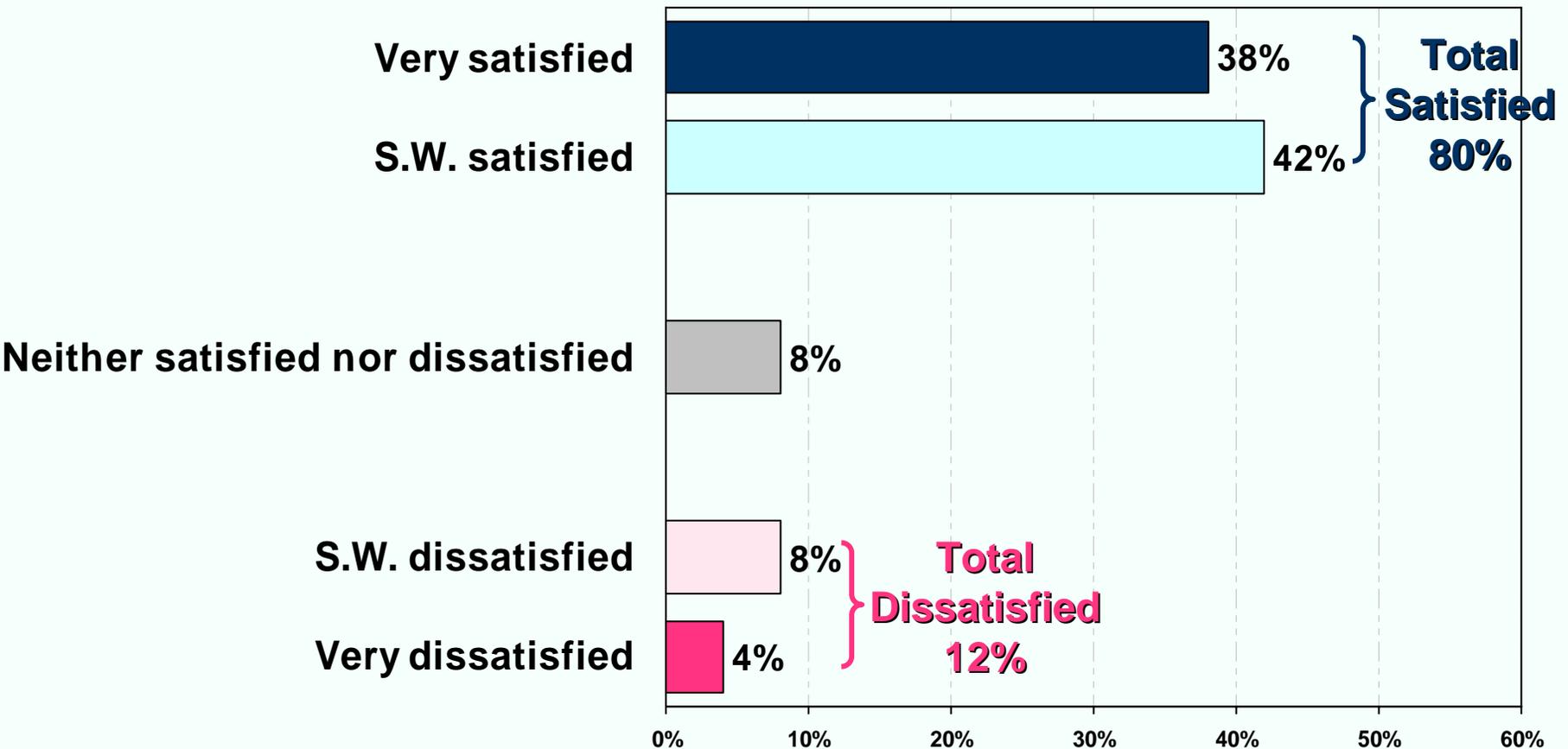
Methodology

- **Survey content updated from 2001, 2002 and 2004 surveys**
- **Hard copy of survey booklet distributed to all City employees (full-timers at work, part-timers through the mail)**
- **Employees were also given the option of responding to the survey on-line (1/3 of responses gathered on-line)**
- **Reminder emails sent toward the end of data collection**
- **Data collected by FMM&A and CCI Web Research**
- **Data collected December 18 through January 31**
- **Response rate was 31%**

City of San José 2006 Employee Survey

Opinion Research &
Public Policy Analysis

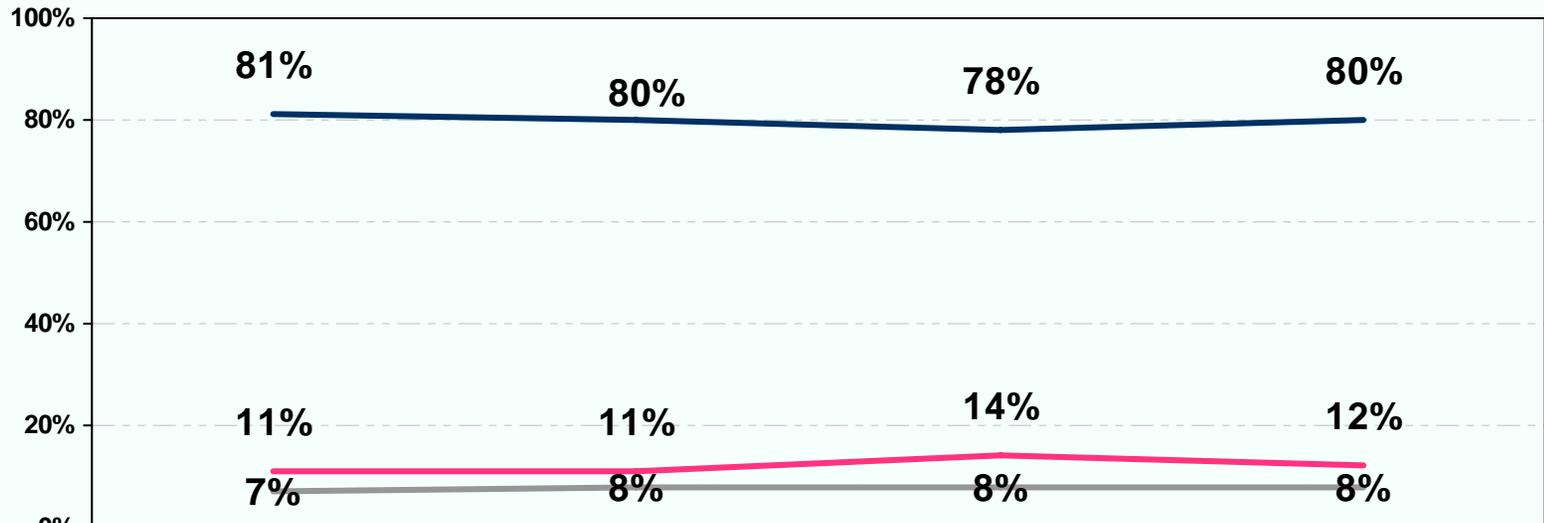
Eight in ten employees are satisfied with their jobs.



City of San José 2006 Employee Survey

Job satisfaction has remained steady since 2001.

— Total Satisfied — Total Dissatisfied — Neither



	2001	2002	2004	2006
Total Satisfied	81%	80%	78%	80%
Total Dissatisfied	11%	11%	14%	12%
Neither	7%	8%	8%	8%

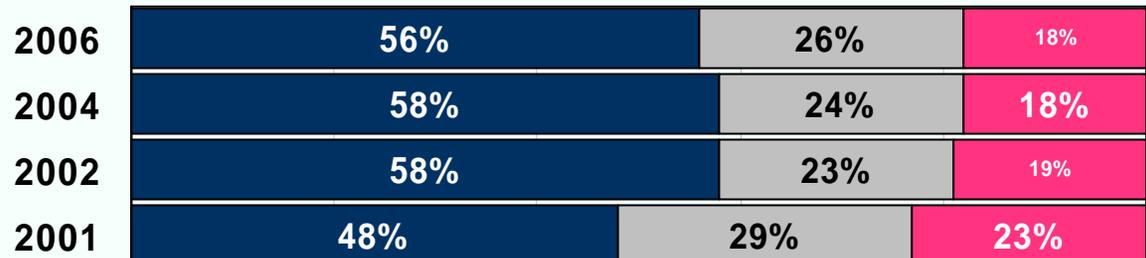
City of San José 2006 Employee Survey

Opinion Research &
Public Policy Analysis

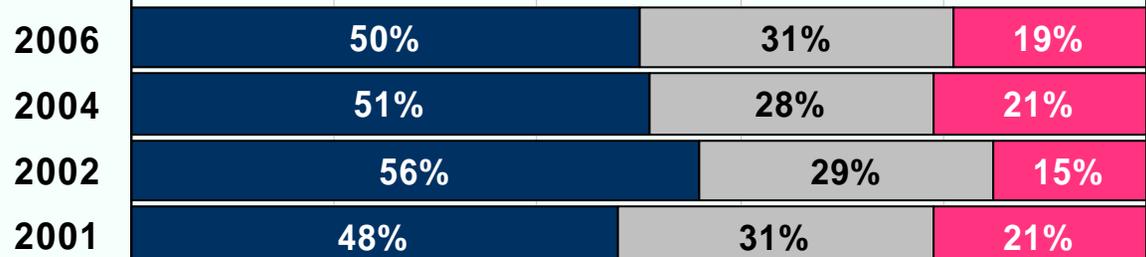
About half of all employees are satisfied with information and recognition from the City

■ Agree (4-5) ■ Neither (3) ■ Disagree (1-2)

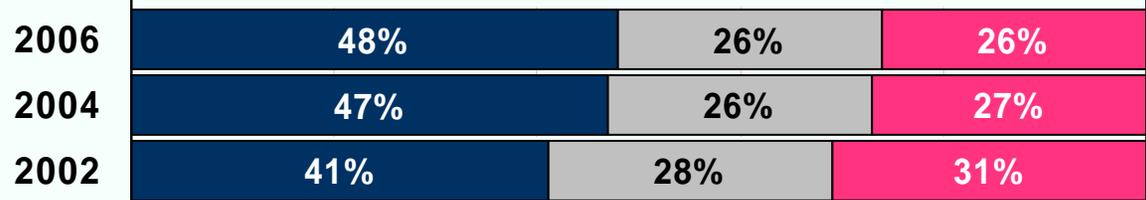
I am kept informed about issues facing the City that affect me.



The City of San Jose values me as an employee.



I am satisfied with the recognition I receive for doing a good job.



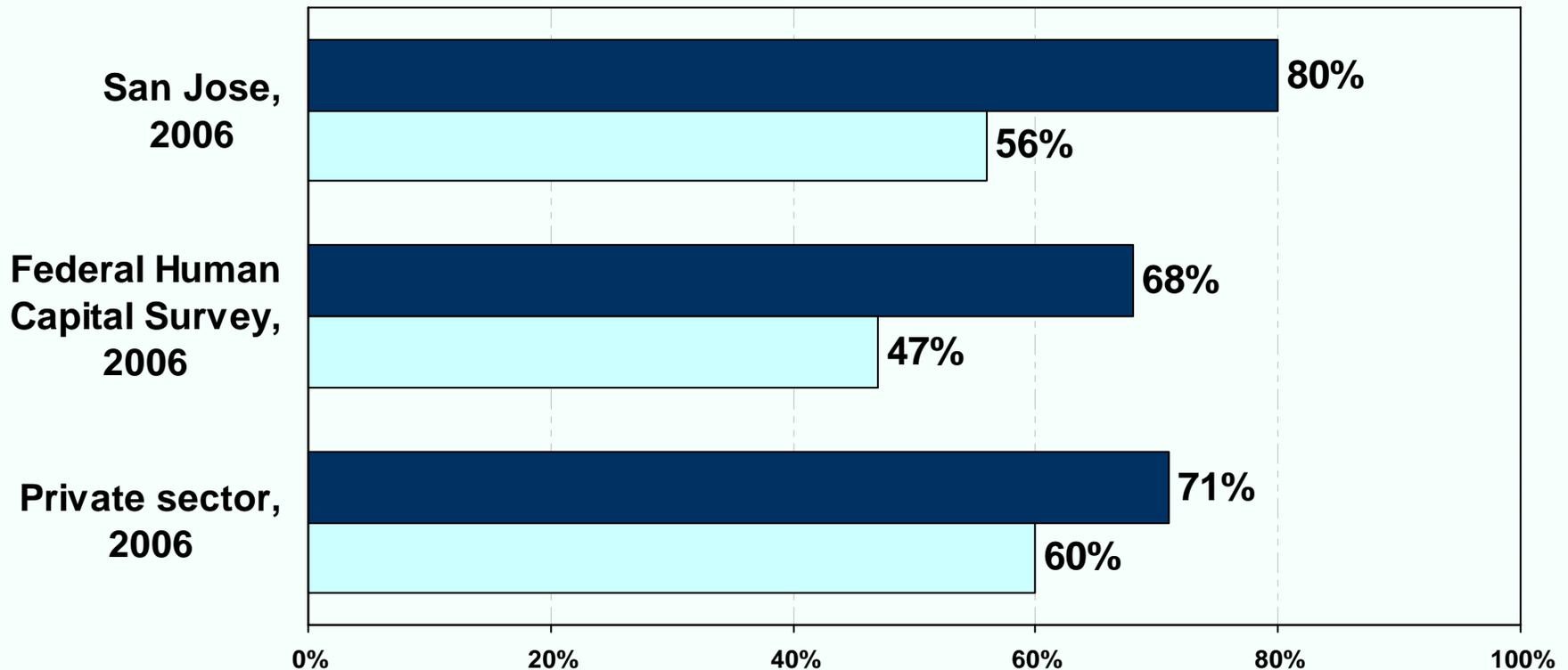
0% 20% 40% 60% 80% 100%

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

City of San José 2006 Employee Survey

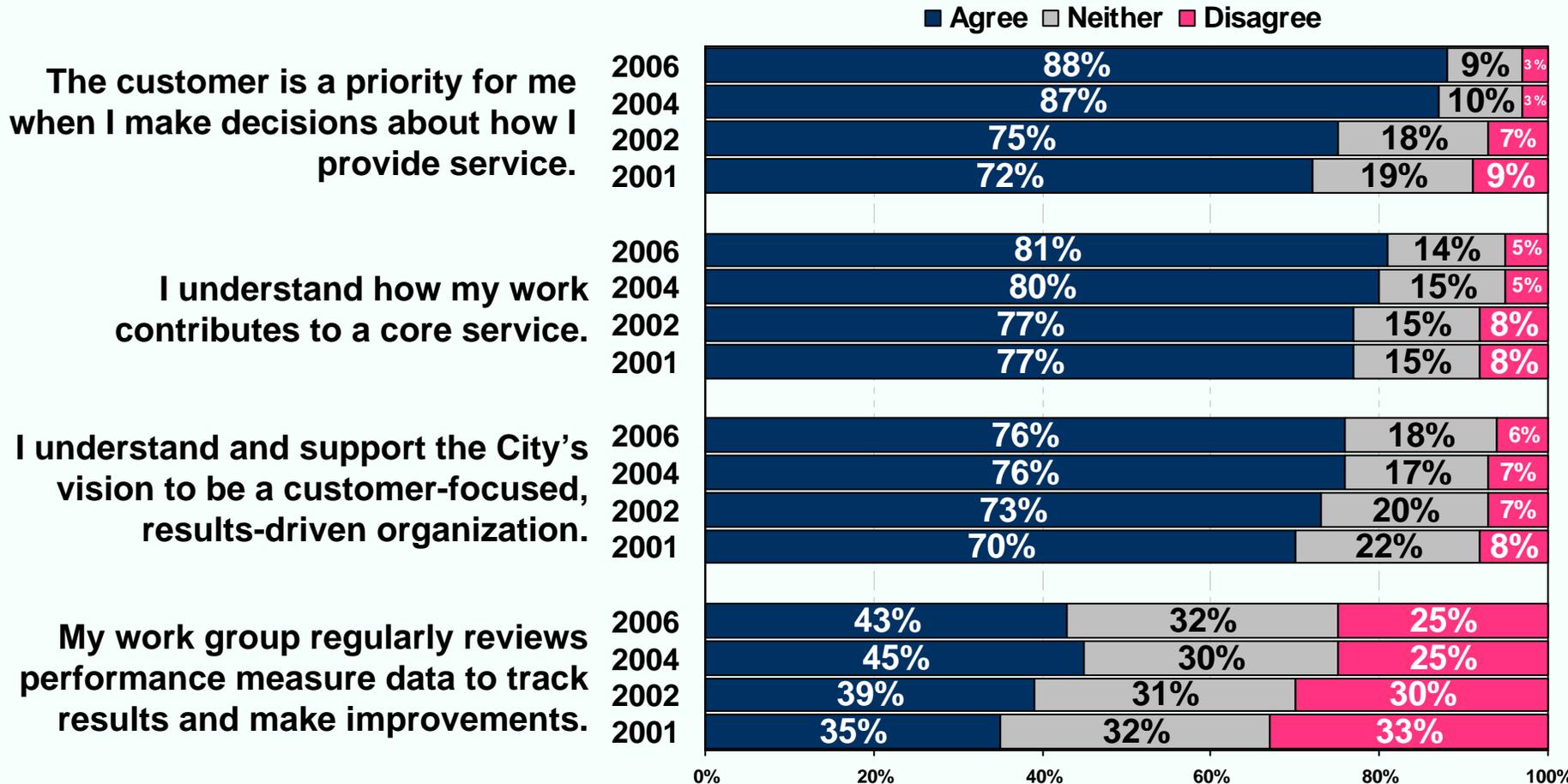
The City is comparable to other employers in job satisfaction and satisfaction with the information provided by management.

■ Job satisfaction □ Information from management



City of San José 2006 Employee Survey

Employees increasingly understand the City's performance measurement system.



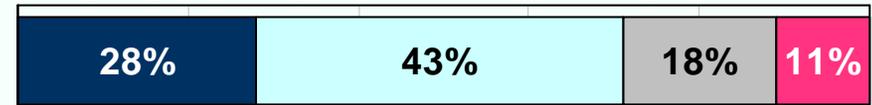
12. Listed below are a number of statements about the City of San José's system for measuring the effectiveness of City government services. Please indicate whether you agree or disagree with each statement. Use any number on the scale from one to five, where one means "strongly disagree" and five means "strongly agree".

City of San José 2006 Employee Survey

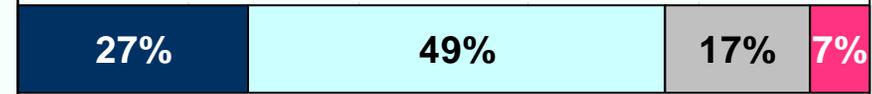
Employees believe their colleagues show honesty and integrity.

■ Strongly Agree (5) □ Agree (4) □ Neither (3) ■ Disagree (1-2)

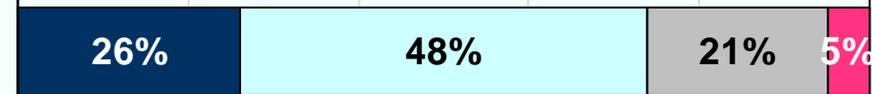
Employees in my work group display honesty and integrity in the workplace.



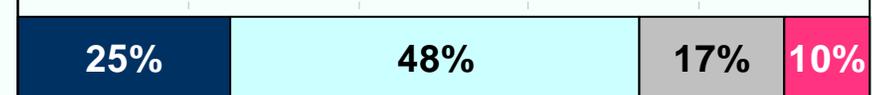
I would recommend working for the City to friends and neighbors who are interested.



My work group effectively addresses the diversity of our customers while delivering services.



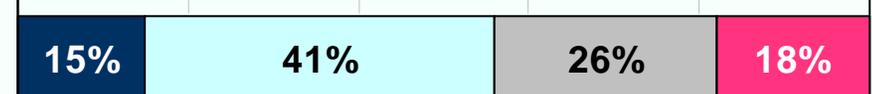
Employees in my work group treat each other with respect.



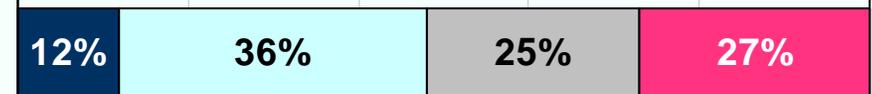
The City of San Jose values diversity and differences in the workplace.



Differences of thought and perspective are valued in my work group.



I am encouraged to take risks to improve service delivery within my work group.



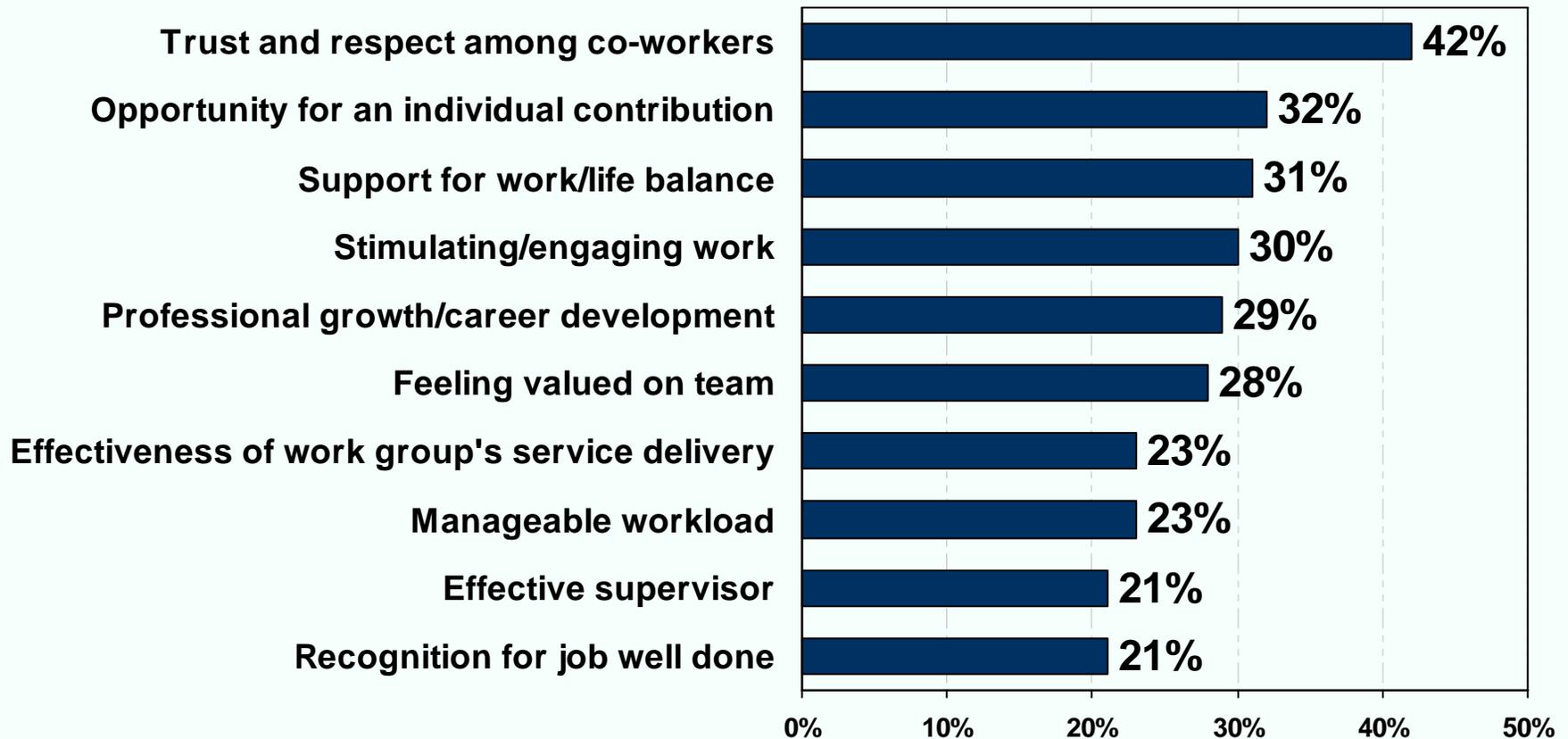
0% 20% 40% 60% 80% 100%

1/4. Listed below are a number of statements...please indicate whether you agree or disagree with each statement. Use any number on the scale from one to five, where one means "strongly disagree" and five means "strongly agree".

City of San José 2006 Employee Survey

Employees point to a number of factors in their decision to remain with the City.

(Respondents Allowed to Check Up to Four Items; Only Top Responses Shown)



3. Please indicate which of the following factors are the most important to you in your ongoing decision to continue working for the City. (Check Up to Four)



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