



2005 Employee Survey

Summary Report

conducted for
The City of Lawrence, Kansas

by
ETC Institute

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Section 1: Executive Summary

Executive Summary

Purpose and Methodology

ETC Institute administered an employee survey for the City of Lawrence during October and November of 2005. This was the second time the City of Lawrence had conducted a comprehensive survey of employees. The first survey was completed in 2002. The purpose of the survey was to objectively measure employee perceptions regarding a wide range of issues including:

- overall satisfaction with employment at the City
- equipment and resources
- safety
- working environment
- compensations and benefits
- customer service and community relations
- leadership and managerial effectiveness
- employee recognition
- communication
- professional development
- policies and procedures
- city commission

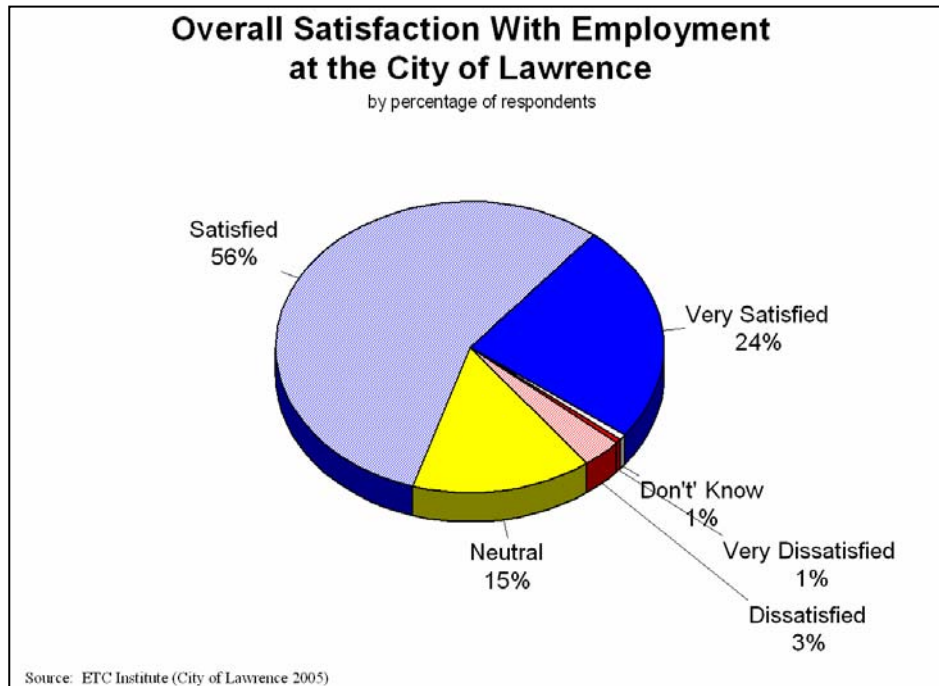
Participation in the survey was voluntary and employees were allowed to complete the survey during work hours. In order to maintain confidentiality, employees were given postage-paid envelopes to return their survey directly to ETC Institute.

Even though the survey was 6 pages long and took an average of 15-20 minutes to complete, 638 of the City's 760 employees completed the survey. The sample was statistically representative of all major departments and the demographic composition of the City's labor force. The overall results have a 95% level of confidence with a precision of at least +/- 1.6%.

Major Findings

Overall Satisfaction Among City Employees

More than three-fourths (80%) of the employees surveyed were satisfied with their current employment at the City of Lawrence; 4% were dissatisfied, 15% gave a neutral rating, and 1% did not have an opinion.



- **Equipment and Resources.** Seventy-one percent (71%) of the employees surveyed were satisfied with the overall quality and availability of equipment and resources in their department; 12% were dissatisfied, 17% gave a neutral rating, and less than one percent did not have an opinion.

The areas within equipment and resources that employees rated the highest were:

- Protective clothing and items needed to do job safely are readily available
- Equipment is well maintained

The areas within equipment and resources that employees rated the lowest were:

- Adequacy of staff in Departments to do the job
- Timeliness that job vacancies are filled

- **Safety.** Eighty percent (80%) of the employees surveyed were satisfied with overall safety when doing their job; 4% were dissatisfied, 15% gave a neutral rating, and less than one percent did not have an opinion.

The areas of safety that employees rated the highest were:

- Receive enough training to do job safely
- Workers are adequately informed about safety policies and procedures

The areas of safety that employees rated the lowest were:

- City and Department Management efforts to do everything possible to prevent job related accidents
- Having complete investigations of accidents

- **Working Environment.** Seventy-six percent (76%) of the employees surveyed were satisfied with the overall working environment in their department; 8% were dissatisfied, 16% gave a neutral rating, and less than one percent did not have an opinion.

The working environment areas that employees rated the highest were:

- Flexible shifts
- Co-workers treat me with respect

The working environment areas that employees rated the lowest were:

- Discipline of co-workers who treat others wrong
- The work employees are asked to do is the right amount

- **Compensation and Benefits.** Sixty-seven percent (67%) of the employees surveyed were satisfied with the overall compensation and benefits that they receive; 10% were dissatisfied, 23% gave a neutral rating, and less than one percent did not have an opinion.

The compensation and benefits areas that employees rated the highest were:

- I know what to do if I am injured on the job
- The City's health care plan meets my needs

The compensation and benefits areas that employees rated the lowest were:

- The City's contribution to retiree's health care
- Level of understanding that employees have about the KPERS/KP&F program

- **Customer Service and Community Relations.** Eighty-one percent (81%) of the employees surveyed were satisfied with the overall quality of service provided by their department; 4% were dissatisfied, 15% gave a neutral rating, and less than one percent did not have an opinion.

The customer service and community relations areas that employees rated the highest were:

- o The ability of employees to work with the public has grown
- o Good citizen/customer service is emphasized by management

The customer service and community relations area that employees rated the lowest was:

- o Contact with Lawrence citizens is pleasant

- **Leadership and Managerial Effectiveness.** Seventy-one percent (71%) of the employees surveyed were satisfied with the overall leadership provided by their immediate supervisor; 15% were dissatisfied, 13% gave a neutral rating, and 1% did not have an opinion.

The areas of leadership and managerial effectiveness that employees rated the highest were:

- o Team work is encouraged by immediate supervisor
- o Employees feel comfortable talking about problems at work with immediate supervisor

The areas of leadership and managerial effectiveness that employees rated the lowest were:

- o Morale in City Departments
- o How comfortable employees feel asking City Management about decisions that are made

- **Employee Recognition.** Thirty-three percent (33%) of the employees surveyed were satisfied with the overall level of employee recognition within their department; 27% were dissatisfied, 35% gave a neutral rating, and 5% did not have an opinion.

The areas of employee recognition that employees rated the highest were:

- o Work is appreciated by my immediate supervisor
- o Work is appreciated by my department manager

The areas of employee recognition that employees rated the lowest were:

- o Employees who perform well receive recognition
- o Employees are recognized for working safely

- **Communication.** Forty-eight percent (48%) of the employees surveyed were satisfied with the overall quality of communication within their department; 20% were dissatisfied, 29% gave a neutral rating, and 3% did not have an opinion.

The areas of communication that employees rated the highest were:

- o Immediate supervisors inform employees about changes that take place
- o Department management is easy to contact

The areas of communication that employees rated the lowest were:

- o How well communication from City management helps employees understand the “big picture”
- o How much employees know about what is going on in other Departments

- **Professional Development Opportunities.** Forty-two percent (42%) of the employees surveyed were satisfied with the overall level of professional development opportunities; 22% were dissatisfied, 33% gave a neutral rating, and 3% did not have an opinion.

The professional development areas that employees rated the highest were:

- o Immediate supervisor understands my career/job goals
- o Opportunities to move toward my career/job goals are provided by immediate supervisor

The professional development areas that employees rated the lowest were:

- o Adequacy of opportunities for professional development
- o Perception about how fairly internal promotions are handled

- **Policies and Procedures.** Sixty-eight percent (68%) of the employees surveyed were satisfied with the overall level that the City’s policies and procedures serve the needs of their department; 6% were dissatisfied, 23% gave a neutral rating, and 3% did not have an opinion.

The policy and procedure areas that employees rated the highest were:

- o Rules and regulations related to my job are clear
- o The City’s performance standards for employees are clear

The policy and procedure areas that employees rated the lowest were:

- o Adequacy of training on policies and procedures
- o Level of understanding employees have about the City’s grievance procedures

- **City Commission.** Thirty-one percent (31%) of the employees surveyed agreed that the City Commission supports their department’s goals; 32% disagreed, 32% gave a neutral rating, and 5% did not have an opinion.

The areas related to the City Commission that employees rated the highest were:

- o Values the work employees do for the community
- o City Commission is concerned about city workers

The areas related to the City Commission that employees rated the lowest were:

- o Understands the working conditions in my department
- o Considers the best interest of city workers when making a decision

Trends

Among the 79 items that were assessed in both 2002 and 2005, the results improved in 56 or 71% of the areas that were rated. The results declined in 21 or 27% of the areas that were rated. The results did not change in two of the areas that were rated.

Significant IMPROVEMENTS. There were statistically significant improvements (increases of 0.2 or more) in 25 areas of the 79 areas that were rated in both 2002 and 2005. The areas with the most improvement are listed on the following page.

- The quality of communication from City Management
- The City's contribution to health care plans
- The availability of equipment for employees to do their job
- Adequacy of training for employees to do their job safely
- Perceptions that City Management does everything possible to prevent on-the-job accidents
- Perception that co-workers who treat other employees wrong are properly disciplined
- Perception that employees have time to do their job properly
- The LEAP program
- The timeliness that employees get information from their work unit
- The timeliness that employees get information from other work units
- The family contribution that is required for employee health care plans
- The City's Employee Assistance Program (EAP)
- The City's wellness program

Significant DECLINES. There were statistically significant declines (decreases of 0.2 or more) in just 5 areas of the 79 areas that were rated in both 2002 and 2005. Three of the five areas were related to employee perceptions of the City Commission. The five areas with significant decreases are listed below:

- Employee perceptions that the City Commission makes decisions that are best for the community
- Employee perceptions that the City Commission values the work that is done by employees
- Employee perceptions that the City Commission supports departmental goals
- The adequacy of professional development opportunities that are available to City employees
- Employee perceptions that their department has a good reputation with Lawrence citizens

Importance-Agreement Assessment: General Areas for Improvement

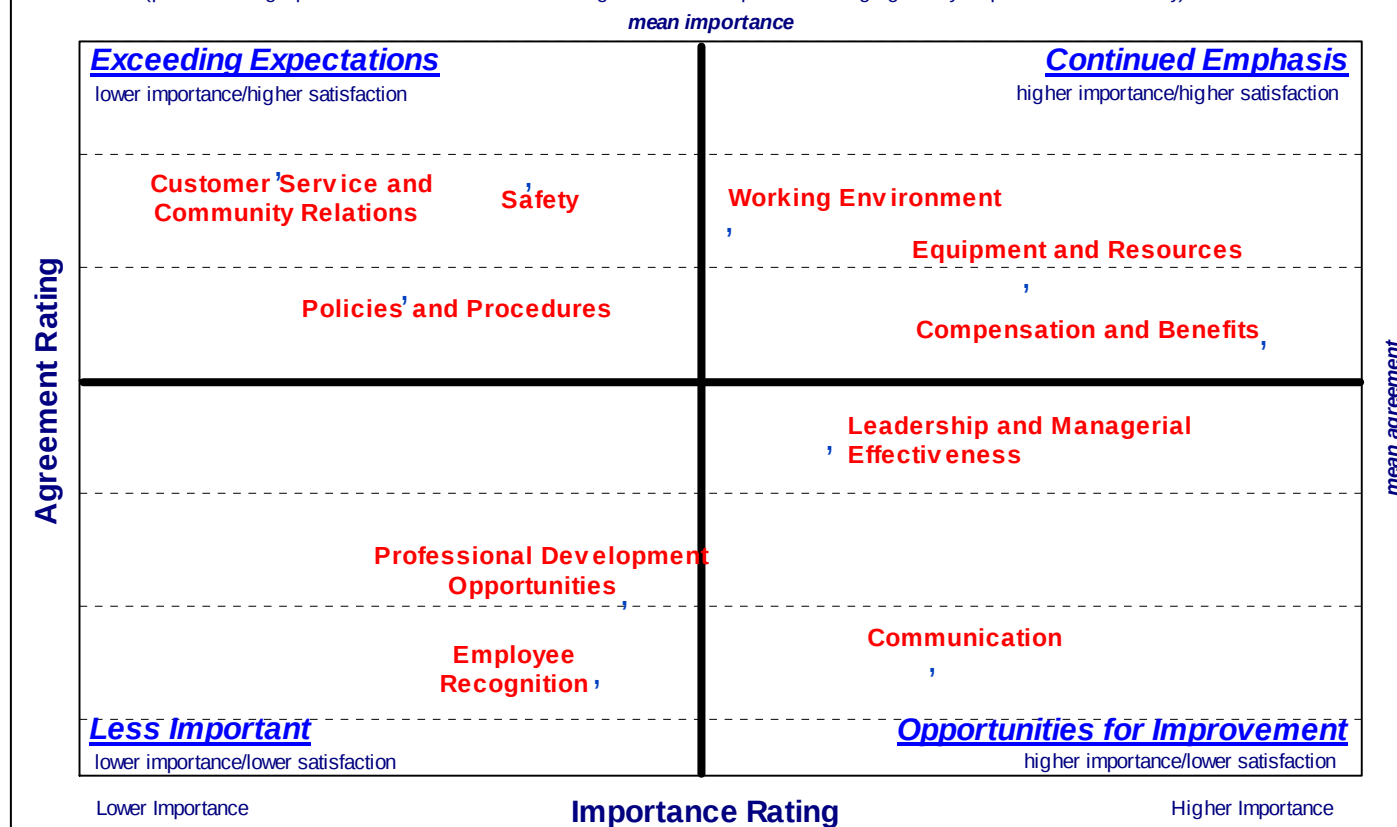
Employees were asked to rate (1) their overall satisfaction with 10 major areas that were assessed on the survey and (2) the importance that the City should place on improvements in each of these areas. Importance-Agreement analysis was used to integrate both types of data to identify the priority that the City should place on each of the 10 major areas that were assessed with regard to the impact that these areas will have on employee satisfaction. Importance-Agreement analysis is based on the concept that an organization will maximize employee satisfaction by emphasizing improvements in areas where the level of satisfaction with an item is relatively low and the perceived importance of the item is relatively high.

The results of the Importance-Agreement analysis are shown on the matrix on the following page. The horizontal axis shows the relative importance that employees thought should be placed on an item. The vertical axis shows the relative satisfaction with the item based on the level of agreement reported by employees. The location of an item on the matrix identifies the relative priority that should be placed on the item as described below:

- **Continued Emphasis (above average importance and above average satisfaction).** This area shows where the organization is meeting employee expectations. Items in this area have a significant impact on the employees' overall level of satisfaction. The City should maintain (or slightly increase) emphasis on items in this area. The three areas in this quadrant were: working environment, compensation/ benefits, and equipment/resources.
- **Exceeding Expectations (below average importance and above average satisfaction).** This area shows where the organization is performing significantly better than employees expect the City to perform. Items in this area do not significantly impact the employees' overall level of satisfaction. The three areas in this quadrant were: safety, policies/procedures, and customer service/community relations.
- **Opportunities for Improvement (above average importance and below average satisfaction).** This area shows where the organization is not performing as well as employees expect the City to perform. This area has a significant impact on employee satisfaction. The City should DEFINITELY increase emphasis on items in this area. The two areas in this quadrant were: communication and leadership/managerial effectiveness.
- **Less Important (below average importance and below average satisfaction).** This area shows where the City is not performing well relative to the organization's performance in other areas; however, this area is generally considered to be less important to employees. This area does not significantly impact the employees' overall level of satisfaction because the items rated are less important to employees. The two areas in this quadrant were: professional development opportunities and employee recognition.

2005 Lawrence Employee Survey Importance-Agreement Assessment Matrix All Respondents

(points on the graph show deviations from the mean agreement and importance ratings given by respondents to the survey)



Gap Analysis: Specific Areas from Improvement

Factors Influencing Overall Satisfaction with Employment at the City. The table below shows gaps in the perceptions between employees who were satisfied with their employment at the City and those who were not satisfied. The gaps are important because they identify specific factors that may influence whether employees have favorable or unfavorable attitudes about their employment with the City. The fifteen items that had the most impact on overall satisfaction with employment at the City are listed below. A complete list for all items that were assessed on the survey is provided in a separate appendix.

Gap Analysis: Factors Influencing Overall Satisfaction with Employment Items with large gaps are likely to be contributing factors to the differences in satisfaction

Rank	Item Rated	Mean Rating for Employees Who Were SATISFIED (Q122)	Mean Rating for Employees Who Were NOT SATISFIED (Q122)	GAP
1	Internal promotions are handled fairly (Q106)	3.26	2.22	1.04
2	There are adequate opportunities for professional development in my Department (Q104)	3.31	2.3	1.01
3	I would feel comfortable talking to my immed. supervisor about something bothering me (Q53)	3.95	2.96	0.99
4	My immediate supervisor evaluates employees using the same standards for everyone (Q52)	3.70	2.72	0.98
5	All qualified individuals are considered for promotions (Q105)	3.34	2.37	0.97
6	I feel comfortable asking about a decision my immediate supervisor has made (Q51)	3.74	2.78	0.96
7	My immediate supervisor listens and is interested when I have an idea (Q54)	3.92	2.97	0.95
8	I receive information that affects my work from my Department in a timely manner (Q82)	3.66	2.71	0.95
9	My immediate supervisor treats me with respect (Q21)	4.24	3.32	0.92
10	My immediate supervisor provides me opportunities to move toward my career/job goals (Q102)	3.76	2.86	0.90
11	My Department operates efficiently and smoothly (Q64)	3.56	2.67	0.89
12	In my department, discipline is fair (Q61)	3.43	2.58	0.85
13	Department management provides me opportunities to move toward my career/job goals (Q101)	3.59	2.75	0.84
14	My immediate supervisor gives me helpful feedback about my performance (Q56)	3.90	3.06	0.84
15	Employees are appropriately recognized for a job well done (Q71)	3.34	2.5	0.84

Factors Influencing Perceptions of How the Work Environment Is Changing. The table on the following page shows the gaps in perceptions between employees who thought the overall quality of their work environment had improved over the past three years compared to those who thought it had gotten worse. The fifteen items that had the most impact on whether employees thought the working environment was getting better or worse are listed on the following page. A complete list for all items that were assessed on the survey is provided in a separate appendix.

Gap Analysis: Getting Better vs. Getting Worse

Items with large gaps are likely to be contributing factors to the way employees view changes in their work environment

Rank	Item Rated	Mean Rating for Employees Who Think It's Getting BETTER (Q123)	Mean Rating for Employees Who Think It's Getting WORSE (Q123)	GAP
1	My Department operates efficiently and smoothly (Q64)	3.76	2.51	1.25
2	All qualified individuals are considered for promotions (Q105)	3.52	2.30	1.22
3	Internal promotions are handled fairly (Q106)	3.43	2.28	1.15
4	Employees are appropriately recognized for a job well done (Q71)	3.51	2.46	1.05
5	In my department, discipline is fair (Q61)	3.60	2.56	1.04
6	There are adequate opportunities for professional development in my Department (Q104)	3.49	2.45	1.04
7	In my department, performance evaluations are fair (Q60)	3.79	2.76	1.03
8	I feel comfortable asking about a decision my Department Management has made (Q58)	3.63	2.61	1.02
9	I would feel comfortable talking to my immed supervisor about something bothering me (Q53)	4.09	3.08	1.01
10	My work is appreciated by my Department management (Q73)	3.79	2.79	1.00
11	Department management provides me opportunities to move toward my career/job goals (Q101)	3.78	2.81	0.97
12	My immediate supervisor evaluates employees using the same standards for everyone (Q52)	3.83	2.87	0.96
13	Rewards and recognition are distributed fairly in my department (Q78)	3.30	2.34	0.96
14	My immediate supervisor listens and is interested when I have an idea (Q54)	4.07	3.13	0.94
15	My immediate supervisor provides me opportunities to move toward my job goals (Q102)	3.96	3.02	0.94

Top Priorities for Improvement Based on the Gap Analysis. The eleven items listed below were identified among the top 15 items in each of the two types of gap analysis. These 11 areas should receive the highest overall priority for improvement by the City over the next two years. Improvements in the areas listed below will likely cause employees to think their work environment is getting better and cause employees to be more satisfied with their overall employment with the City.

- Ensuring internal promotions are handled fairly
- Providing adequate opportunities for professional development
- Creating an environment that encourages employees to talk to their immediate supervisor about issues that are bothering them at work
- Ensuring immediate supervisors evaluate employees with the same standards for everyone
- Ensuring that all qualified individuals are considered for promotions
- Encouraging immediate supervisors to listen to employees and express interest in their ideas
- Ensuring that immediate supervisors provide employees with opportunities to move toward their career/job goals
- Having City Departments operate efficiently and smoothly
- Ensuring discipline in Departments is fair
- Ensuring that Department managers provide employees with opportunities to move toward their career/job goals
- Ensuring that employees are appropriately recognized for a job well done

Next Steps

In order to maximize the effectiveness of the information gathered through the survey, the City of Lawrence should do the following:

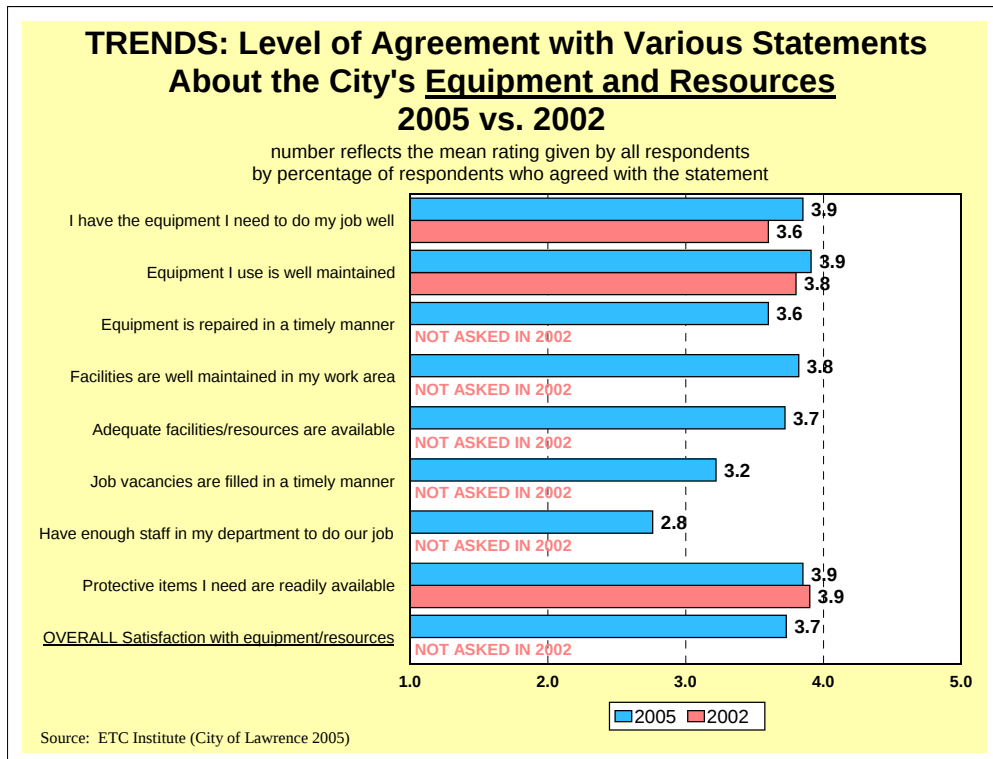
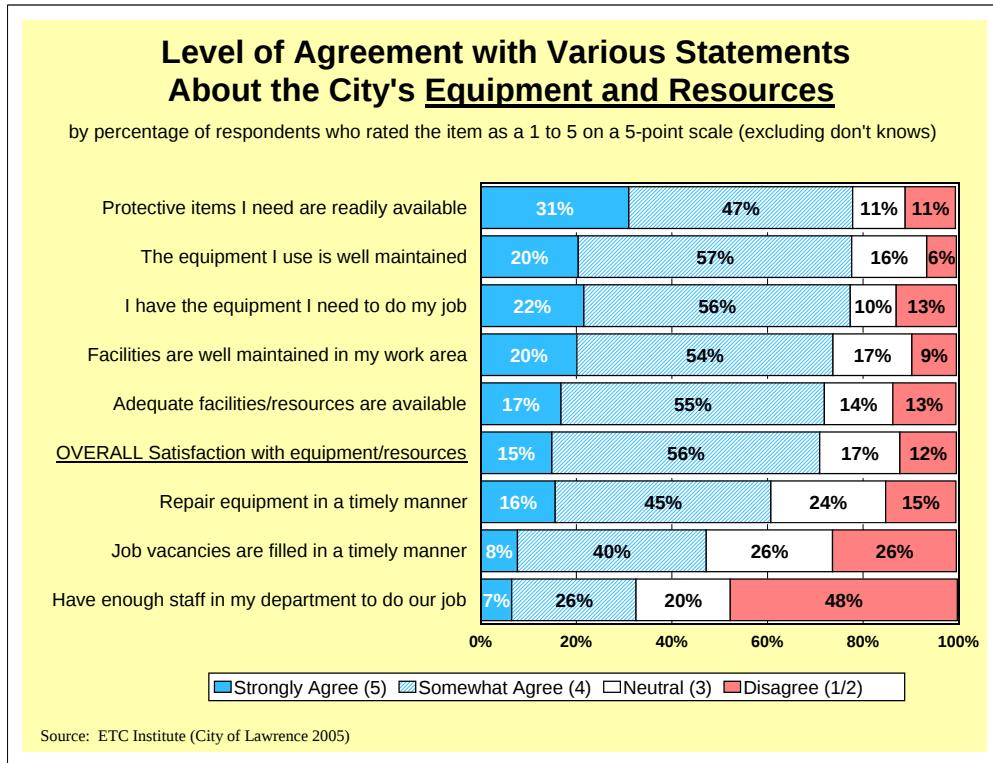
- City leaders should openly share the survey results with employees. There should be no penalties or repercussions from the initial survey.
- The City should engage employees in developing strategies to address the areas that have been identified as overall priorities for the City.
- Department managers should review the results for their departments and develop strategies to address the issues that are most important to employees in their department. (Departmental data will be provided in separate reports)
- The City should resurvey and hold managers and employees at all levels accountable for future performance.

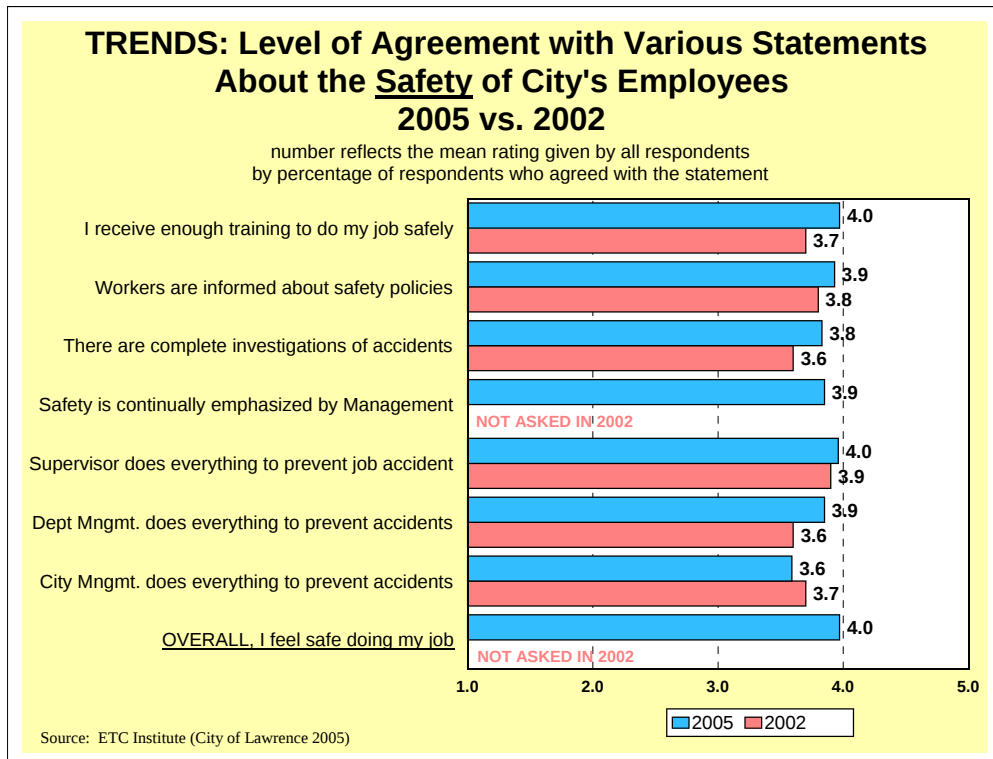
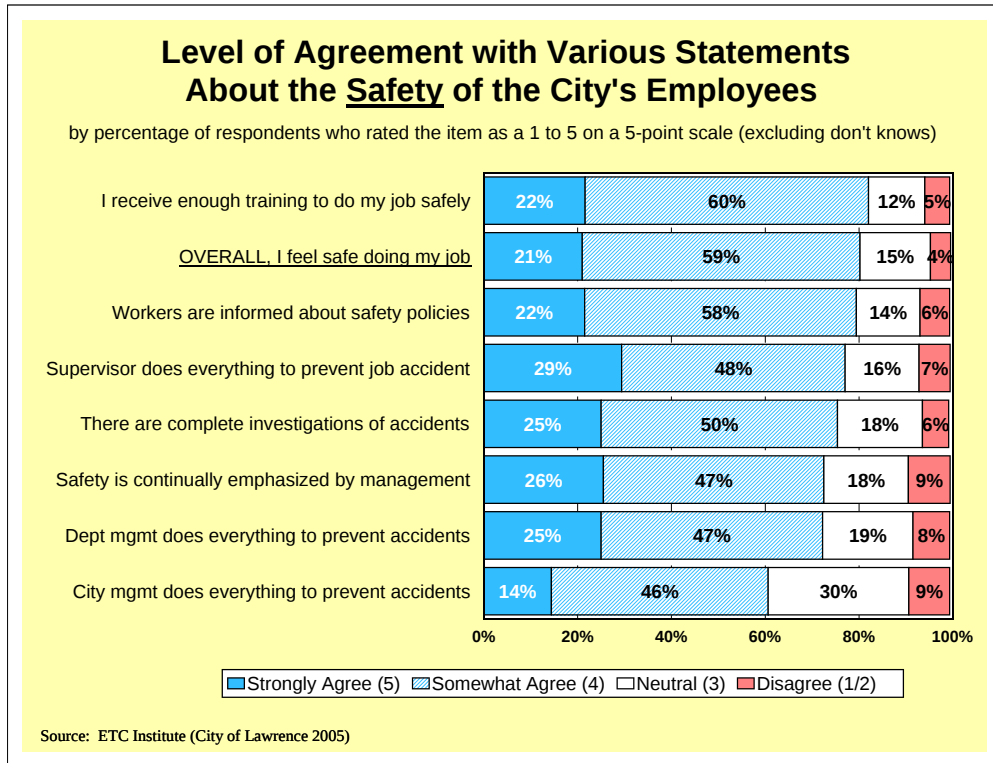
Contents of This Report

In addition to the Executive Summary (Section 1), this summary report contains charts depicting overall results for most questions on the survey (Section 2) and a copy of the survey instrument (Section 3).

Tables that show the results for all questions on the survey and crosstabulations that show the results for selected questions by department will be published in a separate Appendix.

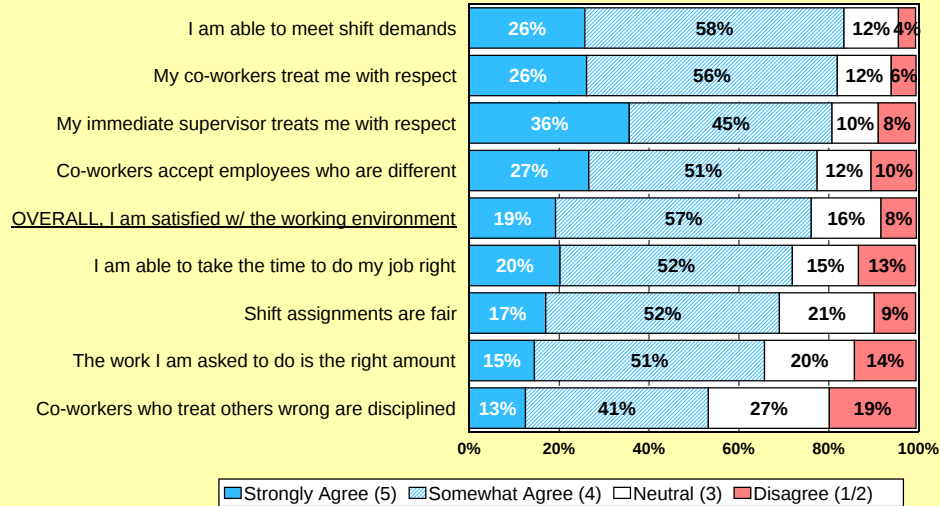
Section 2: Charts and Graphs





Level of Agreement with Various Statements About the Working Environment for City Employees

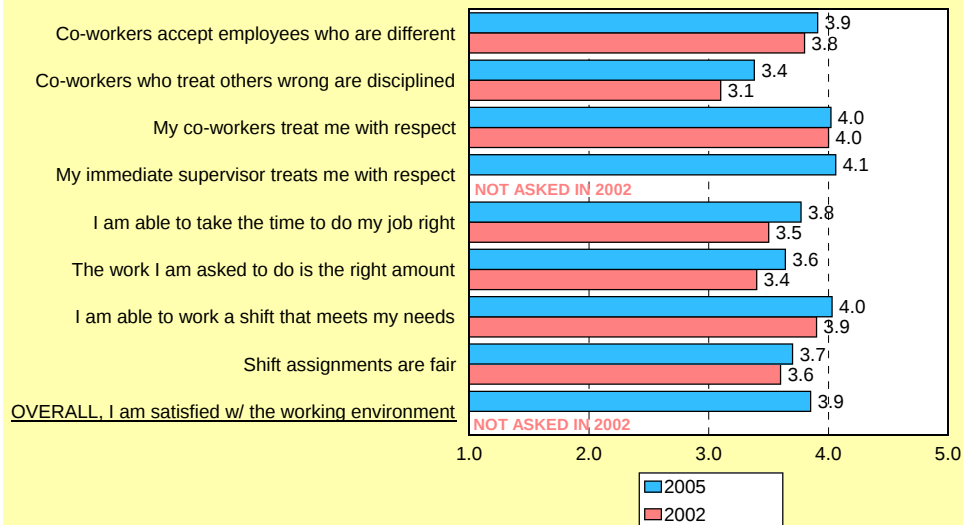
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (City of Lawrence 2005)

TRENDS: Level of Agreement with Various Statements About the Working Environment for City Employees 2005 vs. 2002

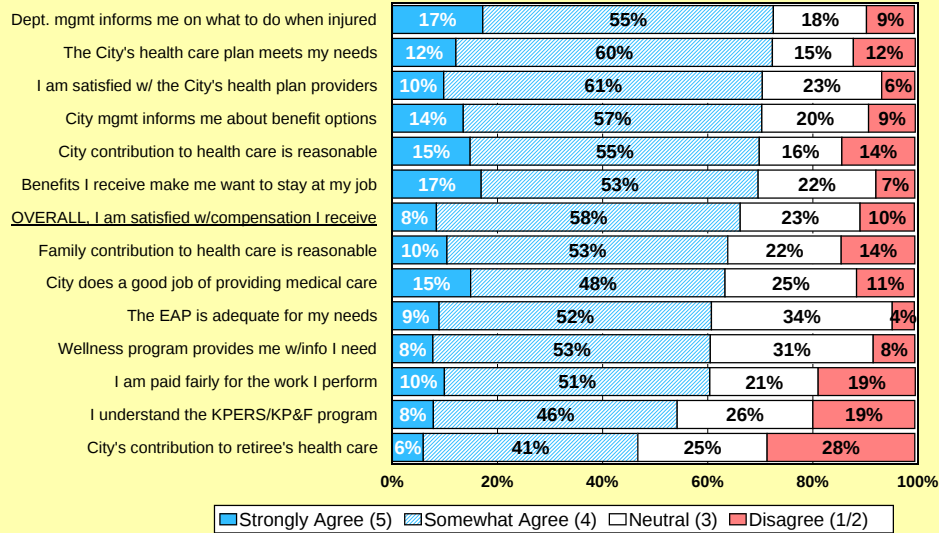
number reflects the mean rating given by all respondents
by percentage of respondents who agreed with the statement



Source: ETC Institute (City of Lawrence 2005)

Level of Agreement with Various Statements About the Compensation/Benefits Received by City Employees

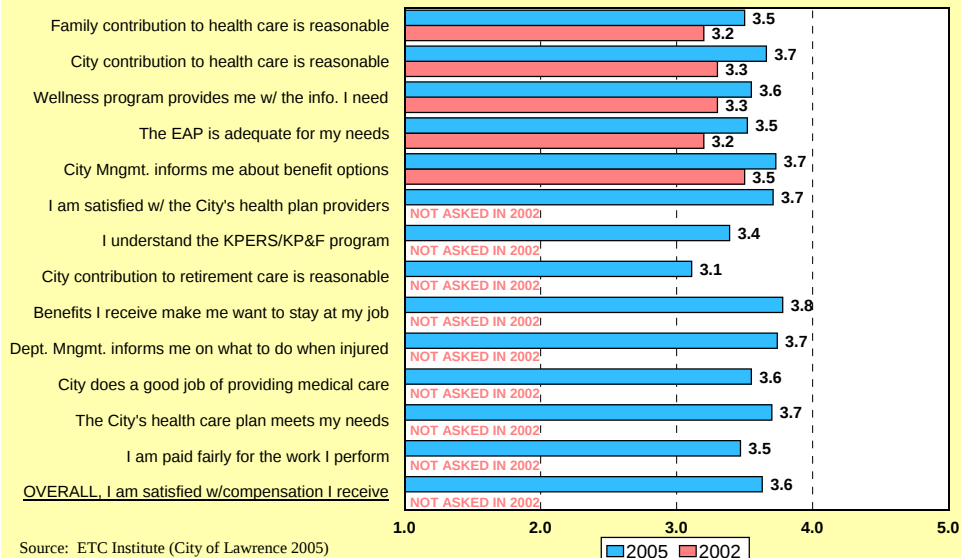
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



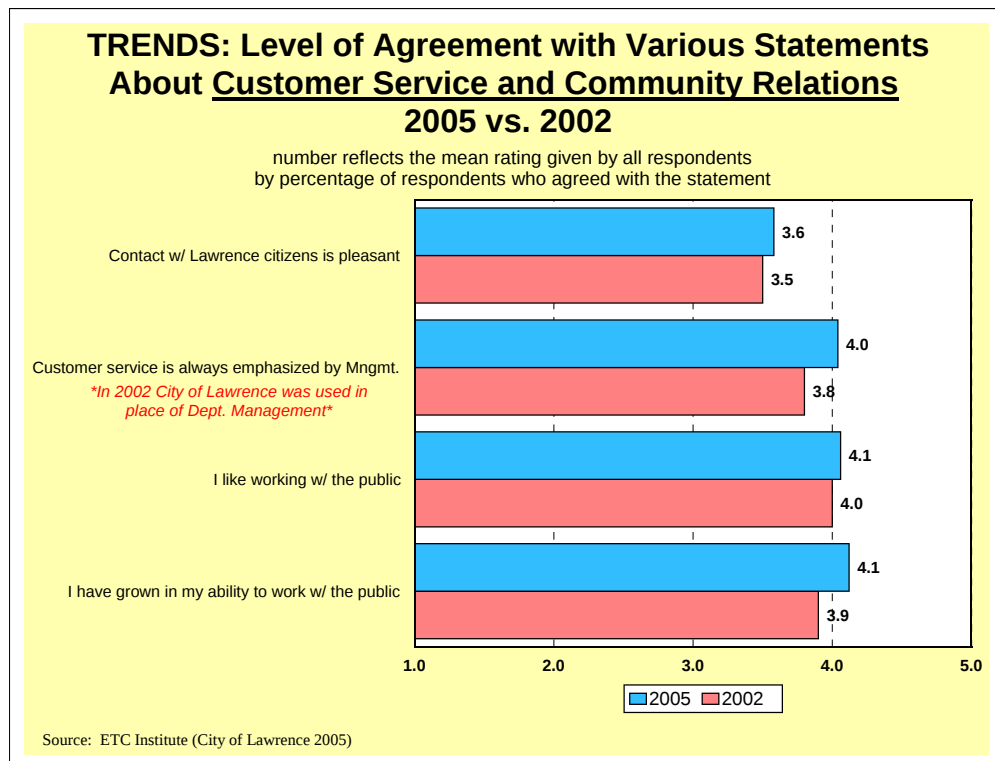
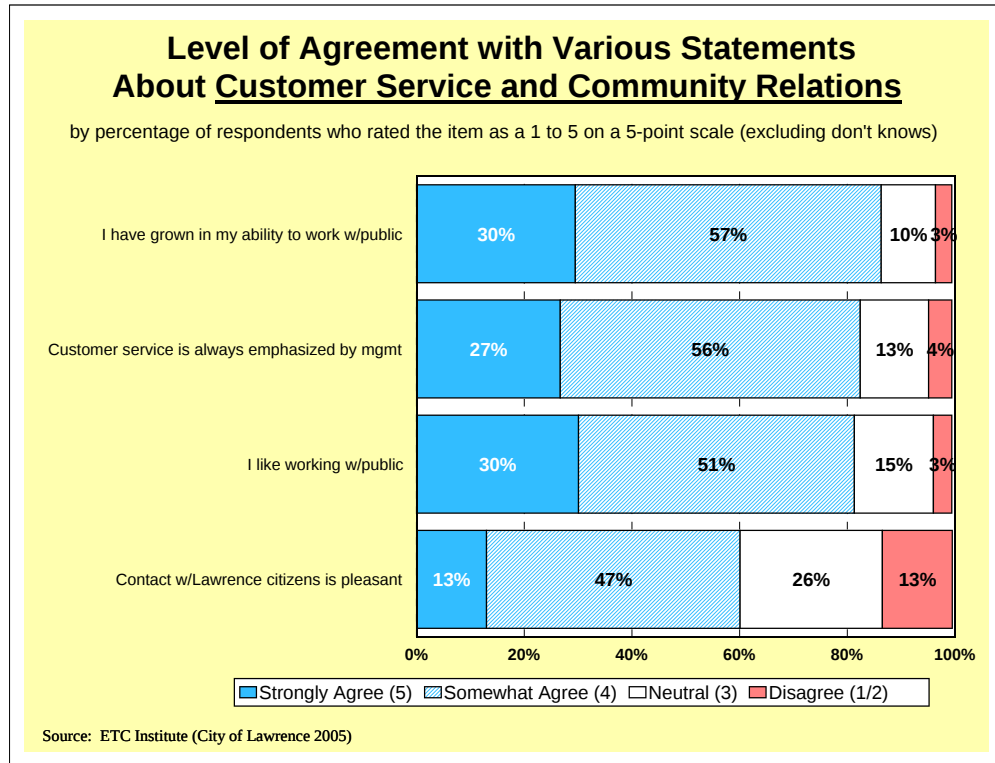
Source: ETC Institute (City of Lawrence 2005)

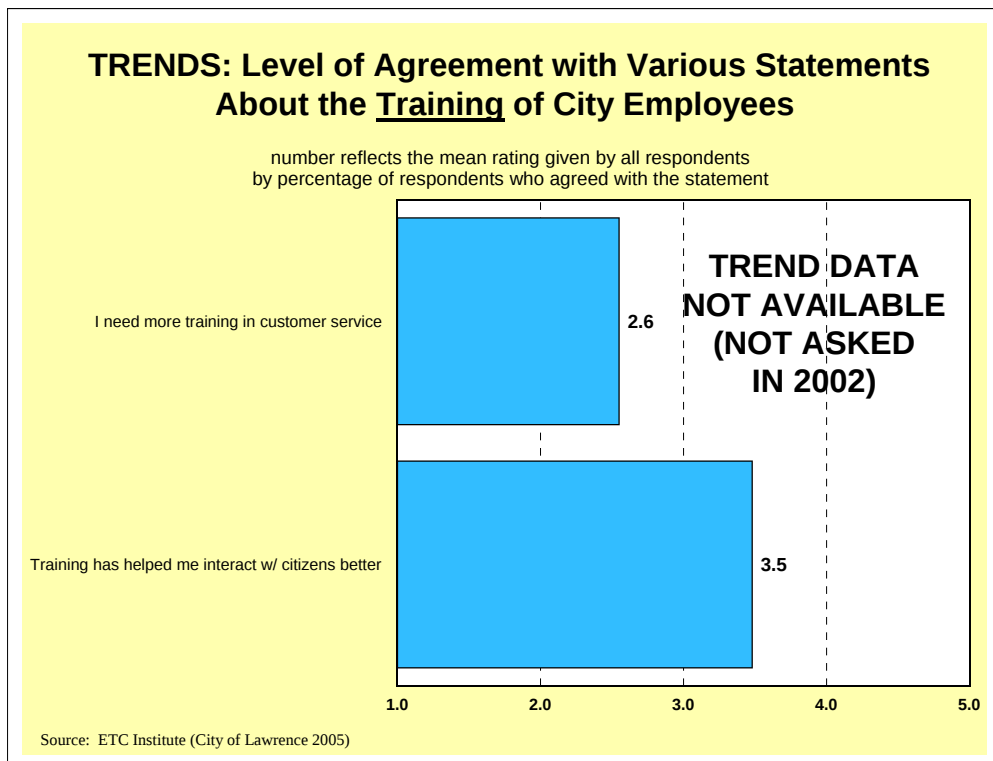
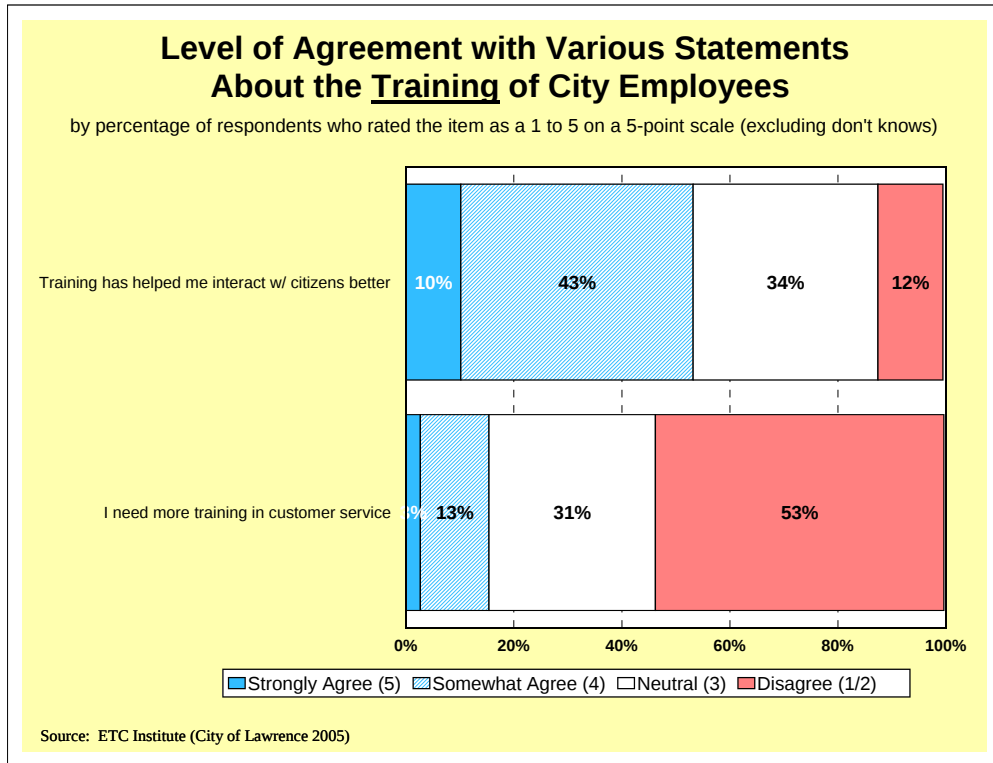
TRENDS: Level of Agreement with Various Statements About the Compensation/Benefits Received by City Employees 2005 vs. 2002

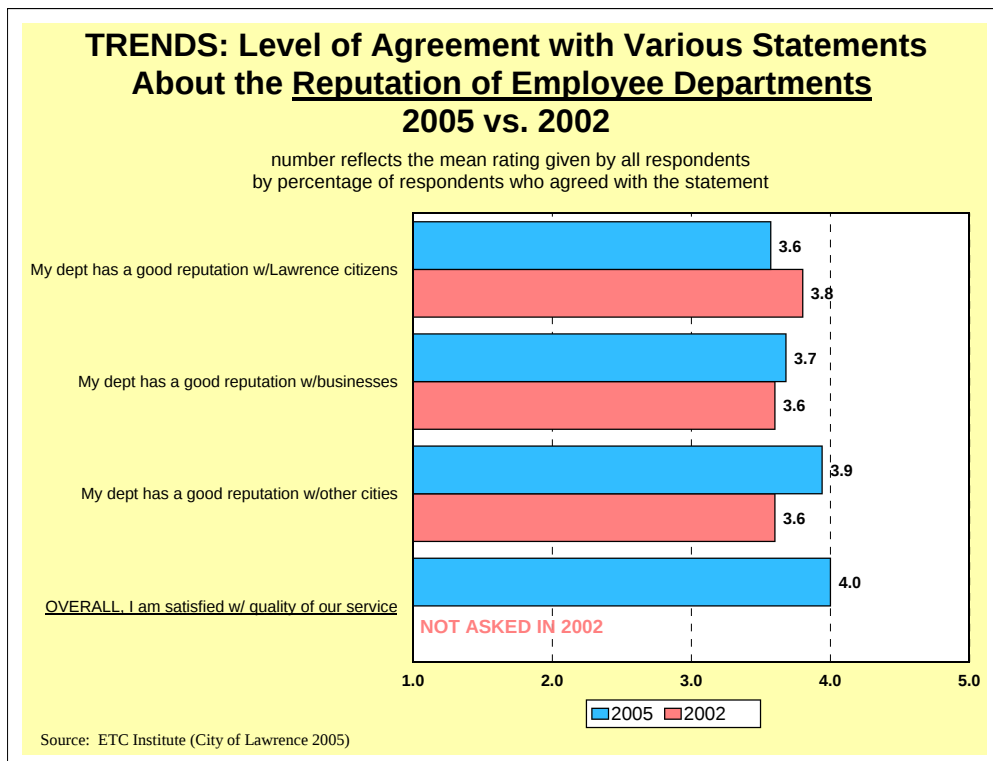
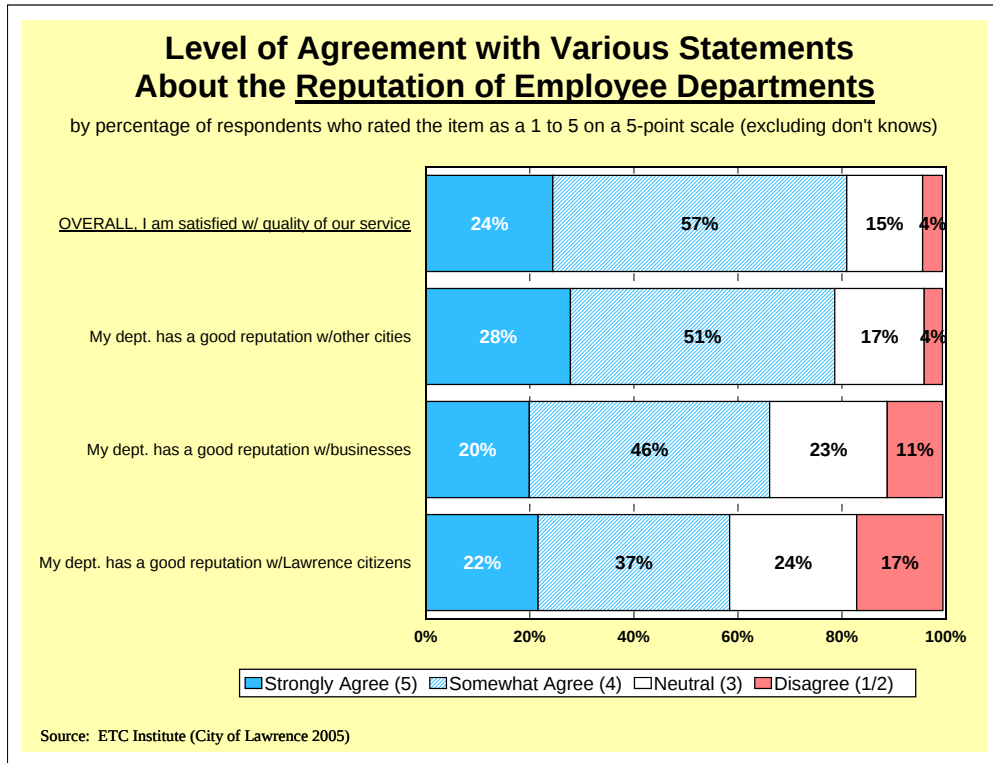
number reflects the mean rating given by all respondents
by percentage of respondents who agreed with the statement

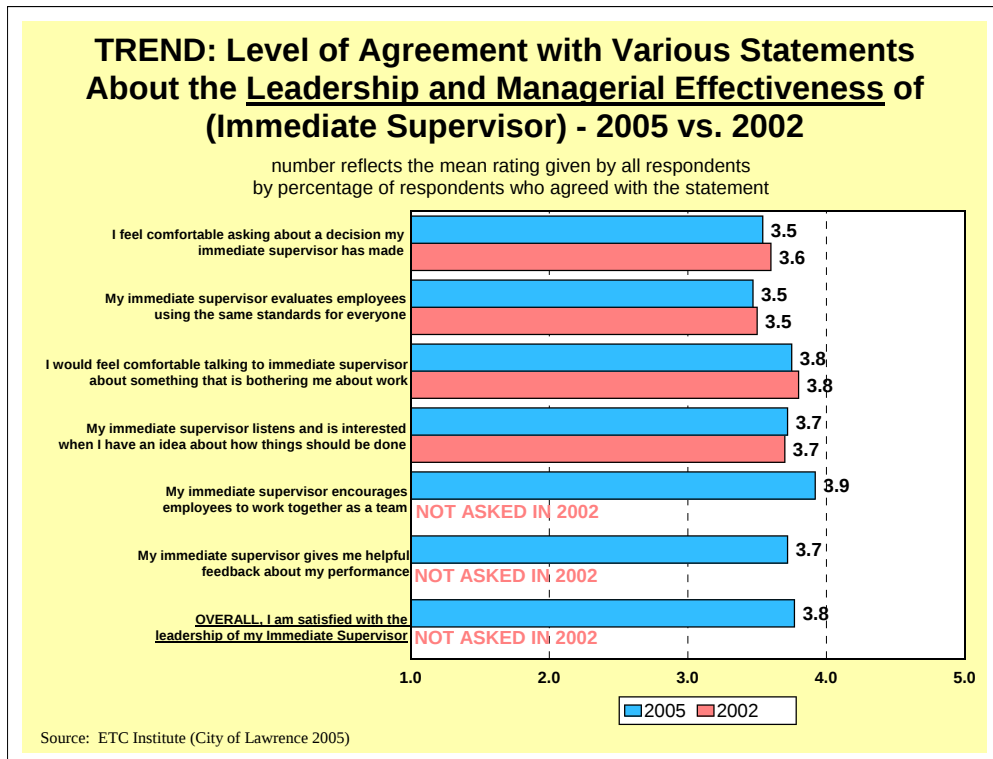
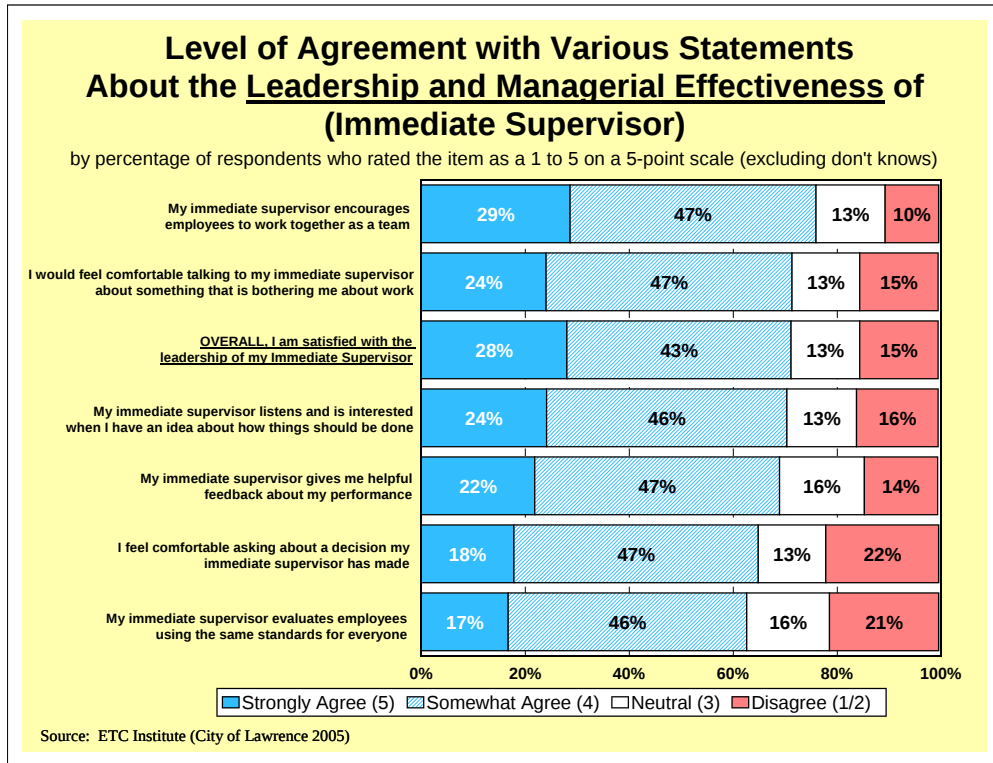


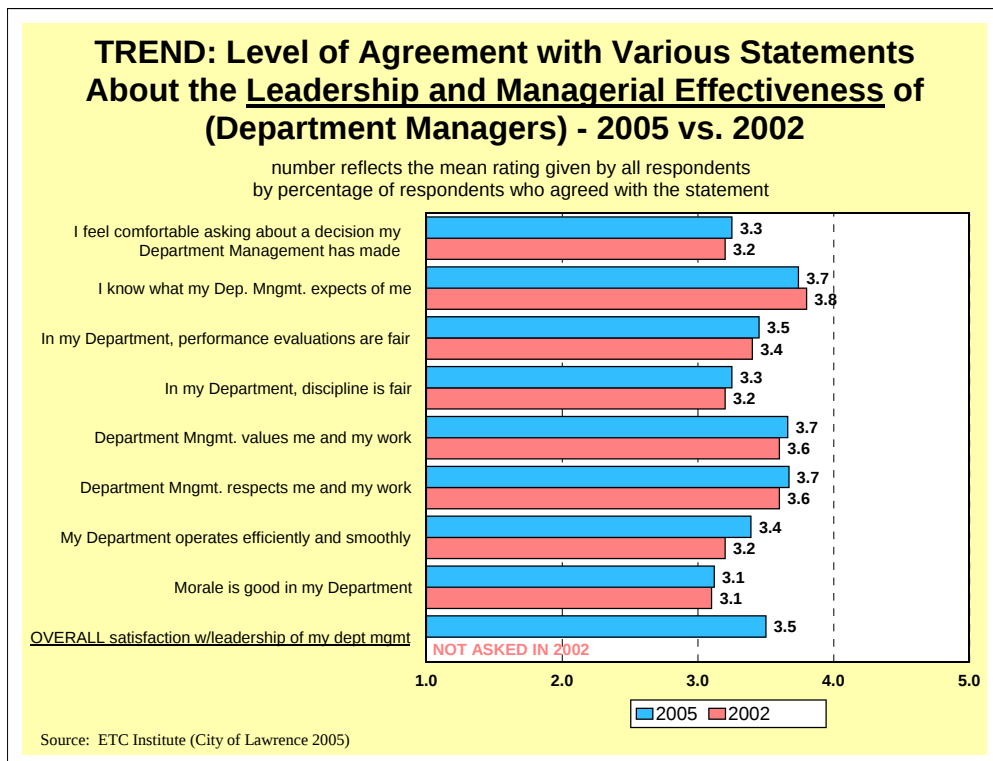
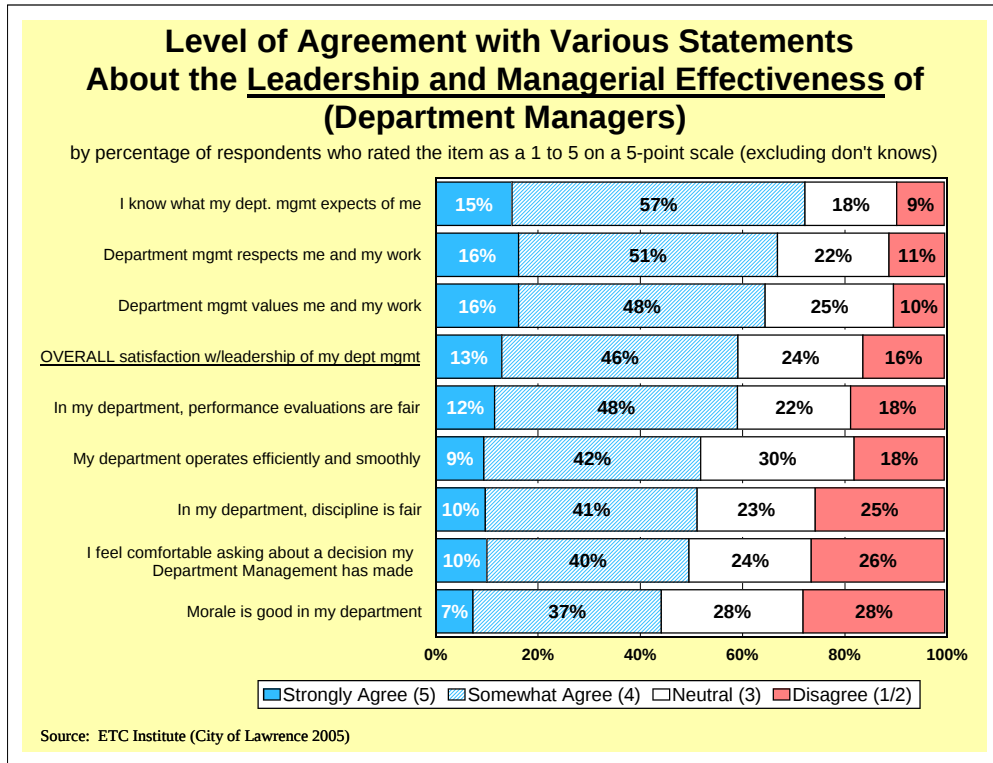
Source: ETC Institute (City of Lawrence 2005)

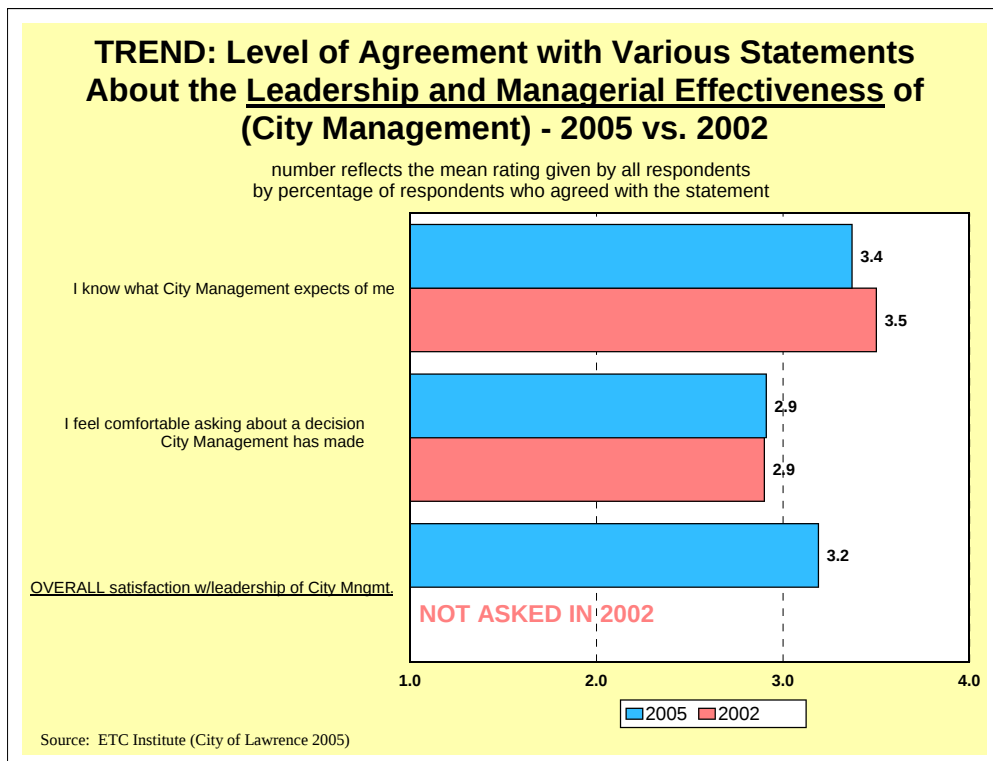
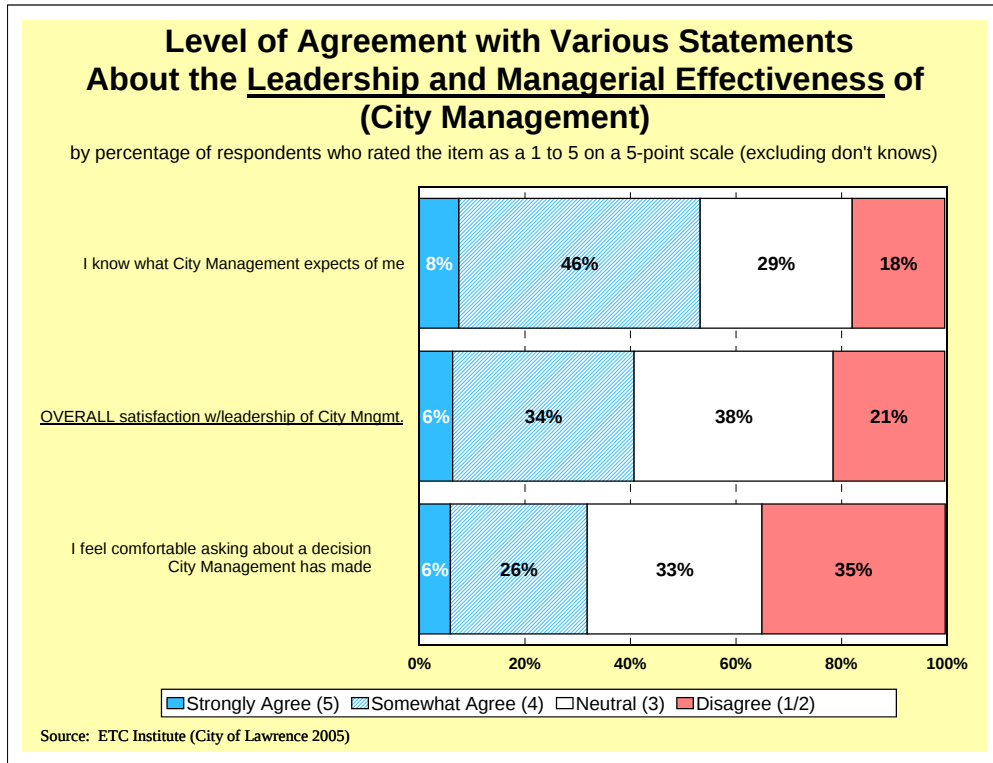


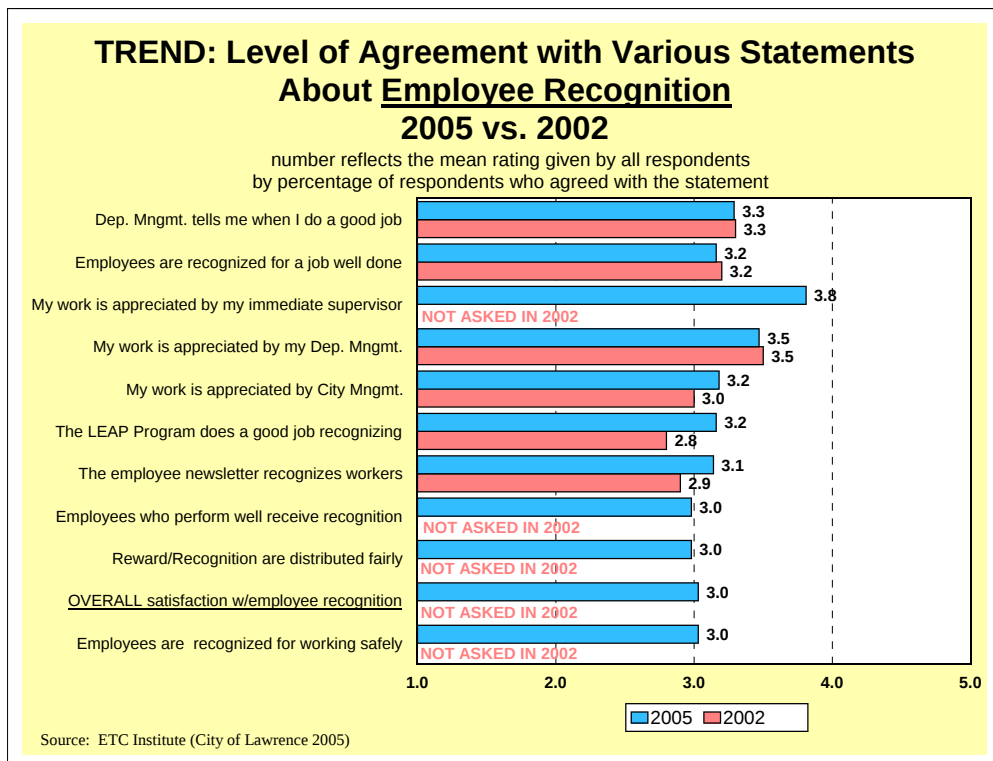
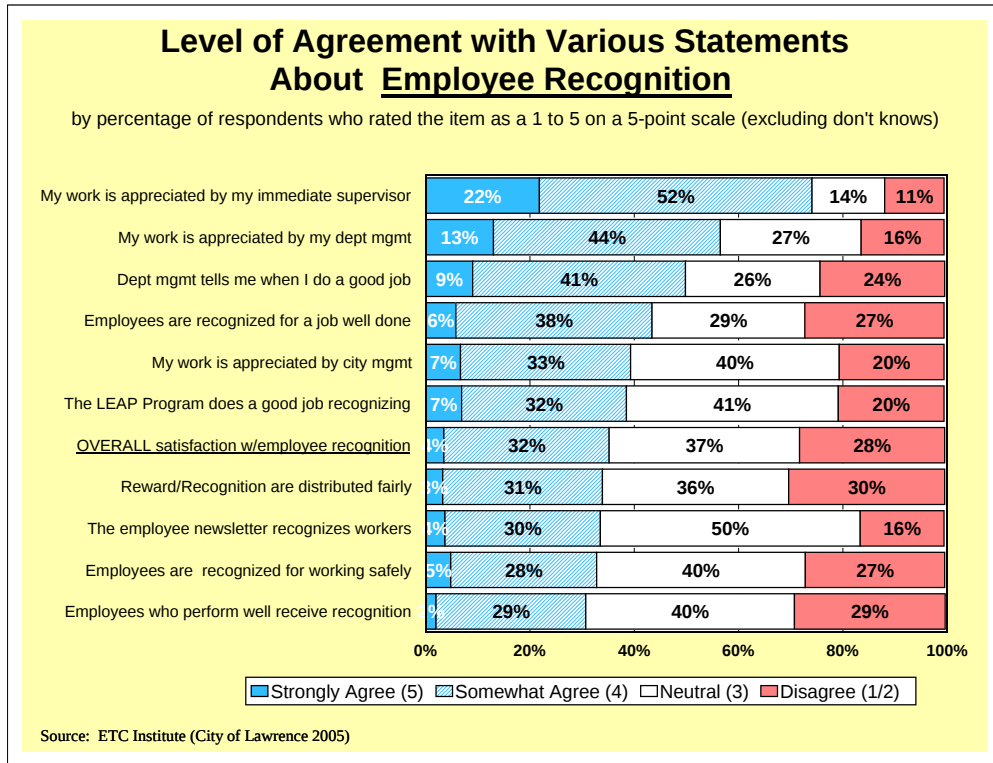


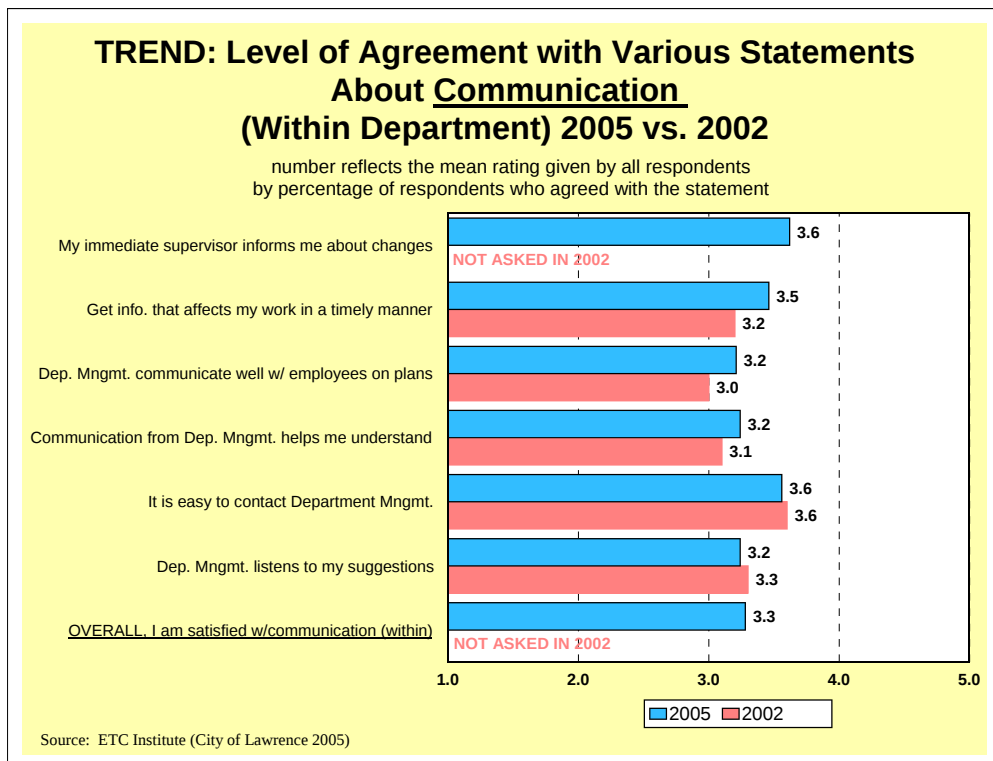
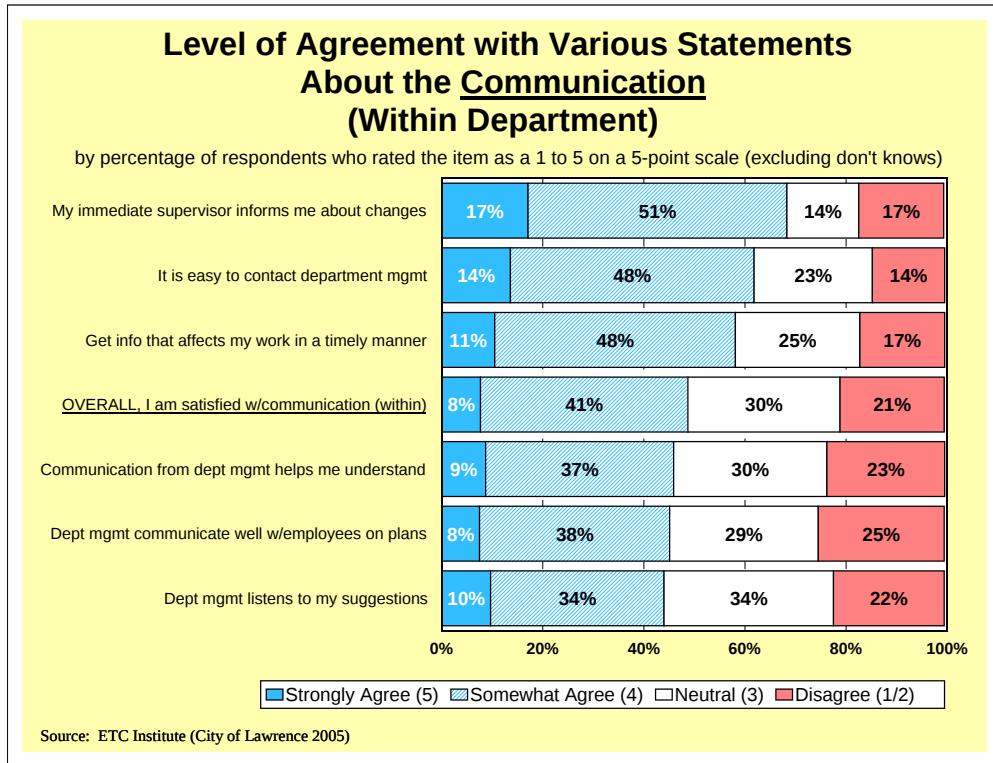


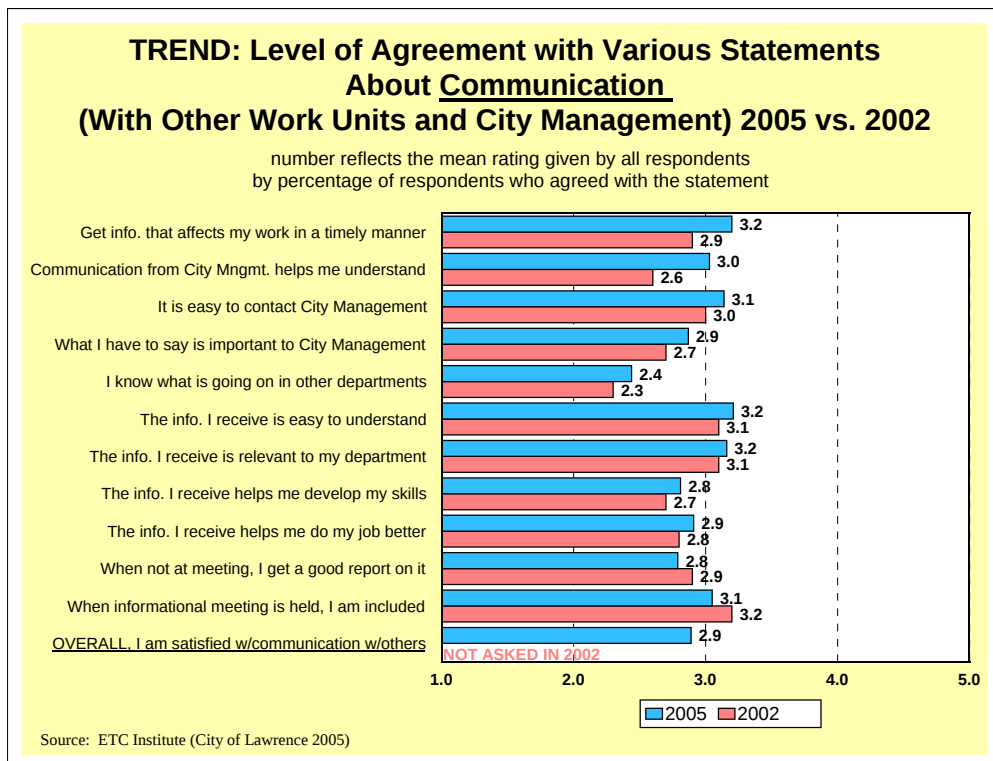
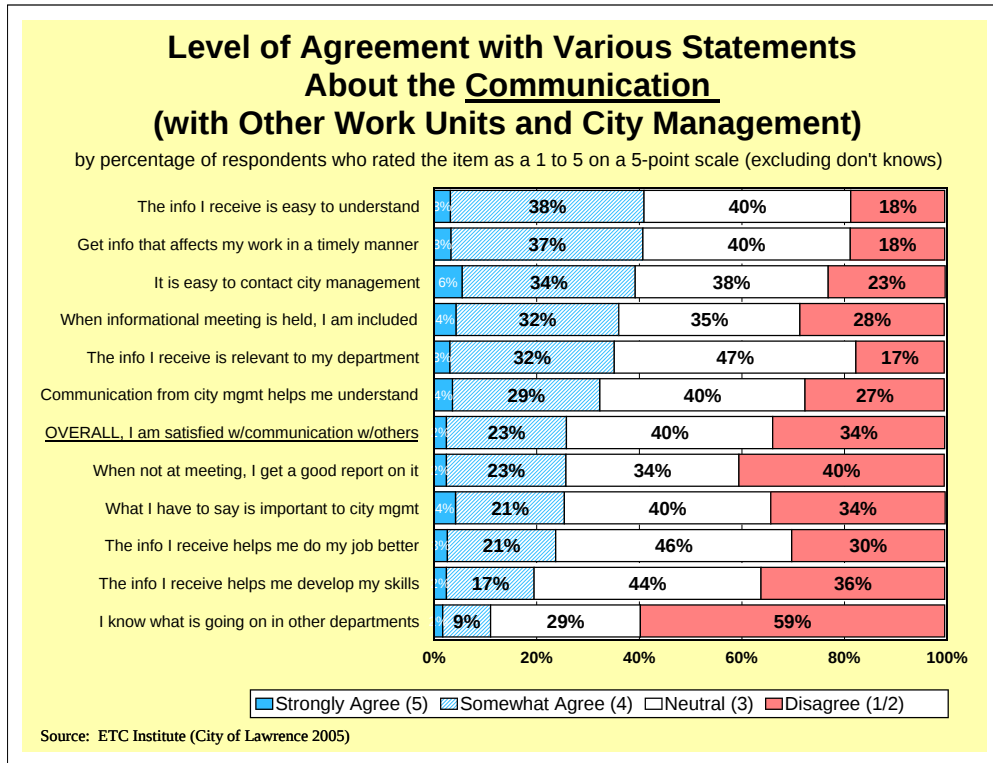


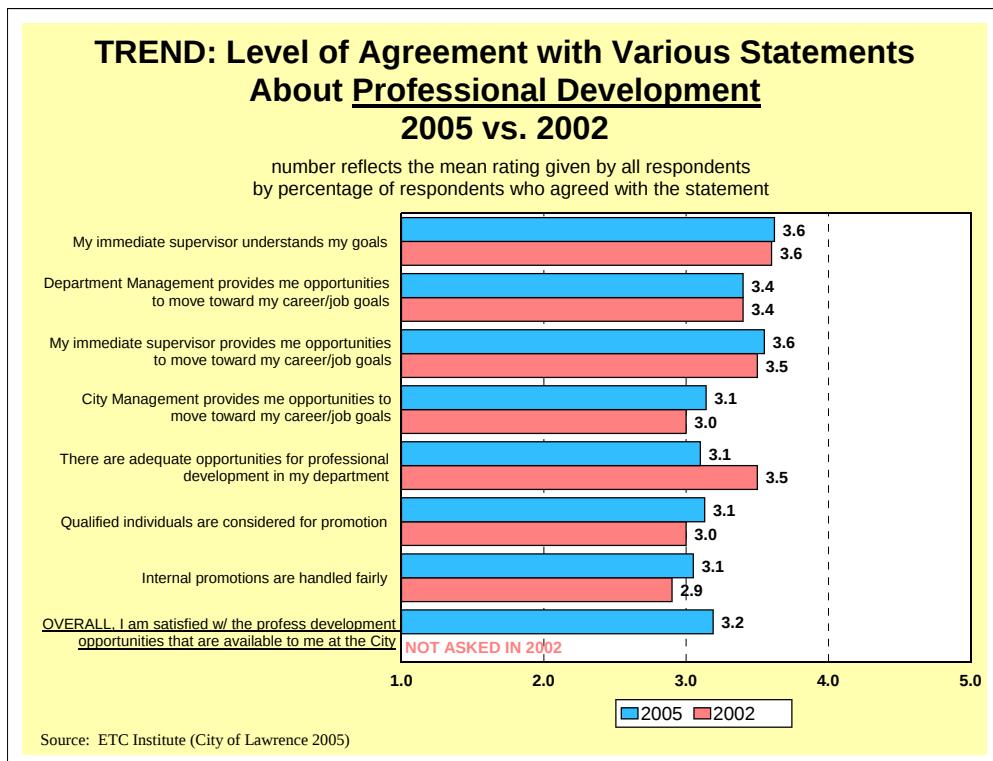
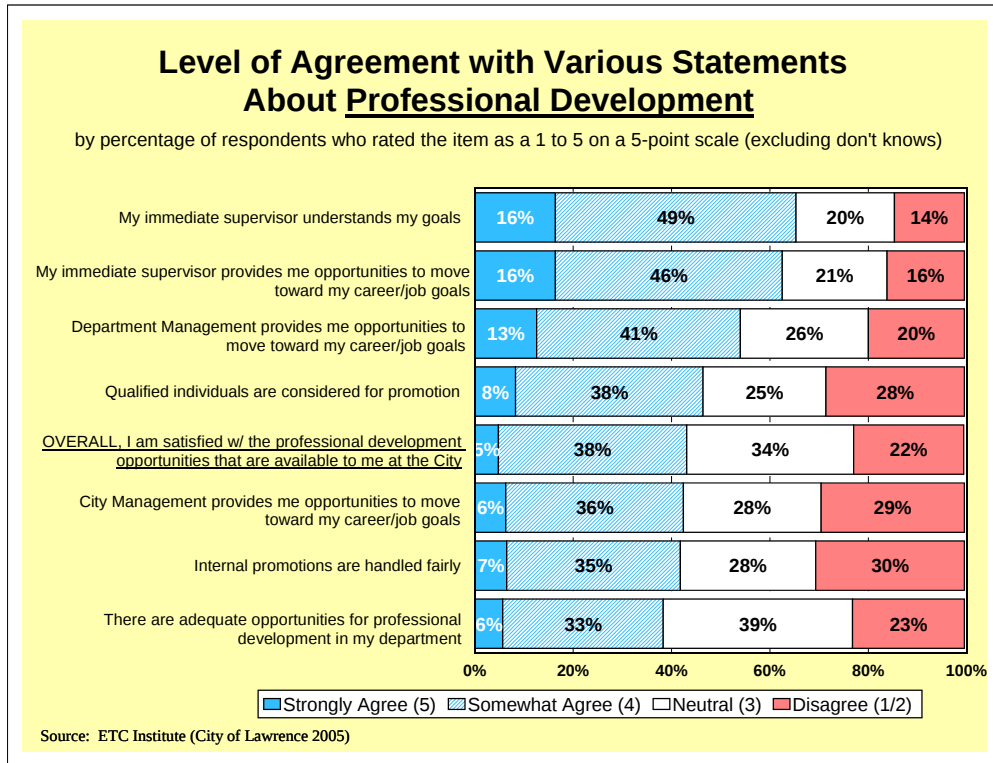


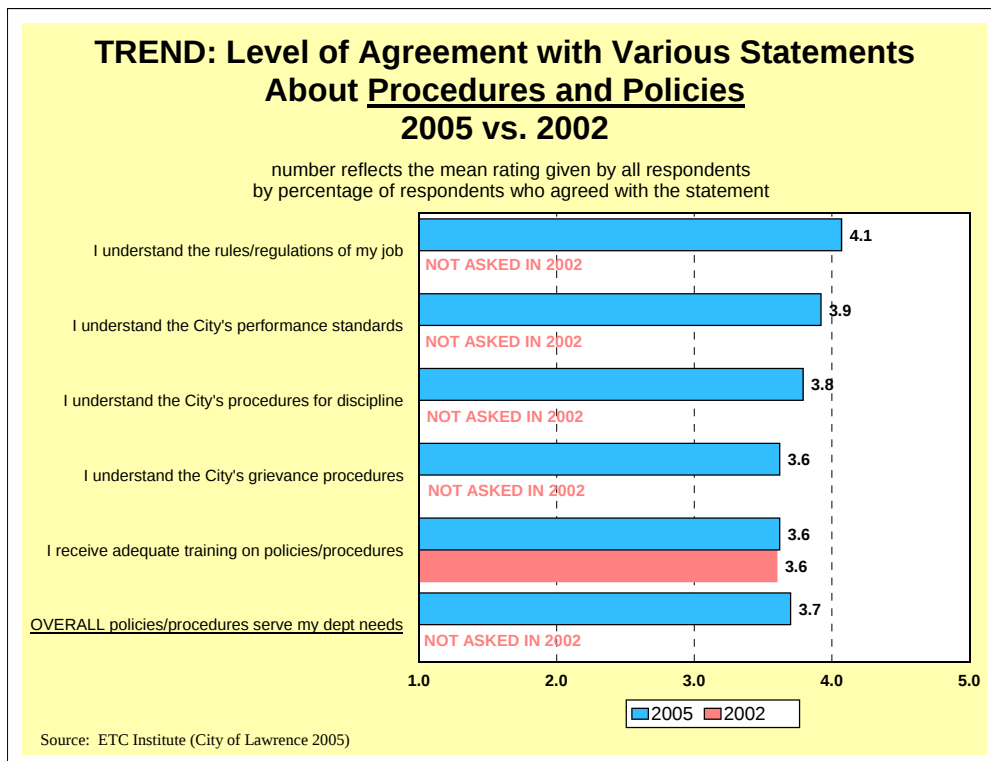
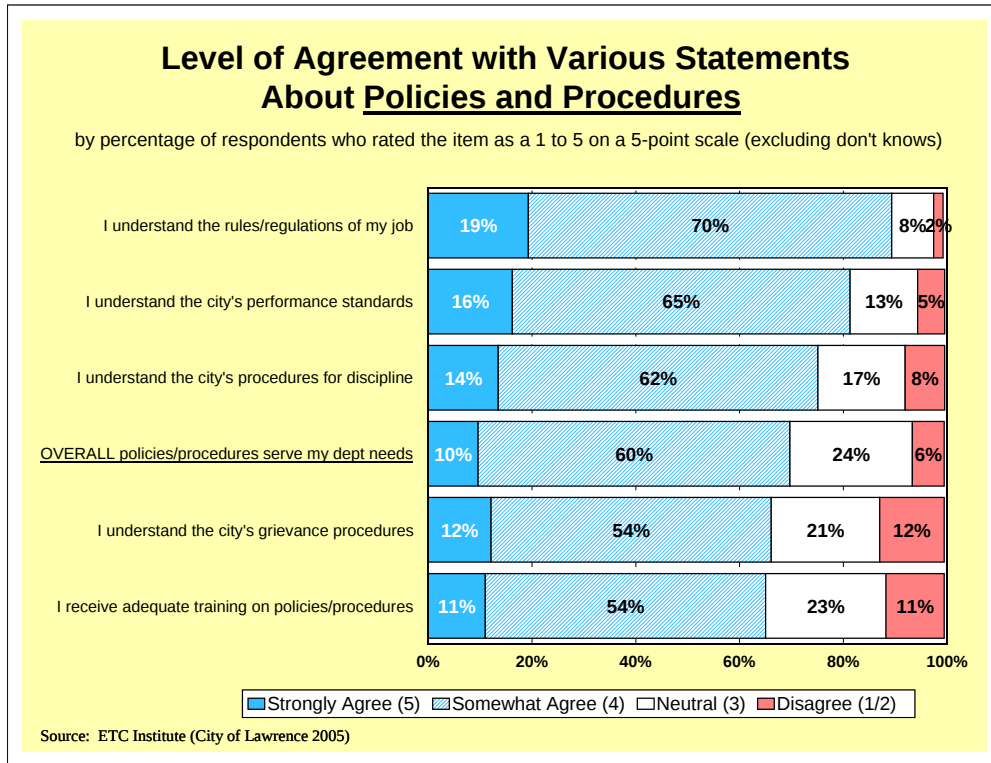


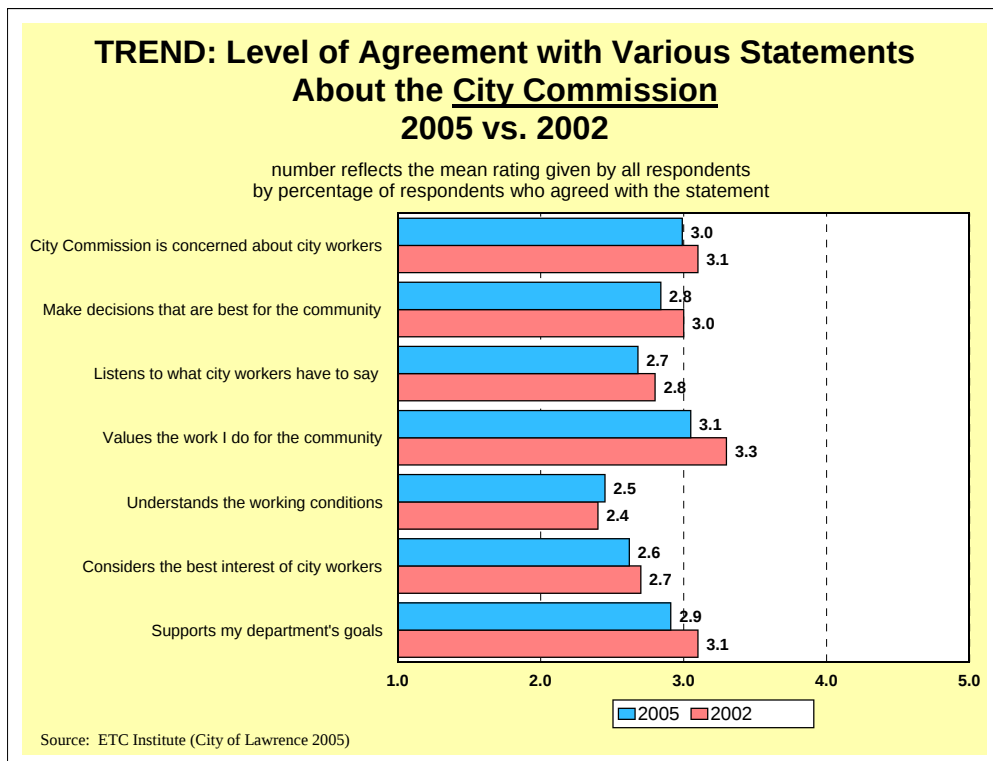
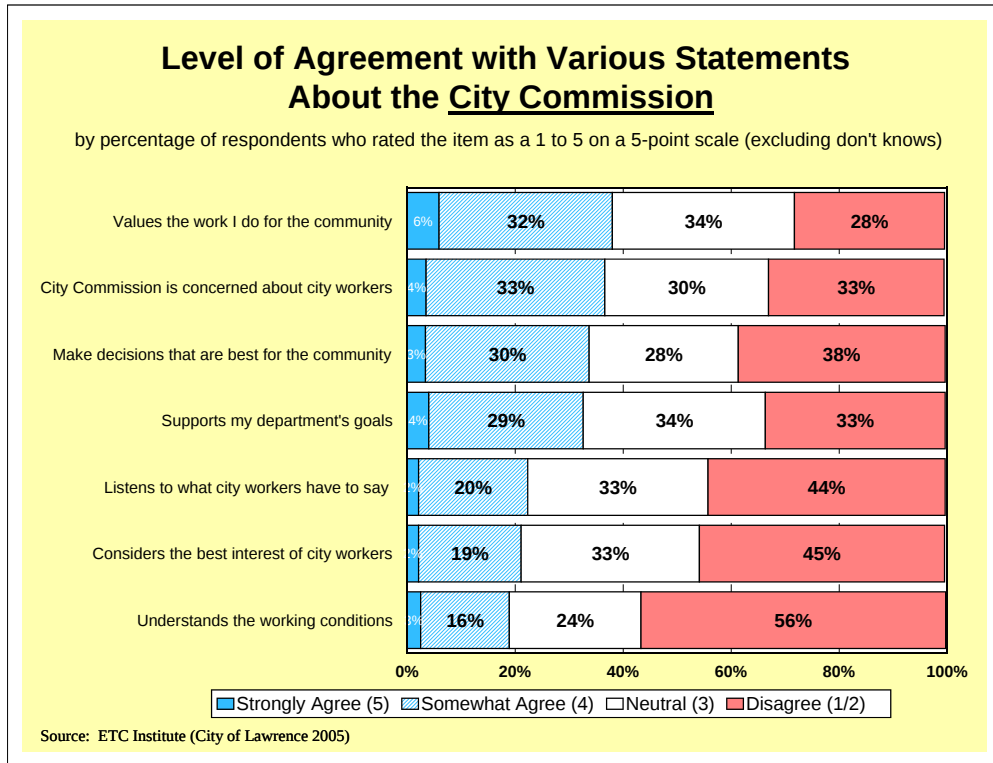






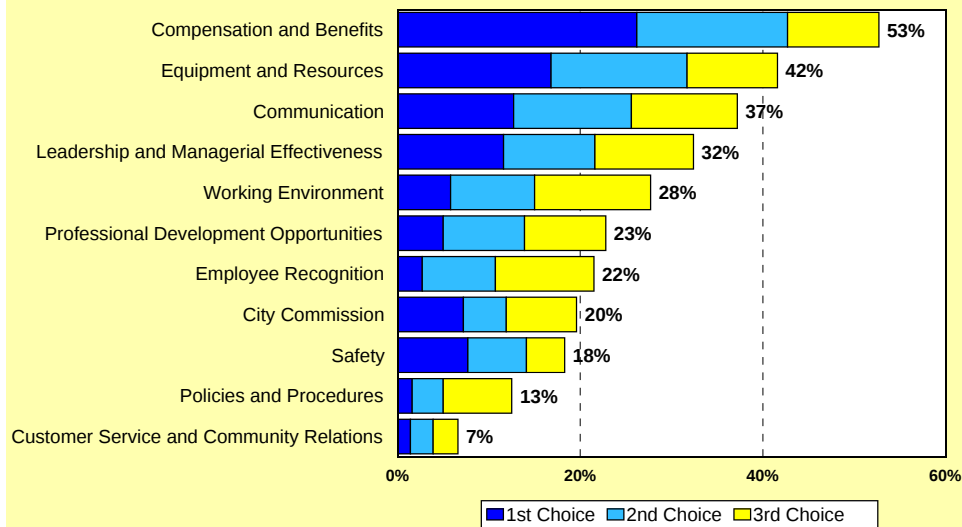






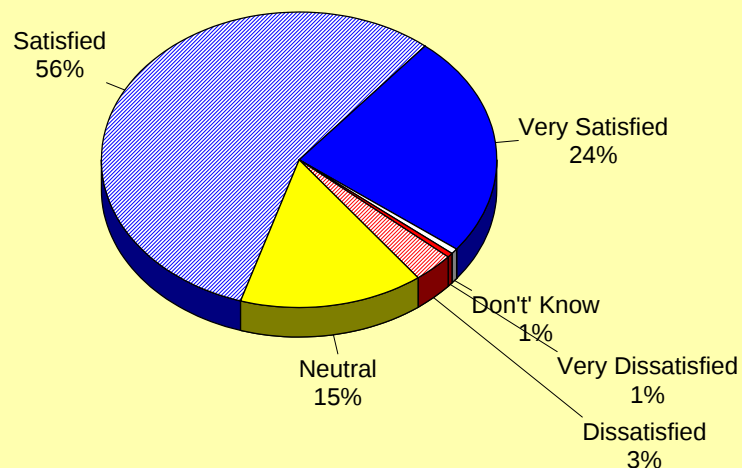
Most Important Of the Eleven Areas Assessed that Employees Department Should Improve Over the Next Two Years

by percentage of respondents who selected the item as one of their top three choices



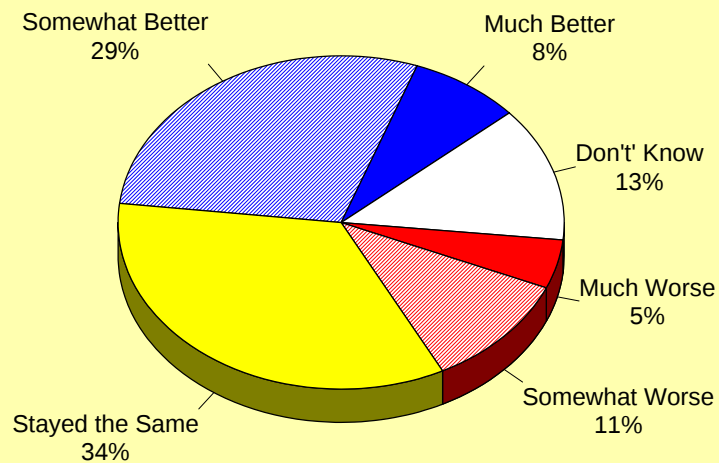
Overall Satisfaction With Employment at the City of Lawrence

by percentage of respondents



Compared to Three Years Ago, How Do You Think the Overall Quality of the Work Environment in Your Department Has Changed

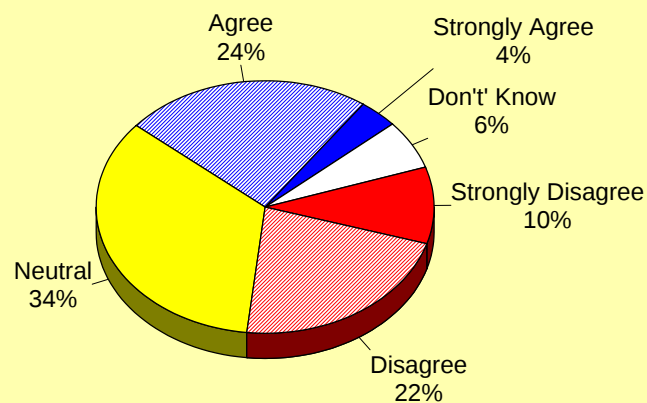
by percentage of respondents



Source: ETC Institute (City of Lawrence 2005)

Level of Agreement With the Statement: "I Believe City Leadership Will Take Action to Improve the Work Environment Based on the Results of This Survey."

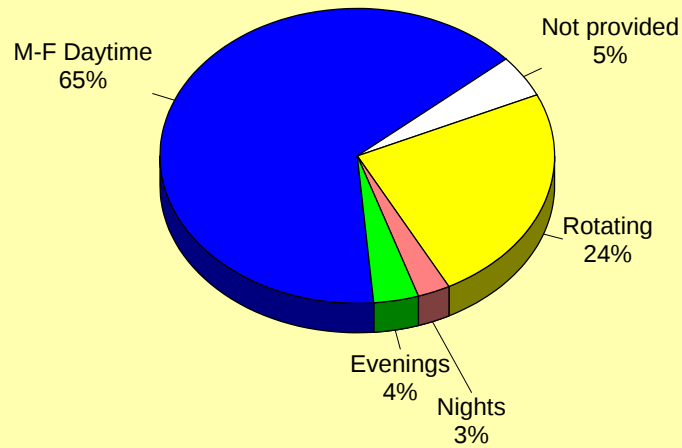
by percentage of respondents



Source: ETC Institute (City of Lawrence 2005)

Demographics: When Do You Typically Work?

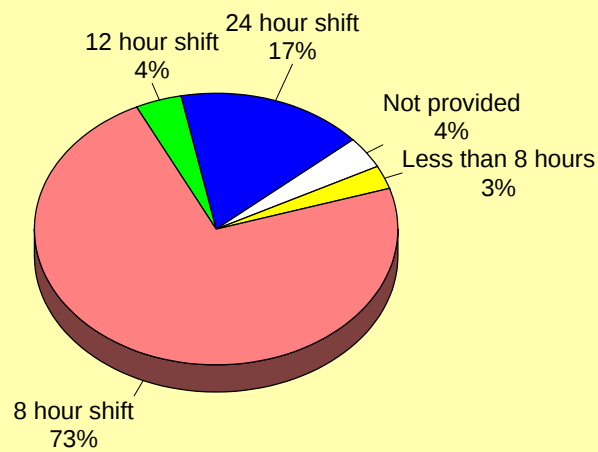
by percentage of respondents



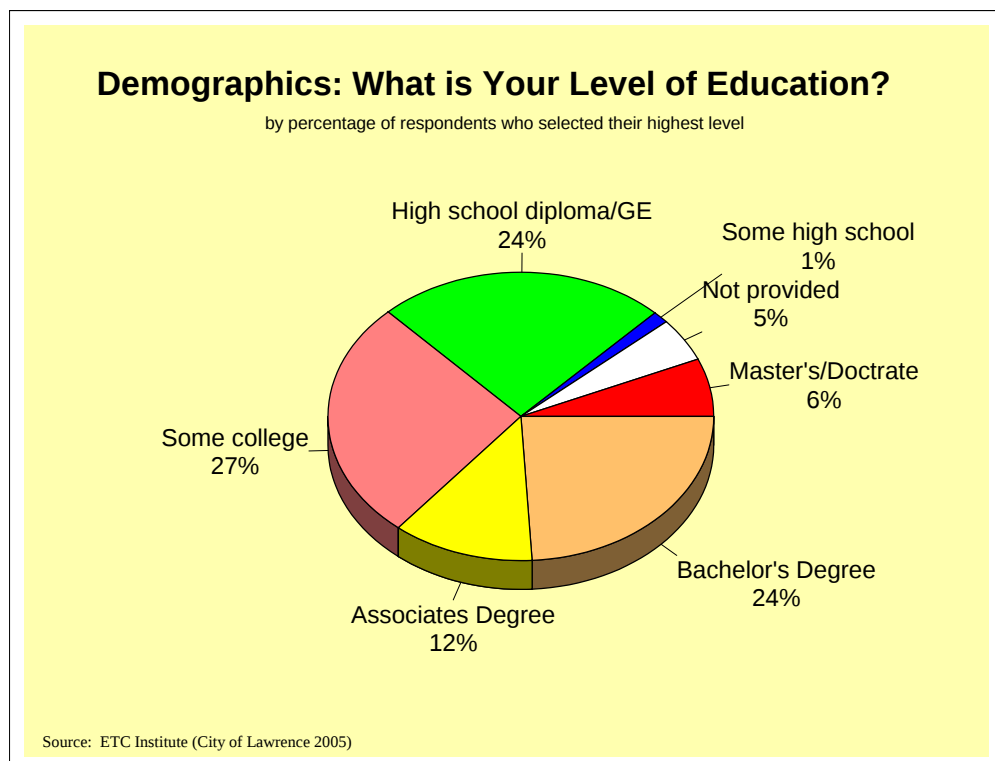
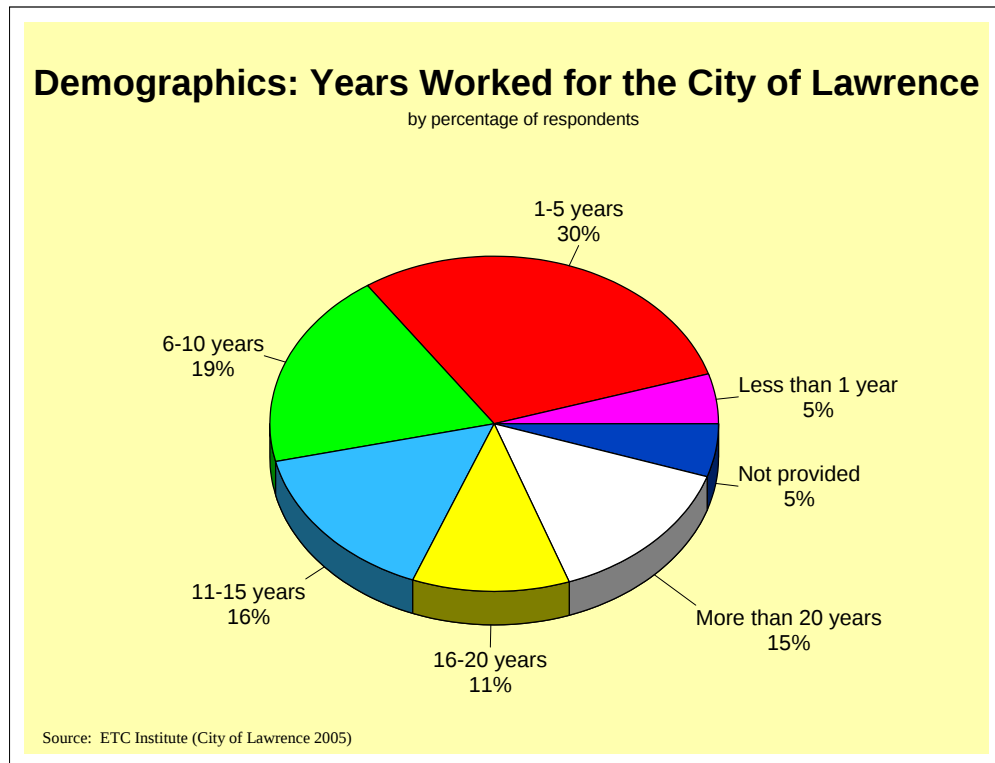
Source: ETC Institute (City of Lawrence 2005)

Demographics: What is Your Typical Shift Length?

by percentage of respondents

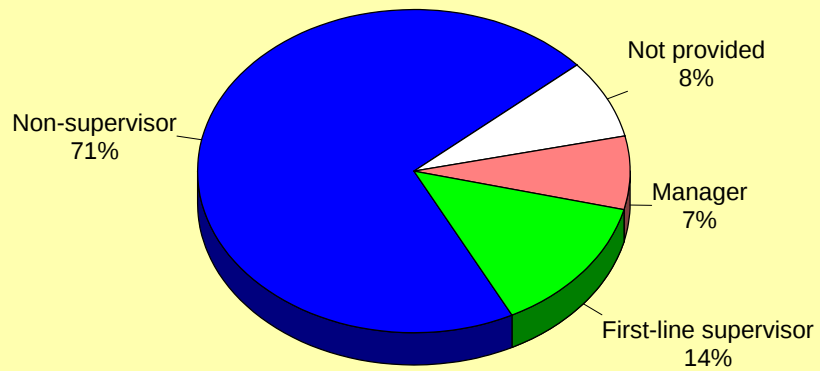


Source: ETC Institute (City of Lawrence 2005)



Demographics: What is Your Supervisory Status?

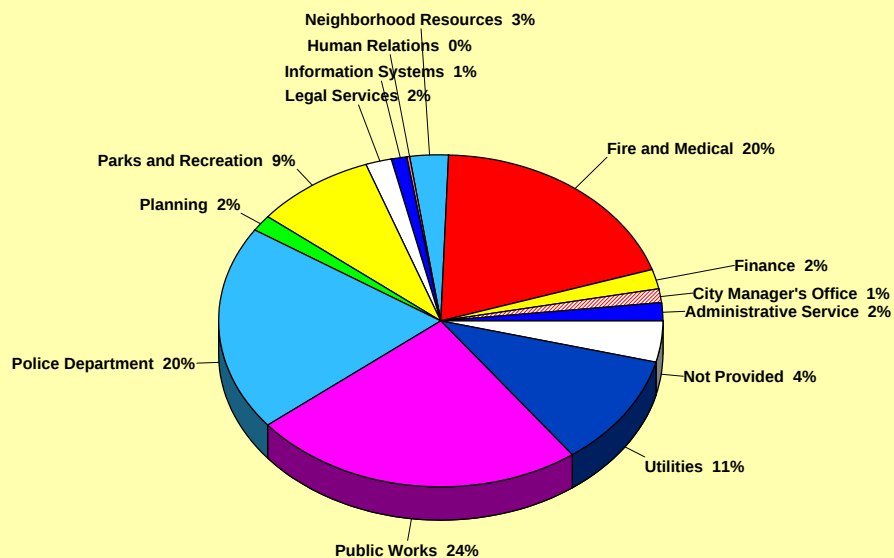
by percentage of respondents



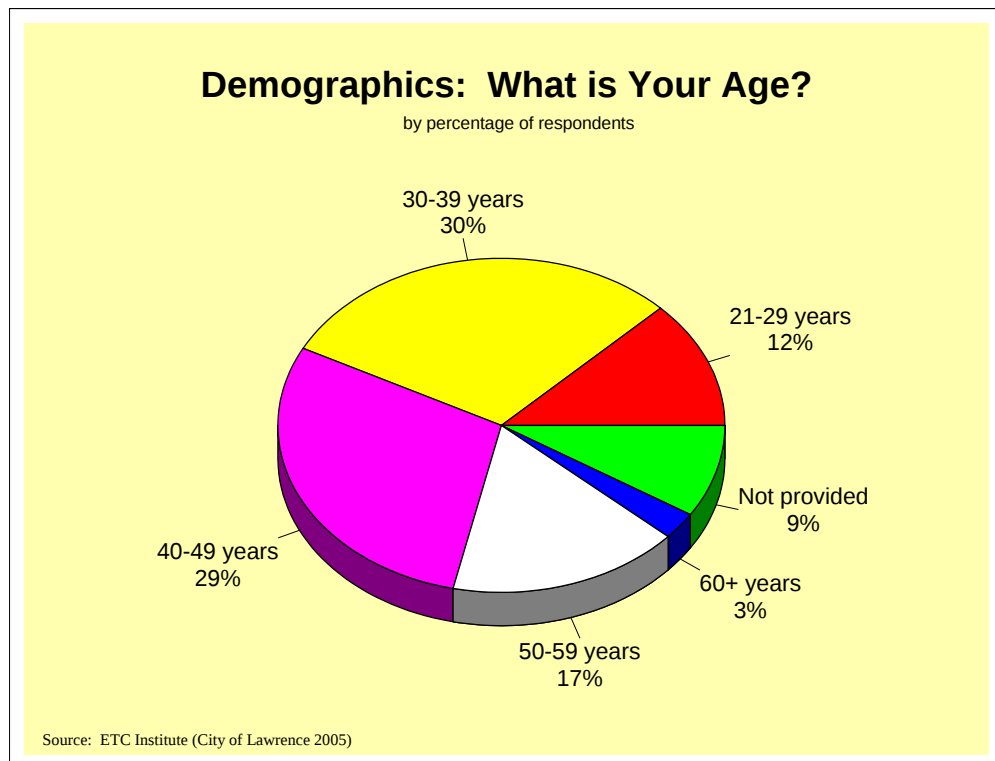
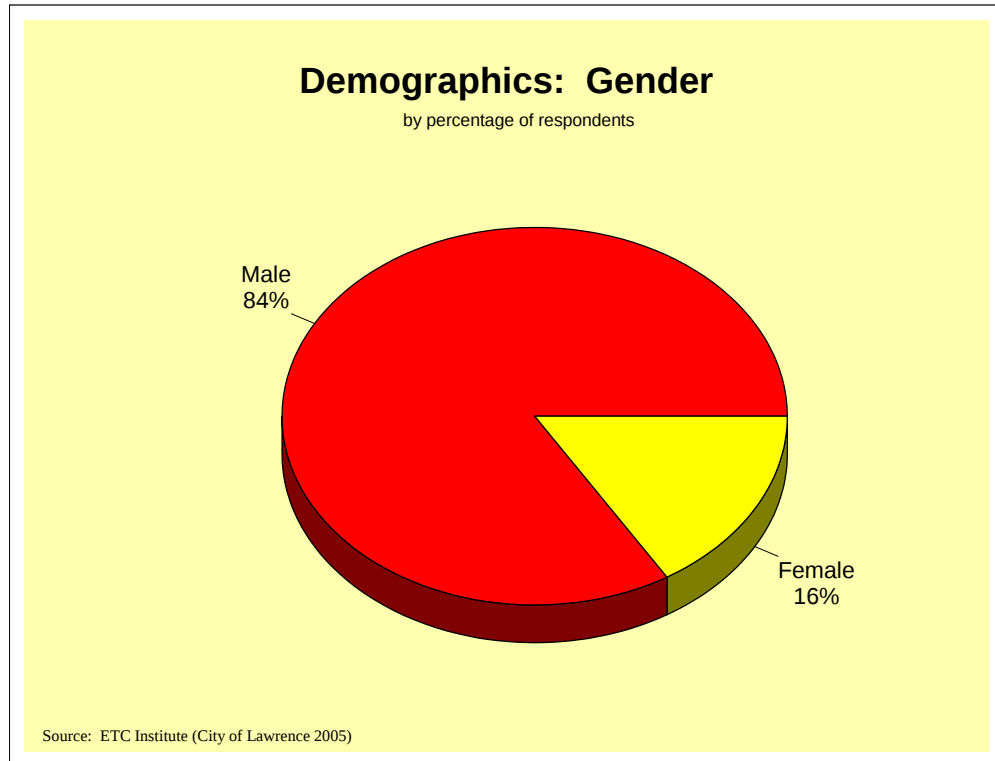
Source: ETC Institute (City of Lawrence 2005)

Demographics: City Departments Represented in the Survey

by percentage of respondents

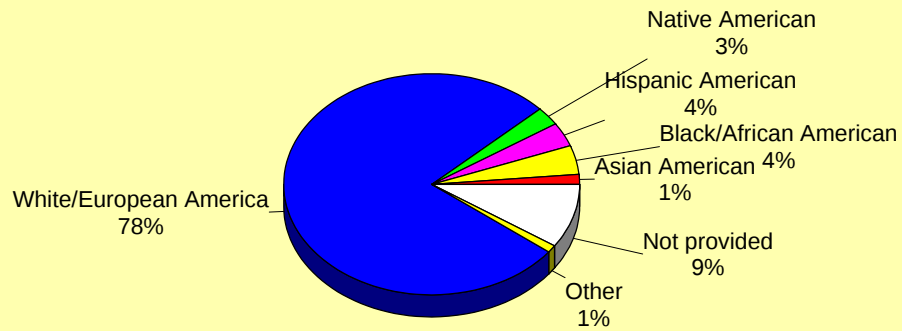


Source: ETC Institute (City of Lawrence 2005)



Demographics: What is Your Ethnicity/National Origin?

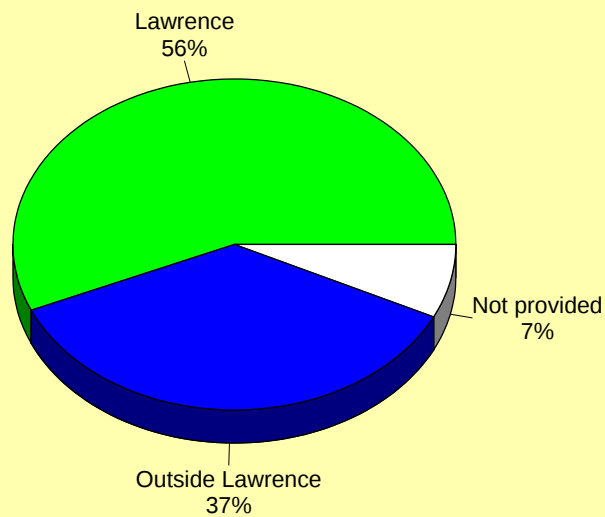
by percentage of respondents



Source: ETC Institute (City of Lawrence 2005)

Demographics: Where Do You Live?

by percentage of respondents



Source: ETC Institute (City of Lawrence 2005)

Section 3: Survey Instrument



City of Lawrence

2005 Employee Survey

The City of Lawrence would like to know how you feel about your job. Your cooperation in completing this survey would be greatly appreciated. To ensure the objectivity of this survey, the identity and responses of every employee will remain strictly confidential. Findings from this survey will not be reported to the City in a way that would reveal the identity of any individual respondent, only you will know how you respond to the questions on this form.

This survey was initiated by the City Commission to determine how City employees feel about their working conditions. The survey contains many of the same questions that were included on the City's 2002 Employee Survey. By answering these questions, you will be providing important information that will help us work together to recognize our successes and make improvements where necessary.

Completed surveys may be returned in the postage-paid envelope provided addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061. If you have questions or would prefer to complete the survey by phone, please call our toll-free number 1-888-801-5368 and ask for Pat.

Thank you for your assistance.

Instructions: The following sections contain statements about the City's working environment. Using a scale of 1-5, where 1 means "Strongly Disagree" and 5 means "Strongly Agree," please indicate your level of agreement with each statement by circling the corresponding number below. If a statement is not applicable to your situation or you do not know how to rate the item, please circle "9."

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

- **Immediate Supervisor:** The person to whom you directly report
- **Department Management:** The department head and other senior supervisors in your Department
- **City Management:** Includes the City Manager's Office, Administrative Services, Information Systems, Finance, and Legal Services

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

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	NA/Don't Know
B: Safety							
10	I receive enough training to help me do my job safely.	1	2	3	4	5	9
11	Workers in my department are adequately informed about safety policies and procedures.	1	2	3	4	5	9
12	When there is an accident, there is a complete investigation.	1	2	3	4	5	9
13	Safety is continually emphasized by Department management.	1	2	3	4	5	9
14	My immediate supervisor does everything reasonably possible to prevent on-the-job accidents.	1	2	3	4	5	9
15	Department Management does everything reasonably possible to prevent on-the-job accidents.	1	2	3	4	5	9
16	City Management does everything reasonably possible to prevent on-the-job accidents.	1	2	3	4	5	9
17	Overall, I feel safe when doing my job.	1	2	3	4	5	9

		SD	D	N	A	SA	DK
C: Working Environment							
18	My co-workers accept fellow employees who are different from themselves.	1	2	3	4	5	9
19	I believe that co-workers who treat others unfairly are disciplined as they should be disciplined.	1	2	3	4	5	9
20	My co-workers treat me with respect.	1	2	3	4	5	9
21	My immediate supervisor treats me with respect.	1	2	3	4	5	9
22	I am able to take the time to do my job right.	1	2	3	4	5	9
23	The work I am asked to do during a shift is the right amount.	1	2	3	4	5	9
24	I am able to work a shift that meets my needs.	1	2	3	4	5	9
25	Assignments to shifts are fair.	1	2	3	4	5	9
26	Overall, I am satisfied with the working environment in my Department.	1	2	3	4	5	9

		SD	D	N	A	SA	DK
D: Compensation and Benefits							
27	The family contribution to my health care premium is reasonable.	1	2	3	4	5	9
28	The City's contribution to the health care premium is reasonable.	1	2	3	4	5	9
29	The wellness program provides me with the information I want.	1	2	3	4	5	9
30	The Employee Assistance Program (EAP) is adequate to meet my needs.	1	2	3	4	5	9
31	The City Management does a good job of informing me about benefit options.	1	2	3	4	5	9
32	I am satisfied with the customer service from the City's health plan providers.	1	2	3	4	5	9
33	I understand the KPERs/KP&F (retirement) program.	1	2	3	4	5	9
34	The City's contribution to the retirement health care premium is reasonable.	1	2	3	4	5	9
35	The benefits I receive make me want to stay at my job.	1	2	3	4	5	9
36	Department management does a good job informing me of what to do if I am Injured on the job.	1	2	3	4	5	9
37	City management does a good job of providing medical care to injured workers.	1	2	3	4	5	9
38	The City's health care plan meets my needs.	1	2	3	4	5	9
39	I am paid fairly for the work I perform.	1	2	3	4	5	9
40	Overall, I am satisfied with compensation and benefits I receive.	1	2	3	4	5	9

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	NA/Don't Know
E: Customer Service and Community Relations							
Personal Attitudes about Customer Service							
41	Contact with Lawrence Citizens, as part of my job, is a pleasant experience.	1	2	3	4	5	9
42	Good citizen/customer service is continually emphasized by my Department management.	1	2	3	4	5	9
43	I like working with the public.	1	2	3	4	5	9
44	Through my job at the City of Lawrence, I have grown in my ability to work with the public.	1	2	3	4	5	9
Training							
45	I believe that I need more training in customer service.	1	2	3	4	5	9
46	My training at the City of Lawrence has helped me interact with citizens better.	1	2	3	4	5	9
Reputation of my department							
47	My Department has a good reputation with Lawrence citizens.	1	2	3	4	5	9
48	My Department has a good reputation with the Lawrence business community.	1	2	3	4	5	9
49	My Department has a good reputation with other cities and agencies.	1	2	3	4	5	9
50	Overall, I am satisfied with quality of service provided by my department.	1	2	3	4	5	9

		SD	D	N	A	SA	DK
F: Leadership and Managerial Effectiveness							
Immediate Supervisor							
51	I feel comfortable asking about a decision my immediate supervisor has made.	1	2	3	4	5	9
52	My immediate supervisor evaluates employees using the same standards for everyone.	1	2	3	4	5	9
53	I would feel comfortable talking to my immediate supervisor about something that is bothering me at work.	1	2	3	4	5	9
54	My immediate supervisor listens and is interested when I have an idea about how things should be done.	1	2	3	4	5	9
55	My immediate supervisor encourages employees to work together as a team.	1	2	3	4	5	9
56	My immediate supervisor gives me helpful feedback about my performance.	1	2	3	4	5	9
57	Overall, I am satisfied with the leadership of my immediate supervisor.	1	2	3	4	5	9
Department Managers							
58	I feel comfortable asking about a decision my Department Management has made.	1	2	3	4	5	9
59	I know what my Department Management expects of me.	1	2	3	4	5	9
60	In my department, performance evaluations are fair.	1	2	3	4	5	9
61	In my department, discipline is fair.	1	2	3	4	5	9
62	Department Management values me and my work.	1	2	3	4	5	9
63	Department Management respects me and my work.	1	2	3	4	5	9
64	My Department operates efficiently and smoothly.	1	2	3	4	5	9
65	Morale is good in my department.	1	2	3	4	5	9
66	Overall, I am satisfied with the leadership of my Department management.	1	2	3	4	5	9
City Management							
67	I know what City Management expects of me.	1	2	3	4	5	9
68	I feel comfortable asking about a decision City Management has made.	1	2	3	4	5	9
69	Overall, I am satisfied with the leadership provided by City Management.	1	2	3	4	5	9

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	NA/Don't Know
G: Employee Recognition							
70	Department Management tells me when I do a good job.	1	2	3	4	5	9
71	Employees are appropriately recognized for a job well done.	1	2	3	4	5	9
72	My work is appreciated by my immediate supervisor.	1	2	3	4	5	9
73	My work is appreciated by my Department management.	1	2	3	4	5	9
74	My work is appreciated by City Management.	1	2	3	4	5	9
75	The LEAP Award program does a good job at recognizing an employee's outstanding work performance.	1	2	3	4	5	9
76	The employee newsletter recognizes workers when they do a good job.	1	2	3	4	5	9
77	Employees who perform well receive adequate recognition.	1	2	3	4	5	9
78	Rewards and recognition are distributed fairly in my department.	1	2	3	4	5	9
79	Overall, I am satisfied with the level of employee recognition in my department.	1	2	3	4	5	9
80	Employees are appropriately recognized for working safely.	1	2	3	4	5	9

		SD	D	N	A	SA	DK
H: Communication							
<i>Within My Department</i>							
81	My immediate supervisor informs me about changes that take place.	1	2	3	4	5	9
82	I receive information that affects my work from my Department in a timely manner.	1	2	3	4	5	9
83	Department Management communicates well with employees on citywide issues, plans, and developments.	1	2	3	4	5	9
84	Communication from Department Management helps me understand the big picture.	1	2	3	4	5	9
85	It is easy to contact Department Management.	1	2	3	4	5	9
86	Department Management listens to my suggestions.	1	2	3	4	5	9
87	Overall, I am satisfied with the quality of communication within my department.	1	2	3	4	5	9
<i>With other work units and City Management</i>							
88	I receive the information that affects my work from City Management in a timely manner.	1	2	3	4	5	9
89	Communication from City Management helps me understand the big picture.	1	2	3	4	5	9
90	It is easy to contact City Management.	1	2	3	4	5	9
91	What I have to say is important to City Management.	1	2	3	4	5	9
92	I know what is going on in other departments.	1	2	3	4	5	9
93	The information I receive from City Management is easy to understand.	1	2	3	4	5	9
94	The information I receive from City Management is relevant to my department.	1	2	3	4	5	9
95	The information I receive from City Management helps me develop skills in my field.	1	2	3	4	5	9
96	The information I receive from City Management helps me do my job better.	1	2	3	4	5	9
97	If I am not included in a meeting, I get a good report about what was discussed.	1	2	3	4	5	9
98	When an informational meeting is held, I am included.	1	2	3	4	5	9
99	Overall, I am satisfied with the quality communication between departments.	1	2	3	4	5	9

		SD	D	N	A	SA	DK
I. Professional Development Opportunities							
100	My immediate supervisor understands my career/job goals.	1	2	3	4	5	9
101	Department management provides me opportunities to move toward my career/job goals.	1	2	3	4	5	9
102	My immediate supervisor provides me opportunities to move toward my career/job goals.	1	2	3	4	5	9
103	City Management provides me opportunities to move toward my career/job goals.	1	2	3	4	5	9
104	There are adequate opportunities for professional development in my Department.	1	2	3	4	5	9
105	All qualified individuals are considered for promotions.	1	2	3	4	5	9
106	Internal promotions are handled fairly.	1	2	3	4	5	9
107	Overall, I am satisfied with the professional development opportunities that are available to me at the City.	1	2	3	4	5	9

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	NA/Don't Know
J: Policies and Procedures							
108	I understand the rules and regulations related to my job.	1	2	3	4	5	9
109	I understand the City's performance standards for employees.	1	2	3	4	5	9
110	I understand the City's procedures for disciplinary matters.	1	2	3	4	5	9
111	I understand the City's grievance procedures.	1	2	3	4	5	9
112	I receive adequate training on policies and procedures.	1	2	3	4	5	9
113	Overall, the City's policies and procedures serve the needs of my Department.	1	2	3	4	5	9

		SD	D	N	A	SA	DK
K: City Commission							
I believe the City Commission...							
114	...is concerned about city workers.	1	2	3	4	5	9
115	...makes decisions based on what is best for the entire community.	1	2	3	4	5	9
116	...listens to what city workers have to say.	1	2	3	4	5	9
117	...values the work I do for the community.	1	2	3	4	5	9
118	...understands the working conditions in my department.	1	2	3	4	5	9
119	...considers the best interest of city workers when making decisions.	1	2	3	4	5	9
120	...supports my department's goals.	1	2	3	4	5	9

121. Of the eleven major areas that have been assessed on this survey, which THREE do you think should be the top priority for improvement in your Department over the next two years. Write the letters for your top three choices in the space provided to the right.

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

1st Choice: _____

2nd Choice: _____

3rd Choice: _____

122. Overall, how satisfied are you with your employment at the City of Lawrence?

- | | |
|------------------------|---------------------------|
| ____(5) Very satisfied | ____(2) Dissatisfied |
| ____(4) Satisfied | ____(1) Very dissatisfied |
| ____(3) Neutral | ____(9) Don't know |

123. Compared to three years ago, how do you think the overall quality of the work environment in your Department has changed?

- | | |
|-------------------------|------------------------|
| ____(5) Much better | ____(2) Somewhat worse |
| ____(4) Somewhat better | ____(1) Much worse |
| ____(3) Stayed the same | ____(9) Don't know |

124. How strongly do you agree with the following statement: "I believe City leadership will take action to improve the work environment based on the results of this survey."

- | | |
|------------------------|---------------------------|
| ____(5) Strongly agree | ____(2) Disagree |
| ____(4) Agree | ____(1) Strongly disagree |
| ____(3) Neutral | ____(9) Don't know |

125. **Optional:** Is there any information that is not currently provided to you that you would like to receive?

126. **Optional:** Are you missing any tools, equipment, staff, or other resources that are needed for you to perform your job properly?

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

127. **When do you typically work? (Check one)**

☐ (1) M-F Daytime ☐ (2) Evenings ☐ (3) Nights ☐ (4) Rotating

128. **What is your typical shift length? (Check one)**

☐ (1) 24 hour shift ☐ (2) 12 hour shift ☐ (3) 8 hour shift ☐ (4) less than 8 hours

129. **How many years have you been employed by the City of Lawrence?**

☐ (1) under 1 year ☐ (2) 1-5 years ☐ (3) 6-10 years
☐ (4) 11-15 years ☐ (5) 16-20 years ☐ (6) more than 20 years

130. **What is your educational level? (Check the highest level of education received)**

☐ (1) Some high school ☐ (2) High school diploma/GED ☐ (3) Some college
☐ (4) Associate's degree ☐ (5) Bachelor's Degree ☐ (6) Master's/Doctorate

131. **What is your supervisory status? (Check one)**

☐ (1) Non-supervisor ☐ (2) First-line supervisor ☐ (3) Manager

132. **In which department do you currently work?**

☐ (01) Administrative Services
☐ (02) City Manager's Office
☐ (03) Finance
☐ (04) Fire and Medical
☐ (05) Neighborhood Resources
☐ (06) Human Relations
☐ (07) Information Systems
☐ (08) Legal Services
☐ (09) Parks and Recreation
☐ (10) Planning
☐ (11) Police Department: **Which area?** ☐ (A) Patrol ☐ (B) Other
☐ (12) Public Works: **Which area?** ☐ (A) Streets ☐ (B) Solid Waste ☐ (C) Other
☐ (13) Utilities: **Which area?** ☐ (A) Water ☐ (B) Waste Water ☐ (C) Other

133. **What is your gender? (Check one)** ☐ (1) male ☐ (2) female

134. **What is your age? (Check one)**

☐ (1) Under 21 ☐ (2) 21-29 ☐ (3) 30-39
☐ (4) 40-49 ☐ (5) 50-59 ☐ (6) 60+

135. **What is your ethnicity/national origin? (Check all that apply)**

☐ (1) Asian American ☐ (2) Black/African American
☐ (3) Hispanic American ☐ (4) Native American
☐ (5) White/European American ☐ (6) Other

136. **Where do you live? (Check one):** ☐ (1) Lawrence ☐ (2) Outside Lawrence City Limits