



CITY OF SAN JOSÉ 2002 EMPLOYEE SURVEY

Report of Survey Results

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Fairbank, Maslin, Maullin & Associates
2425 Colorado Avenue, Suite #180, Santa Monica, CA 90404
Phone: (310) 828-1183, Fax: (310) 453-6562

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INTRODUCTION

This report presents the results of the 2002 survey of San José City employees conducted by Fairbank, Maslin, Maullin & Associates (FMM&A). The report highlights the key findings of the 2002 survey, and draws relevant comparisons to the results of a similar survey conducted by FMM&A in 2001.

FMM&A administered both the 2002 and 2001 San José employee surveys using a questionnaire delivered to all City employees either at their workplace or through the U.S. mail. The content of the questionnaire for the 2002 survey closely matched that of the questionnaire distributed in 2001, which was designed in cooperation with the staff of the City Manager's Office and a Survey Advisory Team that included labor representatives. Many questions were designed to obtain data to match performance measures designed by the City as part of San José's "Investing in Results" initiative.

For the 2002 survey, a total of approximately 9,600 survey booklets were distributed to all full-time and part-time City employees. 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.

The surveys were distributed on October 25, 2002, and employees were initially directed to return them by November 4. The deadline for survey responses was extended to encourage more responses, and surveys were ultimately collected through December 2, 2002, at which point a total of 3,115 questionnaires had been returned. The overall response rate for all City employees was approximately 33 percent. The response rate was down slightly from the 40 percent return on the 2001 survey; nevertheless, the response rate continues to compare quite favorably with those observed in private-sector employee surveys that FMM&A has conducted. The demographic and departmental profile of those responding to this year's survey very closely matches the profile of those who responded to the survey in 2001.

Mail surveys have several advantages and disadvantages that must be kept in mind while interpreting survey results. The principal advantage of a mail survey 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 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 (with the exception of the under-representation of part-time employees), combined with the large sample size and high response rate, suggests that the results provide a reliable indicator of employee attitudes and beliefs.

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

- **Part 1** describes San José employees' overall satisfaction with their jobs.
- **Part 2** presents employees' views of various aspects of their work environments. The section includes employees' overall assessments of the City as an employer, as well as assessments of their individual departments and work groups.
- **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. It discusses employees' awareness and understanding of "Investing in Results," and examines the degree to which employees have begun to use performance measurement in their work groups.
- **Part 5** investigates employees' evaluations of the usefulness of a variety of sources of information from the City.
- Finally, **Part 6** 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 2002 survey are included at the end of the report as Appendix A.

SUMMARY OF MAJOR FINDINGS

The 2002 San José employee survey shows that employees continue to be very pleased with their working environment. More than four out of five remain satisfied with their jobs, and an even larger majority agree that the City is “a good employer” than was the case in 2001. Most employees indicate that they are kept informed about issues facing the City that affect them, and believe that the City offers them opportunities for advancement. As was the case in 2001, employees tend to feel more enthusiastic about conditions within their specific work group than within their department as a whole.

There remain a number of areas where employees call for improvements to their working environments, however. A number of employees would like to see management improvements that would (among other changes) reduce red tape, increase accountability and responsibility, provide clearer direction to employees, and balance workloads more evenly. Other employees would like better communication between managers and employees; in particular, many employees continue to feel that they are not adequately recognized for good performance, and that they are not given timely and constructive feedback on their performance. In addition, while a growing number of employees are satisfied with the availability of classes in Citywide training programs, for many the availability of such classes remains a concern.

The survey results show slight, but not necessarily significant, increases in the proportion of employees that are aware of the “Investing in Results” program and say that they understand its principles. While most executive and managerial employees indicate that they are using performance measure data on a regular basis to track results and suggest improvements, most other employees indicate that they do not use performance measure data as frequently.

The following items stand out among the survey’s specific findings:

- More than four out of five 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. **(Section 1.1)**
- The vast majority of employees (more than four out of five) continue to view the City as a “good employer,” and believe that they have the skills they need to do their job well. **(Section 2.1)**
- There has been a notable increase since 2001 in the proportion of employees who say that “the City of San José values me as an employee” or “I am kept informed about issues facing the City that affect me.” Majorities now agree with each statement. **(Section 2.1)**
- Employees remain generally pleased with conditions in their departments. Clear majorities say that employees in their department are encouraged to think of ways to do their jobs better, that their department makes workplace safety a priority, and that they are kept informed about issues facing their department that affect them. **(Section 2.2)**

- Slightly less than half of San José employees (46 percent) say that “departmental managers provide effective leadership and direction” for their department, although only 29 percent directly disagree with the statement. **(Section 2.2)**
- Just 41 percent of employees are satisfied with the recognition they receive from their department for doing a good job, down slightly from 44 percent in last year’s survey. **(Section 2.2)**
- As was the case in 2001, employees are even more enthusiastic about conditions in their work groups than about conditions in their department or the City as a whole. Within their work group, employees continue to believe they are given opportunities to make decisions about how to do their job, are pleased with overall communication with their supervisors, and think that their work groups operate as a team. **(Section 2.3)**
- While just over half of those surveyed say they are satisfied with the feedback they receive on their performance and the recognition they receive from their supervisor, about one employee in four is not satisfied with those aspects of their job. **(Section 2.3)**
- Four out of five City employees have participated in a Citywide training program, and most remain satisfied with the quality and variety of such programs. **(Section 3.1)**
- While a growing number of training program participants rate the availability of classes as “excellent” or “good” (52 percent, up from 45 percent in 2001), a significant proportion (15 percent) still label the availability of classes as “poor” or “very poor.” **(Section 3.1)**
- Seven out of ten employees say they have heard something about “Investing in Results” (IiR), and a majority of employees say they have at least an average understanding of its principles. Both of these figures have increased only slightly since 2001. **(Section 4.1)**
- Executive and managerial employees continue to have far greater awareness and understanding of IiR than do other employees. **(Section 4.1)**
- Most employees continue to say that they understand the basic goals and terminology of the City’s performance measurement program. At the same time, there has been only a slight increase since 2001 in the proportion who say that they or their work group have started reviewing and using performance measurement data to make improvements. **(Section 4.2)**
- Employees rank e-mail, the City’s Intranet, and the City’s website as the most useful sources of information about the City. **(Section 5.1)**
- Increasing numbers of employees are getting information from the Intranet, the City website, and payroll staffers, and are rating each of these information sources as useful. **(Section 5.1)**
- When asked to suggest ways that their working environment could be improved, employees continue to focus on management and supervision issues and improved communication between management and employees. **(Section 6.1)**

PART 1: OVERALL JOB SATISFACTION

One of the initial survey questions asked respondents to indicate their overall level of satisfaction with their job. As shown in **Figure 1** below, City employees continue to express widespread satisfaction with their jobs. A total of 80 percent label themselves “satisfied” with their jobs, with nearly two out of five employees (39 percent) indicating that they are “very satisfied.” Just eleven percent of those polled proclaim themselves “dissatisfied” with their jobs, including a very small proportion – about one in 33 City employees – who indicate that they are “very dissatisfied.” The rest of the City’s workforce (about one employee in ten) called themselves “neither satisfied nor dissatisfied” with their jobs.

FIGURE 1:
Overall Job Satisfaction Among San José Employees, 2001 and 2002

Level of Satisfaction	2001	2002	<i>Difference</i>
Very satisfied	36%	39%	+3%
Somewhat satisfied	45%	41%	-4%
TOTAL SATISFIED	81%	80%	-1%
Neither satisfied nor dissatisfied	7%	8%	+1%
Very dissatisfied	3%	3%	0%
Somewhat dissatisfied	8%	8%	0%
TOTAL DISSATISFIED	11%	11%	0%

Overall, job satisfaction among San José employees has changed very little since 2001. In both years, about four in five employees indicated that they were satisfied with their jobs. A slight increase in the intensity of job satisfaction was, however, evident in this year’s survey: the proportion of employees calling themselves “very satisfied” increased by three points (from 36 percent to 39 percent), while the proportion indicating that they were only “somewhat satisfied” fell by four points (from 45 percent to 41 percent).

As was the case in 2001, the general feeling of job satisfaction cut across virtually all segments of the City’s workforce. There was no major subset of employees among whom less than seventy percent of those polled indicated that they were “satisfied” with their jobs, and there was no major subset among which more than one in five employees indicated that they were “dissatisfied.”

Some of the highest levels of job satisfaction (based on the percentage labeling themselves “very satisfied”) were found among Latinos (51 percent “very satisfied”) and employees age 55 and over (47 percent). Those who work shifts other than day or swing shifts also show higher levels of job satisfaction than other employees, with 50 percent saying they are “very satisfied” with their jobs.

There were also some interesting variations in satisfaction by job classification, as shown below in **Figure 2**. The highest levels of job satisfaction were found among public safety employees (45 percent of whom described themselves as “very satisfied”) and maintenance employees (44 percent of whom were “very satisfied”). The lowest level of job satisfaction was present among direct service employees, with slightly less than one-third (32 percent) calling themselves “very satisfied.”

FIGURE 2:
Job Satisfaction by Job Classification

Job Classification	Very Satisfied	Somewhat Satisfied	Neither Satisfied nor Dissatisfied	Total Dissatisfied
<i>ALL EMPLOYEES</i>	39%	41%	8%	11%
Public Safety	45%	37%	6%	11%
Maintenance	44%	36%	9%	10%
Executive/Managerial	43%	40%	5%	11%
Administrative	39%	44%	8%	10%
Other	35%	41%	9%	15%
Professional (Licensed)	34%	42%	8%	15%
Professional (Unlicensed)	33%	48%	9%	10%
Direct Service	32%	37%	10%	20%

There were several segments of the workforce among which slightly elevated proportions of those polled indicated that they were “dissatisfied” with their jobs. These included part-time benefited employees (17 percent of whom were “dissatisfied” with their jobs) and those who classified themselves as direct service providers (20 percent of whom were “dissatisfied.”) However, as was the case in 2001, even among these groups those who were dissatisfied with their jobs were the exceptions to the rule; the vast majority of direct service and part-time benefited employees indicate that they are “satisfied” with their jobs.

Figure 3 on the following page compares the results of the San Jose employee survey with those of some noteworthy comparison surveys in the category of job satisfaction. The 80-percent satisfaction level observed among San Jose employees far exceeds the 62 percent satisfaction level observed in a broad-scale survey of federal employees, and also exceeds the 62 percent “private industry norm” cited in that same study. The 80-percent satisfaction rating also exceeds that observed in the most of the private employee surveys that FMM&A has conducted.

FIGURE 3:
Comparison of Employee Survey Results on the Issue of Job Satisfaction

Job Satisfaction Question (Survey Source)	% Positive Response
Overall, how satisfied are you with your job? <i>(City of San Jose Employee Survey, 2002, FMM&A, N=3,115)</i>	80%
Considering everything, how satisfied are you with your job? <i>(National Partnership for Reinventing Government Federal Employee Survey, 1999, OPM/MSPB/FAA, N=13,657)</i>	62%
Considering everything, how satisfied are you with your job? <i>(“Private Industry Norm” Cited in National Partnership for Reinventing Government Federal Employee Survey)</i>	62%

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 list of statements was identical to that presented in the 2001 survey. The results are shown in **Figure 4** below.

**FIGURE 4:
 Agreement With Statements About the City, 2001 and 2002**

Statement	Year	TOTAL AGREE	Str. Agree	Agree	Neither	Disagree	Str. Disagree	Change in Agreement
The City of San José is a good employer.	2002	87%	31%	56%	9%	2%	1%	+7%
	2001	80%	23%	57%	14%	5%	1%	
I am comfortable that I have the skills and knowledge necessary to do my job well, or that there is a plan for me to obtain the necessary knowledge and skills.	2002	82%	28%	54%	12%	5%	1%	-3%
	2001	85%	32%	53%	9%	5%	1%	
The City offers opportunities for career advancement.	2002	63%	16%	47%	23%	11%	4%	-2%
	2001	65%	16%	49%	22%	9%	4%	
I am kept informed about issues facing the City that affect me.	2002	58%	10%	48%	23%	15%	4%	+10%
	2001	48%	9%	39%	29%	17%	5%	
The City of San José values me as an employee.	2002	56%	12%	44%	29%	12%	3%	+8%
	2001	48%	10%	38%	31%	16%	5%	
The City encourages ideas and suggestions from all levels of employees.	2002	46%	9%	37%	32%	16%	5%	-1%
	2001	47%	10%	37%	30%	18%	5%	

As was the case in 2001, the overwhelming majority of employees polled (more than four out of five) agreed with two statements: that the City is “a good employer,” and that they have the skills and knowledge necessary to do their jobs well (or that there is a plan in place for them to obtain such knowledge and skills). The perception of the City as a “good employer” appears to have increased since 2001. The total proportion that agree with the statement increased by seven points over the past year (from 80 percent to 87

percent), while the proportion who “strongly agree” increased by eight points (from 23 percent to 31 percent).

About three out of five employees (63 percent) agree that “the City offers opportunities for career advancement,” a proportion nearly identical to the 65 percent observed in 2001. In terms of job classification, opportunities for advancement were most widely perceived by public safety, administrative, and executive/managerial employees.

When compared to the 2001 results, there were significant increases in agreement with two other statements on the list: “I am kept informed about issues facing the City that affect me” (for which agreement increased by ten points, from 48 percent in 2001 to 58 percent this year) and “the City of San Jose values me as an employee” (an increase of eight percent, from 48 percent to 56 percent). In both cases, majorities now agree with the statements, suggesting that many employees feel that the City is doing more to keep them informed and express appreciation for their work.

In each case, some of the most striking increases in agreement have come among employees with specific job classifications. Among administrative employees, there has been a 17-point increase in the proportion who believe that they are “kept informed about issues facing the City that affect” them (from 50 percent to 67 percent). Among public safety employees, there has been a 14-point increase in the proportion agreeing that “the City of San Jose values me as an employee” (from just 32 percent to 46 percent).

Only one item on this list of Citywide issues inspired agreement from fewer than half of City employees: just 46 percent of those polled think that “the City encourages ideas and suggestions from all levels of employees.” This proportion was virtually identical to that observed last year (47 percent), and highlights the continuing need for the City to emphasize its openness to employee suggestions. In particular, public safety employees, those with more than five years of experience with the City, and those who work shifts other than days or swing seemed less inclined to agree that the City welcomes suggestions from all levels of employees.

2.2 EVALUATIONS OF DEPARTMENTAL WORKING ENVIRONMENTS

The 2002 employee survey also presented respondents with a list of statements about their individual departments, as shown in **Figure 5** on the following page. Again, each of these statements was repeated from the 2001 survey, with one additional statement added to the list: “departmental managers provide effective leadership and direction for my department.” Overall, responses to the questions regarding departmental working environments were nearly identical to those obtained in 2001; total agreement with each statement varied by less than five percent from the level observed in last year’s survey.

Three statements were met with agreement by three out of five employees polled: “my department makes workplace safety a priority,” “my department encourages me to take training classes to enhance my development within the department and the City,” and “employees in my department are encouraged to think of ways to do their jobs better.” Most employees believe that workplace safety is emphasized, and most say their department encourages them to take training classes and think of ways to do their jobs better.

FIGURE 5:
Agreement With Statements About Individual Departments, 2001 and 2002

Statement	Year	TOTAL AGREE	Str. Agree	Agree	Neither	Disagree	Str. Disagree	Change in Agreement
My department makes workplace safety a priority.	2002	60%	18%	42%	24%	11%	5%	+2%
	2001	58%	17%	41%	24%	11%	6%	
My department encourages me to take training classes to enhance my development within the department and the City.	2002	60%	17%	43%	22%	12%	6%	+2%
	2001	58%	18%	40%	22%	13%	7%	
Employees in my department are encouraged to think of ways to do their jobs better.	2002	60%	16%	44%	22%	13%	5%	-2%
	2001	62%	16%	46%	20%	14%	5%	
I am kept informed about issues facing my department that affect me.	2002	55%	12%	43%	22%	16%	7%	+4%
	2001	51%	11%	40%	24%	17%	7%	
I am encouraged by my department to work with other departments to achieve better service to our customers.	2002	51%	14%	37%	30%	14%	5%	-1%
	2001	52%	14%	38%	29%	14%	5%	
Departmental managers provide effective leadership and direction for my department.	2002	46%	12%	34%	25%	17%	12%	N/A
	2001	N/A	N/A	N/A	N/A	N/A	N/A	
I am satisfied with the recognition I receive from my department for doing a good job.	2002	41%	10%	31%	27%	21%	10%	-3%
	2001	44%	11%	33%	25%	20%	11%	

A 55-percent majority of San José City employees say that they are “kept informed about issues facing their department that affect” them. This figure represents a four-point increase in agreement since 2001; while a relatively small change, it represents the greatest shift in perceptions over the past year in any of the items dealing with departmental working environments. In addition, it mirrors the even more substantial increase (noted in the previous section) in the proportion of employees saying that they are kept informed about issues facing the City as a whole that affect them.

Fewer than half of employees polled agreed with two of the statements about departmental working environments: “departmental managers provide effective leadership and direction for my department” (which met agreement from 46 percent of

those polled and disagreement from 29 percent) and “I am satisfied with the recognition I received from my department for doing a good job” (a statement with which 41 percent agreed and 31 percent disagreed). The latter statement was repeated from last year’s survey, where it received almost identically low levels of agreement.

Employees who classify themselves as executive or managerial are (perhaps not surprisingly) more likely than other employees to agree that managers provide their department with effective leadership and direction. Fully 62 percent of executive or managerial employees label their departmental managers as effective, as compared to 46 percent of all employees. More recent hires also appear to have greater confidence in departmental management than do longer-term employees, as shown in **Figure 6** below.

FIGURE 6:
Agreement That “Departmental Managers Provide Effective Leadership and Direction for my Department,” by Length of Employment

Agreement	Less than 1 year	1-5 years	5-10 years	10-20 years	20+ years
Total agree	63%	51%	42%	40%	41%
Neither	24%	25%	28%	26%	23%
Total disagree	13%	24%	30%	33%	36%

As was the case in the 2001 survey, disagreement with the statement that “I am satisfied with the recognition I receive from my department for doing a good job” was highest among public safety and direct service employees. It also remained highly correlated with length of employment. While 65 percent of those who have been working for the City less than a year say they are satisfied with the recognition they receive from their department for doing a good job, the figure falls to 46 percent among those who have been employed between one and five years, and to 38 percent among those who have been employed by the City for five years or more.

Individual departmental results of the survey have been submitted under separate cover, so that responses to this and other questions may be evaluated on the departmental levels.

2.3 EVALUATIONS OF WORK GROUP WORKING ENVIRONMENTS

The results of the 2002 survey confirm last year’s finding that City employees are even more enthusiastic about the working environment in their specific work group than they are about departmental or overall City working conditions. As **Figure 7** on the following page reveals, there was virtually no change in employees’ highly positive evaluations of conditions in their work groups between 2001 and 2002. As they did last year, about three out of four employees continue to agree that they understand the performance expectation of their job, that they communicate well with their immediate supervisor, that people in their work group operate as a team to deliver service, and that they are provided opportunities to make decisions about how to do their jobs.

**FIGURE 7:
 Agreement With Statements About Individual Work Groups, 2001 and 2002**

Statement	Year	TOTAL AGREE	Str. Agree	Agree	Neither	Disagree	Str. Disagree	Change in Agreement
I clearly understand the performance expectation of my job.	2002	79%	27%	52%	13%	6%	2%	0%
	2001	79%	28%	51%	12%	6%	2%	
My immediate supervisor and I communicate well with each other.	2002	76%	34%	42%	13%	8%	4%	0%
	2001	76%	35%	41%	13%	7%	4%	
People in my work group operate as a team to deliver service.	2002	74%	29%	45%	15%	8%	4%	0%
	2001	74%	30%	44%	14%	8%	4%	
I am provided opportunities to make decisions about how to do my job.	2002	74%	27%	47%	16%	7%	3%	0%
	2001	74%	27%	47%	15%	8%	4%	
Employees in my work group are encouraged to think of ways to do their jobs better.	2002	68%	23%	45%	19%	10%	3%	+1%
	2001	67%	23%	44%	20%	10%	3%	
I am encouraged to express ideas and suggestions for improvements.	2002	65%	23%	42%	20%	11%	4%	+1%
	2001	64%	23%	41%	20%	10%	5%	
My immediate supervisor keeps me informed about issues that affect me.	2002	65%	21%	44%	19%	11%	5%	0%
	2001	65%	21%	44%	19%	10%	6%	
My immediate supervisor provides effective leadership and direction for my work group.	2002	62%	23%	39%	20%	11%	8%	N/A
	2001	N/A	N/A	N/A	N/A	N/A	N/A	
I am satisfied with my involvement in decisions that affect my work.	2002	62%	20%	42%	21%	12%	6%	+3%
	2001	59%	19%	40%	22%	13%	6%	

FIGURE 7 (CONTINUED):

Statement	Year	TOTAL AGREE	Str. Agree	Agree	Neither	Disagree	Str. Disagree	Change in Agreement
I am encouraged to work with other groups in my department to achieve better service for our customers.	2002	59%	17%	42%	26%	11%	4%	-1%
	2001	60%	17%	43%	25%	11%	4%	
I am satisfied with the recognition I receive from my supervisor for doing a good job.	2002	56%	19%	37%	21%	14%	9%	-1%
	2001	57%	19%	38%	22%	14%	8%	
My supervisor encourages me to take training classes to enhance my development within the department and the City.	2002	56%	19%	37%	26%	12%	6%	0%
	2001	56%	20%	36%	25%	12%	6%	
I am given timely, constructive feedback on my performance.	2002	53%	14%	39%	24%	16%	8%	+3%
	2001	50%	13%	37%	24%	17%	8%	

Although the 2002 survey shows that employees have increasingly positive feelings about the communication they receive from the City, employees continue to view communication within their work groups even more positively. While 58 percent say they are kept informed about issues facing the City that may affect them, 65 percent say that their immediate supervisor keeps them informed about issues that affect them. And while just 46 percent of City employees say that the City values suggestions from all levels of employees, 65 percent say they are encouraged to express ideas and suggestions within their work groups.

Figure 8 on the following page presents comparisons from this year’s survey between items that were asked both about an employee’s department and about their individual work group. The only area in which positive employee evaluations of departmental performance exceeded positive evaluations of work group performance was encouragement to take training classes; 60 percent agreed that they received such encouragement from their department, while just 56 percent said they received such encouragement from their immediate supervisor. In each of the other aspects of the working environment shown in **Figure 8**, employees had more positive feelings about their work group’s performance than about the department’s performance.

**FIGURE 8:
 Comparison of Agreement with Descriptions of Departmental
 and Work Group Working Environments**

Departmental Description	% Agreeing	Work Group Description	% Agreeing
My department encourages me to take training classes to enhance my development within the department and the City.	60%	My supervisor encourages me to take training classes to enhance my development within the department and the City.	56%
Employees in my department are encouraged to think of ways to do their jobs better.	60%	Employees in my work group are encouraged to think of ways to do their jobs better.	68%
I am kept informed about issues facing my department that affect me.	55%	My immediate supervisor keeps me informed about issues that affect me.	65%
I am encouraged by my department to work with other departments to achieve better service to our customers.	51%	I am encouraged to work with other groups in my department to achieve better service for our customers.	59%
Departmental managers provide effective leadership and direction for my department.	46%	My immediate supervisor provides effective leadership and direction for my work group.	62%
I am satisfied with the recognition I receive from my department for doing a good job.	41%	I am satisfied with the recognition I receive from my supervisor for doing a good job.	56%

A new item that was added to the list of work group statements in this year’s survey was “my immediate supervisor provides effective leadership and direction for my work group.” Overall, a clear 62-percent majority of City employees agree that their immediate supervisor does in fact provide effective leadership and direction. Those most enthusiastic about their supervisor’s leadership include new employees (those employed by the City for one year or less), those who work overnight or other shifts besides days or swing, and employees in executive or managerial positions.

Figure 9 on the following page compares evaluations of supervisory and managerial performance in the San José employee survey with results of similar questions from various other employee surveys. The question wording varies widely, so the comparability of results is somewhat limited. A recent national survey of municipal employees found that 84 percent of those polled had “confidence their supervisor’s ability to do the job;” however, that question is obviously somewhat different from the more direct evaluations of managerial and supervisory performance included in the San José survey. The San José responses (particularly at the work group level) do, however, fall in the same range as those offered by federal and private sector employees.

FIGURE 9:
Comparison of Employee Survey Results on Performance of Managers/Supervisors

Manager/Supervisor Evaluation Question (Survey Source)	% Positive Response
Have confidence in supervisor’s ability to do the job. (National survey of city employees, 2002, ETC Institute, N=538)	84%
Overall, how good a job do you feel is being done by your immediate supervisor/team leader? (“Private Industry Norm” Cited in National Partnership for Reinventing Government Federal Employee Survey)	67%
My immediate supervisor provides effective leadership and direction for my work group. (City of San Jose Employee Survey, 2002, FMM&A, N=3,115)	62%
Overall, how good a job do you feel is being done by your immediate supervisor/team leader? (National Partnership for Reinventing Government Federal Employee Survey, 1999, OPM/MSPB/FAA, N=13,657)	52%
Departmental managers provide effective leadership and direction for my department. (City of San Jose Employee Survey, 2002, FMM&A, N=3,115)	46%

As was the case in 2001, two of the items at the work group level that inspired the lowest level of agreement dealt with direct feedback on employee performance. Bare majorities of those polled agreed that “I am satisfied with the recognition I receive from my supervisor for doing a good job” (56 percent) or that “I am given timely, constructive feedback on my performance” (53 percent). Those least likely to agree that they are given feedback include employees between 40 and 54 years of age and those who classify themselves as direct service providers.

As shown in **Figure 10** below, there is also a relationship between length of employment and the perception that timely, constructive feedback is offered; longer-term employees are less likely to say that they receive such feedback. Taken together, these findings suggest that the City may need to further increase its efforts to give employees feedback on their performance.

FIGURE 10:
Agreement That “I am Given Timely, Constructive Feedback on My Performance,” by Length of Employment

Agreement	Less than 1 year	1-5 years	5-10 years	10-20 years	20+ years
Total agree	64%	54%	51%	51%	49%
Neither	21%	25%	23%	22%	27%
Total disagree	15%	22%	26%	27%	24%

On the issue of recognition for doing a good job, San José employees’ level of satisfaction is comparable to that of employees of other organizations, as shown in **Figure 11** below. Overall, only 41 percent of San José employees are satisfied with the recognition they receive from their department, while 56 percent are satisfied with the recognition they receive from their supervisor. These responses fall in the same range as those offered by employees of other organizations, including the federal government, employees of other cities, and the “private industry norm.”

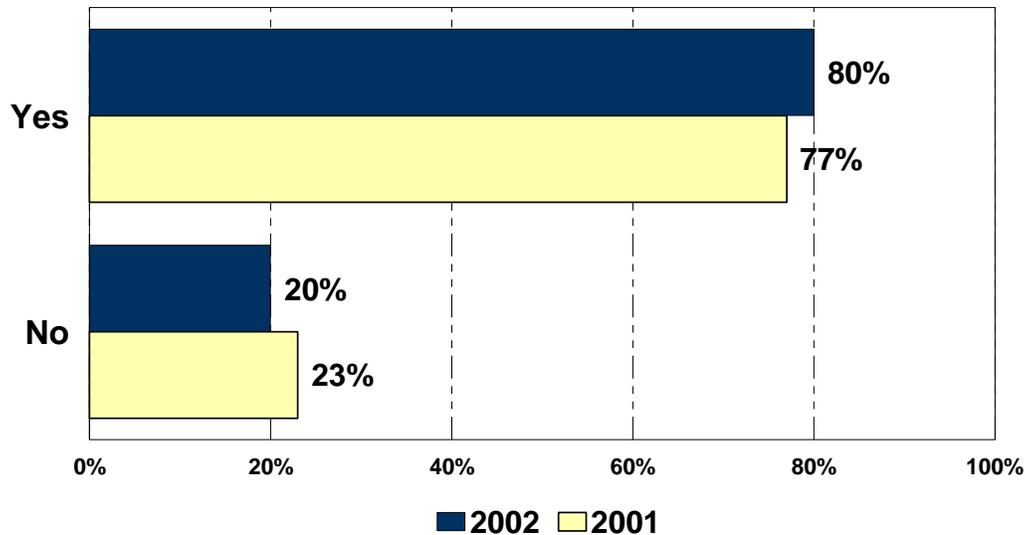
FIGURE 11:
Comparison of Employee Survey Results on Recognition for Good Performance

Manager/Supervisor Evaluation Question (Survey Source)	% Positive Response
Employees who perform well receive recognition. (National survey of city employees, 2002, ETC Institute, N=538)	58%
I am satisfied with the recognition I receive from my supervisor for doing a good job. (City of San Jose Employee Survey, 2002, FMM&A, N=3,115)	56%
How satisfied are you with the recognition you receive for doing a good job? (“Private Industry Norm” Cited in National Partnership for Reinventing Government Federal Employee Survey)	45%
How satisfied are you with the recognition you receive for doing a good job? (National Partnership for Reinventing Government Federal Employee Survey, 1999, OPM/MSPB/FAA, N=13,657)	42%
I am satisfied with the recognition that I receive from my department for doing a good job. (City of San Jose Employee Survey, 2002, FMM&A, N=3,115)	41%

PART 3: TRAINING PROGRAMS

As shown in **Figure 12** below, four out of five San José City employees say that they have participated in a Citywide training program. The proportion who say they have participated in such programs has increased slightly (by three percent) since 2001.

FIGURE 12:
Participation in Citywide Training Programs, 2001 and 2002



As was the case in 2001, participation in training programs tended to increase with employee age and length of employment. More than half of those who have worked for the City for less than a year have participated in a training program, but 88 percent of those who have been with the City for ever ten years have done so. And while 69 percent of those under age 30 say they have participated in a training program, the figure for employees over age 40 was 84 percent. These relationships are not surprising; the longer a given employee has worked for the City, the more opportunity they will have had to participate in training programs.

Between 2001 and 2002 there was a significant increase in the proportion of first-year employees who have participated in a Citywide training program. While 38 percent of first-year employees reported participating in such a program in 2001, this year the figure rose to 53 percent. Although the number of first-year employees in the sample (five percent of all respondents) was lower than in 2001 (ten percent), these results nevertheless suggest that employees hired in the past year have had a significantly higher rate of participation in training programs.

As was the case in 2001, an employee's work hours and job classification appear to be closely connected to their participation in Citywide training programs. Fully 84 percent of employees who work day shifts have participated in a training program, while just 63 percent of those who work other shifts have done so. And while 84 percent of full-time employees (and 80 percent of part-time benefited employees) have participated in a training program, just 45 percent of part-time unbenefited employees have done so.

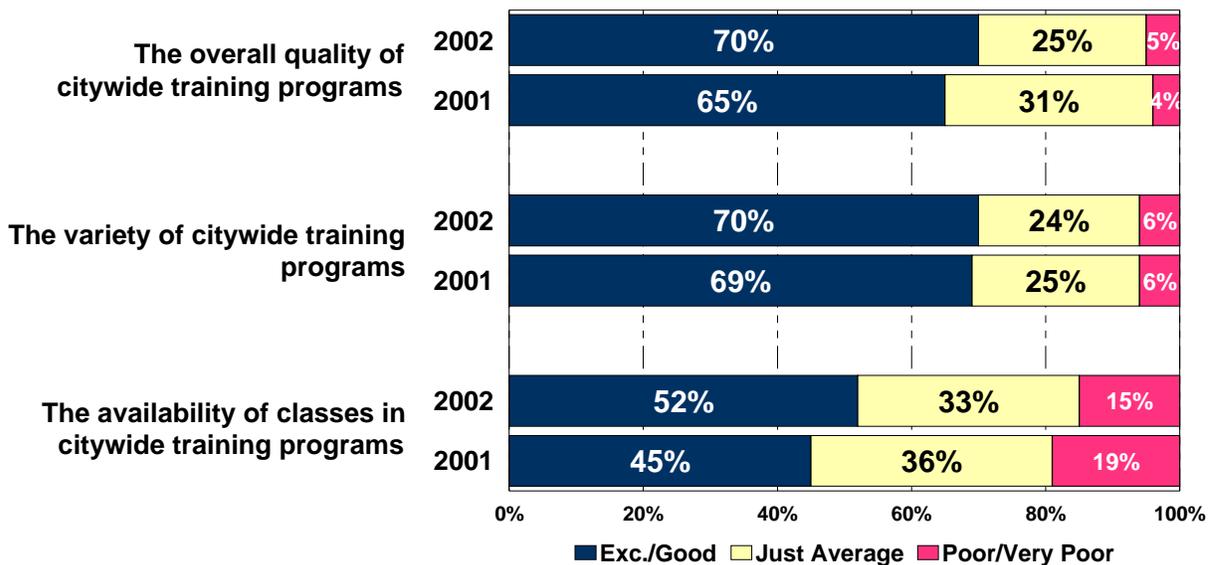
Figure 13 below breaks out training program participation rates by job classification, both in 2001 and this year. Although there were slight increases in participation rates for most types of employees, those most likely to have participated continue to be maintenance, administrative, unlicensed professional, and executive or managerial employees. There has also been a noteworthy increase in the proportion of direct service employees reporting that they have participated in training programs; the number has risen from 68 percent in 2001 to 81 percent in 2002.

**FIGURE 13:
 Training Program Participation by Job Classification, 2001 and 2002**

Job Classification	2001 Participation Rate	2002 Participation Rate	Change
Professional (Unlicensed)	85%	91%	+6%
Executive/Managerial	85%	90%	+5%
Administrative	84%	90%	+6%
Maintenance	86%	89%	+3%
Direct Service	68%	81%	+13%
Professional (Licensed)	77%	79%	+2%
Other	68%	62%	-6%
Public Safety	60%	58%	-2%

As in the 2001 survey, those who had participated in Citywide training programs were also asked to evaluate several aspects of those programs on a five-point scale, as either “excellent,” “good,” “just average,” “poor,” or “very poor.” As shown in **Figure 14**, training program participants continue to have a generally positive view of such programs; seven out of ten rate the overall quality and variety of Citywide training programs as either “excellent” or “good,” while only about one participant in twenty rates those dimensions of the training programs as either “poor” or “very poor.”

**FIGURE 14:
 Evaluations of Various Aspects of Citywide Training Programs
 Among Those Who Have Participated in Such Programs, 2001 and 2002**



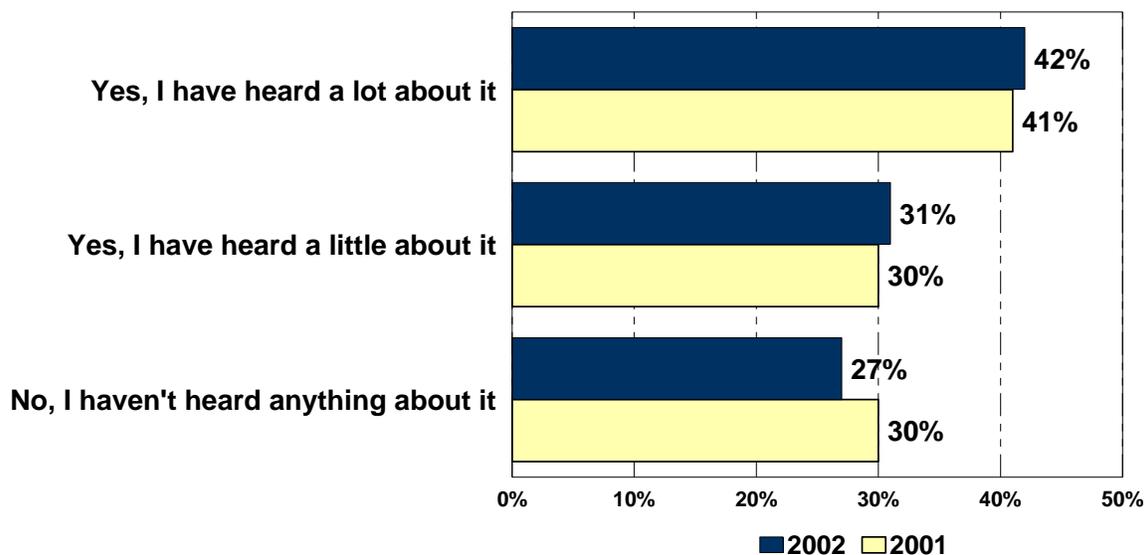
Training program participants continue to be somewhat less content with the availability of classes in Citywide training programs. A slim 52-percent majority rate class availability as “excellent” or “good,” while fifteen percent of participants label the availability of classes as “poor” or “very poor.” At the same time, employees were notably more pleased with the availability of classes than was the case in 2001; there was a seven-point increase (from 45 percent to 52 percent) in the proportion of participants rating the availability of classes as “excellent” or “good.” There were particularly noteworthy increases in satisfaction with the availability of training classes among participating employees who had 20 or more years of service (with “excellent” or “good” ratings increasing from 37 percent to 52 percent) or who were in the field of public safety (with such ratings increasing from 33 percent to 46 percent).

PART 4: PERFORMANCE MEASUREMENT IN SAN JOSÉ

4.1 UNDERSTANDING OF “INVESTING IN RESULTS”

Tracking a question from the 2001 survey, respondents were asked whether or not they had heard anything about “Investing in Results, the City’s approach for improving service delivery.” As shown in **Figure 15**, there was a slight increase in the proportion of respondents saying they had heard something about the program (from 71 percent in 2001 to 73 percent in 2002).

FIGURE 15:
Awareness of “Investing in Results,” 2001 and 2002



Continuing trends first observed in last year’s survey, awareness of Investing in Results (IiR) is highest among employees who have been with the City for ten or more years, as well as with those between the ages of 40 and 54. Those who work full time are more likely to have heard something about IiR (80 percent) than those who work part-time, whether those part-time employees are benefited (59 percent) or unbenefited (23 percent). Those who work day shifts are more likely to have heard about IiR (77 percent) than those who work swing shifts (47 percent) or overnight (57 percent).

There also continue to be substantial differences in awareness of IiR by job classification, as shown in **Figure 16** on the following page. There continues to be near-universal awareness of IiR among executive and managerial employees, and relatively high levels of awareness (at least seven out of ten employees polled) among professional, administrative, and maintenance employees. There has been a particularly noteworthy increase in awareness of IiR among maintenance employees over the past year, from 59 percent in 2001 to 70 percent in 2002.

FIGURE 16:
Awareness of IiR, by Job Classification, 2001 and 2002

Job Classification	2001 Awareness	2002 Awareness	Change
Executive/Managerial	98%	98%	0%
Professional (Unlicensed)	89%	88%	-1%
Professional (Licensed)	85%	83%	-2%
Administrative	80%	81%	0%
Maintenance	60%	70%	+11%
Direct Service	64%	69%	+6%
Other	48%	48%	0%
Public Safety	44%	48%	+4%

Interestingly, employees who have participated in Citywide training programs also have a much higher awareness of IiR than those who have not participated, as shown below in **Figure 17**. This trend may reflect the fact that those employees most likely to have participated in training programs (such as long-term employees or those in professional, executive or managerial professions) are also those most likely to have heard about IiR. However, it may also indicate that employees have learned something about IiR through their participation in training programs.

FIGURE 17:
Awareness of IiR, by Participation in Citywide Training Programs

Awareness of IiR	Participated in Citywide Training Programs	Have <u>Not</u> Participated in Citywide Training Programs
Heard a lot about it	47%	22%
Heard a little about it	33%	24%
TOTAL AWARE	80%	46%
Heard nothing	20%	54%

While most City employees have heard of Investing in Results, **Figure 18** on the following page illustrates that many of them remain somewhat unclear about its underlying principles. When asked how well they understood the program’s principles, only fifteen percent of those polled said that they understood them “very well,” with an additional 19 percent saying they understood them “well.” Accordingly, about one-third of City employees (34 percent) say that they have a good understanding of the principles of IiR, up slightly from 2001 when 30 percent said that they understood the program’s principles either “well” or “very well.”

FIGURE 18:
Understanding of the Principles of “Investing in Results,” 2001 and 2002

Level of Understanding	2001	2002	Difference
I understand them very well	13%	15%	+2%
I understand them well	17%	19%	+2%
I have only an average understanding	25%	25%	0%
I understand them only a little	14%	13%	-1%
I do not understand them at all	7%	8%	+1%
(I have not heard about IiR)	24%	20%	-4%

As shown in **Figure 19**, job classification clearly impacts an employee’s understanding of IiR, much as it impacts their awareness of the program. Executive and managerial employees report having by far the greatest understanding of the program, followed by professional employees (whether licensed or unlicensed). Over the past year, understanding of the principles behind IiR increased most greatly among employees who are direct service providers.

FIGURE 19:
Understanding of IiR, by Job Classification, 2001 and 2002

Job Classification	2001 Understand Principles at Least “Well”	2002 Understand Principles at Least “Well”	Change
Executive/Managerial	66%	66%	0%
Professional (Unlicensed)	38%	41%	+3%
Professional (Licensed)	35%	41%	+6%
Administrative	28%	32%	+4%
Direct Service	20%	30%	+10%
Maintenance	24%	26%	+2%
Public Safety	17%	18%	+1%
Other	14%	17%	+3%

4.2 PERCEPTION OF PERFORMANCE MEASUREMENT IN THE CITY

Survey respondents were also presented with a series of specific statements about the City’s performance measurement system, and were asked whether they agreed or disagreed with each one. This year’s results (shown below in **Figure 20**) reflect little change from the findings of the 2001. There appear to have been only modest, and not necessarily significant, increases in the degree to which City employees report understanding and using the principles of iR in their work.

FIGURE 20:
**Agreement with Statements About the City’s Performance Measurement System,
 2001 and 2002**

Statement	Year	TOTAL AGREE	Str. Agree	Agree	Neither	Disagree	Str. Disagree	Change in Agreement
I understand how my work contributes to a core service.	2002	77%	22%	55%	16%	6%	2%	0%
	2001	77%	21%	56%	16%	6%	2%	
The customer is a priority when making decisions in my work group.	2002	75%	29%	46%	18%	5%	2%	+3%
	2001	72%	28%	44%	18%	7%	2%	
I understand and support the City’s vision to be a customer-focused, results-driven organization.	2002	73%	20%	53%	20%	5%	2%	+3%
	2001	70%	20%	50%	22%	6%	2%	
I understand how my core service contributes to the outcome of a City Service Area (CSA).	2002	63%	17%	46%	25%	9%	3%	+4%
	2001	59%	15%	44%	26%	12%	3%	
My work group uses customer feedback to track progress and make improvements.	2002	51%	15%	36%	29%	14%	6%	+2%
	2001	49%	14%	35%	30%	14%	6%	
The City is making the changes necessary to be effective in meeting the needs of its customers.	2002	50%	7%	43%	35%	12%	3%	+2%
	2001	48%	7%	41%	36%	13%	4%	
I participate in developing performance measurements to evaluate the effectiveness of the services performed by my work group.	2002	45%	11%	34%	30%	19%	7%	+4%
	2001	41%	10%	31%	32%	20%	7%	

FIGURE 20 (CONTINUED):

Statement	Year	TOTAL AGREE	Str. Agree	Agree	Neither	Disagree	Str. Disagree	Change in Agreement
My work group regularly reviews performance measure data to track results and make improvements.	2002	39%	9%	30%	32%	21%	9%	+4%
	2001	35%	8%	27%	32%	23%	10%	
I use performance measures to track results and make suggestions for improvements in the service my work group provides.	2002	35%	7%	28%	36%	21%	7%	+2%
	2001	33%	6%	27%	37%	23%	7%	

As was the case in 2001, most employees say that they understand how their work fits into the City’s goals and the organizational structure of its City Service Areas (CSAs). Specifically, more than seven out of ten respondents say that they understand how their work contributes to a core service area, that they understand the City’s goal to be customer-focused and results-driven, and that the customer is a priority in decisions made in their work group. Over six out of ten (63 percent) say that they understand how their core service contributes to a City Service Area (CSA). About half of those polled also say that their work group uses customer feedback to track progress and make improvements, and that the City is making the changes necessary to be effective in meeting the needs of its customers.

Nevertheless, only a minority of City employees indicate that their work group develops, uses, and reviews data from performance measures. A total of 45 percent of those polled say that they participate in developing performance measures, but only 35 percent say that they personally use performance measures to track results and make suggestions for improvements. A slightly larger 39 percent say that their work group does make use of performance measure data.

Not surprisingly, it is executive and managerial employees who are most likely to say that they make use of performance measure data to track results and suggest improvements. As shown in **Figure 21** on the following page, nearly three out of five executive and managerial employees report using performance measure data in this fashion. There is no other job classification in which even two out of five employees report the same use of performance measure data.

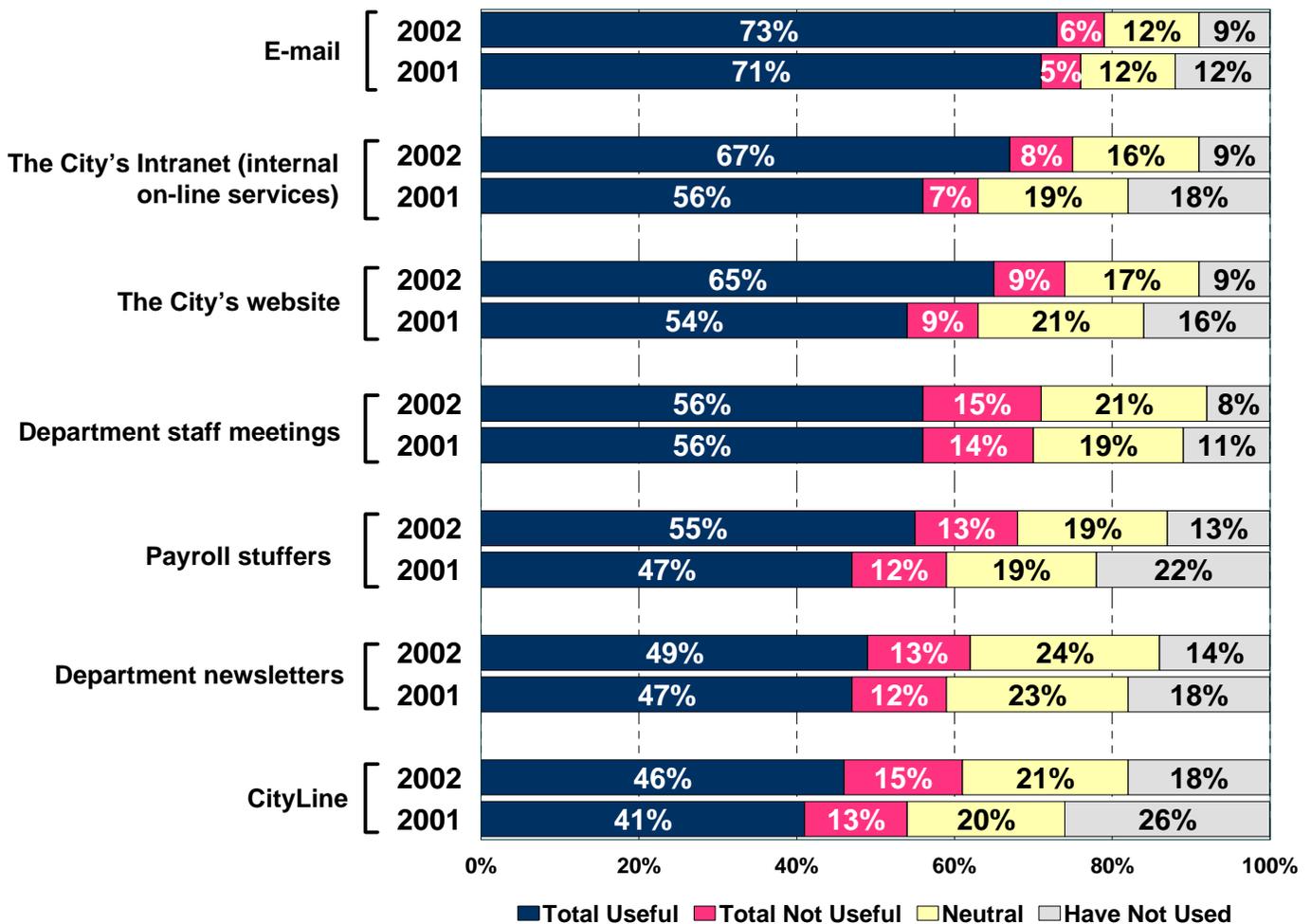
FIGURE 21:
**Agreement That “I Use Performance Measures to Track Results and Make
Suggestions for Improvements in the Service my Work Group Provides,”
by Job Classification, 2001 and 2002**

Job Classification	2001 Agree	2002 Agree	Change
Executive/Managerial	57%	58%	+1%
Professional (Unlicensed)	32%	37%	+5%
Professional (Licensed)	33%	37%	+4%
Maintenance	35%	37%	+2%
Administrative	29%	31%	+2%
Direct Service	28%	29%	+1%
Other	33%	29%	-4%
Public Safety	22%	24%	+2%

PART 5: SOURCES OF INFORMATION FROM THE CITY

Figure 22 below shows respondents’ evaluations of the usefulness of various sources of information from the City, in both 2001 and 2002. Overall, the proportion of employees indicating that they had used each of these sources increased from 2001; at the same time, the proportion rating most of the individual information sources as “useful” increased as well.

FIGURE 22:
Perceived Usefulness of Sources of Information From the City, 2001 and 2002



E-mail was once again rated as by far the most useful source of information from the City, with more than seven out of ten employees rating it as “useful” and just six percent calling it “not useful.” The City’s website and Intranet were also perceived as extremely helpful, with roughly two-thirds of City employees calling them “useful.” Majorities of those polled also said that departmental staff meetings and payroll staffers were “useful.”

The information sources which showed the greatest increases in usage and usefulness ratings were the City’s Intranet (overall usage increased by nine percent, and the proportion calling it “useful” increased by eleven percent), the City’s website (a seven percent increase in usage and an eleven percent increase in “useful” ratings), and payroll

stuffers (a nine percent increase in usage and an eight percent increase in “useful” ratings).

PART 6: SUGGESTIONS FOR IMPROVING THE CITY'S WORKING ENVIRONMENT

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?" Specific categories of responses may be found on the following page in **Figure 23**. As was the case in last year's survey, however, they can be further grouped into several other broad categories, as shown below. The general content of the suggestions did not vary greatly from that obtained in the 2001 survey.

The suggestions generally fell into the following categories:

- **Management and supervision issues** – This year, about 24 percent of those polled called for some type of improvement in management, including reductions in red tape, improved supervision, clearer directions to employees, more management accountability, more even distribution of workloads, and more management discretion to deal with problem employees. This was also the leading response category (with 22 percent of all responses) in the 2001 survey.
- **Better communication between management and employees** – Approximately 18 percent of those surveyed asked for more feedback on their job performance, more recognition for jobs well done, and more opportunities to have a voice in department decisions. Seventeen percent of those polled offered the same kinds of suggestions in last year's poll.
- **More staffing and reduced or flexible hours** – About 13 percent of those polled called for hiring additional staff, reducing workloads, cutting overtime or other work hours, or allowing for more flexible scheduling. About 15 percent of those polled made similar suggestions in 2001.
- **Clearer and fair standards for promotion and job assignments** – A total of 11 percent of those polled asked for more opportunities for qualified people to advance, without being hindered by nepotism, cronyism, or glass ceilings. Some also called for new job classifications, better notification about job opportunities, and efforts to make sure that new hires are qualified. In the 2001 survey, about twelve percent of the suggestions fell into this category.
- **Better physical working conditions** – In both this year's survey and last year's survey, 12 percent of those polled called for improvements to their physical working environments, whether it meant better, roomier, or more ergonomic workstations; better tools and equipment; improved use of technology; or more parking.

**FIGURE 23:
 Employee Suggestions for Improving Their Working Environments, 2001 and 2002
 (Open-Ended Question)**

Suggestion	% Suggesting, 2001	% Suggesting, 2002
More effective means of teamwork and communication/More feedback on job performance	9%	10%
More staffing/Reduced workloads/Be able to work from home	9%	7%
Lack of qualified supervision/Management	6%	6%
Better and roomier work space/More space in general/Cleaner/Cooler, etc.	6%	6%
Better training/More seminars at no cost to employees	6%	6%
Clearer direction on projects/More efficient/Eliminate flavor of the month	5%	5%
Would change nothing/Am happy with job and workplace	4%	5%
Employees deserve more respect/Should be allowed more involvement in department decisions	3%	4%
Better equipment, tools & products to work with	3%	4%
Managers indifferent to subordinates concerns/Management issues in general	2%	4%
Compensation for higher classification jobs/ More competitive salaries for the area	6%	3%
Management/City should listen to input from employees/More recognition	5%	3%
Too much micro-management/Red tape/Office politics/Departments are top heavy	3%	3%
Flexible hours/4 10's/Part time	3%	3%
Employees/Management need to take more responsibility or be held accountable for their work	3%	3%
Need more career possibilities/New job classifications/Hire right people for job	2%	3%
Favoritism/Nepotism/Arrogance among staff/Departments	1%	2%
Low morale/Hostile work environment	1%	2%
New hires must be qualified/need appropriate background & experience/ hire the right people for the job	0%	2%
More even distribution of workload	0%	2%
Need more potential for advancement of qualified people regardless of seniority/cronyism/affirmative action	5%	2%
Managers need power to get rid of problem employees/Need more evaluations	3%	1%
Better use of computer systems/Internet for tool in decision making	2%	1%
Clearer regulations on permanent and rotating positions	2%	1%
No parking available/Better transportation options for city employees	1%	1%
Eliminate forced unpaid overtime/Cut hours in general	1%	1%
Better retirement packages for all employees/More affordable or available health coverage	1%	1%
Stop abusing part time workers/Benefit options for part time employees	1%	1%
More security/Public safety/Privacy	1%	1%
Promote from own department/Keep promoted people	1%	1%
Timely/consistent performance evaluations	0%	1%
Need more info about program changes/Job opportunities from department	1%	0%
Racism/Pro affirmative action/Need more ethnic respect	1%	0%
Glass ceiling syndrome	0%	0%
Surveys are a waste of our money	0%	0%
Better ergonomics in work stations	0%	0%
Benefits for domestic partners	0%	0%
(Don't Know)	0%	1%

2002 CITY OF SAN JOSÉ EMPLOYEE SURVEY
320-188
N=3,115

Dear City of San José employee:

Fairbank, Maslin, Maullin & Associates, an independent public opinion research company, has been retained by the City to administer an employee survey.

This survey is being given to all City of San José employees to better understand employee views and improve communications within the City, and follows a similar survey of City employees conducted last fall. Your opinions and those of your fellow workers are extremely important, so we sincerely hope that you will take a few minutes to share your thoughts with us by answering the questions in this booklet.

Your individual responses in this survey will be **completely anonymous and confidential**. Apart from the address label on the envelope, your name does not appear on the questionnaire or return envelope.

When you have completed the survey, you may mail the booklet directly to Fairbank, Maslin, Maullin & Associates in the enclosed pre-paid envelope.

It is very important that you mail or drop off the survey no later than **November 4**. Again, we appreciate your participation in this survey.

Sincerely,

Fairbank, Maslin, Maullin & Associates

I choose not to fill out this survey

FOR EACH QUESTION BELOW, PLEASE CIRCLE THE NUMBER THAT CORRESPONDS WITH YOUR ANSWER TO THE QUESTION.

1. Listed below are a number of statements about your experience as an employee of the **City of San José**. After reading each statement, please tell us if you agree or disagree with it by circling the answer that comes closest to your personal opinion.

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

a. The City of San José is a good employer.

1% ----- 2% ----- 9% ----- 56% ----- 31%

b. The City of San José values me as an employee.

3% ----- 12% ----- 29% ----- 44% ----- 12%

c. I am comfortable that I have the skills and knowledge necessary to do my job well, or that there is a plan for me to obtain the necessary knowledge and skills.

1% ----- 5% ----- 12% ----- 54% ----- 28%

d. The City encourages ideas and suggestions from all levels of employees.

5% ----- 16% ----- 32% ----- 37% ----- 9%

e. The City offers opportunities for career advancement.

4% ----- 11% ----- 23% ----- 47% ----- 16%

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

4% ----- 15% ----- 23% ----- 48% ----- 10%

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

Very satisfied ----- 39%
 Somewhat satisfied ----- 41%
 Neither satisfied nor dissatisfied ----- 8%
 Somewhat dissatisfied ----- 8%
 Very dissatisfied ----- 3%

3. Listed below are a number of statements about your **specific department**. After reading each statement, please tell us if you agree or disagree with it by circling the answer that comes closest to your personal opinion.

**Strongly
Disagree**
1

Disagree
2

**Neither Agree
Nor Disagree**
3

Agree
4

**Strongly
Agree**
5

a. Employees in my department are encouraged to think of ways to do their jobs better.

5% ----- 13% ----- 22% ----- 44% ----- 16%

b. I am satisfied with the recognition I receive from my department for doing a good job.

10% ----- 21% ----- 27% ----- 31% ----- 10%

c. I am encouraged by my department to work with other departments to achieve better service to our customers.

5% ----- 14% ----- 30% ----- 37% ----- 14%

d. My department encourages me to take training classes to enhance my development within the department and the City.

6% ----- 12% ----- 22% ----- 43% ----- 17%

e. I am kept informed about issues facing my department that affect me.

7% ----- 16% ----- 22% ----- 43% ----- 12%

f. My department makes workplace safety a priority.

5% ----- 11% ----- 24% ----- 42% ----- 18%

g. Departmental managers provide effective leadership and direction for my department.

12% ----- 17% ----- 25% ----- 34% ----- 12%

4. Listed below are a number of statements about **your specific work group**. After reading each statement, please tell us if you agree or disagree with it by circling the answer that comes closest to your personal opinion.

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

- a. My immediate supervisor and I communicate well with each other.
4% ----- 8% ----- 13% ----- 42% ----- 34%
- b. Employees in my work group are encouraged to think of ways to do their jobs better.
3% ----- 10% ----- 19% ----- 45% ----- 23%
- c. I am encouraged to express ideas and suggestions for improvements.
4% ----- 11% ----- 20% ----- 42% ----- 23%
- d. People in my work group operate as a team to deliver service.
4% ----- 8% ----- 15% ----- 45% ----- 29%
- e. I am provided opportunities to make decisions about how to do my job.
3% ----- 7% ----- 16% ----- 47% ----- 27%
- f. I am satisfied with my involvement in decisions that affect my work.
6% ----- 12% ----- 21% ----- 42% ----- 20%
- g. I clearly understand the performance expectation of my job.
2% ----- 6% ----- 13% ----- 52% ----- 27%
- h. I am given timely, constructive feedback on my performance.
8% ----- 16% ----- 24% ----- 39% ----- 14%
- i. I am satisfied with the recognition I receive from my supervisor for doing a good job.
9% ----- 14% ----- 21% ----- 37% ----- 19%

<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
--------------------------------------	-----------------------------	---	--------------------------	-----------------------------------

j. I am encouraged to work with other groups in my department to achieve better service for our customers.

4% ----- 11% ----- 26% ----- 42% ----- 17%

k. My supervisor encourages me to take training classes to enhance my development within the department and the City.

6% ----- 12% ----- 26% ----- 37% ----- 19%

l. My immediate supervisor keeps me informed about issues that affect me.

5% ----- 11% ----- 19% ----- 44% ----- 21%

m. My immediate supervisor provides effective leadership and direction for my work group.

8% ----- 11% ----- 20% ----- 39% ----- 23%

THE NEXT QUESTIONS DEAL WITH TRAINING PROGRAMS AVAILABLE TO CITY EMPLOYEES.

5. Have you ever participated in a training program offered to all City employees?

Yes ----- 80%
No ----- 20%

If you have never had any experience with citywide training programs, please move on to Question 7 on the next page.

6. Please rate the following aspects of training programs that are offered to all City employees. After reading each item, please rate it by circling the rating that comes closest to your personal opinion.

<u>Very Poor</u> 1	<u>Poor</u> 2	<u>Just Average</u> 3	<u>Good</u> 4	<u>Excellent</u> 5
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a. The overall quality of citywide training programs

1% ----- 4% ----- 25% ----- 58% ----- 12%

b. The variety of citywide training programs

1% ----- 5% ----- 24% ----- 53% ----- 17%

<u>Very Poor</u> 1	<u>Poor</u> 2	<u>Just Average</u> 3	<u>Good</u> 4	<u>Excellent</u> 5
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c. The availability of classes in citywide training programs

3% ----- 12% ----- 33% ----- 44% ----- 8%

THE NEXT QUESTIONS FOCUS ON THE CITY OF SAN JOSE’S SYSTEM FOR MEASURING THE EFFECTIVENESS OF CITY GOVERNMENT SERVICES

7. Listed below are a number of statements about the City of San José’s system for measuring the effectiveness of city government services. After reading each statement, please tell us if you agree or disagree with it by circling the answer that comes closest to your personal opinion.

<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 is making the changes necessary to be effective in meeting the needs of its customers.

3%----- 12% -----35%----- 43%----- 7%

b. I understand and support the City’s vision to be a customer-focused, results-driven organization.

2%----- 5% -----20%----- 53%----- 20%

c. I participate in developing performance measurements to evaluate the effectiveness of the services performed by my work group.

7%----- 19% -----30%----- 34%----- 11%

d. My work group regularly reviews performance measure data to track results and make improvements.

9%----- 21% -----32%----- 30%----- 9%

e. I use performance measures to track results and make suggestions for improvements in the service my work group provides.

7%----- 21% -----36%----- 28%----- 7%

f. I understand how my work contributes to a core service.

2%----- 6% -----16%----- 55%----- 22%

<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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g. I understand how my core service contributes to the outcome of a City Service Area (CSA).

3%----- 9% -----25%-----46%----- 17%

h. The customer is a priority when making decisions in my work group.

2%----- 5% -----18%-----46%----- 29%

i. My work group uses customer feedback to track progress and make improvements.

6%----- 14% -----29%-----36%----- 15%

8. Have you heard anything about “Investing in Results” (often known as “IiR”), the City’s approach for improving service delivery?

Yes, I have heard a lot about it-----42%
 Yes, I have heard a little about it -----31%
 No, I haven’t heard anything about it ---27%

9. How well would you say you understand the principles of “Investing in Results ?

I understand them very well ----- 15%
 I understand them well ----- 19%
 I have only an average understanding-----25%
 I understand them only a little-----13%
 I do not understand them at all -----8%

(I have not heard about IiR) ----- 20%

**THE NEXT QUESTIONS FOCUS ON WAYS THAT EMPLOYEES
GET INFORMATION FROM THE CITY.**

10. Below are listed a variety of ways that San José employees get information from the City. For each one, please indicate how useful you find that source of information by circling the answer that comes closest to your personal opinion. If you have never used that source to obtain information, please circle the “X”.

	<u>Have Not Used</u> X	<u>Not at all Useful</u> 1	<u>Not too Useful</u> 2	<u>Neither Agree Nor Disagree</u> 3	<u>Somewhat Useful</u> 4	<u>Very Useful</u> 5
a. CityLine	19%	5%	-----10%	-----21%	-----34%	-----12%
b. Payroll staffers	14%	5%	-----8%	-----19%	-----36%	-----19%
c. The City’s website	9%	3%	-----6%	-----17%	-----39%	-----26%
d. The City’s Intranet (internal on-line services)	11%	3%	-----5%	-----16%	-----36%	-----31%
e. Department newsletters	14%	5%	-----8%	-----24%	-----35%	-----14%
f. Department staff meetings	9%	5%	-----10%	-----21%	-----34%	-----22%
g. E-mail	9%	3%	-----3%	-----12%	-----31%	-----42%

**THE NEXT QUESTION REFERS TO YOUR OVERALL EXPERIENCE
AS AN EMPLOYEE OF THE CITY OF SAN JOSÉ.**

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

More Effective Means Of Teamwork And Communication/ Teamwork Among Different Departments-----	9%
More Staffing/Reduced Workloads -----	7%
Lack Of Qualified Supervision/Incompetent Management -----	6%
Need A Roomier Work Space/Different Office Building/Cleaner/Cooler, Etc. -----	6%
Better Training/More Seminars At No Cost To Employees/Train Management -----	6%
Clearer Direction On Projects/More Efficient/Eliminate Flavor Of The Month -----	5%
No Changes Needed/Am Happy With Job And Workplace -----	5%
Managers Indifferent To Subordinates Concerns/ Management Needs To Be More Motivational And/Or Better Leaders -----	4%
Employees Deserve More Respect/ Should Be Allowed More Involvement In Department Decisions-----	4%
Better Equipment, Tools & Products To Work With (Includes Office Furniture And Supplies)-----	4%
Too Much Micro-Management/Red Tape/Office Politics/Departments Are Top Heavy -----	3%
Compensation For Higher Classification Jobs/More Competitive Salaries For The Area/Higher Salary In General -----	3%
Management/City Should Listen To Input From Employees -----	3%
Employees/Management Need To Take More Responsibility And/ Or Be Held Accountable For Their Work-----	3%
Need More Career Possibilities/New Job Classifications -----	3%
Flexible Hours/4 10's/Part Time/More Hours/Be Able To Work From Home -----	3%
Favoritism/Nepotism/Arrogance Among Staff/Departments -----	2%
New Hires Must Be Qualified/Need Appropriate Background Experience/Hire Right People For The Job -----	2%
More Even Distribution Of Workload/ -----	2%
Low Morale/Hostile Work Environment-----	2%
Seniority/Cronyism/Affirmative Action/Test Scores -----	2%
Better Use Of Computer Systems/Internet For Tool In Decision Making-----	1%
Managers Need To Get Rid Of Problem Employees/Drop The Dead Weight -----	1%
Need More Potential For Advancement Of Qualified People Regardless Of Eliminate Forced Unpaid Overtime/Pay For Overtime/Cut Hours In General -----	1%
Better Retirement Packages For All City Employees/More Affordable Or Available Health Coverage-----	1%
Stop Abusing Part Time Workers/Benefit Options For Part Time Employees -----	1%
Clearer Regulations And Documentation On Positions/Keep Responsibilities Within Person's Job Classification -----	1%
More Security/Public Safety/Privacy -----	1%
Promote From Own Department/Keep Promoted People -----	1%
Timely/Consistent Performance Evaluations -----	1%
More Feedback On Job Performance -----	1%
Don't Know -----	1%
More Parking Available/Better Transportation Options For City Employees -----	1%
Glass Ceiling Syndrome -----	0%
Surveys Are A Waste Of Our Money-----	0%
Better Ergonomics In Work Stations-----	0%
Benefits For Domestic Partners-----	0%
Racism/Pro Affirmative Action/Need More Ethnic Respect -----	0%

THE FOLLOWING QUESTIONS ARE JUST FOR CLASSIFICATION PURPOSES.

12. How long have you worked for the City of San José?

Less than one year -----5%
 Between one and five years----- 32%
 Between five and ten years ----- 15%
 Between ten and twenty years----- 31%
 More than twenty years ----- 16%

13. What is your gender?

Male-----56%
 Female -----44%

14. What is your age group?

Under 30----- 14%
 30-39 -----25%
 40-49 -----30%
 50-54 ----- 17%
 55 or older----- 14%

15. Which of the following best describes the ethnic or racial group with which you identify yourself?

African-American -----4%
 Asian/Pacific Islander ----- 12%
 Caucasian/White ----- 52%
 Filipino -----4%
 Hispanic/Latino----- 21%
 Native American/Indian-----1%
 Some other group or identification -----6%

16. What is your work status with the City?

Full Time -----87%
 Part Time Benefited -----4%
 Part Time Un-benefited -----8%
 Temporary Employee-----1%
 Contract Employee-----1%

17. What category best describes your classification?

Administrative/support staff-----	20%
Executive/managerial-----	13%
Professional (licensed) -----	8%
Professional (unlicensed) -----	14%
Maintenance -----	12%
Public safety -----	19%
Other direct services -----	6%
Other (<i>Please Write-In</i>) -----	7%

18. What shift do you usually work?

Days-----	84%
Mids or swing shift -----	7%
Graveyard or overnight shift -----	2%
Other (<i>Please Write-In</i>) -----	7%

THANK YOU VERY MUCH FOR TAKING THE TIME TO FILL OUT THIS SURVEY.

DEPARTMENT

Airport-----	6%
City Auditor -----	1%
City Attorney's Office-----	1%
City Clerk's Office-----	0%
City Manager's Office-----	2%
Convention Arts and Entertainment -----	2%
Environmental Services-----	6%
Finance Department -----	2%
Fire Department-----	7%
General Services -----	5%
Housing -----	1%
Human Resources -----	2%
Independent Police Auditor -----	0%
Information Technology -----	2%
Library -----	6%
Office of Economic Development -----	1%
Planning, Building and Code Enforcement -----	5%
Police -----	13%
Parks Recreation and Neighborhood Services-----	14%
Public Works -----	7%
Redevelopment Agency -----	1%
Retirement -----	1%
Department of Transportation -----	10%
City Council -----	1%
DEPARTMENT REMOVED -----	3%