

An Employee Satisfaction Survey for the City of Columbia, Missouri

Final Report



Evergreen Solutions, LLC

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Introduction and Methodology

In April, 2006 Evergreen Solutions, LLC was retained by the City of Columbia, Missouri to assist the City Manager's Office in conducting an employee satisfaction survey of all 1,174 City employees. The primary purpose of the Employee Satisfaction Survey is to provide the City with information regarding satisfaction and overall perception of City operational methods, as well as to identify new benefits desired and to gather information that might assist in policy decisions.

According to information provided on the City's Web site, the City of Columbia has a council/manager form of government. The Mayor and six Council Members are elected by the citizens of Columbia and serve as non-paid members for three years with staggered times of service. The City Manager reports to the Mayor and is considered the Chief Administrator of the City. Department Heads for all municipal functions report to the City Manager. The cost of living for the City of Columbia is general five to six percent below the national average. For the fourth quarter in 2004 Columbia was at 91.1 percent. The Columbia area has an average household income per capita of \$30,778. According to the Bureau of Labor Statistics (BLS) the unemployment rate for the City of Columbia for the month of March 2005 was 3.9 percent.

As a prime employer in the area (the City of Columbia is ranked as the fifth largest employer in the area), the City leadership wished to gain insight and opinions regarding the perception among current employees of the City as an employer. Evergreen Solutions assisted the City of Columbia in this effort by performing the following project activities:

- ◆ ***Conducting focus groups and interviews with Committees and City leaders.***
At the outset of the project, Evergreen consultants met with the City Manager, Department Heads, and selected City committees to identify the parameters of the project, gain insight into the culture and current work environment within the City of Columbia, and to gauge the level of support and buy-in from the City on the process of conducting the survey.
- ◆ ***Designing an appropriate survey instrument***
Evergreen Solutions has conducted numerous surveys for public sector clients around the Country. The include cities, counties, and school systems. Our survey instruments serve as a foundation for our work, however we did not provide the City with a "canned" survey. Our project staff created an initial survey instrument speaking to the issues identified by the City in its effort to conduct this project.



- ◆ ***Pilot testing the survey instrument with a sample of City employees***
As a component of our work plan, we worked with City leaders to test the survey instrument with a select group of City employees. We do this to validate the content areas of the survey, assess and evaluate the question wording, and identify any issue areas that need to be supplemented to the draft of the survey instrument.
- ◆ ***Revising the survey instrument***
Based on the results of the pilot test of the survey instrument with City employees, Evergreen made revisions to the survey instrument and provided City leaders with a final draft of the survey for approval. When final approval for the survey was given to Evergreen, we then entered the creation and distribution phase of the project.
- ◆ ***Distributing the survey to 1,174 City of Columbia employees***
The City of Columbia requested that all employees receive a hard copy of the survey, segmented by City department and division. Evergreen consultants coded the survey to identify departments and divisions, and provided the City with 1,174 coded hard copies of the survey to be distributed to City employees with their April 28 pay stubs. In addition to the survey instrument, a postage-paid reply envelope addressed to Evergreen Solutions was provided to each employee, so that the completed surveys would be seen only by staff of Evergreen Solutions, ensuring complete and total confidentiality in the survey process.
- ◆ ***Designing a Web site for electronic completion of the survey***
In addition to providing City employees with hard copies of the survey for employees to complete, Evergreen Solution sought to provide access to technology for employees who were able and preferred completing the survey in an electronic, online format. Evergreen consultants created an online version of the survey at our secure survey Web site, and provided access to the site to all City employees, offering multiple methods to complete the survey. Data submitted electronically by survey participants was reconciled to hard copy surveys submitted, and collated into a single survey database for analysis.
- ◆ ***Collecting and entering data on completed surveys***
As previously mentioned, employees completing the survey in hard copy format were able to utilize postage-paid envelopes addressed to Evergreen Solutions, to ensure confidentiality in the process. Evergreen consultants received both the hard copy survey forms as well as the electronically completed surveys, and prepared a final database of responses. In this process, Evergreen consultants reviewed and reconciled the departmental numbers to ensure that no employee submitted both a hard copy and electronic copy of the survey.



- ◆ ***Conducting statistical analyses on the surveys submitted***
After preparing the database of survey respondents, Evergreen consultants conducted a multi-layered analysis of survey responses, stratifying responses by City department, gender, age group, race/ethnicity, and employment tenure. By segmenting the data analysis in this manner, Evergreen is able to provide information to City leaders that will adequately point to issue areas—City leaders will be able to ascertain whether a perception or opinion is confined to one Department or other demographic subset.
- ◆ ***Generating a final report on the results of the survey***
Subsequent to conducting the analysis of the survey responses, Evergreen Solutions developed this detailed report identifying the results of the survey by topical area, and identifying significant issue areas, where applicable, by Department and/or demographic subset.

Evergreen Solutions is pleased to present this report to the City leadership of Columbia, Missouri, and we hope that the results of this study provide the City with the data, tools, and justification for continuing its commitment to providing City employees with the most valuable and rewarding work environment possible. The remainder of this report is organized as follows:

- ◆ Chapter Two—Demographics
- ◆ Chapter Three—Survey Results
- ◆ Chapter Four—Benchmark Analysis
- ◆ Chapter Five—Findings and Conclusions

We would like to thank Mr. Tony St. Romaine, Assistant City Manager for the City of Columbia, Missouri, who provided Evergreen Solutions with tremendous support and assistance throughout this process. Evergreen consultants are indebted to Mr. St. Romaine for his cooperation, generosity, and flexibility throughout the project.





Demographics

The following chapter discusses the demographics of Boone County, Missouri, the City of Columbia, and the employees of the City of Columbia. Statistical data and information for this chapter were derived from a number of sources, including:

- ◆ U.S. Census Bureau
- ◆ City of Columbia, Missouri
- ◆ Bureau of Labor Statistics
- ◆ Boone County, Missouri

2.1 Demographics of Boone County, Missouri

Exhibit 2-1 presented on the following page provides statistical highlights for Boone County. According to the United States Census Bureau Web site, Boone County represents approximately 2.5 percent of the population of Missouri. The area experienced a greater than average population increase between 1990 and 2000, growing at a rate of 20.5 percent, compared to a 9.3 percent average rate for the State of Missouri. Additional facts from the Exhibit as well as additional research include:

- ◆ The age spread within Boone County is concentrated in the middle of the curve—the percent of the population aged 53 and older, as well as the percentage of the population aged 18 and younger are both lower than the State average by several percentage points.
- ◆ The 2003 racial composition in the Boone County population was over 85 percent White. The county included 12,299 Blacks, 4,846 Asians, 570 American Indian/Alaska Natives and 2,571 who are multiracial. Additionally, the county included 2,701 Hispanics.
- ◆ The percentage of the population below the established poverty line was approximately three percent above the State average.
- ◆ The County has more than double the population density of the State average—the number of persons per square mile in Boone County is 198, compared to just 81 for the State of Missouri.



Exhibit 2-1
Demographic Statistics
Boone County, Missouri

Demographic Statistics	Boone County	Missouri
Population, 2004 estimate	141,367	5,754,618
Population, percent change, April 1, 2000 to July 1, 2004	4.40%	2.80%
Population, 2000	135,454	5,595,211
Population, percent change, 1990 to 2000	20.50%	9.30%
Persons under 5 years old, percent, 2000	6.20%	6.60%
Persons under 18 years old, percent, 2000	22.80%	25.50%
Persons 65 years old and over, percent, 2000	8.60%	13.50%
White persons, percent, 2000 (a)	85.40%	84.90%
Black or African American persons, percent, 2000 (a)	8.50%	11.20%
Asian persons, percent, 2000 (a)	3.00%	1.10%
Persons of Hispanic or Latino origin, percent, 2000 (b)	1.80%	2.10%
Living in same house in 1995 and 2000', pct age 5+, 2000	39.70%	53.60%
Foreign born persons, percent, 2000	4.50%	2.70%
Language other than English spoken at home, pct age 5+, 2000	7.10%	5.10%
High school graduates, percent of persons age 25+, 2000	89.20%	81.30%
Bachelor's degree or higher, pct of persons age 25+, 2000	41.70%	21.60%
Homeownership rate, 2000	57.50%	70.30%
Median value of owner-occupied housing units, 2000	\$107,400	\$89,900
Households, 2000	53,094	2,194,594
Persons per household, 2000	2.38	2.48
Median household income, 1999	\$37,485	\$37,934
Per capita money income, 1999	\$19,844	\$19,936
Persons below poverty, percent, 1999	14.50%	11.70%
Business QuickFacts	Boone County	Missouri
Private nonfarm establishments with paid employees, 2001	3,785	144,071
Private nonfarm employment, 2001	63,207	2,404,489
Private nonfarm employment, percent change 2000-2001	1.10%	0.20%
Nonemployer establishments, 2000	8,143	311,786
Manufacturers shipments, 1997 (\$1000)	1,595,030	93,115,478
Retail sales, 1997 (\$1000)	1,469,676	51,269,881
Retail sales per capita, 1997	\$11,495	\$9,482
Minority-owned firms, percent of total, 1997	5.60%	6.50%
Women-owned firms, percent of total, 1997	27.30%	25.20%
Housing units authorized by building permits, 2002	1,786	28,255
Federal funds and grants, 2002 (\$1000)	661,423	42,346,515
Geography QuickFacts	Boone County	Missouri
Land area, 2000 (square miles)	685	68,886
Persons per square mile, 2000	197.6	81.2

Source: United States Census Bureau Web site, May 2006



- ◆ Both the median household and per capita incomes for the County are close to the State average, however the median home value in Boone County is almost 20 percent higher than the State figure.
- ◆ The May 2005 unemployment rate in the county was 3.6 percent compared with 5.4 percent statewide. There were 102,291 jobs in Boone County in 2003. State government accounted for 21 percent of the total jobs (21,461). Retail trade (11,823), Health care and social assistance (9,374) and Accommodation and food services (7,101) were the next highest categories.
- ◆ Estimates for 2004 showed the greatest concentration of population to be in the City of Columbia with 89,593 persons. In addition, 3.2 percent lived in smaller towns and 30.8 percent lived in open country areas.
- ◆ As of 2000, there were 53,106 households in the county. About 60 percent of households were families (31,665). About 22 percent of family households were couples with children under 18. These proportions were less than the state overall. Also, Boone County had less single parent families (8.7 percent) than Missouri (9.1 percent).
- ◆ The percentage of poverty in Boone County in 2002 (10.9 percent) was lower than the state rate (11.3 percent), and had declined slightly from 14.5 percent in 2000. The poverty rate among children in Boone County had slightly increased from 12.1 percent in 2000 to 12.2 percent in 2002, but it remained below the state rate of 15.7 percent.
- ◆ Overall Boone County indicators on children are good ranking the county 22nd out of 115 counties in the state. However, Kids Count indicators for Boone County show that low birth weight infants increased to 8.9 percent. Child abuse and neglect cases (39 cases per 1,000 for 2003) also increased, but continue to stay well below the state rate. Births to teenage mothers decreased to 23.1 per 1,000 girls.

2.2 Demographics of the City of Columbia, Missouri

As stated in the 2006 Regional Economic Development Institute publication for the City, Columbia is consistently listed among the top cities in the United States by national magazines and organizations. Its excellent public school system, access to quality health care and central location consistently earn Columbia's position as one of the top places to live and do business. Additional findings from the Regional publication include:



- ◆ In the 2005 Mayor's Challenge, Columbia received a five-star rating (the highest available), placing it in the top 20% of all US Metropolitan Statistical Areas (MSAs) for Business Expansion and Relocation. Judges evaluated each community's quality of public education, college-educated work force, health care costs and availability, government taxes and spending, quality of life and logistics infrastructure.
- ◆ *Men's Journal* listed Columbia the 42nd best place to live in the nation in its 2005 study. The ranking was based on "ample jobs, lots of health care, cheap housing and proximity to hiking and biking in the foggy-bottom valleys of the Ozarks." In the same study, Columbia ranked the 4th least stressful metro area in which to live.
- ◆ Sperling's 2003 "*Best Places to Live in America*" study ranked Columbia 9th out of 331 metropolitan areas. Columbia was applauded for its cost of living, low crime rate, quality of education, reasonable housing, access to arts and culture, quality health care, leisure activities, access to transportation and temperate weather.

Exhibit 2-2 on the following page provides additional demographic data on the City of Columbia, as reported by the U.S. Census Bureau. Highlights from this Exhibit include the following:

- ◆ The population growth rate for the City of Columbia was more than twice the State of Missouri average for the period of 2000-2003—4.6 percent for the City versus 1.9 percent for the State.
- ◆ During the most recent census period, the population growth rate for the City was just over 21 percent, more than double the State's 9.3 percent growth rate.
- ◆ The City's population was significantly more mobile than the State on the whole—the percentage of the City population who reported residing in the same house for five years was just 31.7 percent, compared to 53.6 percent for the State of Missouri.
- ◆ The City homeownership rate of 47.3 percent was substantially below the State average of 70.3 percent.
- ◆ The percentage of the population aged 25 or higher with a college degree is more than double the State average—50.5 percent versus 21.6 percent.
- ◆ The percentage of individuals living below the established poverty line in the City of Columbia is 19.2 percent, 7.5 percentage points higher than the State figure of 11.7 percent.



Exhibit 2-2
Demographic Statistics
City of Columbia, Missouri

Demographic Statistics	Columbia	Missouri
Population, 2003 estimate	88,534	5,704,484
Population, percent change, April 1, 2000 to July 1, 2003	4.60%	1.90%
Population, 2000	84,531	5,595,211
Population, percent change, 1990 to 2000	21.10%	9.30%
Persons under 5 years old, percent, 2000	5.80%	6.60%
Persons under 18 years old, percent, 2000	19.70%	25.50%
Persons 65 years old and over, percent, 2000	8.60%	13.50%
White persons, percent, 2000 (a)	81.50%	84.90%
Black or African American persons, percent, 2000 (a)	10.90%	11.20%
Asian persons, percent, 2000 (a)	4.30%	1.10%
Persons of Hispanic or Latino origin, percent, 2000 (b)	2.10%	2.10%
Living in same house in 1995 and 2000', pct age 5+, 2000	31.70%	53.60%
Foreign born persons, percent, 2000	6.40%	2.70%
Language other than English spoken at home, pct age 5+, 2000	9.30%	5.10%
High school graduates, percent of persons age 25+, 2000	91.10%	81.30%
Bachelor's degree or higher, pct of persons age 25+, 2000	50.50%	21.60%
Homeownership rate, 2000	47.30%	70.30%
Median value of owner-occupied housing units, 2000	\$118,500	\$89,900
Households, 2000	33,689	2,194,594
Persons per household, 2000	2.26	2.48
Median household income, 1999	\$33,729	\$37,934
Per capita money income, 1999	\$19,507	\$19,936
Persons below poverty, percent, 1999	19.20%	11.70%
Business QuickFacts	Columbia	Missouri
Manufacturers shipments, 1997 (\$1000)	1,376,068	93,115,478
Wholesale trade sales, 1997 (\$1000)	596,417	91,411,852
Retail sales, 1997 (\$1000)	1,270,791	51,269,881
Retail sales per capita, 1997	\$16,060	\$9,482
Total number of firms, 1997	7,252	411,403
Minority-owned firms, percent of total, 1997	6.90%	6.50%
Women-owned firms, percent of total, 1997	23.10%	25.20%
Geography QuickFacts	Columbia	Missouri
Land area, 2000 (square miles)	53	68,886
Persons per square mile, 2000	1,592.80	81.2

Source: United States Census Bureau Web site, May 2006



2.3 Demographics of the City of Columbia Employees

Exhibits 2-3 provides a snapshot of the demographic composition of the employees of the City of Columbia. As the Exhibit illustrates:

- ◆ 87.9 percent of the City’s staff are Caucasian;
- ◆ 9.9 percent are black;
- ◆ 73.7 percent are male;
- ◆ 59.7 percent are between the ages of 32 and 51;
- ◆ 61.7 percent have been with the City for 10 years or less.

Exhibit 2-3
Demographic Statistics
City Employees

Ethnicity	Number	Percentage
American Indian/Alaskan	8	0.7%
Asian/Pacific Islander	6	0.5%
Black	116	9.9%
Hispanic	12	1.0%
Caucasian	1,028	87.9%
Total	1,170	100.0%
Gender	Number	Percentage
Female	308	26.3%
Male	862	73.7%
Total	1,170	100.0%
Age	Number	Percentage
Younger than 20	1	0.1%
Age 20 - 31	245	20.9%
Age 32 - 41	323	27.6%
Age 42 - 51	375	32.1%
52 and Older	226	19.3%
Total	1,170	100.0%
Tenure	Number	Percentage
Less than 6 Years	493	42.1%
6-10 Years	229	19.6%
11-15 Years	173	14.8%
16-19 Years	103	8.8%
More than 20 Years	172	14.7%
Total	1,170	100.0%

Source: Created by Evergreen Solutions, May 2006



2.4 Demographics of Survey Respondents

Of the City’s 1,174 employees, 997 submitted responses to the survey, resulting in a response rate of 85 percent—a highly effective response rate for determining a statistically valid analysis of survey responses.

Exhibits 2-4 provides statistics on the demographic composition of the survey respondents. As the Exhibit shows, there is very little variation between the demographics of the City staff and the survey respondents, with one exception—while slightly more than 23 percent of the City’s staff are female, just 16.4 percent of the survey respondents indicated female.

Exhibit 2-4
Demographic Statistics
Survey Respondents*

Ethnicity	Number	Percentage
American Indian/Alaskan	8	0.9%
Asian/Pacific Islander	6	0.7%
Black	72	7.9%
Hispanic	7	0.8%
Caucasian	817	89.8%
Total	910	100.0%
Gender	Number	Percentage
Female	164	16.4%
Male	833	83.6%
Total	997	100.0%
Age	Number	Percentage
Younger than 20	1	0.1%
Age 20 - 31	196	20.9%
Age 32 - 41	271	28.9%
Age 42 - 51	305	32.6%
52 and Older	164	17.5%
Total	937	100.0%
Tenure	Number	Percentage
Less than 6 Years	355	37.4%
6-10 Years	196	20.7%
11-15 Years	145	15.3%
16-19 Years	107	11.3%
More than 20 Years	145	15.3%
Total	948	100.0%

Source: Created by Evergreen Solutions, May 2006

* Respondents were not required to enter demographic information, thus leading to totals less than 997 for some indicators



CHAPTER THREE



Survey Analysis

The following chapter discusses the results of the survey analysis for the City of Columbia's Employee Satisfaction Survey. The chapter provides analysis of survey responses by topical area, and sub-sections provide analyses by demographic subset, along with any relevant benchmark comparisons that can be provided. The chapter is divided into the following sections

- 3.1 Respondent Demographics
- 3.2 Personal Work Experiences
- 3.3 Recruitment, Development, and Retention
- 3.4 Organizational and Performance Culture
- 3.5 Leadership
- 3.6 Job Satisfaction
- 3.7 Recognition and Rewards
- 3.8 Working Conditions
- 3.9 Pay and Benefits
- 3.10 General Questions

Chapter 4 provides substantive findings based on the results of the survey responses and benchmark comparisons.

3.1 Respondent Demographics

In Chapter 2 of this report, the demographic composition of the City of Columbia's employees are provided. For comparison purposes, Evergreen consultants examined the demographics of the survey respondents, to determine any significant deviations between the demographics of the City's staff and the demographics of the respondents.

3.2 Personal Work Experiences

In order to assess City employees' opinions on their personal work experiences, the survey asked respondents to rate their level of agreement with each of the following statements:

- The people I work with cooperate to get the job done.
- I am given a real opportunity to improve my skills in my position.
- I have enough information to do my job well.
- I feel encouraged to come up with new and better ways of doing things.
- My job makes good use of my skills and abilities.
- My work gives me a feeling of personal accomplishment.
- I like the kind of work I do.
- I recommend the City as a good place to work.



For each of the statements, survey respondents were asked to select a level of agreement from the following choices:

- Strongly Agree
- Somewhat Agree
- No Opinion
- Somewhat Disagree
- Strongly Disagree

Exhibit 3-1, presented on the following page, provides the City-wide responses to the questions posed in this section. Analysis of the survey responses and more detailed exhibits follow.

Findings

When examining this section, Evergreen Consultants found that City employees indicated highly positive responses to the questions concerning their personal work experiences. Evidence from Exhibit 3-1 illustrating this perception includes the following:

- 88.4 percent of City employees like the kind of work they do.
- 87.3 percent of City employees agree that the people they work with cooperate to get the job done.
- 76 percent of City employees feel that their work gives them a feeling of personal accomplishment.
- 74.8 percent of City employees feel they have enough information to do their jobs well.
- 73.9 percent of City employees would recommend the City as a good place to work.
- 71.9 percent of City employees agree with the statement that their job makes good use of their skills and abilities.
- 68.9 percent of City employees feel they are given a real opportunity to improve their skills in their position.
- 60.8 percent of City employees indicated that they are encouraged to come up with new and better ways of doing things.

Upon review of these questions at the departmental level, it was found that every City department is consistent with these positive percentages with the exception of the Police Department. Police Department employees indicated significantly more dissatisfaction with two of the statements, presented in Exhibit 3-2 below. Approximately one third (34 percent) of Police Department employees disagreed with the statement that they would recommend the City as a good place to work. In addition, 40 percent disagreed in some way with the statement that they are encouraged to come up with new and better ways of doing things.

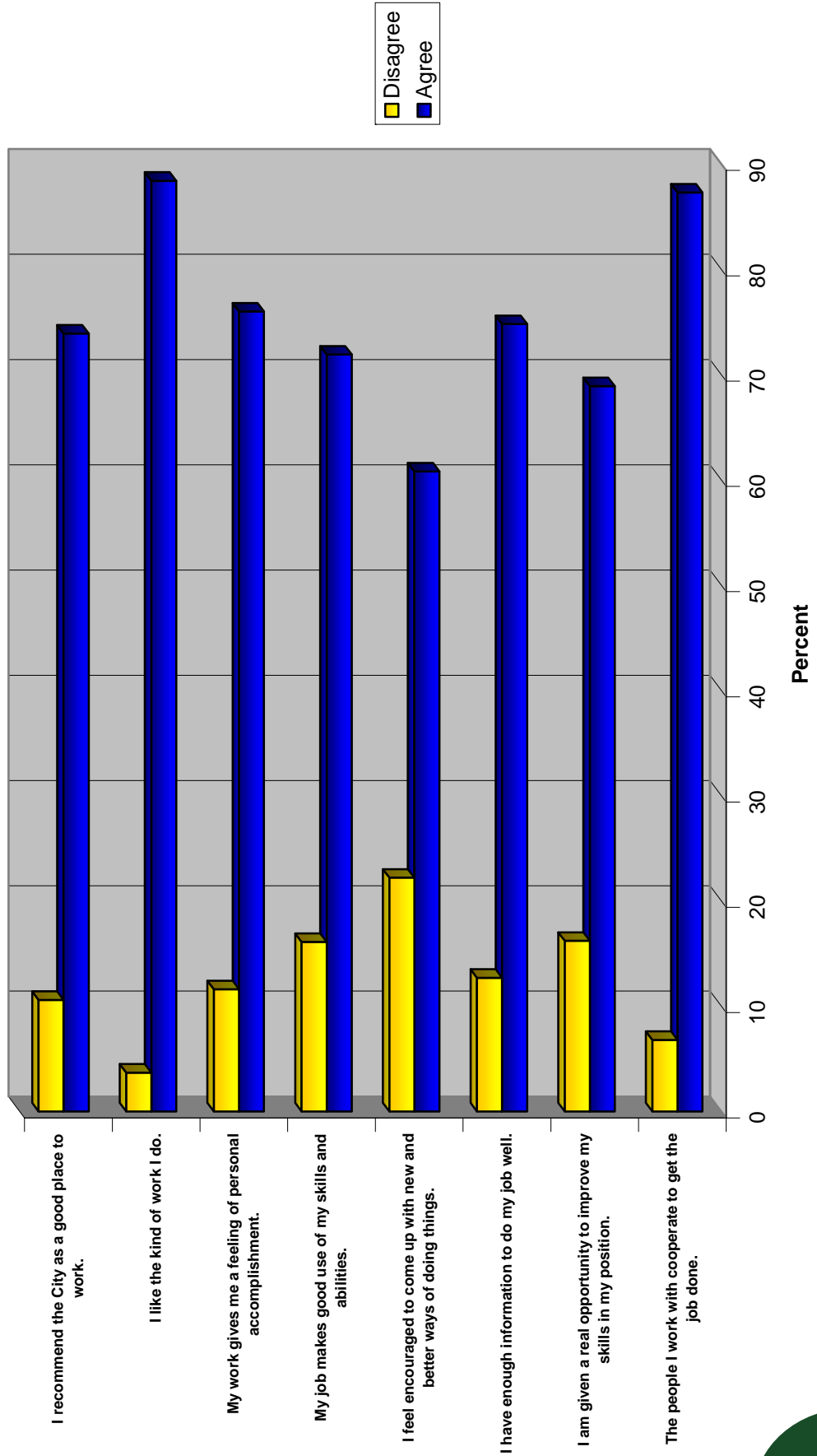


Exhibit 3-1a
 City of Columbia, Missouri
 Survey Responses—Personal Work Experiences

Question	Response	Percent	Frequency
The people I work with cooperate to get the job done.	Strongly Agree	41.9	418
	Somewhat Agree	45.4	453
	Neither Agree or Disagree	5.1	51
	Somewhat Disagree	5.4	54
	Strongly Disagree	1.4	14
	No Answer	0.7	7
	Total	100	997
I am given a real opportunity to improve my skills in my position.	Strongly Agree	31.5	314
	Somewhat Agree	37.4	373
	Neither Agree or Disagree	14.3	143
	Somewhat Disagree	11	110
	Strongly Disagree	5.2	52
	No Answer	0.5	5
	Total	100	997
I have enough information to do my job well.	Strongly Agree	32.9	328
	Somewhat Agree	41.9	418
	Neither Agree or Disagree	11.9	119
	Somewhat Disagree	10.6	106
	Strongly Disagree	2.1	21
	No Answer	0.5	5
	Total	100	997
I feel encouraged to come up with new and better ways of doing things.	Strongly Agree	28.1	280
	Somewhat Agree	32.7	326
	Neither Agree or Disagree	16.3	163
	Somewhat Disagree	13.7	137
	Strongly Disagree	8.5	85
	No Answer	0.6	6
	Total	100	997
My job makes good use of my skills and abilities.	Strongly Agree	33.8	337
	Somewhat Agree	38.1	380
	Neither Agree or Disagree	11.7	117
	Somewhat Disagree	10.7	107
	Strongly Disagree	5.4	54
	No Answer	0.2	2
	Total	100	997
My work gives me a feeling of personal accomplishment.	Strongly Agree	37.9	378
	Somewhat Agree	38.1	380
	Neither Agree or Disagree	12.1	121
	Somewhat Disagree	7.2	72
	Strongly Disagree	4.4	44
	No Answer	0.2	2
	Total	100	997
I like the kind of work I do.	Strongly Agree	60.7	605
	Somewhat Agree	27.7	276
	Neither Agree or Disagree	7.7	77
	Somewhat Disagree	2.3	23
	Strongly Disagree	1.4	14
	No Answer	0.2	2
	Total	100	997
I recommend the City as a good place to work.	Strongly Agree	43	429
	Somewhat Agree	30.9	308
	Neither Agree or Disagree	15.2	152
	Somewhat Disagree	7.7	77
	Strongly Disagree	2.9	29
	No Answer	0.2	2
	Total	100	997



Exhibit 3-1b
 City of Columbia, Missouri
 Survey Responses—Personal Work Experiences



**Exhibit 3-2
City of Columbia, Missouri
Police Department Survey Responses
Personal Work Experiences**

Police Department			
Question	Response	Frequency	Percent
I recommend the City as a good place to work.	Strongly Agree	29	18.8
	Somewhat Agree	41	26.6
	Neither Agree or Disagree	32	20.8
	Somewhat Disagree	36	23.4
	Strongly Disagree	16	10.4
	Total		154
I feel encouraged to come up with new and better ways of doing things.	Strongly Agree	19	12.3
	Somewhat Agree	43	27.9
	Neither Agree or Disagree	30	19.5
	Somewhat Disagree	33	21.4
	Strongly Disagree	29	18.8
	Total		154

Several City departments offered extremely positive responses to questions within this section. When asked whether they would recommend the City as a good place to work, the following departments provided extremely high levels of agreement:

- Health-Environmental Health—100 percent agreement
- Human Resources—100 percent agreement
- Parks and Recreation-Parks Management—93 percent agreement
- Parks and Recreation-Parks Planning and Development—90 percent agreement/65 percent strong agreement
- Joint Communications—87 percent agreement
- Health-Administration—80 percent agreement
- Finance—73 percent agreement
- Information Services—52 percent strong agreement

3.3 Recruitment, Development, and Retention

In order to assess City employees’ opinions on recruitment, development, and retention, the survey asked respondents to rate their level of agreement with each of the following statements:

- The workforce has the job-relevant knowledge and skills necessary to accomplish City goals.



- My department is able to recruit people with the right skills.
- The skill level in my department has improved in the past year.
- I have sufficient resources in my department (for example, people, materials, budget) to get my job done.
- My workload is reasonable.
- My talents are used well in the workplace.
- I know how my work relates to the City's goals and priorities.
- The work I do is important.
- Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

For each of the statements, survey respondents were asked to select a level of agreement from the following choices:

- Strongly Agree
- Somewhat Agree
- No Opinion
- Somewhat Disagree
- Strongly Disagree

Exhibits 3-3a and 3-3b, presented on the following pages, provide the City-wide responses to the questions posed in this section. Analysis of the survey responses and more detailed exhibits follow.

Findings

As Exhibit 3-3 illustrates, survey respondents, on the whole, expressed positive opinions with respect to the questions within the recruitment, development, and retention section. This positive impression is most emphatically stated in the following responses:

- 93 percent agreed that the work they do is important;
- close to three fourths of survey respondents agreed that the workforce has the job-relevant knowledge and skills necessary to do their jobs; and
- two thirds of respondents felt that their talents were used well in the workplace.

Within this topical area, there were pockets of disagreement on particular questions. These include the following:

- approximately one third of respondents did not agree that their department was able to recruit people with the right skills;
- more than one fourth did not agree that the skill level in their department has improved in the past year;
- close to one third disagreed that there were sufficient resources within

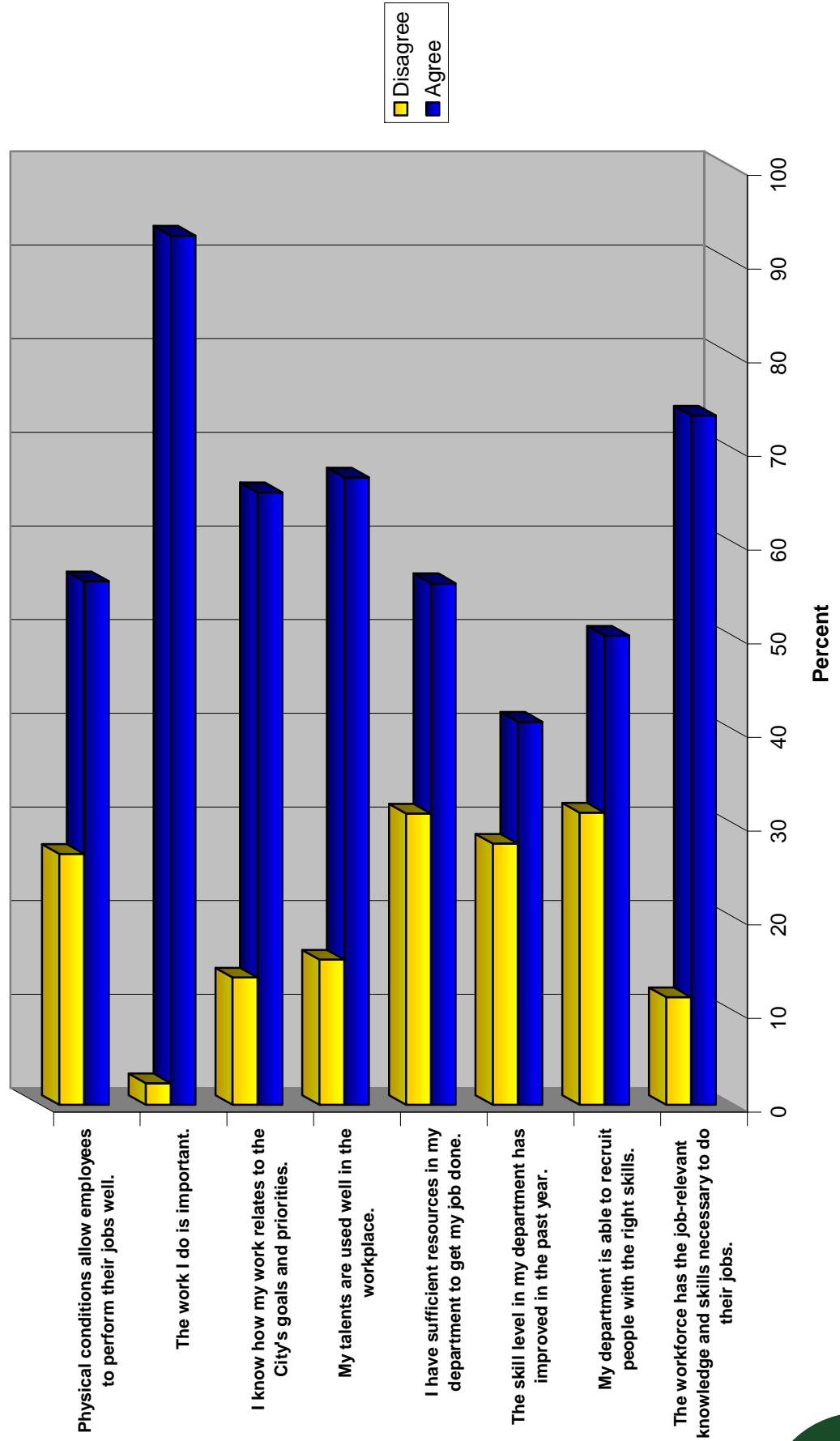


**Exhibit 3-3a
City of Columbia, Missouri
Survey Responses—Recruitment, Development, and Retention**

Question	Response	Frequency	Percent
The workforce has the job-relevant knowledge and skills necessary to do their jobs.	Strongly Agree	253	25.4
	Somewhat Agree	481	48.2
	Neither Agree or Disagree	144	14.4
	Somewhat Disagree	94	9.4
	Strongly Disagree	21	2.1
	No Answer	4	0.4
	Total	997	100
My department is able to recruit people with the right skills.	Strongly Agree	157	15.7
	Somewhat Agree	343	34.4
	Neither Agree or Disagree	182	18.3
	Somewhat Disagree	211	21.2
	Strongly Disagree	100	10
	No Answer	4	0.4
	Total	997	100
The skill level in my department has improved in the past year.	Strongly Agree	156	15.6
	Somewhat Agree	252	25.3
	Neither Agree or Disagree	304	30.5
	Somewhat Disagree	174	17.5
	Strongly Disagree	104	10.4
	No Answer	7	0.7
	Total	997	100
I have sufficient resources in my department (for example, people, materials, budget) to get my job done.	Strongly Agree	188	18.9
	Somewhat Agree	367	36.8
	Neither Agree or Disagree	128	12.8
	Somewhat Disagree	183	18.4
	Strongly Disagree	127	12.7
	No Answer	4	0.4
	Total	997	100
My talents are used well in the workplace.	Strongly Agree	257	25.8
	Somewhat Agree	411	41.2
	Neither Agree or Disagree	168	16.9
	Somewhat Disagree	102	10.2
	Strongly Disagree	53	5.3
	No Answer	6	0.6
	Total	997	100
I know how my work relates to the City's goals and priorities.	Strongly Agree	302	30.3
	Somewhat Agree	350	35.1
	Neither Agree or Disagree	202	20.3
	Somewhat Disagree	92	9.2
	Strongly Disagree	44	4.4
	No Answer	7	0.7
	Total	997	100
The work I do is important.	Strongly Agree	688	69
	Somewhat Agree	237	23.8
	Neither Agree or Disagree	42	4.2
	Somewhat Disagree	18	1.8
	Strongly Disagree	5	0.5
	No Answer	7	0.7
	Total	997	100
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	Strongly Agree	261	26.2
	Somewhat Agree	296	29.7
	Neither Agree or Disagree	171	17.2
	Somewhat Disagree	190	19.1
	Strongly Disagree	77	7.7
	No Answer	2	0.2
	Total	997	100



Exhibit 3-3b
 City of Columbia, Missouri
 Survey Responses—Recruitment, Development, and Retention



their department to get the job done; and

- more than one fourth of respondents disagreed that the physical conditions allowed employees to perform their jobs well.

The levels of disagreement mentioned above can be further evaluated to determine if there are any specific departmental trends that garner more disagreement than others. Exhibits 3-4 through 3-7 provide specific departmental responses for questions within this topical area. As illustrated in the exhibits:

- With respect to physical conditions allowing employees to perform their jobs well, the highest levels of disagreement came from the following departments:
 - ◇ Information Services (56.5 percent disagree);
 - ◇ Finance (52.3 percent disagree); and
 - ◇ Public Works-Vehicle Maintenance (47.1 percent disagree).
- On the ability to recruit people with the right skills, disagreement was most widely felt in the following departments:
 - ◇ Planning (66.6 percent disagree);
 - ◇ Police (63 percent disagree);
 - ◇ Health-Animal Control (60 percent disagree);
 - ◇ Joint Communications (50 percent disagree);
 - ◇ Municipal Court (44.4 percent disagree); and
 - ◇ Water and Light-Transportation and Distribution (36.3 percent disagree).
- The departments that disagreed on skill level improvement include:
 - ◇ Health-Animal Control (80 percent disagree);
 - ◇ Municipal Court (77.7 percent disagree); and
 - ◇ Planning (66.6 percent disagree).



Exhibit 3-4
City of Columbia, Missouri
Departmental Responses
Recruitment, Development, and Retention

Physical conditions (for example, noise level, temperature, lighting, cleanliness)			
Department	Response	Frequency	Percent
Finance	Strongly Agree	9	20.5
	Somewhat Agree	9	20.5
	Neither Agree or Disagree	3	6.8
	Somewhat Disagree	18	40.9
	Strongly Disagree	5	11.4
	Total	44	100
Information Services	Strongly Agree	3	13
	Somewhat Agree	4	17.4
	Neither Agree or Disagree	3	13
	Somewhat Disagree	8	34.8
	Strongly Disagree	5	21.7
	Total	23	100
Public Works - Vehicle Maintenance	Strongly Agree	4	19
	Somewhat Agree	2	9.5
	Neither Agree or Disagree	3	14.3
	Somewhat Disagree	4	19
	Strongly Disagree	8	38.1
	Total	21	100

Exhibit 3-5
City of Columbia, Missouri
Departmental Responses
Recruitment, Development, and Retention

The skill level in my department has improved in the past year.			
Department	Response	Frequency	Percent
Municipal Court	Somewhat Agree	1	11.1
	Somewhat Disagree	1	11.1
	Strongly Agree	4	44.4
	Strongly Disagree	3	33.3
	Total	9	100
Health - Animal Control	Neither Agree or Disagree	1	20
	Somewhat Disagree	3	60
	Strongly Agree	1	20
	Total	5	100
Planning	Neither Agree or Disagree	1	33.3
	Somewhat Disagree	1	33.3
	Strongly Disagree	1	33.3
	Total	3	100



Exhibit 3-6
 City of Columbia, Missouri
 Departmental Responses
 Recruitment, Development, and Retention

I have sufficient resources in my department (for example, people, materials,			
Department	Response	Frequency	Percent
Human Resources	Somewhat Agree	3	42.9
	Neither Agree or Disagree	1	14.3
	Somewhat Disagree	3	42.9
	Total	7	100
Police Department	Strongly Agree	13	8.4
	Somewhat Agree	28	18.2
	Neither Agree or Disagree	13	8.4
	Somewhat Disagree	55	35.7
	Strongly Disagree	44	28.6
	No Answer	1	0.6
Total	154	100	
Health-Animal Control	Somewhat Agree	1	20
	Somewhat Disagree	1	20
	Strongly Disagree	3	60
	Total	5	100
Joint Communications	Strongly Agree	5	16.7
	Somewhat Agree	4	13.3
	Neither Agree or Disagree	4	13.3
	Somewhat Disagree	5	16.7
	Strongly Disagree	12	40
	Total	30	100
Planning	Somewhat Agree	1	33.3
	Somewhat Disagree	2	66.7
	Total	3	100
Public Works-Refuse	Strongly Agree	9	11.5
	Somewhat Agree	25	32.1
	Neither Agree or Disagree	11	14.1
	Somewhat Disagree	21	26.9
	Strongly Disagree	12	15.3
Total	78	100	
Public Works-Storm Water Utility	Somewhat Agree	2	22.2
	Somewhat Disagree	3	33.3
	Strongly Disagree	4	44.4
	Total	9	100



**Exhibit 3-7
City of Columbia, Missouri
Departmental Responses
Recruitment, Development, and Retention**

My department is able to recruit people with the right skills.			
Department	Response	Frequency	Percent
Municipal Court	Strongly Agree	2	22.2
	Somewhat Agree	3	33.3
	Somewhat Disagree	1	11.1
	Strongly Disagree	3	33.3
	Total	9	100
Police Department	Strongly Agree	10	6.5
	Somewhat Agree	30	19.5
	Neither Agree or Disagree	17	11
	Somewhat Disagree	55	35.7
	Strongly Disagree	42	27.3
	Total	154	100
Health - Animal Control	Strongly Agree	1	20
	Neither Agree or Disagree	1	20
	Somewhat Disagree	2	40
	Strongly Disagree	1	20
	Total	5	100
Joint Communications	Strongly Agree	1	3.3
	Somewhat Agree	9	30
	Neither Agree or Disagree	5	16.7
	Somewhat Disagree	11	36.7
	Strongly Disagree	4	13.3
	Total	30	100
Planning	Somewhat Agree	1	33.3
	Somewhat Disagree	1	33.3
	Strongly Disagree	1	33.3
	Total	3	100
Water and Light - Transportation and Distribution	Strongly Agree	19	17.3
	Somewhat Agree	31	28.2
	Neither Agree or Disagree	20	18.2
	Somewhat Disagree	24	21.8
	Strongly Disagree	16	14.5
	Total	110	100



- Departments registering significant disagreement on the question regarding sufficient resources to get the job done include the following:
 - ◊ Health-Animal Control (80 percent disagree);
 - ◊ Public Works-Storm Water Utility (77.7 percent disagree); and
 - ◊ Planning (66.7 percent disagree);
 - ◊ Police (64.3 percent disagree);
 - ◊ Joint Communications (56.7 percent disagree);
 - ◊ Human Resources (42.9 percent disagree); and
 - ◊ Public Works-Refuse (42.2 percent disagree).

Within this section, several City departments offered extremely positive responses to questions. When asked whether the workforce has the job-relevant knowledge necessary to do their jobs, the following departments provided extremely high levels of agreement:

- Parks and Recreation-Parks Planning and Development—93 percent agreement/53 percent strong agreement
- Public Works-Airport—92 percent agreement
- Law—88 percent agreement
- Parks and Recreation-Parks Management—86 percent agreement
- Information Services—83 percent agreement
- Joint Communications—83 percent agreement
- Fire—82 percent agreement
- Health-Clinic and Nursing—77 percent agreement
- Finance—71 percent agreement

Similarly, when asked about departmental ability to recruit individuals with the right skills, the following departments provided higher levels of agreement:

- Human Resources—100 percent agreement/71 percent strong agreement
- Law—88 percent agreement/50 percent strong agreement
- Public Works-Parking—86 percent agreement
- Finance—78 percent agreement
- Parks and Recreation-Parks Planning and Development—75 percent agreement



3.4 *Organizational and Performance Culture*

In order to assess City employees' opinions on organizational and performance culture, the survey asked respondents to rate their level of agreement with each of the following statements:

- In my department, steps are taken to deal with a poor performer who cannot or will not improve.
- My supervisor supports my need to balance work and family issues.
- Products/Services in my unit are improved based on public input.
- Policies and procedures affecting my work are clearly communicated.
- My immediate supervisor gives me useful feedback regarding my job performance.
- High-performing employees in my department are recognized or rewarded on a timely basis.
- Creativity and innovation are rewarded.
- Awards in my department depend on how well employees perform their jobs.
- Discussions with my supervisor about my performance are worthwhile.
- Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).

For each of the statements, survey respondents were asked to select a level of agreement from the following choices:

- Strongly Agree
- Somewhat Agree
- No Opinion
- Somewhat Disagree
- Strongly Disagree

Exhibits 3-8a and 3-8b, presented on the following pages, provide the City-wide responses to the questions posed in this section. Analysis of the survey responses and more detailed exhibits follow.



Exhibit 3-8a
 City of Columbia, Missouri
 Survey Responses—Organization and Performance Culture

Question	Response	Frequency	Percent
In my department, steps are taken to deal with a poor performer who cannot or will not improve.	Strongly Agree	73	7.3
	Somewhat Agree	244	24.5
	Neither Agree or Disagree	197	19.8
	Somewhat Disagree	243	24.4
	Strongly Disagree	237	23.8
	No Answer	3	0.3
	Total	997	100
My supervisor supports my need to balance work and family issues.	Strongly Agree	470	47.1
	Somewhat Agree	298	29.9
	Neither Agree or Disagree	113	11.3
	Somewhat Disagree	65	6.5
	Strongly Disagree	47	4.7
	No Answer	4	0.4
	Total	997	100
Products/Services in my unit are improved based on public input.	Strongly Agree	115	11.5
	Somewhat Agree	309	31
	Neither Agree or Disagree	348	34.9
	Somewhat Disagree	140	14
	Strongly Disagree	79	7.9
	No Answer	6	0.6
	Total	997	100
Policies and procedures affecting my work are clearly communicated.	Strongly Agree	183	18.4
	Somewhat Agree	375	37.6
	Neither Agree or Disagree	163	16.3
	Somewhat Disagree	186	18.7
	Strongly Disagree	85	8.5
	No Answer	5	0.5
	Total	997	100
My immediate supervisor gives me useful feedback regarding my job performance	Strongly Agree	334	33.5
	Somewhat Agree	351	35.2
	Neither Agree or Disagree	120	12
	Somewhat Disagree	118	11.8
	Strongly Disagree	72	7.2
	No Answer	2	0.2
	Total	997	100

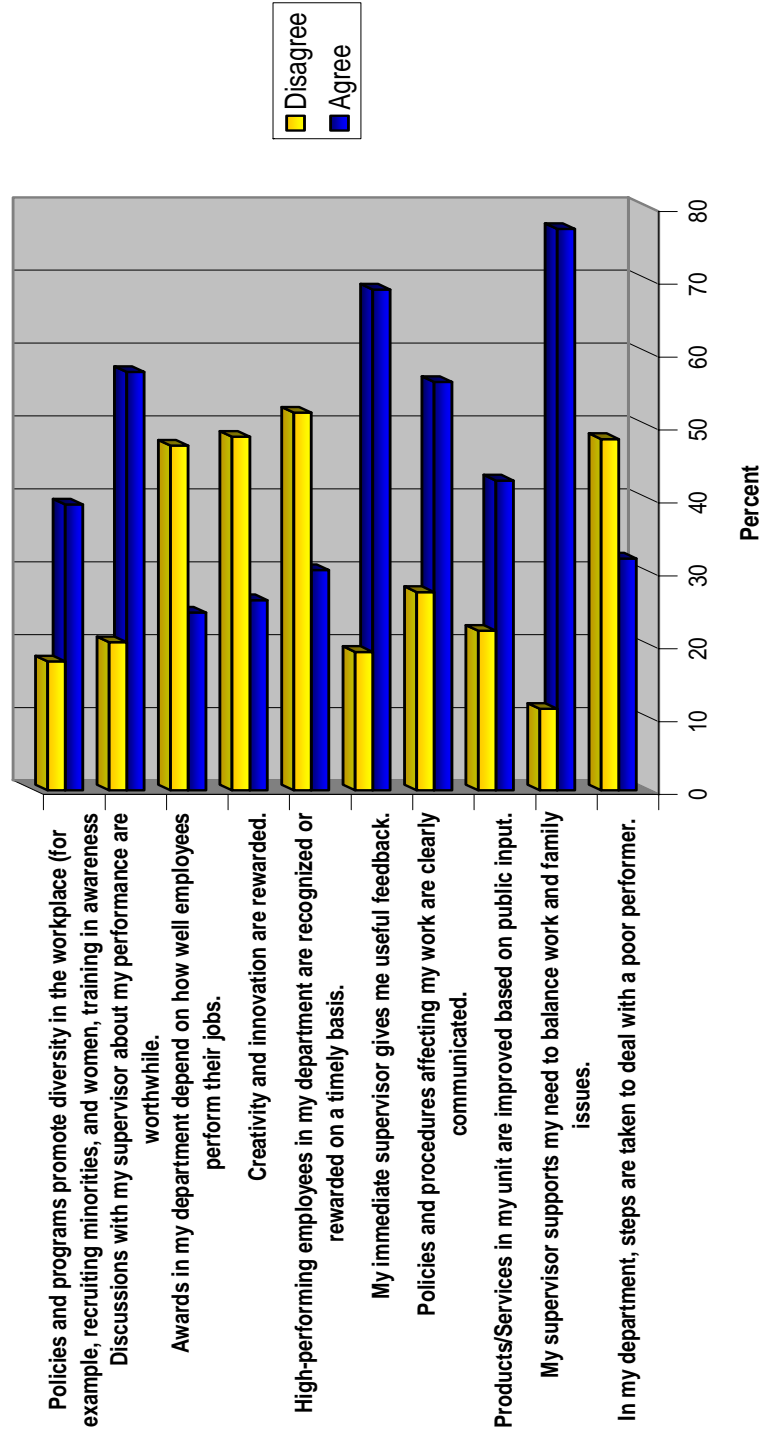


Exhibit 3-8a (continued)
 City of Columbia, Missouri
 Survey Responses—Organization and Performance Culture

Question	Response	Frequency	Percent
High-performing employees in my department are recognized or rewarded on a timely basis.	Strongly Agree	78	7.8
	Somewhat Agree	223	22.4
	Neither Agree or Disagree	175	17.6
	Somewhat Disagree	261	26.2
	Strongly Disagree	255	25.6
	No Answer	5	0.5
	Total	997	100
Creativity and innovation are rewarded.	Strongly Agree	64	6.4
	Somewhat Agree	196	19.7
	Neither Agree or Disagree	249	25
	Somewhat Disagree	270	27.1
	Strongly Disagree	213	21.4
	No Answer	5	0.5
	Total	997	100
Awards in my department depend on how well employees perform their jobs.	Strongly Agree	64	6.4
	Somewhat Agree	179	18
	Neither Agree or Disagree	272	27.3
	Somewhat Disagree	214	21.5
	Strongly Disagree	257	25.8
	No Answer	11	1.1
	Total	997	100
Discussions with my supervisor about my performance are worthwhile.	Strongly Agree	246	24.7
	Somewhat Agree	326	32.7
	Neither Agree or Disagree	217	21.8
	Somewhat Disagree	120	12
	Strongly Disagree	83	8.3
	No Answer	5	0.5
	Total	997	100
Policies and programs promote diversity in the workplace (for example, recruiting minorities, and women, training in awareness of diversity issues, mentoring).	Strongly Agree	152	15.2
	Somewhat Agree	239	24
	Neither Agree or Disagree	424	42.5
	Somewhat Disagree	98	9.8
	Strongly Disagree	79	7.9
	No Answer	5	0.5
	Total	997	100



Exhibit 3-8b
 City of Columbia, Missouri
 Survey Responses—Organization and Performance Culture



Findings

With respect to how individual departments handle poor performers, nearly one half of all respondents (48.2 percent) indicated that they strongly or somewhat disagreed with the notion that steps are taken to deal with them. This level of disagreement indicates that performance evaluation may be inconsistently administered across the City. Performance Evaluation systems already in place may be equipped to deal with under performing employees but if they are inconsistently enforced they are only fractionally effective.

Over three quarters of employees (77 percent) noted somewhat or strong agreement with the statement that their supervisors support the needs of balancing work and family issues. This indicates a systemic support of the family unit and a commitment to family as a top priority.

When asked to respond with respect to the improvement of Products/Services based on public input, opinions were more split among respondents. Of particular interest in this query is the tendency for employees to respond with no level of agreement or disagreement (34.9 percent). This type of response perhaps indicates that employees are insufficiently familiar with how the products and services of the City interfaces with the public.

A majority of City employees (56 percent) indicated that communications of work-affecting policy is clearly communicated to them. While that is a positive statistic in the City's favor, it should also be noted that over one quarter (27.2 percent) of respondents indicated a level of disagreement with the same statement.

With respect to useful feedback from immediate supervisors, over two thirds (68.7 percent) noted either strong or moderate agreement when they were asked if they receive such feedback. This continues the trend established in the previous question regarding communication between employees and supervisors and supports the idea that, on the whole, communication at this level is effective.

Over half of all respondents (51.8 percent) indicated that they disagreed with the statement that high performing employees are rewarded or recognized in a timely manner. On the surface this may appear to be an issue with the reward system when in fact the question is intending to focus on the timing of the reward. This level of dissatisfaction in this area points to potential inefficiencies in the delivery phase of the reward process.

When the issues of creativity and innovation were raised with the employees of the City of Columbia, nearly half of them (48.5 percent) disagreed with the statement that it was rewarded. This indicates that some departments potentially struggle with stagnant thinking. If an organization possesses a culture of continuing the status quo, it's employees can grow weary by the continual suppression of their creativity.



Slightly less than half of all respondents (48.5 percent) revealed that they disagree with the statement that awards in their departments depend on how well employees perform. This rate of disagreement illustrates a potential issue in specific departments.

A majority of employees (57.4 percent) responded in agreement when asked if discussions with their supervisors regarding their performance were worthwhile. This would seem to counter some of the responses from the previous question, which leaned toward favoritism, but it is important to recognize that this is in reference to actual performance where as the prior question was in regard to rewards. Discussions on performance between supervisors and employees appear to be functioning well.

When asked if programs and policies promote diversity in the workplace, slightly less than half of respondents (42.5 percent) indicated that they neither agreed or disagreed with that statement. Nearly as many (39.2 percent) of survey participants indicated that they agreed or strongly agreed with the statement. Support for this question was not overwhelming, however those who disagreed and indicated that diversity programs are an issue were only 17.7 percent. These low level of disagreement indicates that, on the whole, the programs and policies to ensure workplace diversity are functioning well however, with the majority of respondents indicating a neutral response, steps taken to more effectively communicate these programs and policies may benefit the City as employees are better informed.

Exhibits 3-9 through 3-13, presented on the following pages, provide responses for specific questions by department where trends were identified.

In Exhibit 3-9, departmental responses are provided for the statement “in my department, steps are taken to deal with a poor performer who cannot or will not improve.” The Exhibit shows the following:

- Approximately 76 percent of Water and Light-Production respondents perceive problems with how poor performing employees are dealt with.
- Nearly three quarters (74.3 percent) of the Health/Clinic & Nursing Department’s 39 respondents exhibited disagreement. Specifically, nearly half of them (48.7 percent) reported strong disagreement. This may indicate a more acute issue with performance evaluation in this setting.
- Nearly two thirds 65 percent of Police respondents indicated strong or moderate disagreement.
- Over half (50.4 percent) of the City of Columbia Fire Department reported disagreement in this regard. Responses of disagreement in this case were nearly equally split between “Somewhat Disagree” (27.8 percent) and “Strongly Disagree” (22.6 percent).



**Exhibit 3-9
City of Columbia, Missouri
Departmental Responses
Organization and Performance Culture**

In my department, steps are taken to deal with a poor performer who cannot or will not improve.			
Department	Response	Frequency	Percent
Water and Light Production	Strongly Agree	1	2.5
	Somewhat Agree	2	5
	Neither Agree or Disagree	6	15
	Somewhat Disagree	15	37.5
	Strongly Disagree	16	40
	Total	40	100
Police	Strongly Agree	9	5.8
	Somewhat Agree	28	18.2
	Neither Agree or Disagree	17	11
	Somewhat Disagree	44	28.6
	Strongly Disagree	56	36.4
	Total	154	100
Health/Clinic and Nursing	Strongly Agree	2	5.1
	Somewhat Agree	1	2.6
	Neither Agree or Disagree	6	15.4
	Somewhat Disagree	10	25.6
	Strongly Disagree	19	48.7
	No Response	1	2.6
	Total	39	100
Fire	Strongly Agree	5	4.3
	Somewhat Agree	42	36.5
	Neither Agree or Disagree	10	8.7
	Somewhat Disagree	32	27.8
	Strongly Disagree	26	22.6
	Total	115	100

In Exhibit 3-10, departmental responses are presented for the statement “policies and procedures affecting my work are clearly communicated.” Findings from this Exhibit include the following:

- Slightly more than half of the employees responding from the Health/Clinic and Nursing Department indicated that they disagreed that work affecting policies and procedures are clearly communicated.
- Of the 154 employees responding in the Police Department, over one third of them saw fit to disagree with the statement.
- In the City of Columbia Fire Department, over a third of the 115 respondents disagreed that these policies and procedures are clearly communicated.
- In the Public Works, Vehicle Maintenance Department slightly fewer than half of the 21 responding employees reported disagreement.



**Exhibit 3-10
City of Columbia, Missouri
Departmental Responses
Organization and Performance Culture**

Policies and procedures affecting my work are clearly communicated.			
Department	Response	Frequency	Percent
Health/Clinic and Nursing	Somewhat Agree	9	23.1
	Strongly Agree	6	15.4
	Neither Agree or Disagree	4	10.3
	Somewhat Disagree	15	38.5
	Strongly Disagree	5	12.8
	Total	39	100
Police Department	Somewhat Agree	57	37
	Strongly Agree	18	11.7
	Neither Agree or Disagree	25	16.2
	Somewhat Disagree	35	22.7
	Strongly Disagree	19	12.3
	Total	154	100
Fire Department	Somewhat Agree	37	32.2
	Strongly Agree	21	18.3
	Neither Agree or Disagree	12	10.4
	Somewhat Disagree	25	21.7
	Strongly Disagree	20	17.4
	Total	115	100
Public Works, Vehicle Maintenance	Somewhat Agree	3	14.3
	Strongly Agree	4	19
	Neither Agree or Disagree	5	23.8
	Somewhat Disagree	3	14.3
	Strongly Disagree	6	28.6
	Total	21	100

Exhibit 3-11 concerns strong departmental opinions on the question of high-performing employees being recognized or rewarded on a timely basis. As shown in the Exhibit:

- Just under half of the 44 respondents from the Finance Department disagreed with this statement.
- Over two thirds of the Police Department disagreed.
- More than one half of the Fire Department expressed disagreement with respect to the reward and recognition of high-performing employees.
- Slightly less than three fourths of the respondents from the Health/Clinic and Nursing Department somewhat or strongly disagreed.
- More than a third of the responses from the Public Works/ Administrative Department indicated disagreement.
- Similarly, more than a third of the responses from Public Works/Refuse Department disagreed with the statement.



Exhibit 3-11
 City of Columbia, Missouri
 Departmental Responses
 Organization and Performance Culture

High-performing employees in my department are recognized or rewarded on a timely basis.			
Department	Response	Frequency	Percent
Finance	Strongly Agree	5	11.4
	Somewhat Agree	11	25
	Neither Agree or Disagree	9	20.5
	Somewhat Disagree	12	27.3
	Strongly Disagree	7	15.9
	Total	44	100
Police	Strongly Agree	8	5.2
	Somewhat Agree	21	13.6
	Neither Agree or Disagree	21	13.6
	Somewhat Disagree	49	31.8
	Strongly Disagree	55	35.7
	Total	154	100
Fire	Strongly Agree	7	6.1
	Somewhat Agree	26	22.6
	Neither Agree or Disagree	19	16.5
	Somewhat Disagree	32	27.8
	Strongly Disagree	31	27
	Total	115	100
Health / Clinic & Nursing	Strongly Agree	1	2.6
	Somewhat Agree	3	7.7
	Neither Agree or Disagree	7	17.9
	Somewhat Disagree	13	33.3
	Strongly Disagree	15	38.5
	Total	39	100
Public Works / Administrative	Strongly Agree	4	7.8
	Somewhat Agree	11	21.6
	Neither Agree or Disagree	14	27.5
	Somewhat Disagree	10	19.6
	Strongly Disagree	11	21.6
	No Answer	1	2
Total	51	100	
Public Works/Refuse	Strongly Agree	6	5.6
	Somewhat Agree	39	36.1
	Neither Agree or Disagree	0	0
	Somewhat Disagree	30	27.8
	Strongly Disagree	15	13.9
	No Answer	1	0.9
Total	108	100	



In Exhibit 3-12 below, strong departmental responses regarding creativity and innovation being rewarded are provided. As the Exhibit shows

- Over two thirds of the Police Department (66.9 percent) feel that creativity and innovation are not rewarded.
- In the Water and Light Production Department, over two thirds (67.5 percent) stated that they thought innovation and creativity are not rewarded.
- More than half of the Health/Clinic & Nursing Department (56.4 percent) feel that leadership does not reward innovation and creativity.
- Over half (50.5 percent) of the Fire Department disagreed that creativity and innovation are rewarded.

Exhibit 3-12
City of Columbia, Missouri
Departmental Responses
Organization and Performance Culture

Creativity and innovation are rewarded.			
Department	Response	Frequency	Percent
Police	Strongly Agree	3	1.9
	Somewhat Agree	17	11
	Neither Agree or Disagree	31	20.1
	Somewhat Disagree	50	32.5
	Strongly Disagree	53	34.4
	Total	154	100
Fire	Strongly Agree	5	4.3
	Somewhat Agree	28	24.3
	Neither Agree or Disagree	24	20.9
	Somewhat Disagree	31	27
	Strongly Disagree	27	23.5
	Total	115	100
Health/Clinic & Nursing	Strongly Agree	1	2.6
	Somewhat Disagree	12	30.8
	Neither Agree or Disagree	12	30.8
	Somewhat Disagree	12	30.8
	Strongly Disagree	10	25.6
	Total	39	100
Water & Light/Production	Somewhat Agree	7	17.5
	Neither Agree or Disagree	6	15
	Somewhat Disagree	14	35
	Strongly Disagree	13	32.5
	Total	40	100



Finally, Exhibit 3-13 presents responses for departments with strong opinions regarding awards being dependent on how well employees perform their jobs. Several larger departments indicated strong levels of disagreement in this area. These include:

- Public Works-Vehicle Maintenance—71.4 percent disagreement.
- Water and Light Production—65 percent disagreement.
- Health-Clinic and Nursing—64.1 percent disagreement.
- Police Department—nearly two thirds (62.4 percent) disagreement.
- Fire Department—53.9 percent disagreement.

Exhibit 3-13
City of Columbia, Missouri
Departmental Responses
Organization and Performance Culture

Awards in my department depend on how well employees perform their jobs.			
Department	Response	Frequency	Percent
Police	Strongly Agree	8	5.2
	Somewhat Agree	21	13.6
	Neither Agree or Disagree	29	18.8
	Somewhat Disagree	44	28.6
	Strongly Disagree	52	33.8
	Total		154
Fire	Strongly Agree	5	4.3
	Somewhat Agree	20	17.4
	Neither Agree or Disagree	27	23.5
	Somewhat Disagree	25	21.7
	Strongly Disagree	37	32.2
	No Answer	1	0.9
Total		115	100
Health/Clinic and Nursing	Somewhat Agree	2	5.1
	Neither Agree or Disagree	12	30.8
	Somewhat Disagree	12	30.8
	Strongly Disagree	13	33.3
	Total		39
Public Works/Vehicle Maintenance	Strongly Agree	2	9.5
	Somewhat Agree	1	4.8
	Neither Agree or Disagree	3	14.3
	Somewhat Disagree	5	23.8
	Strongly Disagree	10	47.6
Total		21	100
Water and Light Production	Somewhat Agree	5	12.5
	Neither Agree or Disagree	8	20
	Somewhat Disagree	10	25
	Strongly Disagree	16	40
	No Answer	1	2.5
	Total		40



Within this section, several City departments offered extremely positive responses to questions. When asked whether policies and programs promote diversity in the workplace, the following departments provided high levels of agreement:

- Public Works-Parking—86 percent agreement/57 percent strong agreement
- Municipal Court—78 percent agreement/44 percent strong agreement
- Parks and Recreation-Parks Planning and Development—55 percent agreement

Similarly, when asked whether discussions with supervisors about performance were worthwhile, the following departments provided higher levels of agreement:

- Finance—68 percent agreement/43 percent strong agreement
- Parks and Recreation-Parks Planning and Development—65 percent agreement
- Public Works-Administrative—65 percent agreement
- Water and Light-Transportation and Distribution—65 percent agreement
- Law—63 percent agreement
- Joint Communications—63 percent agreement

When asked about supervisors' support of a balance between work and family issues, several departments had significantly high positives, including:

- Law—100 percent agreement
- Human Resources—86 percent agreement
- Public Works-Parking—86 percent agreement/71 percent strong agreement
- Public Works-Administrative—82 percent agreement/53 percent strong agreement
- Parks and Recreation-Parks Management—79 percent agreement/57 percent strong agreement
- Police—76 percent agreement
- Parks and Recreation-Parks Planning and Development—75 percent agreement/68 percent strong agreement
- Health-Clinic and Nursing—72 percent agreement/51 percent strong agreement
- Public Works-Public Transportation—69 percent agreement
- Fire—68 percent agreement
- Municipal Courts—67 percent strong agreement
- Joint Communications—67 percent agreement
- Information Services—65 percent agreement
- agreement



3.5 Leadership

In order to assess City employees' opinions on leadership within the City, the survey asked respondents to rate their level of agreement with each of the following statements:

- I have a high level of respect for the City's senior leaders.
- Supervisors in my department provide employees with the opportunities to demonstrate their leadership skills.
- City leaders clearly communicate the goals and priorities of the City.
- Department managers clearly communicate the goals and priorities of the City.
- Senior City leaders review and evaluate the City's progress toward meeting its goals and objectives.
- Department managers review and evaluate the City's progress toward meeting its goals and objectives.
- The City has prepared employees for potential security threats.
- City departments work well together.
- I have confidence in my immediate supervisor's ability to do his/her job.
- I have confidence in my department director's ability to do his/her job.
- Complaints, disputes or grievances are resolved fairly in my work unit.

In addition, survey respondents were asked to rate their immediate supervisor on each of the following characteristics:

- Open to ideas/suggestions
- Gives recognition/appreciation
- Regard for value of work
- Gives clear direction
- Provides support for high levels of productivity
- Conducts interaction in a professional manner
- Possesses skills for resolving conflict
- Uses disciplinary action consistently/uniformly
- Does a good job, overall

For each of the above statements, survey respondents were asked to select a level of agreement from the following choices:

- Strongly Agree
- Somewhat Agree
- No Opinion
- Somewhat Disagree
- Strongly Disagree



Exhibits 3-14a and 3-14b, presented on the following pages, provide the City-wide responses to the questions posed in this section. Analysis of the survey responses and more detailed exhibits follow.

Findings

With respect to leadership in the City, opinions on the various questions had a wider than expected range. The questions with the highest level of agreement were the following:

- I have confidence in my immediate supervisor's ability to do his/her job—72 percent agreement.
- I have confidence in my department director's ability to do his/her job—62 percent agreement.
- I have a high level of respect for the City's senior leaders—56 percent agreement.

While agreement levels this high would be indicative of substantially positive perceptions within the City, several other questions exhibited much lower agreement levels:

- Senior City leaders review and evaluate the City's progress toward meeting its goals and objectives—37 percent agreement.
- Complaints, disputes or grievances are resolved fairly in my department—36 percent agreement.
- Department managers review and evaluate the City's progress toward meeting its goals and objectives—35 percent agreement.

The lack of agreement illustrated in the referenced questions indicates a perceived communications gap between City leaders and employees with respect to the overall strategic vision and goal achievement of the City. While both City leaders and Department managers received higher percentages of agreement on communicating the goals and priorities of the City, agreement levels drop when the questions shift to reviewing and evaluating the progress toward reaching those goals. In addition, the relative lack of agreement on fair resolution of conflict is cause for concern.



Exhibit 3-14a
 City of Columbia, Missouri
 Survey Responses—Leadership

Question	Response	Frequency	Percent
I have a high level of respect for the City's senior leaders.	Strongly Agree	246	24.7
	Somewhat Agree	310	31.1
	Neither Agree or Disagree	225	22.6
	Somewhat Disagree	121	12.1
	Strongly Disagree	89	8.9
	No Answer	6	0.6
	Total	997	100
Supervisors in my department provide employees with the opportunities to demonstrate their leadership skills.	Strongly Agree	163	16.3
	Somewhat Agree	349	35
	Neither Agree or Disagree	209	21
	Somewhat Disagree	169	17
	Strongly Disagree	103	10.3
	No Answer	4	0.4
	Total	997	100
City leaders clearly communicate the goals and priorities of the City.	Strongly Agree	125	12.5
	Somewhat Agree	348	34.9
	Neither Agree or Disagree	247	24.8
	Somewhat Disagree	193	19.4
	Strongly Disagree	77	7.7
	No Answer	7	0.7
	Total	997	100
Department managers clearly communicate the goals and priorities of the City.	Strongly Agree	123	12.3
	Somewhat Agree	318	31.9
	Neither Agree or Disagree	240	24.1
	Somewhat Disagree	200	20.1
	Strongly Disagree	110	11
	No Answer	6	0.6
	Total	997	100
Senior City leaders review and evaluate the City's progress toward meeting its goals and objectives.	Strongly Agree	94	9.4
	Somewhat Agree	273	27.4
	Neither Agree or Disagree	446	44.7
	Somewhat Disagree	121	12.1
	Strongly Disagree	59	5.9
	No Answer	4	0.4
	Total	997	100
Department managers review and evaluate the City's progress toward meeting its goals and objectives.	Strongly Agree	85	8.5
	Somewhat Agree	266	26.7
	Neither Agree or Disagree	448	44.9
	Somewhat Disagree	128	12.8
	Strongly Disagree	63	6.3
	No Answer	7	0.7
	Total	997	100

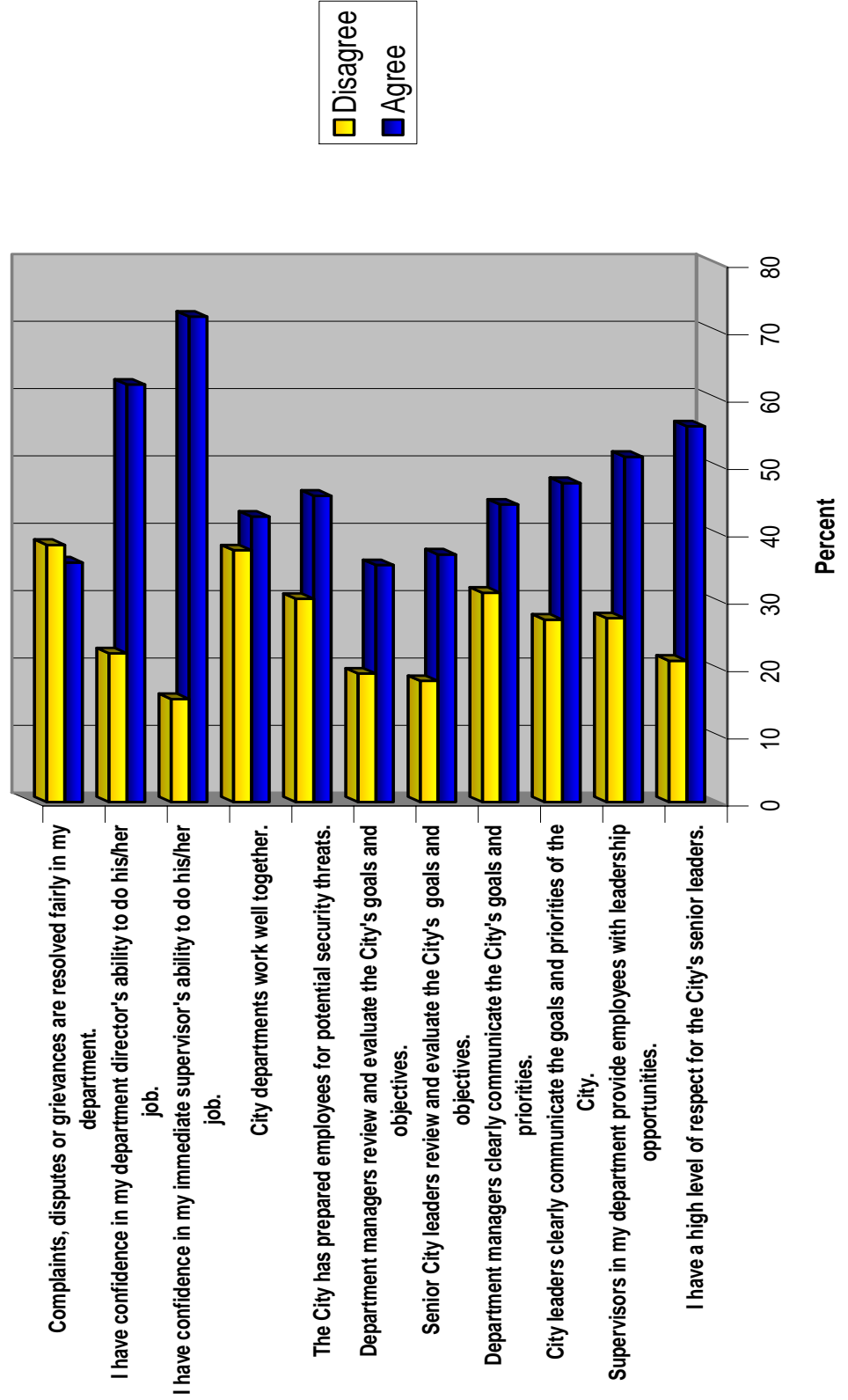


Exhibit 3-14a (continued)
 City of Columbia, Missouri
 Survey Responses—Leadership

Question	Response	Frequency	Percent
The City has prepared employees for potential security threats.	Strongly Agree	114	11.4
	Somewhat Agree	340	34.1
	Neither Agree or Disagree	238	23.9
	Somewhat Disagree	201	20.2
	Strongly Disagree	100	10
	No Answer	4	0.4
	Total	997	100
City departments work well together.	Strongly Agree	107	10.7
	Somewhat Agree	316	31.7
	Neither Agree or Disagree	191	19.2
	Somewhat Disagree	227	22.8
	Strongly Disagree	146	14.6
	No Answer	10	1
	Total	997	100
I have confidence in my immediate supervisor's ability to do his/her job.	Strongly Agree	435	43.6
	Somewhat Agree	284	28.5
	Neither Agree or Disagree	120	12
	Somewhat Disagree	87	8.7
	Strongly Disagree	66	6.6
	No Answer	5	0.5
	Total	997	100
I have confidence in my department director's ability to do his/her job.	Strongly Agree	328	32.9
	Somewhat Agree	290	29.1
	Neither Agree or Disagree	152	15.2
	Somewhat Disagree	113	11.3
	Strongly Disagree	108	10.8
	No Answer	6	0.6
	Total	997	100
Complaints, disputes or grievances are resolved fairly in my department.	Strongly Agree	126	12.6
	Somewhat Agree	229	23
	Neither Agree or Disagree	256	25.7
	Somewhat Disagree	171	17.2
	Strongly Disagree	209	21
	No Answer	6	0.6
	Total	997	100



Exhibit 3-14b
 City of Columbia, Missouri
 Survey Responses—Leadership



Exhibits 3-15 through 3-17, presented on the following pages, provide specific departmental responses, where strong opinions were indicated, for several questions within this topical area. As illustrated in the exhibits:

- On the question regarding City departments working well together, the greatest concern area is within Public Works—four separate Public Works departments indicated significantly high levels of disagreement:
 - ◇ Administrative—57 percent disagreement
 - ◇ Vehicle Maintenance—57 percent disagreement
 - ◇ Sewer—46 percent disagreement
 - ◇ Refuse—44 percent disagreement

- With respect to preparing employees for potential security threats, several departments registered significant disagreement levels, including:
 - ◇ Law—87.5 percent disagreement.
 - ◇ Police—49.4 percent disagreement.
 - ◇ Water and Light Production—45 percent disagreement.
 - ◇ Public Works-Storm Water Utility—44.4 percent disagreement.
 - ◇ Information Services—43.5 percent disagreement.

- When responding to the statement regarding complaints, disputes, or grievances being resolved fairly, several departments had significant levels of disagreement, including:
 - ◇ Fire—62.6 percent disagreement.
 - ◇ Public Works-Vehicle Maintenance—61.9 percent disagreement.
 - ◇ Police—57.8 percent disagreement.
 - ◇ Health-Clinic and Nursing—56.4 percent disagreement.
 - ◇ Water and Light-Production—45 percent disagreement.
 - ◇ Public Works-Public Transportation—38.5 percent disagreement.
 - ◇ Parks and Recreation-Parks Management—35.7 percent disagreement.



Exhibit 3-15
 City of Columbia, Missouri
 Departmental Responses
 Leadership

City departments work well together.			
Department	Response	Frequency	Percent
Finance	Strongly Agree	4	9.1
	Somewhat Agree	9	20.5
	Neither Agree or Disagree	6	13.6
	Somewhat Disagree	15	34.1
	Strongly Disagree	9	20.5
	No Answer	1	2.3
	Total	44	100
Law	Somewhat Agree	1	12.5
	Neither Agree or Disagree	1	12.5
	Somewhat Disagree	1	12.5
	Strongly Disagree	4	50
	No Answer	1	12.5
Total	8	100	
Information Services	Strongly Agree	3	13
	Somewhat Agree	5	21.7
	Neither Agree or Disagree	4	17.4
	Somewhat Disagree	6	26.1
	Strongly Disagree	5	21.7
	Total	23	100
Police	Strongly Agree	5	3.2
	Somewhat Agree	44	28.6
	Neither Agree or Disagree	28	18.2
	Somewhat Disagree	44	28.6
	Strongly Disagree	33	21.4
	Total	154	100
Parks and Recreation - Parks Management	Strongly Agree	1	7.1
	Somewhat Agree	3	21.4
	Neither Agree or Disagree	3	21.4
	Somewhat Disagree	4	28.6
	Strongly Disagree	3	21.4
	Total	14	100



Exhibit 3-15 (continued)
 City of Columbia, Missouri
 Departmental Responses
 Leadership

City departments work well together.			
Department	Response	Frequency	Percent
Public Works - Administrative	Strongly Agree	6	11.8
	Somewhat Agree	9	17.6
	Neither Agree or Disagree	8	15.7
	Somewhat Disagree	16	31.4
	Strongly Disagree	12	23.5
	Total	51	100
Public Works - Sewer	Strongly Agree	3	9.1
	Somewhat Agree	7	21.2
	Neither Agree or Disagree	7	21.2
	Somewhat Disagree	9	27.3
	Strongly Disagree	6	18.2
	No Answer	1	3
	Total	33	100
Public Works - Refuse	Somewhat Agree	31	28.7
	Neither Agree or Disagree	26	24.1
	Somewhat Disagree	32	29.6
	Strongly Disagree	16	14.8
	No Answer	3	2.8
	Total	108	100
Public Works - Vehicle Maintenance	Strongly Agree	3	14.3
	Somewhat Agree	3	14.3
	Neither Agree or Disagree	1	4.8
	Somewhat Disagree	8	38.1
	Strongly Disagree	6	28.6
	Total	21	100
Water and Light - Administrative	Somewhat Agree	6	35.3
	Neither Agree or Disagree	3	17.6
	Somewhat Disagree	6	35.3
	Strongly Disagree	2	11.8
	Total	17	100



Exhibit 3-16
 City of Columbia, Missouri
 Departmental Responses
 Leadership

The City has prepared employees for potential security threats.			
Department	Response	Frequency	Percent
Law	Neither Agree or Disagree	1	12.5
	Somewhat Disagree	2	25
	Strongly Disagree	5	62.5
	Total	8	100
Information Services	Strongly Agree	2	8.7
	Somewhat Agree	4	17.4
	Neither Agree or Disagree	7	30.4
	Somewhat Disagree	8	34.8
	Strongly Disagree	2	8.7
	Total	23	100
Police	Strongly Agree	12	7.8
	Somewhat Agree	37	24
	Neither Agree or Disagree	29	18.8
	Somewhat Disagree	46	29.9
	Strongly Disagree	30	19.5
	Total	154	100
Public Works - Storm Water Utility	Strongly Agree	1	11.1
	Neither Agree or Disagree	4	44.4
	Somewhat Disagree	2	22.2
	Strongly Disagree	2	22.2
	Total	9	100
Water and Light - Production	Strongly Agree	1	2.5
	Somewhat Agree	13	32.5
	Neither Agree or Disagree	8	20
	Somewhat Disagree	10	25
	Strongly Disagree	8	20
	Total	40	100



Exhibit 3-17
 City of Columbia, Missouri
 Departmental Responses
 Leadership

Complaints, disputes or grievances are resolved fairly in my department.			
Department:		Frequency	Percent
Police	Strongly Agree	11	7.1
	Somewhat Agree	28	18.2
	Neither Agree or Disagree	25	16.2
	Somewhat Disagree	42	27.3
	Strongly Disagree	47	30.5
	No Answer	1	0.6
	Total	154	100
	Fire	Strongly Agree	11
Somewhat Agree		21	18.3
Neither Agree or Disagree		11	9.6
Somewhat Disagree		20	17.4
Strongly Disagree		52	45.2
Total		115	100
Health - Clinic and Nursing	Strongly Agree	4	10.3
	Somewhat Agree	3	7.7
	Neither Agree or Disagree	10	25.6
	Somewhat Disagree	7	17.9
	Strongly Disagree	15	38.5
	Total	39	100
Parks and Recreation - Parks Management	Somewhat Agree	3	21.4
	Neither Agree or Disagree	6	42.9
	Somewhat Disagree	3	21.4
	Strongly Disagree	2	14.3
	Total	14	100
Public Works - Public Transportation	Strongly Agree	5	19.2
	Somewhat Agree	7	26.9
	Neither Agree or Disagree	4	15.4
	Somewhat Disagree	2	7.7
	Strongly Disagree	8	30.8
	Total	26	100
Public Works - Vehicle Maintenance	Strongly Agree	3	14.3
	Somewhat Agree	1	4.8
	Neither Agree or Disagree	4	19
	Somewhat Disagree	4	19
	Strongly Disagree	9	42.9
	Total	21	100
Water and Light - Production	Strongly Agree	3	7.5
	Somewhat Agree	5	12.5
	Neither Agree or Disagree	14	35
	Somewhat Disagree	6	15
	Strongly Disagree	12	30
	Total	40	100



A critical component of leadership is supervisory ability. Employees were asked to rate their supervisor on a series of characteristics. In Exhibit 3-18, City-wide results are presented for each of the components. As the Exhibit illustrates, employees gave their supervisors very high marks in most areas. Close to three fourths agreed that their supervisors did a good job, overall. Additional areas that garnered high percentages of agreement included:

- Open to ideas and suggestions—77.1 percent agreement.
- Conducts interaction in a professional manner—72.8 percent agreement.
- Regard for value of work performed—71.1 percent agreement.

Exhibit 3-18
City of Columbia, Missouri
Survey Responses—Supervisor

Evaluate your supervisor on each of the following characteristics:			
Characteristic	Response	Frequency	Percent
Open to ideas/suggestions	Strongly Agree	399	40
	Somewhat Agree	370	37.1
	Neither Agree or Disagree	82	8.2
	Somewhat Disagree	81	8.1
	Strongly Disagree	60	6
	No Answer	5	0.5
	Total	997	100
Gives recognition/appreciation	Strongly Agree	321	32.2
	Somewhat Agree	356	35.7
	Neither Agree or Disagree	121	12.1
	Somewhat Disagree	110	11
	Strongly Disagree	83	8.3
	No Answer	6	0.6
	Total	997	100
Regard for value of work performed	Strongly Agree	365	36.6
	Somewhat Agree	344	34.5
	Neither Agree or Disagree	131	13.1
	Somewhat Disagree	89	8.9
	Strongly Disagree	63	6.3
	No Answer	5	0.5
	Total	997	100
Gives clear direction	Strongly Agree	304	30.5
	Somewhat Agree	340	34.1
	Neither Agree or Disagree	142	14.2
	Somewhat Disagree	123	12.3
	Strongly Disagree	83	8.3
	No Answer	5	0.5
	Total	997	100



Exhibit 3-18 (continued)
 City of Columbia, Missouri
 Survey Responses—Supervisor

Evaluate your supervisor on each of the following characteristics:			
Characteristic	Response	Frequency	Percent
Provides support for high levels of productivity	Strongly Agree	304	30.5
	Somewhat Agree	320	32.1
	Neither Agree or Disagree	165	16.5
	Somewhat Disagree	121	12.1
	Strongly Disagree	81	8.1
	No Answer	6	0.6
	Total	997	100
Conducts interaction in a professional manner	Strongly Agree	395	39.6
	Somewhat Agree	331	33.2
	Neither Agree or Disagree	101	10.1
	Somewhat Disagree	98	9.8
	Strongly Disagree	67	6.7
	No Answer	5	0.5
	Total	997	100
Possesses skills for resolving conflict	Strongly Agree	309	31
	Somewhat Agree	288	28.9
	Neither Agree or Disagree	163	16.3
	Somewhat Disagree	130	13
	Strongly Disagree	100	10
	No Answer	7	0.7
	Total	997	100
Uses disciplinary action consistently/uniformly	Strongly Agree	240	24.1
	Somewhat Agree	238	23.9
	Neither Agree or Disagree	268	26.9
	Somewhat Disagree	126	12.6
	Strongly Disagree	118	11.8
	No Answer	7	0.7
	Total	997	100
Does a good job, overall	Strongly Agree	440	44.1
	Somewhat Agree	285	28.6
	Neither Agree or Disagree	125	12.5
	Somewhat Disagree	75	7.5
	Strongly Disagree	65	6.5
	No Answer	7	0.7
	Total	997	100

Of the nine categories within the supervisory rating, only one component garnered less than a 50 percent agreement rating—uses disciplinary action consistently/uniformly. Exhibit 3-19 shows the departments with the most significant amounts of disagreement:

- Health-Animal Control—100 percent disagreement.
- Water and Light-Production—52.5 percent disagreement.
- Health-Clinic and Nursing—51.2 percent disagreement
- Municipal Court—44.4 percent disagreement.
- Public Works-Vehicle Maintenance—38.1 percent disagreement.
- Fire—33 percent disagreement.



Exhibit 3-19
 City of Columbia, Missouri
 Departmental Responses
 Supervisor

Supervisor: Uses disciplinary action consistently/uniformly			
Department:		Frequency	Percent
Municipal Court	Strongly Agree	3	33.3
	Somewhat Agree	1	11.1
	Neither Agree or Disagree	1	11.1
	Somewhat Disagree	1	11.1
	Strongly Disagree	3	33.3
	Total	9	100
Fire	Strongly Agree	34	29.6
	Somewhat Agree	24	20.9
	Neither Agree or Disagree	19	16.5
	Somewhat Disagree	10	8.7
	Strongly Disagree	28	24.3
	Total	115	100
Health - Animal Control	Somewhat Disagree	2	40
	Strongly Disagree	3	60
	Total	5	100
Health - Clinic and Nursing	Somewhat Agree	4	10.3
	Neither Agree or Disagree	14	35.9
	Somewhat Disagree	10	25.6
	Strongly Disagree	10	25.6
	No Answer	1	2.6
	Total	39	100
Public Works - Vehicle Maintenance	Strongly Agree	3	14.3
	Somewhat Agree	2	9.5
	Neither Agree or Disagree	8	38.1
	Somewhat Disagree	3	14.3
	Strongly Disagree	5	23.8
	Total	21	100
Water and Light - Production	Strongly Agree	6	15
	Somewhat Agree	6	15
	Neither Agree or Disagree	7	17.5
	Somewhat Disagree	12	30
	Strongly Disagree	9	22.5
	Total	40	100

- Health-Animal Control—100 percent disagreement.
- Water and Light-Production—52.5 percent disagreement.
- Health-Clinic and Nursing—51.2 percent disagreement.
- Municipal Court—44.4 percent disagreement.
- Public Works-Vehicle Maintenance—38.1 percent disagreement.
- Fire—33 percent disagreement.



3.6 *Job Satisfaction*

In order to assess City employees' opinions on their personal job satisfaction within the City, the survey asked respondents to rate their level of satisfaction with each of the following statements:

- How satisfied are you with the information you receive from your management about what is going on in the City?
- How satisfied are you with the recognition you receive for doing a good job?
- How satisfied are you with the policies and practices of your senior leaders.
- How satisfied are you with the opportunity to advance within the City?
- Considering everything, how satisfied are you with your pay?
- Considering everything, how satisfied are you with the City?
- Overall, how satisfied are you with your job?

For each of the statements, survey respondents were asked to select a level of agreement from the following choices:

- Very Satisfied
- Somewhat Satisfied
- No Opinion
- Somewhat Dissatisfied
- Very Dissatisfied

Exhibits 3-20a and 3-20b, presented on the following pages, provide the City-wide responses to the questions posed in this section. Analysis of the survey responses and more detailed exhibits follow.

Findings

- Employees were asked to provide an overall level of satisfaction with their job, and responses were very positive. Over 69 percent of respondents indicated some level of satisfaction, with 29 percent indicating Very Satisfied. Just 18.5 percent of respondents indicated either Very or Somewhat Dissatisfied.
- When asked about satisfaction with how management keeps employees informed as to happenings within the City, 43.8 percent responded that they were Very or Somewhat satisfied, while 27.9 percent indicated dissatisfaction. This indicated that while it is not an overarching issue affecting employee morale that in select situations employees feel they are being poorly communicated with.

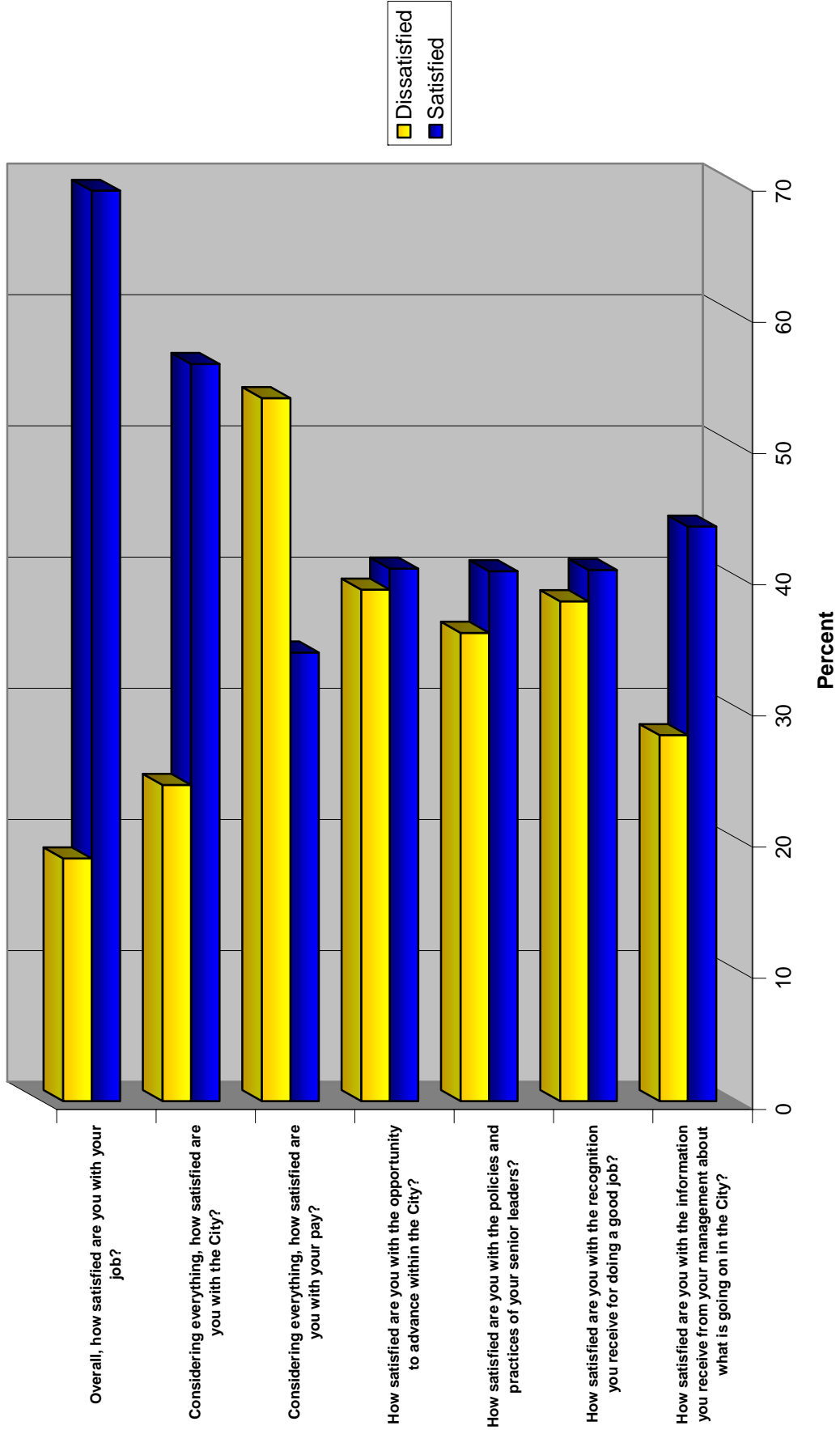


Exhibit 3-20a
 City of Columbia, Missouri
 Survey Responses—Job Satisfaction

Question	Response	Frequency	Percent
How satisfied are you with the information you receive from your management about what is going on in the City?	Very Satisfied	114	11.4
	Somewhat Satisfied	323	32.4
	Neutral	277	27.8
	Somewhat Dissatisfied	194	19.5
	Very Dissatisfied	84	8.4
	No Answer	5	0.5
	Total	997	100
How satisfied are you with the recognition you receive for doing a good job?	Very Satisfied	125	12.5
	Somewhat Satisfied	279	28
	Neutral	210	21.1
	Somewhat Dissatisfied	244	24.5
	Very Dissatisfied	136	13.6
	No Answer	3	0.3
Total	997	100	
How satisfied are you with the policies and practices of your senior leaders?	Very Satisfied	105	10.5
	Somewhat Satisfied	298	29.9
	Neutral	234	23.5
	Somewhat Dissatisfied	216	21.7
	Very Dissatisfied	140	14
	No Answer	4	0.4
Total	997	100	
How satisfied are you with the opportunity to advance within the City?	Very Satisfied	125	12.5
	Somewhat Satisfied	280	28.1
	Neutral	200	20.1
	Somewhat Dissatisfied	219	22
	Very Dissatisfied	169	17
	No Answer	4	0.4
Total	997	100	
Considering everything, how satisfied are you with your pay?	Very Satisfied	96	9.6
	Somewhat Satisfied	245	24.6
	Neutral	119	11.9
	Somewhat Dissatisfied	310	31.1
	Very Dissatisfied	224	22.5
	No Answer	3	0.3
Total	997	100	
Considering everything, how satisfied are you with the City?	Very Satisfied	175	17.6
	Somewhat Satisfied	385	38.6
	Neutral	194	19.5
	Somewhat Dissatisfied	176	17.7
	Very Dissatisfied	64	6.4
	No Answer	3	0.3
Total	997	100	
Overall, how satisfied are you with your job?	Very Satisfied	288	28.9
	Somewhat Satisfied	404	40.5
	Neutral	117	11.7
	Somewhat Dissatisfied	120	12
	Very Dissatisfied	65	6.5
	No Answer	3	0.3
Total	997	100	



Exhibit 3-20b
City of Columbia, Missouri
Survey Responses—Job Satisfaction



- Satisfaction with recognition of a job well done drew a nearly even split in respondents. 40.5 percent of survey participants indicated that they were strongly or somewhat satisfied while 38.1 percent indicated that they were strongly or somewhat dissatisfied. Such a split in responses indicates that for every employee that feels affirmed by their supervisor, there is one elsewhere in the City who feels unappreciated. This level of response does not indicate systemic problems with recognition but perhaps varying styles of management on the part of department supervisors.
- When employees were asked to report their level of satisfaction with the policies and practices of senior leaders, 35.7 percent reported being either somewhat or strongly dissatisfied while 40.4 percent reported to be strongly or somewhat satisfied. If management policies are consistent across departments then the parity of response most likely indicates variance in how these policies are enforced. A reminder to supervisors and senior leaders as to how basic policies should be implemented may be beneficial.
- When employees were asked to indicate their level of satisfaction with advancement opportunities within the City, responses were nearly split once again. 40.6 percent reported to be very or somewhat satisfied with these opportunities while 39 percent reported being very or somewhat dissatisfied. It is clear that opportunities for advancement exist within the City of Columbia, however they may not be apparent or appear achievable for all employees. A review of the City's classification structure may reveal shortcomings in career path development which, when repaired, will improve employee satisfaction with this element of their employment.
- Employee responses when asked about their pay revealed that over half (53.6 percent) of all respondents indicated that they were very or somewhat dissatisfied. This is not uncommon among municipalities in all environments however it should not be overlooked by City management.
- When asked to provide an overall level of satisfaction with the City, responses were, for the most part, favorable. Over half (56.2 percent) indicated that they were very or somewhat satisfied and less than one quarter (24.1 percent) of respondents indicated that they were very or somewhat dissatisfied. This level of satisfaction should be seen as a victory for the City leadership yet demonstrates that there is always room for improvement. City government is a dynamic environment which is always changing and evolving which will undoubtedly cause shifts in overall satisfaction.



Exhibits 3-21 through 3-24, presented on the following pages, provide departmental responses to specific questions in this topical area, where strong opinions were present.

More consistent execution of City policy with regard to performance recognition may assist in this area and improve employee morale. A deeper look into responses to this question sheds light onto some potentially problematic departments within the City where employees consistently feel under valued. Exhibit 3-21 shows the responses from departments that reported issues in this regard. Findings from this Exhibit include the following:

- Public Works/Vehicle Maintenance—57.1 percent dissatisfied.
- Police—55.9 percent dissatisfied.
- Public Transportation—53.8 percent dissatisfied.
- Water and Light Production—50 percent dissatisfied.
- Fire—34.8 percent dissatisfied.

Exhibit 3-22 illustrates the departmental responses regarding the policies and practices of senior leaders. Findings from the Exhibit include the following:

- More than three quarters (83.4 percent) of the Planning Department are dissatisfied with the policies of their senior leaders.
- Nearly two thirds (61.8 percent) of the Fire Department reported dissatisfaction.
- Over half (57.5 percent) of the Water and Light Production Department respondents reported dissatisfaction.
- More than half (57.1 percent) of the Police Department are dissatisfied.
- Nearly half (47.6 percent) of the Public Works/Vehicle Maintenance Department expressed dissatisfaction.

Exhibit 3-23 illustrates departments of particular statistical interest with respect to the question regarding advancement opportunities. Several departments indicated high levels of dissatisfaction, including the following:

- Public Transportation—57.7 percent dissatisfied.
- Information Services—56.5 percent dissatisfied.
- Health-Clinic and Nursing—55.4 percent dissatisfied.
- Police—48.7 percent dissatisfied.



Exhibit 3-21
 City of Columbia, Missouri
 Departmental Responses
 Job Satisfaction

How satisfied are you with the recognition you receive for doing a good job?			
Department	Response	Frequency	Percent
Police	Very Satisfied	7	4.5
	Somewhat Satisfied	29	18.8
	Neutral	32	20.8
	Somewhat Dissatisfied	44	28.6
	Very Dissatisfied	42	27.3
	Total	154	100
Fire	Very Satisfied	12	10.4
	Somewhat Satisfied	40	34.8
	Neutral	22	19.1
	Somewhat Dissatisfied	23	20
	Very Dissatisfied	17	14.8
	No Answer	1	0.9
	Total	115	100
Public Works/Public Transportation	Very Satisfied	4	15.4
	Somewhat Satisfied	5	19.2
	Neutral	3	11.5
	Somewhat Dissatisfied	9	34.6
	Very Dissatisfied	5	19.2
	Total	26	100
Public Works/Vehicle Maintenance	Very Satisfied	3	14.3
	Somewhat Satisfied	1	4.8
	Neutral	5	23.8
	Somewhat Dissatisfied	7	33.3
	Very Dissatisfied	5	23.8
	Total	21	100
Water and Light Production	Very Satisfied	3	7.5
	Somewhat Satisfied	7	17.5
	Neutral	10	25
	Somewhat Dissatisfied	13	32.5
	Very Dissatisfied	7	17.5
	Total	40	100



Exhibit 3-22
 City of Columbia, Missouri
 Departmental Responses
 Job Satisfaction

How satisfied are you with the policies and practices of your senior leaders?			
Department	Response	Frequency	Percent
Water and Light Production	Very Satisfied	1	2.5
	Somewhat Satisfied	10	25
	Neutral	6	15
	Somewhat Dissatisfied	12	30
	Very Dissatisfied	11	27.5
	Total	40	100
Public Works/Vehicle Maintenance	Very Satisfied	5	23.8
	Somewhat Satisfied	1	4.8
	Neutral	5	23.8
	Somewhat Dissatisfied	5	23.8
	Very Dissatisfied	5	23.8
	Total	21	100
Police	Very Satisfied	7	4.5
	Somewhat Satisfied	29	18.8
	Neutral	30	19.5
	Somewhat Dissatisfied	41	26.6
	Very Dissatisfied	47	30.5
	Total	154	100
Fire	Very Satisfied	14	12.2
	Somewhat Satisfied	24	20.9
	Neutral	5	4.3
	Somewhat Dissatisfied	27	23.5
	Very Dissatisfied	44	38.3
	No Answer	1	0.9
Total	115	100	
Planning	Somewhat Satisfied	1	16.7
	Somewhat Dissatisfied	1	16.7
	Very Dissatisfied	4	66.7
	Total	6	100



Exhibit 3-23
 City of Columbia, Missouri
 Departmental Responses
 Job Satisfaction

Job Satisfaction How satisfied are you with the opportunity to advance within the City?			
Department	Responses	Frequency	Percent
Public Works/Public Transportation	Very Satisfied	6	23.1
	Somewhat Satisfied	4	15.4
	Neutral	1	3.8
	Somewhat Dissatisfied	8	30.8
	Very Dissatisfied	7	26.9
	Total	26	100
Information Services	Very Satisfied	3	13
	Somewhat Satisfied	3	13
	Neutral	4	17.4
	Somewhat Dissatisfied	9	39.1
	Very Dissatisfied	4	17.4
	Total	23	100
Health/Clinic and Nursing	Very Satisfied	3	7.7
	Somewhat Satisfied	7	17.9
	Neutral	7	17.9
	Somewhat Dissatisfied	13	33.3
	Very Dissatisfied	9	23.1
	Total	39	100
Police	Very Satisfied	9	5.8
	Somewhat Satisfied	40	26
	Neutral	30	19.5
	Somewhat Dissatisfied	37	24
	Very Dissatisfied	38	24.7
	Total	154	100



Exhibit 3-24
 City of Columbia, Missouri
 Departmental Responses
 Job Satisfaction

Considering everything, how satisfied are you with your pay?			
Department	Response	Frequency	Percent
Police	Very Satisfied	3	1.9
	Somewhat Satisfied	15	9.7
	Neutral	6	3.9
	Somewhat Dissatisfied	59	38.3
	Very Dissatisfied	71	46.1
	Total	154	100
Health/Animal Control	Somewhat Satisfied	1	20
	Somewhat Dissatisfied	1	20
	Very Dissatisfied	3	60
	Total	5	100
Public Works/Public Transportation	Very Satisfied	2	7.7
	Somewhat Satisfied	6	23.1
	Neutral	2	7.7
	Somewhat Dissatisfied	7	26.9
	Very Dissatisfied	9	34.6
	Total	26	100
Public Works/Refuse	Very Satisfied	9	8.3
	Somewhat Satisfied	21	19.4
	Neutral	19	17.6
	Somewhat Dissatisfied	26	24.1
	Very Dissatisfied	33	30.6
	Total	108	100
Public Works/Vehicle Maintenance	Very Satisfied	2	9.5
	Somewhat Satisfied	4	19
	Neutral	1	4.8
	Somewhat Dissatisfied	9	42.9
	Very Dissatisfied	5	23.8
	Total	21	100
Water and Light Production	Very Satisfied	3	7.5
	Somewhat Satisfied	2	5
	Neutral	1	2.5
	Somewhat Dissatisfied	14	35
	Very Dissatisfied	20	50
	Total	40	100
Water and Light - Transportation and Distribution	Very Satisfied	5	4.5
	Somewhat Satisfied	27	24.5
	Neutral	13	11.8
	Somewhat Dissatisfied	37	33.6
	Very Dissatisfied	28	25.5
	Total	110	100



3.7 *Recognition and Rewards*

In order to assess City employees' opinions on recognition and rewards within the City, the survey asked respondents to rate their level of agreement with each of the following statements:

- If I perform my job well, I can count on pay raises.
- If I perform my job well, I can count on being promoted.
- I feel I am a valued employee of the City.
- The City gives enough recognition for work well done among employees.
- My salary is fair for my responsibilities.

For each of the statements, survey respondents were asked to select a level of agreement from the following choices:

- Strongly Agree
- Somewhat Agree
- No Opinion
- Somewhat Disagree
- Strongly Disagree

Exhibits 3-25a and 3-25b, presented on the following pages, provide the City-wide responses to the questions posed in this section. Analysis of the survey responses and more detailed exhibits follow.

Findings

The recognition and rewards area was the area that exhibited the most consistent negative opinions on the survey. Almost all questions had disagreement levels at more than 50 percent. The remaining respondents were roughly split in half with employees agreeing with the statements, or having no opinion. Findings from Exhibit 3-25 include the following:

- 57.2 percent disagreed that their salaries are fair for responsibilities.
- 56.6 percent did not agree that if they perform their job well, they can count on being promoted.
- 54.8 percent do in fact feel that they are a valued employee of the City.
- 53.9 percent did not agree that they could count on a pay raise if their job was performed well.
- 50.8 percent disagreed that the City gives enough recognition for work well done by employees.

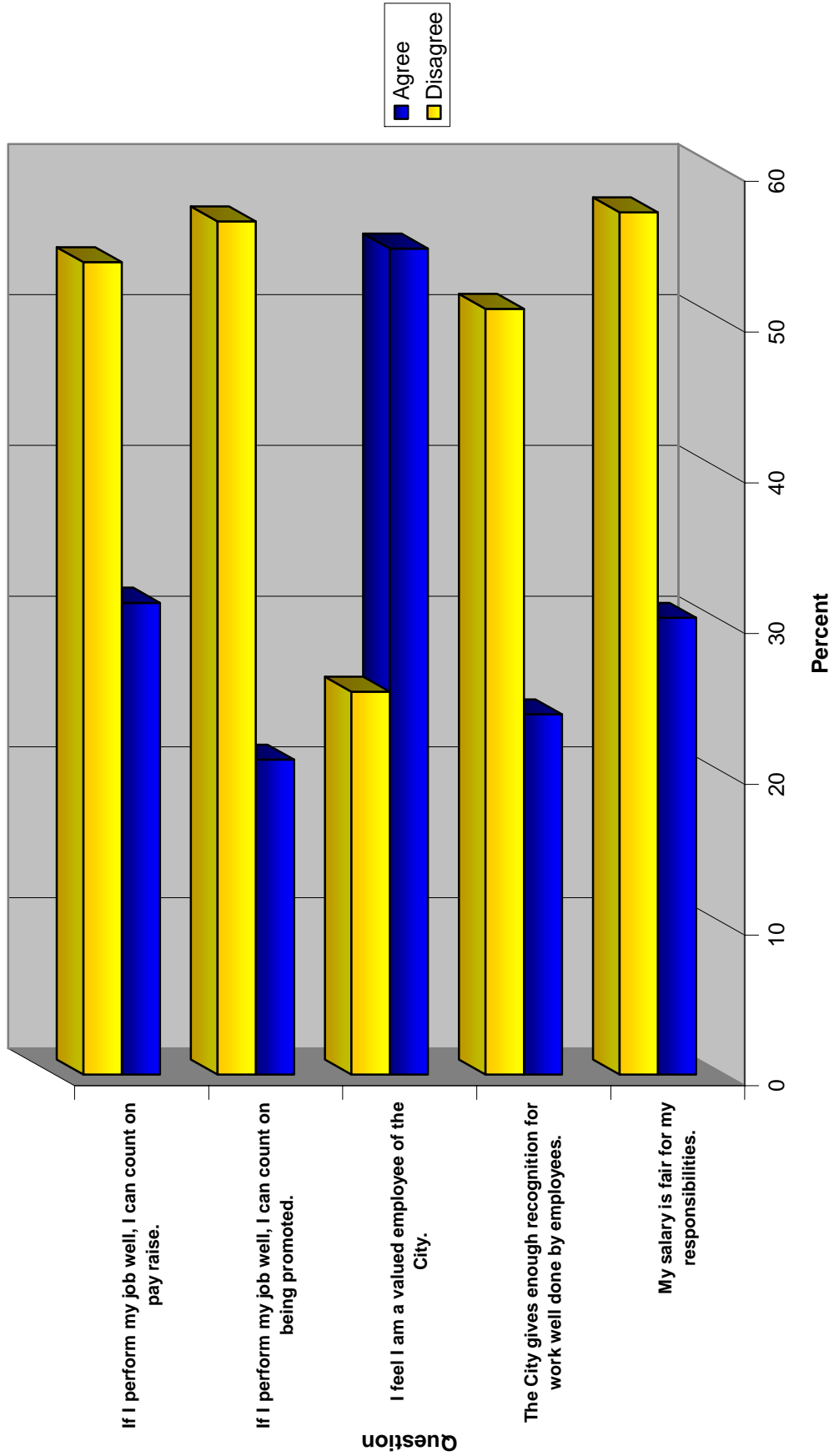


Exhibit 3-25a
 City of Columbia, Missouri
 Survey Responses—Recognition and Rewards

Question	Response	Frequency	Percent
If I perform my job well, I can count on pay raise.	Strongly Agree	114	11.4
	Somewhat Agree	198	19.9
	Neither Agree or Disagree	141	14.1
	Somewhat Disagree	203	20.4
	Strongly Disagree	334	33.5
	No Answer	7	0.7
	Total	997	100
If I perform my job well, I can count on being promoted.	Strongly Agree	62	6.2
	Somewhat Agree	147	14.7
	Neither Agree or Disagree	217	21.8
	Somewhat Disagree	219	22
	Strongly Disagree	345	34.6
	No Answer	7	0.7
	Total	997	100
I feel I am a valued employee of the City.	Strongly Agree	254	25.5
	Somewhat Agree	292	29.3
	Neither Agree or Disagree	190	19.1
	Somewhat Disagree	141	14.1
	Strongly Disagree	113	11.3
	No Answer	7	0.7
	Total	997	100
The City gives enough recognition for work well done by employees.	Strongly Agree	53	5.3
	Somewhat Agree	185	18.6
	Neither Agree or Disagree	247	24.8
	Somewhat Disagree	291	29.2
	Strongly Disagree	215	21.6
	No Answer	6	0.6
	Total	997	100
My salary is fair for my responsibilities.	Strongly Agree	71	7.1
	Somewhat Agree	231	23.2
	Neither Agree or Disagree	119	11.9
	Somewhat Disagree	261	26.2
	Strongly Disagree	309	31
	No Answer	6	0.6
	Total	997	100



Exhibit 3-25b
 City of Columbia, Missouri
 Survey Responses—Recognition and Rewards



Exhibits 3-26 through 3-29 provide departmental responses for questions in this topical area. Findings from these exhibits include the following:

- 71.5 percent of the Police Department employees do not feel that the City gives enough recognition for work well done.
- With respect to receiving pay raises for high performance several departments indicated high levels of disagreement. These included:
 - ◊ Police—81.2 percent disagreement
 - ◊ Water and Light-Production—75 percent disagreement
 - ◊ Fire—66.9 percent disagreement
- Both the Parks and Recreation and Vehicle Maintenance Departments indicated high levels of disagreement with respect to receiving promotions for high performance. Close to two thirds (62.5 percent) of the Parks and Recreation respondents and more than three fourths (76.2 percent) of the Vehicle Maintenance respondents indicated some level of disagreement.
- Several departments indicated high disagreement with respect to salaries being equitable with responsibilities. Departments with significant disagreement include:
 - ◊ Police—87 percent disagreement
 - ◊ Water and Light-Transportation and Distribution—77.8 percent disagreement
 - ◊ Water and Light-Production—77.5 percent disagreement
 - ◊ Public Works-Vehicle Maintenance—71.5 percent disagreement

Exhibit 3-26
City of Columbia, Missouri
Departmental Responses
Recognition and Rewards

The City gives enough recognition for work well done by employees.			
Department	Response	Frequency	Percent
Police Department	Strongly Agree	4	2.6
	Somewhat Agree	11	7.1
	Neither Agree or Disagree	29	18.8
	Somewhat Disagree	52	33.8
	Strongly Disagree	58	37.7
	Total		154



Exhibit 3-27
 City of Columbia, Missouri
 Departmental Responses
 Recognition and Rewards

If I perform my job well, I can count on pay raises.			
Department	Response	Frequency	Percent
Police Department	Strongly Agree	7	4.5
	Somewhat Agree	14	9.1
	Neither Agree or Disagree	8	5.2
	Somewhat Disagree	28	18.2
	Strongly Disagree	97	63
	Total	154	100
Fire Department	Strongly Agree	5	4.3
	Somewhat Agree	21	18.3
	Neither Agree or Disagree	11	9.6
	Somewhat Disagree	28	24.3
	Strongly Disagree	49	42.6
	No Answer	1	0.9
	Total	115	100
Water and Light/ Production	Somewhat Agree	3	7.5
	Neither Agree or Disagree	6	15
	Somewhat Disagree	7	17.5
	Strongly Disagree	23	57.5
	No Answer	1	2.5
	Total	40	100

Exhibit 3-28
 City of Columbia, Missouri
 Departmental Responses
 Recognition and Rewards

If I perform my job well, I can count on being promoted.			
Department	Response	Frequency	Percent
Parks and Recreation Department	Strongly Agree	3	7.5
	Somewhat Agree	5	12.5
	Neither Agree or Disagree	7	17.5
	Somewhat Disagree	13	32.5
	Strongly Disagree	12	30
	Total	40	100
Public Works/ Vehicle Maintenance	Strongly Agree	2	9.5
	Somewhat Agree	2	9.5
	Somewhat Disagree	8	38.1
	Strongly Disagree	8	38.1
	No Answer	1	4.8
	Total	21	100



Exhibit 3-29
 City of Columbia, Missouri
 Departmental Responses
 Recognition and Rewards

My salary is fair for my responsibilities.			
Department	Response	Frequency	Percent
Police Department	Strongly Agree	2	1.3
	Somewhat Agree	13	8.4
	Neither Agree or Disagree	5	3.2
	Somewhat Disagree	31	20.1
	Strongly Disagree	103	66.9
	Total	154	100
Public Works/ Vehicle Maintenance	Strongly Agree	2	9.5
	Somewhat Agree	2	9.5
	Neither Agree or Disagree	1	4.8
	Somewhat Disagree	9	42.9
	Strongly Disagree	6	28.6
	Total	21	100
Water and Light/ Production	Strongly Agree	2	5
	Somewhat Agree	4	10
	Neither Agree or Disagree	2	5
	Somewhat Disagree	10	25
	Strongly Disagree	21	52.5
	Total	40	100
Water and Light/ Transportation and Distribution	Strongly Agree	4	3.6
	Somewhat Agree	12	10.9
	Neither Agree or Disagree	14	12.7
	Somewhat Disagree	39	35.5
	Strongly Disagree	41	37.3
	Total	110	100



3.8 *Working Conditions*

In order to assess City employees' opinions on working conditions within the City, the survey asked respondents to rate their level of agreement with each of the following statements:

- I believe my job is secure.
- My physical working conditions are good.
- Deadlines and expectations within my department are realistic.
- My workload is reasonable.
- I can keep a reasonable balance between work and personal life.
- I receive the training that I need to perform my job well.
- Safety problems in my work area are quickly corrected.
- Sexual harassment is a problem in my department.
- Racial/ethnic discrimination is a problem in my department.
- Gender discrimination is a problem in my department.
- Age discrimination is a problem in my work department.

For each of the statements, survey respondents were asked to select a level of agreement from the following choices:

- Strongly Agree
- Somewhat Agree
- No Opinion
- Somewhat Disagree
- Strongly Disagree

Exhibits 3-30a and 3-30b, presented on the following pages, provide the City-wide responses to the questions posed in this section. Analysis of the survey responses and more detailed exhibits follow.

Findings

Survey respondents, for the most part, indicated high levels of satisfaction within this topical area. All questions in this area had a majority of respondents indicating a positive opinion. This includes:

- When asked about job security, over three quarters (78 percent) of respondents indicated that they somewhat or strongly agreed with the statement that their jobs were secure. This high level of agreement indicates that employees work in an environment that is not threatening and they feel comfortable with their place in the organization for the foreseeable future.



Exhibit 3-30a
 City of Columbia, Missouri
 Survey Responses—Working Conditions

Question	Response	Frequency	Percent
I believe my job is secure.	Strongly Agree	388	38.9
	Somewhat Agree	390	39.1
	Neither Agree or Disagree	125	12.5
	Somewhat Disagree	69	6.9
	Strongly Disagree	21	2.1
	No Answer	4	0.4
	Total	997	100
My physical working conditions are good.	Strongly Agree	305	30.6
	Somewhat Agree	407	40.8
	Neither Agree or Disagree	107	10.7
	Somewhat Disagree	120	12
	Strongly Disagree	54	5.4
	No Answer	4	0.4
	Total	997	100
Deadlines and expectations within my department are realistic.	Strongly Agree	257	25.8
	Somewhat Agree	445	44.6
	Neither Agree or Disagree	159	15.9
	Somewhat Disagree	96	9.6
	Strongly Disagree	36	3.6
	No Answer	4	0.4
	Total	997	100
My workload is reasonable.	Strongly Agree	229	23
	Somewhat Agree	413	41.4
	Neither Agree or Disagree	145	14.5
	Somewhat Disagree	145	14.5
	Strongly Disagree	60	6
	No Answer	5	0.5
	Total	997	100
I can keep a reasonable balance between work and personal life.	Strongly Agree	349	35
	Somewhat Agree	416	41.7
	Neither Agree or Disagree	98	9.8
	Somewhat Disagree	86	8.6
	Strongly Disagree	44	4.4
	No Answer	4	0.4
	Total	997	100
I receive the training that I need to perform my job well.	Strongly Agree	224	22.5
	Somewhat Agree	360	36.1
	Neither Agree or Disagree	152	15.2
	Somewhat Disagree	176	17.7
	Strongly Disagree	80	8
	No Answer	5	0.5
	Total	997	100

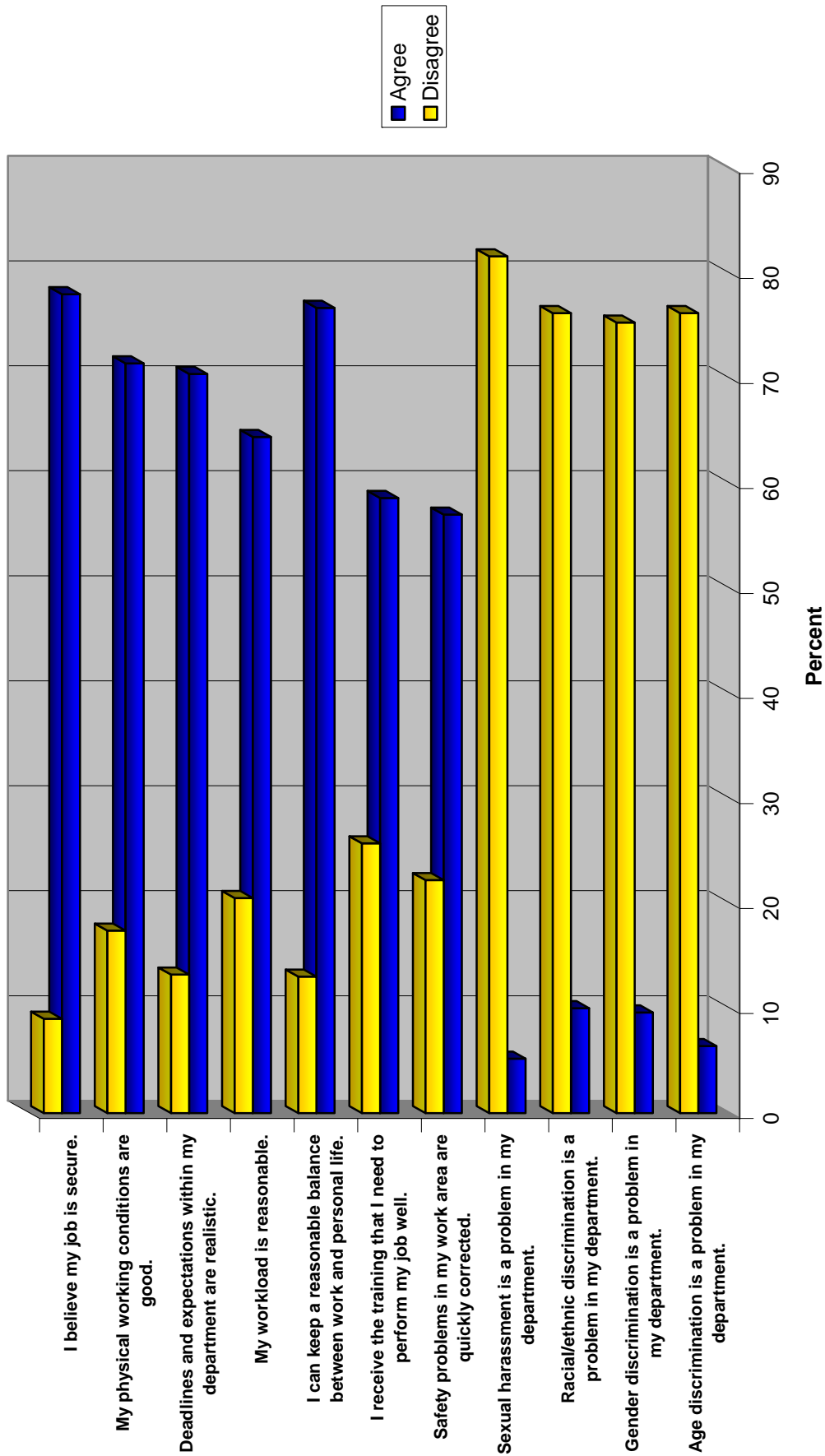


Exhibit 3-30a (continued)
 City of Columbia, Missouri
 Survey Responses—Working Conditions

Question	Response	Frequency	Percent
Safety problems in my work area are quickly corrected.	Strongly Agree	283	28.4
	Somewhat Agree	285	28.6
	Neither Agree or Disagree	202	20.3
	Somewhat Disagree	138	13.8
	Strongly Disagree	84	8.4
	No Answer	5	0.5
	Total	997	100
Sexual harassment is a problem in my department.	Strongly Agree	13	1.3
	Somewhat Agree	39	3.9
	Neither Agree or Disagree	127	12.7
	Somewhat Disagree	132	13.2
	Strongly Disagree	682	68.4
	No Answer	4	0.4
	Total	997	100
Racial/ethnic discrimination is a problem in my department.	Strongly Agree	28	2.8
	Somewhat Agree	72	7.2
	Neither Agree or Disagree	133	13.3
	Somewhat Disagree	142	14.2
	Strongly Disagree	618	62
	No Answer	4	0.4
	Total	997	100
Gender discrimination is a problem in my department.	Strongly Agree	25	2.5
	Somewhat Agree	71	7.1
	Neither Agree or Disagree	146	14.6
	Somewhat Disagree	149	14.9
	Strongly Disagree	602	60.4
	No Answer	4	0.4
	Total	997	100
Age discrimination is a problem in my department.	Strongly Agree	23	2.3
	Somewhat Agree	41	4.1
	Neither Agree or Disagree	168	16.9
	Somewhat Disagree	152	15.2
	Strongly Disagree	608	61
	No Answer	5	0.5
	Total	997	100



Exhibit 3-30b
 City of Columbia, Missouri
 Survey Responses—Working Conditions



- In the area of physical working conditions, 78 percent of respondents indicated some level of agreement that their working conditions were good. This also serves as a compliment to the City for maintaining a work environment where employees are free to complete their job functions without threat of harm or reasonable discomfort.
- More than three quarters (76.7 percent) of surveyed employees somewhat or strongly agree with the statement that they are able to balance their work and personal lives. This emphasizes the fact that employees of the City of Columbia value their personal time and have a workload that allows balance.
- Survey participants showed high levels of agreement and satisfaction with deadlines within their department. Over 70 percent strongly or somewhat agreed with the statement that deadlines and expectations are realistic. This indicates that departments are operating within the human capacity of their workforce and that employees completing their various work tasks are not being strained by unrealistic expectations. It would be unadvisable to conclude that the City is overstaffed, however when employees indicate that the expectations placed upon them are realistic, it is safe to conclude that the City is not drastically understaffed.
- Employees perception of their workload coincides with their feelings on deadlines and expectations and just as expected, the majority of respondents (64.4 percent) somewhat or strongly agree with the statement that their workload is reasonable. This also indicates that understaffing, on the whole, is not likely a major issue within the City.
- Over half of survey respondents (58.6 percent) indicated that they receive the training they need to most effectively accomplish their job tasks. A strong training program leads to a more effective workforce, which from the results of this survey, the City of Columbia appears to have.
- More than half (57 percent) of City employees reported that safety problems in their work areas are quickly corrected. Nearly one quarter (22.2 percent) disagreed with this statement. Exhibit 3-31 on the following page illustrates that the following departments expressed particular concern in this area:
 - ◇ Health-Animal Control—80 percent disagreement
 - ◇ Public Works/Vehicle Maintenance—52.8 percent disagreement
 - ◇ Police—39.6 percent disagreement
 - ◇ Public Works/Refuse—34.2 percent disagreement
 - ◇ Public Works/Public Transportation—30.7 percent disagreement



Exhibit 3-31
 City of Columbia, Missouri
 Departmental Responses
 Working Conditions

Safety problems in my work area are quickly corrected.			
Department	Response	Frequency	Percent
Police	Strongly Agree	22	14.3
	Somewhat Agree	33	21.4
	Neither Agree or Disagree	38	24.7
	Somewhat Disagree	34	22.1
	Strongly Disagree	27	17.5
	Total	154	100
Health/Animal Control	Somewhat Agree	1	20
	Somewhat Disagree	3	60
	Strongly Disagree	1	20
	Total	5	100
Public Works/Public Transportation	Strongly Agree	9	34.6
	Somewhat Agree	5	19.2
	Neither Agree or Disagree	4	15.4
	Somewhat Disagree	7	26.9
	Strongly Disagree	1	3.8
	Total	26	100
Public Works/Refuse	Strongly Agree	17	15.7
	Somewhat Agree	32	29.6
	Neither Agree or Disagree	22	20.4
	Somewhat Disagree	24	22.2
	Strongly Disagree	13	12
	Total	108	100
Public Works/Vehicle Maintenance	Strongly Agree	7	33.3
	Somewhat Agree	1	4.8
	Neither Agree or Disagree	2	9.5
	Somewhat Disagree	6	28.6
	Strongly Disagree	5	23.8
	Total	21	100

- Over three quarters (81.6 percent) of survey respondents strongly or somewhat disagreed with the statement that sexual harassment was an issue in their department, and 12.7 percent neither agreed or disagreed with the statement. This would indicate that on the whole, sexual harassment is not an issue of great concern within the City. However, as a part of the Human Resources within the City it is wise to review the sexual harassment policies and procedures within the City on a regular basis.



- While the majority (76.2 percent) of City employees indicated that racial/ethnic discrimination is not a problem in their department, 10 percent noted that they somewhat or strongly agreed that it was a challenge they were facing. Exhibit 3-32 shows the following:
 - ◊ Of the 100 employees in the survey indicating agreement that racial discrimination is an issue, nearly one third (32 percent) of them came from the City of Columbia Police Department.
 - ◊ Within the Police Department, 20.8 percent responded that racial discrimination is a concern.
 - ◊ The remaining two thirds of employees responding in this kind are distributed among other City departments with some regularity.
 - ◊ Regular review of management policies and procedures with regard to racial equity within the Police Department should be undertaken to ensure the improvement of this situation.

Exhibit 3-32
City of Columbia, Missouri
Departmental Responses
Working Conditions

Racial/ethnic discrimination is a problem in my department.			
Department	Response	Frequency	Percent
Police	Strongly Agree	12	7.8
	Somewhat Agree	20	13
	Neither Agree or Disagree	17	11
	Somewhat Disagree	29	18.8
	Strongly Disagree	75	48.7
	No Answer	1	0.6
	Total	154	100

- Over three quarters (75.3 percent) of respondents indicated that that gender discrimination is not a problem, however nearly 10 percent indicated that it is a challenge within their department. Exhibit 3-33 on the following page shows that:
 - ◊ One fourth (25.3 percent) of Police Department respondents indicated that gender discrimination is a problem.
 - ◊ Of all City respondents who indicated a problem with gender discrimination, 40.6 percent came from the Police Department.
 - ◊ When considering this data in conjunction with responses regarding racial discrimination, it indicates that problems exist with the enforcement of HR policies regarding discrimination within this department and that actions need to be taken to address these challenges in a focused manor.



Exhibit 3-33
 City of Columbia, Missouri
 Departmental Responses
 Working Conditions

Gender discrimination is a problem in my department.			
Department	Response	Frequency	Percent
Police	Strongly Agree	12	7.8
	Somewhat Agree	27	17.5
	Neither Agree or Disagree	21	13.6
	Somewhat Disagree	24	15.6
	Strongly Disagree	69	44.8
	No Answer	1	0.6
	Total		154

3.9 Pay and Benefits

In order to assess City employees’ opinions on their compensation and benefits with the City, the survey asked respondents to rate their level of agreement with each of the following statements:

- My pay and benefits are generally in line with other major employers in the City for performing similar work.
- I am familiar with the City’s retirement benefits.
- I understand what is covered by the City’s medical/dental plan.
- Problems with my health plan benefits are easy to resolve.
- My health and wellness needs are adequately met by the City’s wellness program.

For each of the above statements, survey respondents were asked to select a level of agreement from the following choices:

- Strongly Agree
- Somewhat Agree
- No Opinion
- Somewhat Disagree
- Strongly Disagree

In addition, the survey asked respondents to rate their level of satisfaction with each of the following factors:

- retirement benefits
- health insurance benefits
- life insurance benefits
- paid vacation time
- paid leave for illness



For each of the statements, survey respondents were asked to select a level of agreement from the following choices:

- Strongly Agree
- Somewhat Agree
- No Opinion
- Somewhat Disagree
- Strongly Disagree

Exhibits 3-33a and 33b, presented on the following pages, provide the City-wide responses to the questions posed in this section. Analysis of the survey responses and more detailed exhibits follow.

Findings

Analysis of the survey responses in this area point to a dichotomy in opinions. When considering the salary side of employees' compensation packages, opinions were more on the negative side. As an example of this, when asked to indicate agreement to the statement—my pay and benefits are generally in line with other major employers in the City for performing similar work—more than half (51.8 percent) of respondents indicated some level of disagreement. However, when asked to indicate their satisfaction with the various benefits offered by the City, the following responses were noted:

- Paid time for illness—69.5 percent satisfied
- Paid vacation time—63.1 percent satisfied
- Retirement benefits—58.3 percent satisfied
- Health insurance—52.4 percent satisfied
- Life insurance—52.3 percent satisfied

This divergence of opinion between salary levels and benefits packages is not uncommon in municipal organizations—often an organization will be unable to keep pace with the market for salaries, and will seek to “make up the difference” through various fringe benefits.

In addition, employees indicated wide levels of agreement with information on benefits levels. Approximately three fourths of respondents agreed that they were familiar with both the retirement package and medical/dental plan coverage.



Exhibit 3-34a
 City of Columbia, Missouri
 Survey Responses—Pay and Benefits

Question	Response	Frequency	Percent
My pay and benefits are generally in line with other major employers in the City for performing similar work.	Strongly Agree	73	7.3
	Somewhat Agree	213	21.4
	Neither Agree or Disagree	189	19
	Somewhat Disagree	270	27.1
	Strongly Disagree	246	24.7
	No Answer	6	0.6
	Total	997	100
I am familiar with the City's retirement benefits.	Strongly Agree	236	23.7
	Somewhat Agree	529	53.1
	Neither Agree or Disagree	115	11.5
	Somewhat Disagree	90	9
	Strongly Disagree	24	2.4
	No Answer	3	0.3
	Total	997	100
I understand what is covered by the City's medical/dental plan.	Strongly Agree	221	22.2
	Somewhat Agree	493	49.4
	Neither Agree or Disagree	136	13.6
	Somewhat Disagree	106	10.6
	Strongly Disagree	38	3.8
	No Answer	3	0.3
	Total	997	100
Problems with my health plan benefits are easy to resolve.	Strongly Agree	96	9.6
	Somewhat Agree	288	28.9
	Neither Agree or Disagree	370	37.1
	Somewhat Disagree	140	14
	Strongly Disagree	96	9.6
	No Answer	7	0.7
	Total	997	100
My health and wellness needs are adequately met by the City's wellness program.	Strongly Agree	184	18.5
	Somewhat Agree	389	39
	Neither Agree or Disagree	287	28.8
	Somewhat Disagree	79	7.9
	Strongly Disagree	54	5.4
	No Answer	4	0.4
	Total	997	100



Exhibit 3-34a (continued)
 City of Columbia, Missouri
 Survey Responses—Pay and Benefits

Question	Response	Frequency	Percent
How satisfied are you with retirement benefits?	Very Satisfied	218	21.9
	Somewhat Satisfied	363	36.4
	Neutral	235	23.6
	Somewhat Dissatisfied	126	12.6
	Very Dissatisfied	50	5
	No Answer	5	0.5
	Total	997	100
How satisfied are you with health insurance benefits?	Very Satisfied	130	13
	Somewhat Satisfied	393	39.4
	Neutral	143	14.3
	Somewhat Dissatisfied	223	22.4
	Very Dissatisfied	105	10.5
	No Answer	3	0.3
	Total	997	100
How satisfied are you with life insurance benefits?	Very Satisfied	150	15
	Somewhat Satisfied	372	37.3
	Neutral	276	27.7
	Somewhat Dissatisfied	144	14.4
	Very Dissatisfied	52	5.2
	No Answer	3	0.3
	Total	997	100
How satisfied are you with paid vacation time?	Very Satisfied	250	25.1
	Somewhat Satisfied	379	38
	Neutral	120	12
	Somewhat Dissatisfied	172	17.3
	Very Dissatisfied	73	7.3
	No Answer	3	0.3
	Total	997	100
How satisfied are you with paid leave for illness?	Very Satisfied	352	35.3
	Somewhat Satisfied	341	34.2
	Neutral	146	14.6
	Somewhat Dissatisfied	91	9.1
	Very Dissatisfied	61	6.1
	No Answer	6	0.6
	Total	997	100



Exhibit 3-34b
 City of Columbia, Missouri
 Survey Responses—Pay and Benefits

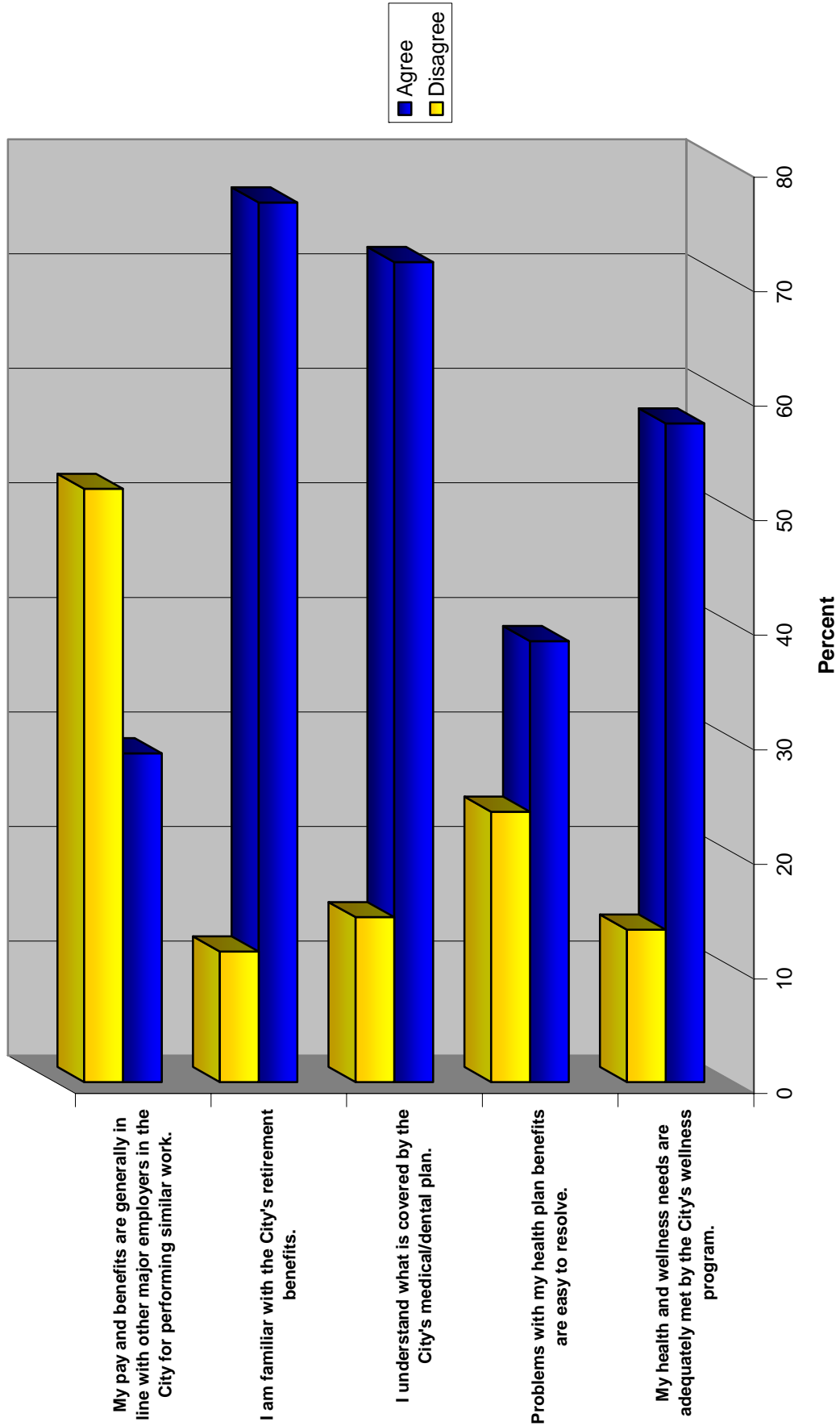
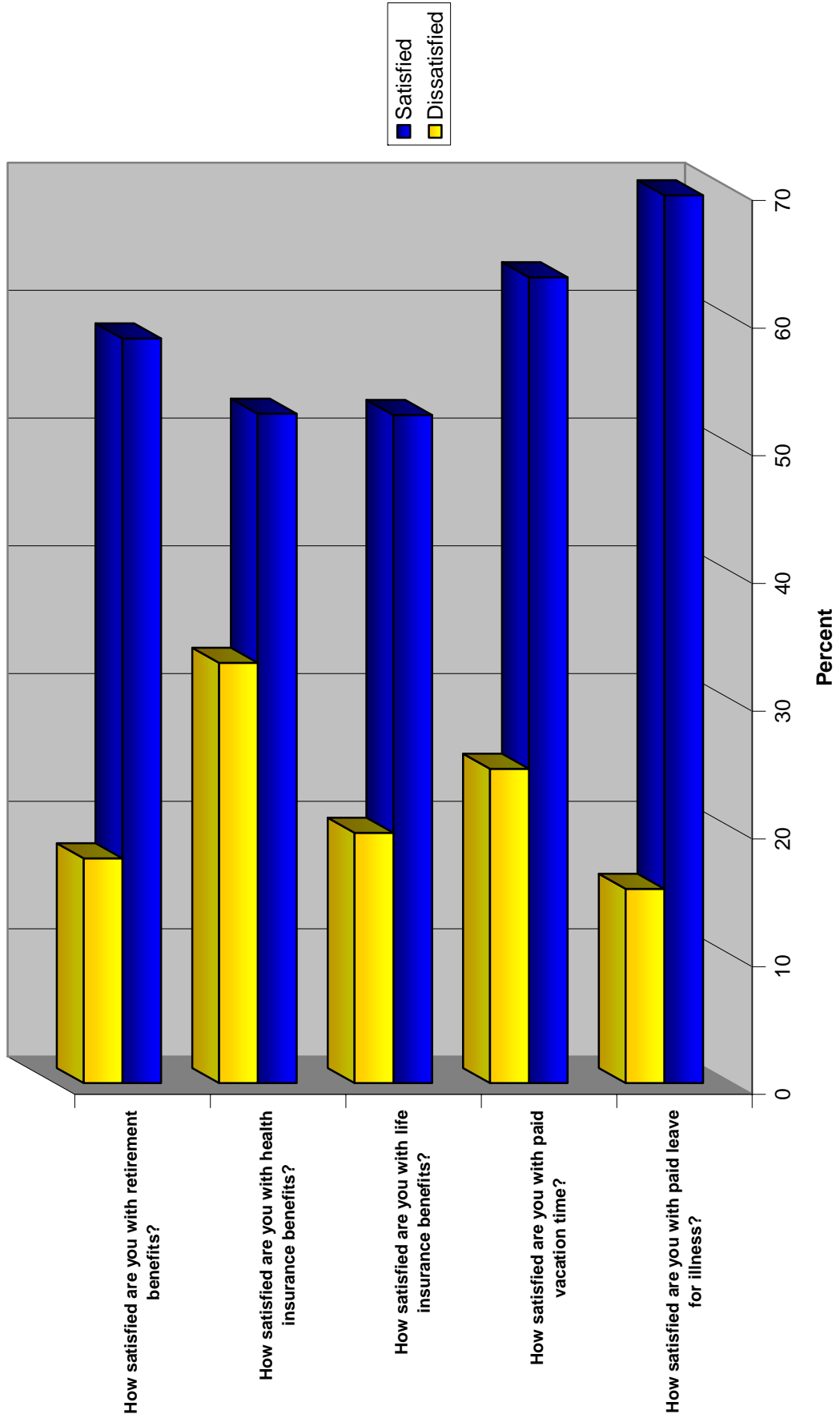


Exhibit 3-34b (continued)
City of Columbia, Missouri
Survey Responses—Pay and Benefits



In order to gain insight into employee preferences for future investment priorities, survey respondents were asked the following question:

If you could spend \$500 on improving certain benefits areas, which areas would you choose? Please rank the TOP THREE ITEMS in order of importance, with 1 being the most important:

- Pay
- Medical/Dental Insurance Benefits
- Retirement Benefits
- Life Insurance Benefits
- Sick Leave Benefits
- Vacation Time
- Emergency Leave Benefit
- Paid Holidays
- Floating Holiday
- Deferred Compensation – 401a City match
- Other, indicate: _____

Exhibit 3-34, presented on the following page, provides the top three rankings to the question posed in this section. Analysis of the survey responses and more detailed exhibits follow.

Findings

As expected, the benefit area garnering the most consistently high ranking among respondents was pay. More than 85 percent of survey respondents placed pay as one of their top three benefit areas. Further, over 62 percent indicated pay as their top benefit area. This response would be consistent with previous analysis. Other rankings for benefits include:

- Medical/Dental Insurance—58.3 percent
- Retirement Benefits—50.4 percent
- Deferred Compensation-401a City Match—34.2 percent
- Vacation Time—24.4 percent
- Paid Holidays—12.8 percent

The following benefit areas each received less than 10 percent ranking in the top three:

- Floating Holiday—6.8 percent
- Life Insurance Benefits—6.4 percent
- Sick Leave Benefits—5.5 percent
- Emergency Leave Benefit—5.4 percent



Exhibit 3-35
City of Columbia, Missouri
Survey Responses—Benefits Increase

Benefit	Rank 1 Frequency	Rank 1 Percent	Rank 2 Frequency	Rank 2 Percent	Rank 3 Frequency	Rank 3 Percent	Cumulative Frequency	Cumulative Percent
Deferred Compensation - 401a City Match	62	6.2	118	11.8	162	16.2	342	34.2
Emergency Leave Benefit	16	1.6	21	2.1	17	1.7	54	5.4
Floating Holiday	5	0.5	19	1.9	44	4.4	68	6.8
Life Insurance Benefits	3	0.3	20	2	41	4.1	64	6.4
Medical/Dental Insurance Benefits	140	14	279	28	163	16.3	582	58.3
Paid Holidays	14	1.4	47	4.7	67	6.7	128	12.8
Pay	625	62.7	136	13.6	91	9.1	852	85.4
Retirement Benefits	76	7.6	199	20	227	22.8	502	50.4
Sick Leave Benefits	0	0	13	1.3	42	4.2	55	5.5
Vacation Time	38	3.8	121	12.1	85	8.5	244	24.4
No Answer	18	1.8	24	2.4	58	5.8	100	10
Total	997	100	997	100	997	100	2991	



3.10 General Questions

The concluding section of the survey asked respondents two closed ended and one open-ended questions. The first asked respondents to rate the overall quality of work life within the City of Columbia as either:

- Excellent
- Good
- Fair
- Poor
- Don't know

The second closed-ended question asked respondents to rate the overall operation of the City as either:

- Highly efficient
- Above average in efficiency
- Average in efficiency
- Less efficient than most other cities
- Don't know

Finally, respondents were asked to identify any strengths and weaknesses of the City or any additional comments that may be helpful for the analysis.

Findings

Finally, respondents were asked to identify any strengths and weaknesses of the City or any additional comments that may be helpful for the analysis.

In Exhibits 3-36(a and b) and 3-37(a and b) on the following pages, the final two closed-ended question responses are presented. As Exhibit 3-36 illustrates, overall the opinion of the quality of work life is very positive. More than 63 percent of respondents indicated either excellent or good, with an additional 25.8 percent indicating fair. Just 8.3 percent indicated poor, a substantially low percentage.

When asked about the level of efficiency within the City, respondents were slightly more negative. Slightly more than one third (37.3 percent) of respondents indicated either highly efficient or above average in efficiency. More than 42 percent indicated average in efficiency. While employees were more positive in ranking the quality of work life in the City, they become more cautious when ranking the overall efficiency of the City operations.

When examining the responses to the quality of work life question, more than two thirds of the poor rankings were provided by the following three departments:

- Police—37 respondents (44.5 percent of all poor responses)
- Fire—10 respondents (12 percent of all poor responses)
- Public Works-Refuse—10 respondents (12 percent of all poor responses)



Exhibit 3-36a
 City of Columbia, Missouri
 Survey Responses—General Questions

I think the overall quality of work life for the City of Columbia is:		
Response	Percent	Frequency
Excellent	15.7	157
Good	47.9	478
Fair	25.8	257
Poor	8.3	83
Don't Know	1.8	18
No Answer	0.5	4
Total	100	997

Exhibit 3-36b
 City of Columbia, Missouri
 Survey Responses—General Questions

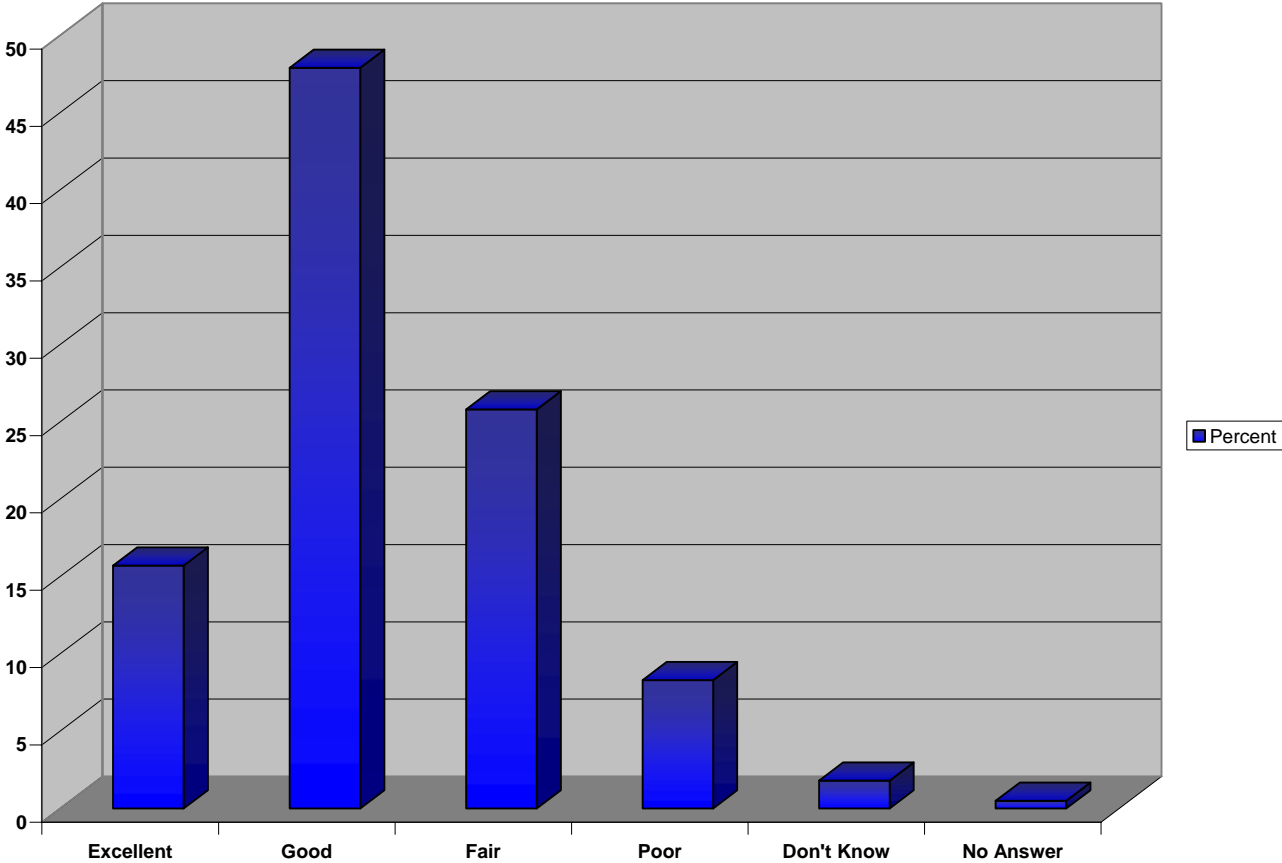
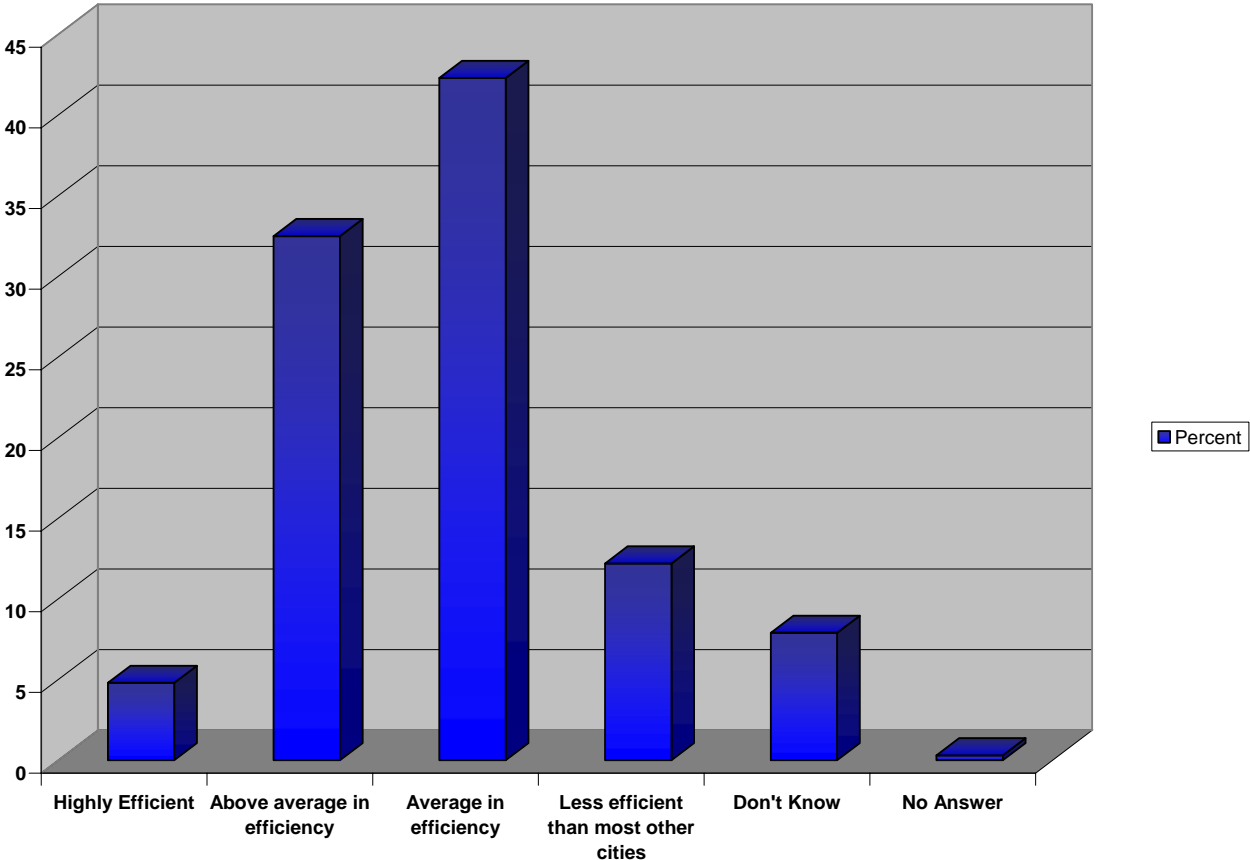


Exhibit 3-37a
 City of Columbia, Missouri
 Survey Responses—General Questions

The overall operation of the City is:		
Response	Percent	Frequency
Highly Efficient	4.8	48
Above average in efficiency	32.5	324
Average in efficiency	42.3	422
Less efficient than most other cities	12.2	122
Don't Know	7.9	79
No Answer	0.3	2
Total	100	997

Exhibit 3-37b
 City of Columbia, Missouri
 Survey Responses—General Questions



When examining the responses to the question regarding the overall level of efficiency, 75 percent of the responses indicating that the City is less efficient than most other cities came from the following five departments:

- Police—37 responses (30 percent of all less efficient responses)
- Water and Light-Transportation and Distribution—16 responses (13 percent of all less efficient responses)
- Fire—14 responses (11 percent of all less efficient responses)
- Public Works-Refuse—14 responses (11 percent of all less efficient responses)
- Water and Light-Production—11 responses (9 percent of all less efficient responses)



CHAPTER FOUR



Benchmark Analysis

In this Chapter, Evergreen Solutions identifies any significant observations from the results of the Employee Satisfaction Survey as compared to benchmark data gathered for similar research.

With respect to the benchmark data, Evergreen Solutions collected employee satisfaction data from three independent sources:

- International City-County Managers Association (ICMA)
- International Personnel Management Association (IPMA)
- Saratoga Institute

Data were identified for topical areas in secondary surveys conducted of 100 similarly sized Cities in the U.S. Exhibit 4-1, presented on the following page, provides those questions where data were available and comparable, along with the City of Columbia's response and the benchmark comparison for that question.

As the Exhibit illustrates, the City of Columbia ranked considerably higher on several key benchmarks. These include the following:

- I like the kind of work I do—the City response was 18 percentage points higher than the benchmark comparison.
- In my department, steps are taken to deal with a poor performer who cannot or will not improve—while 48 percent of the City's respondents disagreed with the statement, the benchmark comparison was 65 percent disagreement.
- My supervisor supports my need to balance work and family issues—77 percent of the City's respondents agreed, compared to just 45 percent for the benchmarks.
- Satisfaction with pay—while 54 percent of the City's respondents indicated dissatisfaction, this compares to 65 percent dissatisfaction for the benchmarks.
- Overall, the quality of work like in the City of Columbia—63 percent of the City's respondents indicated excellent or good; this compares to 58 percent for the benchmarks.



Exhibit 4-1
 City of Columbia, Missouri
 Benchmark Comparisons

Key Findings	City Response	Benchmark
Personal Work Experiences		
I recommend the City as a good place to work.	74 percent agree	75 percent
I like the kind of work I do.	88 percent agree	70 percent
Recruitment, Development, and Retention		
The work I do is important.	93 percent agree	90 percent
Organizational and Performance Culture		
In my department, steps are taken to deal with a poor performer who cannot or will not improve.	48 percent disagree	65 percent
My supervisor supports my need to balance work and family issues.	77 percent agree	45 percent
Creativity and innovation are rewarded.	49 percent disagree	50 percent
Leadership		
I have a high level of respect for the City's senior leaders.	55 percent agree	50 percent
The City has prepared employees for potential security threats.	46 percent agree	55 percent
Job Satisfaction		
Considering everything, how satisfied are you with your pay?	54 percent dissatisfied	65 percent
Considering everything, how satisfied are you with the City?	56 percent satisfied	60 percent
Overall, how satisfied are you with your job?	69 percent satisfied	65 percent
Working Conditions		
I believe my job is secure.	78 percent agree	75 percent
My physical working conditions are good.	71 percent agree	70 percent
I receive the training that I need to perform my job well.	59 percent agree	45 percent
Pay and Benefits		
My pay and benefits are generally in line with other major employers in the City.	52 percent disagree	65 percent
General Questions		
Overall, the quality of work life in the City is:	63 percent excellent/good	58 percent
Overall, the operation of the City is:	37 percent efficient	32 percent





Findings and Conclusions

The following chapter discusses the major findings of the survey and benchmark analysis for the City of Columbia, Missouri Employee Satisfaction Survey. Where possible, specific statistical references are given for individual findings. In other instances, Evergreen consultants utilized the overall trends of responses to arrive at findings. In addition, in some cases recommendations are offered for methods to address specific findings. While there are many ways to address specific issues, Evergreen provides ideas for consideration; not necessarily endorsing one approach over another.

Finding 1:

The City's workforce is significantly invested in their employment with the City and committed to the improvement process.

The response rate for the survey was greater than 85 percent, an overwhelming response rate for a survey of this magnitude and nature. A response rate this high can only lead to the conclusion that employees are concerned enough with their work environment that they are willing to spend the time to complete the survey and turn it in. The City's workforce should be commended for their willingness to participate in this process.

Finding 2:

The City's employees feel, on the whole, positive about their employment with the City of Columbia.

This finding is substantiated by the fact that 74 percent of survey respondents would recommend the City as a good place to work, along with the fact that 88 percent of respondents like the kind of work that they do. In addition, 93 percent of respondents indicated that they feel that the work they do is important. These figures, coupled with the high response rate for the survey, are very commendable statistics for the City of Columbia and its employees.

Finding 3:

The City does a good job of making employees feel valuable.

Over half of employees that responded to the survey indicated that they are made to feel that they are a valued employee of the City. Even though Employees do not feel they are rewarded adequately they are still made to feel that they are valued and the City should be commended for this.



Finding 4:

There is a perceived inconsistency with evaluation and performance measurement within the City.

Close to half of the survey respondents felt that poor performing employees are not dealt with. Roughly the same percentage indicated disagreement with the statement that “creativity and innovation are rewarded.” Further, more than half did not feel that high performing employees were rewarded in the City. This is further substantiated by the fact that close to half of the respondents did not feel that awards are dependent upon how well employees do their jobs.

Upon more in-depth analysis of this finding, specific departments indicated much higher levels of disagreement than most. These included:

- Police
- Fire
- Health-Clinic and Nursing
- Water and Light-Production

Perceived inconsistency in the treatment afforded to groups of employees, or a perception of a lack of reward for high performing employees can lead to significant morale problems, especially when the perception is concentrated in specific departments. It is advisable for the City to examine in more depth the underpinnings for this perception.

Finding 5:

While a relatively small percentage of respondents felt that City departments do not work well together, those responding in the negative were confined to very few departments.

The percentage of respondents indicating their opinion to this particular question is not cause for concern, however, the fact that the negative responses were so densely populated in a few departments should be a concern for the City in its future planning and communications efforts. Those departments include:

- Police
- Finance
- Parks and Recreation-Parks Management
- Public Works (four separate departments within Public works)
 - ◊ Administrative
 - ◊ Sewer
 - ◊ Refuse
 - ◊ Vehicle Maintenance



The concentration of this perception is consistent with others in the survey, in that, if not addressed overtly, it can lead to concentrated morale issues that can seep over to departments that do not otherwise feel dissatisfied or hold negative perceptions.

Finding 6:

While overall City employees do not feel that discrimination is evident, City leaders should be concerned with the concentration of responses within the Police Department.

City-wide, just 10 percent of respondents indicated that either gender or ethnic/racial discrimination was a problem within their department. However, when examining the responses more in-depth, an issue is uncovered. With respect to the Police Department, 21 percent indicated racial ethnic discrimination is a problem, and 25 percent indicated gender discrimination is a problem. Further, Police Department respondents accounted for 32 percent of all claims of racial/ethnic discrimination and 41 percent of all gender discrimination claims. These statistics should be addressed by City leaders in order to ascertain the source of the issue and develop strategies for future improvement if any serious issues are evident.

Finding 7:

City staff overwhelmingly feel that their salary levels are below market and out of step with the competitive environment.

While this is typically a topical area in which employees would register some level of dissatisfaction, the dissatisfaction levels within the City of Columbia are an issue that City leaders should address. More than half of respondents registered either dissatisfaction with their pay or disagreement with the statement that their pay was in line with other major employers in the City. Further, 57 percent of respondents indicated that salary levels are not in line with job responsibilities, an indication that classification levels may not be equitable.

Survey data with respect to this question is inherently anecdotal, and the City continue its commitment to reviewing quantifiable statistical data regarding pay and compensation levels vis-à-vis the competitive market.



Finding 8:

Highly negative opinions and perceptions are concentrated in a few large departments within the City.

Evergreen consultants identified a trend within a few key departments that ran both negative and dissatisfied across all or most topical areas of the survey. These departments include:

- Police
- Fire
- Water and Light-Production
- Public Works (several departments)

Regardless of the topical area, responses in these departments were decidedly negative. In addition, other departments that registered some levels of dissatisfaction across more than one area include Information Services, Parks and Recreation, and Municipal Courts.

The City, through the development and conduct of this survey, has identified a segment of its workforce in serious need of morale improvement. While there are several strategies and methodologies that can be employed, City senior leaders should first and foremost attempt to identify the root causes of the negative feelings and develop strategies around those causes.

Finding 9:

While a large percentage of respondents indicated positive remarks regarding the overall quality of work life within the City, a relatively lower percentage of respondents felt that the City has an overall efficiency of operations.

While this sentiment is not necessarily uncommon within public management, with one third of respondents indicating that the City is efficient (and just five percent responding highly efficient) the City may seek to address the perceptions that underpin the opinion that the City is just average in its operations. This may be accomplished through the planning process and/or conducting departmental or a comprehensive performance management study.



Finding 10:***The City of Columbia ranks considerably well when compared to benchmark data of similar-sized cities.***

When examining key questions from the survey and comparing the City's responses to those of similar-sized cities (from data gathered from several key organizations), the City's responses were in many cases considerably higher. These included:

- I like the kind of work I do—the City response was 18 percentage points higher than the benchmark comparison.
- In my department, steps are taken to deal with a poor performer who cannot or will not improve—17 percentage points better than the benchmarks.
- My supervisor supports my need to balance work and family issues—32 percentage points higher than the benchmarks.
- Satisfaction with pay—11 percent less dissatisfaction than the benchmarks.



APPENDIX



Survey Instrument



Employee Satisfaction Survey

Evergreen Solutions, LLC, is on contract with the City of Columbia to conduct a survey of City Employees. No attempt will be made to identify individual employees in this survey. Confidentiality will be maintained. Please select the answer that best describes your response to each question. There are no right or wrong answers.

If you have any questions or concerns with this survey, please call Emily Harrison at (850) 383-0111 Monday – Friday between the hours of 8:00 A.M. and 5:00 P.M. ET. Thank you for your participation.

A. DEMOGRAPHICS

1. Department					
2. Gender	Male			Female	
3. Age	Under 20	21-31	32-41	42-51	52+
4. Job Role	Non-Supervisory		Supervisory	Management	
5. Race/Ethnicity	Caucasian	African American	Native American	Asian/Pacific Islander	Hispanic
6. How long have you worked for the City?	1-5 years	6-10 years	11-15 years	16-20 years	20+ years
7. How long have you been in your current position in the City?	1-5 years	6-10 years	11-15 years	16-20 years	20+ years

B. PERSONAL WORK EXPERIENCES

Survey Questions	Strongly Agree	Somewhat Agree	Neither Agree or Disagree	Somewhat Disagree	Strongly Disagree
8. The people I work with cooperate to get the job done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I am given a real opportunity to improve my skills in my position.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I have enough information to do my job well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I feel encouraged to come up with new and better ways of doing things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. My job makes good use of my skills and abilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. My work gives me a feeling of personal accomplishment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. I like the kind of work I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. I recommend the City as a good place to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

C. RECRUITMENT, DEVELOPMENT, & RETENTION

Survey Questions	Strongly Agree	Somewhat Agree	Neither Agree or Disagree	Somewhat Agree	Strongly Disagree
16. The workforce has the job-relevant knowledge and skills necessary to accomplish City goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. My department is able to recruit people with the right skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. The skill level in my department has improved in the past year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. I have sufficient resources in my department (for example, people, materials, budget) to get my job done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. My workload is reasonable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. My talents are used well in the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. I know how my work relates to the City's goals and priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. The work I do is important.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

D. ORGANIZATIONAL AND PERFORMANCE CULTURE

Survey Questions	Strongly Agree	Somewhat Agree	Neither Agree or Disagree	Somewhat Agree	Strongly Disagree
25. In my department, steps are taken to deal with a poor performer who cannot or will not improve.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. My supervisor supports my need to balance work and family issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Products/Services in my unit are improved based on public input.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Policies and procedures affecting my work are clearly communicated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. My immediate supervisor gives me useful feedback regarding my job performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. High-performing employees in my department are recognized or rewarded on a timely basis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Creativity and innovation are rewarded.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Awards in my department depend on how well employees perform their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. Discussions with my supervisor about my performance are worthwhile.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

E. LEADERSHIP

Survey Questions	Strongly Agree	Somewhat Agree	Neither Agree or Disagree	Somewhat Agree	Strongly Disagree
35. I have a high level of respect for the city's senior leaders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. Supervisors in my department provide employees with the opportunities to demonstrate their leadership skills.					
37. City leaders clearly communicate the goals and priorities of the City.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. Department managers clearly communicate the goals and priorities of the City.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. Senior City leaders review and evaluate the City's progress toward meeting its goals and objectives.					
40. Department managers review and evaluate the City's progress toward meeting its goals and objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41. The City has prepared employees for potential security threats.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42. City departments work well together.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. I have confidence in my immediate supervisor's ability to do his/her job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44. I have confidence in department director's ability to do his/her job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45. Complaints, disputes or grievances are resolved fairly in my department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Survey Questions	Strongly Agree	Somewhat Agree	Neither Agree or Disagree	Somewhat Agree	Strongly Disagree
46. Evaluate your supervisor on each of the following characteristics:					
Open to ideas/suggestions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gives recognition/appreciation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regard for value of work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gives clear direction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides support for high levels of productivity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conducts interaction in a professional manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Possesses skills for resolving conflict	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uses disciplinary action consistently/uniformly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does a good job, overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

F. JOB SATISFACTION

Survey Questions	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied
47. How satisfied are you with the information you receive from your management about what is going on in the City?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48. How satisfied are you with the recognition you receive for doing a good job?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49. How satisfied are you with the policies and practices of your senior leaders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50. How satisfied are you with the opportunity to advance within the City?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
51. Considering everything, how satisfied are you with your pay?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52. Considering everything, how satisfied are you with the City?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
53. Overall, how satisfied are you with your job?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

G. RECOGNITION AND REWARDS

Survey Questions	Strongly Agree	Somewhat Agree	Neither Agree or Disagree	Somewhat Disagree	Strongly Disagree
54. If I perform my job well, I can count on pay raises.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55. If I perform my job well, I can count on being promoted.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56. I feel I am a valued employee of the City.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
57. The City gives enough recognition for work well done by employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58. My salary is fair for my responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

H. WORKING CONDITIONS

Survey Questions	Strongly Agree	Somewhat Agree	Neither Agree or Disagree	Somewhat Disagree	Strongly Disagree
59. I believe my job is secure.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60. My physical working conditions are good.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61. Deadlines and expectations within my department are realistic.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
62. My workload is reasonable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
63. I can keep a reasonable balance between work and personal life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64. I receive the training that I need to perform my job well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65. Safety problems in my work area are quickly corrected	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Survey Questions	Strongly Agree	Somewhat Agree	Neither Agree or Disagree	Somewhat Agree	Strongly Disagree
66. Sexual harassment is a problem in my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
67. Racial/ethnic discrimination is a problem in my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
68. Gender discrimination is a problem in my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
69. Age discrimination is a problem in my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I. PAY AND BENEFITS

Survey Questions	Strongly Agree	Somewhat Agree	Neither Agree or Disagree	Somewhat Agree	Strongly Disagree
70. My pay and benefits are generally in line with other major employers in the City for performing similar work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
71. I am familiar with the City's retirement benefits.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
72. I understand what is covered by the City's medical/dental plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
73. Problems with my health plan benefits are easy to resolve.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
74. My health and wellness needs are adequately met by the City's wellness program.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Survey Questions	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied
75. How satisfied are you with retirement benefits?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
76. How satisfied are you with health insurance benefits?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
77. How satisfied are you with life insurance benefits?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
78. How satisfied are you with paid vacation time?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
79. How satisfied are you with paid leave for illness?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you could spend \$500 on improving certain benefits areas, which areas would you choose? Please rank the TOP THREE ITEMS in order of importance, with 1 being the most important:	Rank
a. Pay	
b. Medical/Dental Insurance Benefits	
c. Retirement Benefits	
d. Life Insurance Benefits	
e. Sick Leave Benefits	
f. Vacation Time	
g. Emergency Leave Benefit	
h. Paid Holidays	
i. Floating Holiday	
j. Deferred Compensation – 401a City match	
k. Other, indicate: _____	

J. GENERAL QUESTIONS

DIRECTIONS: Please respond to each item as indicated.

- 1. I think the overall quality of work life for the City of Columbia is:
 - Excellent
 - Good
 - Fair
 - Poor
 - Don't know

- 2. The overall operation of the City is:
 - Highly efficient
 - Above average in efficiency
 - Average in efficiency
 - Less efficient than most other Cities
 - Don't know

- 3. In your opinion, what are the strengths and weaknesses of the City or what additional comments do you have that may be helpful for this project? _____

THANK YOU FOR YOUR PARTICIPATION!