

City of San Diego Employee Satisfaction Survey

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Findings Report

Submitted to the City of San Diego, California

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City of San Diego Employee Survey

Executive Summary

Purpose and Methodology

ETC Institute administered an employee survey for the City of San Diego during the spring of 2017. This is the first employee survey ETC Institute has administered for the City of San Diego. The survey was designed to gauge engagement and satisfaction in the workplace and to gather input from employees about issues in six major areas:

- Job Satisfaction
- Growth and Recognition
- Management
- Teamwork
- Resources and Communication
- Work Environment

Participation in the survey was voluntary and employees could complete the survey during work hours or at home, via an online portal or paper survey. To maintain confidentiality, employees were given postage-paid envelopes to return their paper survey directly to ETC Institute. A total of 4,580 employees completed the survey. The overall results have a 95% level of confidence with a precision of at least 1.45%. The table to the right shows the number of respondents from each City department. Departments with less than 30 respondents were combined into “All Other Departments”; a full breakdown of respondents by department can be found in the Tabular Data section of this report.

Interpretation of “Don’t Know” Responses.

The percentage of “Don’t know” responses has been excluded from many of the graphs in this report to assess agreement with employees who had an opinion. Since the number of “Don’t know” responses often reflects utilization or awareness, the percentage of “Don’t know” responses has been included in the tabular data in Section 3 of this report. When the “Don’t know” responses have been excluded, the text of this report will indicate that the responses have been excluded with the phrase “*who had an opinion.*”

Number of Respondents from Each Department	
Public Utilities	707
Police	547
Library	406
Public Works	379
Park & Recreation	349
Fire-Rescue	281
Transportation & Storm Water	241
Development Services	238
City Attorney	167
Environmental Services	128
Fleet Operations	123
City Treasurer	84
City Comptroller	54
Department of IT	57
Economic Development	51
Real Estate Assets	46
SDCERS	45
Purchasing & Contracting	43
Planning	38
City Clerk	31
Risk Management	33
All Other Departments	168
Not provided	364

In addition to the Executive Summary, this report contains the following:

- Charts depicting overall results for most questions on the survey (Section 1)
- Gap analysis that shows differences between various groups of employees at the City of San Diego (Section 2)
- Tabular data for all survey questions (Section 3)
- Copy of the survey instrument (Section 4)

Overall Findings

The findings from each of the six areas that were assessed on the survey are described below. Employees were asked to indicate their level of agreement, on a 5-point scale, with various statements from “Strongly agree” (5) to “Strongly disagree” (1) for each of the 6 major categories. The data described in each section below is excluding “Don’t know” responses.

- **Job Satisfaction.** Eighty-eight percent (88%) of the employees surveyed, *who had an opinion*, agreed (ratings of 4 or 5 on a 5-point scale) that they know how their work relates to their department’s mission; 5% disagreed (2/1), and 7% gave a neutral rating. Other statements employees were most in agreement with include: my work gives me a feeling of personal accomplishment (77%), I am generally satisfied in my current position (74%), and I know how my work relates to the City’s Strategic Plan (70%).
- **Growth and Recognition** Eighty-five percent (85%) of the employees surveyed, *who had an opinion*, agreed (ratings of 4 or 5 on a 5-point scale) that their skills are used in the workplace; 7% disagreed (2/1), and 8% gave a neutral rating. Other statements employees were most in agreement with include: I have opportunities to learn new skills in my current position (68%), and I feel encouraged to provide ideas on new ways of doing things (63%).
- **Management.** Sixty-eight percent (68%) of the employees surveyed, *who had an opinion*, agreed (ratings of 4 or 5 on a 5-point scale) that their department management are present and visible; 15% disagreed (2/1), and 17% gave a neutral rating. Other statements employees were most in agreement with include: my department management sets clear goals and expectations (59%).
- **Teamwork.** Eighty-seven (87%) of the employees surveyed, *who had an opinion*, agreed (ratings of 4 or 5 on a 5-point scale) that their co-workers treat them with respect; 4% disagreed (2/1), and 9% gave a neutral rating. Other statements employees were most in agreement with include: if I need help with a work-related issue, I am able to find someone who can help me (84%), I am comfortable discussing work-related issues with my co-workers (80%), and I feel like I am part of a team (74%).
- **Resources and Communication.** Seventy-two percent (72%) of the employees surveyed, *who had an opinion*, agreed (ratings of 4 or 5 on a 5-point scale) that they have access to the information they need to do their job; 10% disagreed (2/1), and 18% gave a neutral rating. Other statements employees were most in agreement with include: I have access to the tools, equipment and materials I need to do my job well (69%).

- **Work Environment.** Eighty-one percent (81%) of the employees surveyed, *who had an opinion*, agreed (ratings of 4 or 5 on a 5-point scale) that their department provides high-quality services to customers; 7% disagreed (2/1), and 12% gave a neutral rating. Other statements employees were most in agreement with include: employees who perform well receive recognition (50%).

Additional Findings

- **City Priorities.** Employees were asked to select three criteria from a list of 14 that are motivators for them to work for the City of San Diego. Based on the employee's top three choices the three most selected responses were: Job stability (58%), health care benefits (39%), and public/community service (making a difference) (33%).
- **Commuting.** Most employees (81%) indicated they use a personal motorized vehicle (e.g. car, van motorcycle) to get to work, and 13% indicated they use public transportation to get to work; 1% of employees walk and 1% bike, 2% use a ride-share service, and 2% indicated they use some other form of transportation to get to work.
- **Commute Time.** Eighteen percent (18%) of employees indicated it takes them 15 minutes or less to get to and from work, it takes 16-30 minutes for 35% of employees, 31-45 minutes for 21% of employees, 46-60 minutes for 15% of employees, and more than 60 minutes for 11% of employees.

Gap Analysis

ETC Institute developed Gap Analysis as a means of identifying ways of increasing satisfaction among employees by pinpointing factors that contribute to the differences in satisfaction levels. The Gap Analysis compares the mean agreement ratings from various groups of employees to gain better insight on how the group reacted to each statement. ETC Institute performed a Gap Analysis on 29 statements employees were asked to rate their level of agreement with. Focusing on the statements that had the largest gap (difference between the mean agreement with Question 1: "I am generally satisfied in my current position") can help the City focus its efforts and boost overall satisfaction. Of the 29 statements, the top 10 gaps were found in the following statements:

- My work gives me a feeling of personal accomplishment (Gap =2.23)
- I feel encouraged to provide ideas on new ways of doing things (Gap =2.15)
- My department management inspires me (Gap =2.15)
- I receive recognition if I perform well (Gap =2.15)
- My department management actively listens to me (Gap =2.08)
- I would recommend the City of San Diego as a place to work (Gap =2.08)
- I believe I have a path for career advancement (Gap =2.00)
- I have opportunities to learn new skills in my current position (Gap =1.96)
- I perceive the work environment to be better than other government agencies (Gap = 1.87)
- Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better (Gap =1.84)

The top ten statements were all from the Growth and Recognition, Job Satisfaction, Management, and Work Environment categories and four of the statements deal directly with senior leadership. Ensuring employees feel senior leadership is listening and acting on employee input will help close the gap between these items, thus improving the overall level employee satisfaction. Senior leadership should work with managers to develop a plan of action that focuses the manager's ability to encourage, inspire, and recognize employees in the workplace. Developing a working environment in which employees feel recognized and heard is one of the greatest contributing factors of overall satisfaction with their position at the City of San Diego. Working on inspiring employees and ensuring employees who perform well can also greatly contribute to employees feeling that their work gives them a sense of personal accomplishment which was the item that had the largest gap among employees who were satisfied with their current position and those who were not.

In addition to performing the Gap Analysis based on an employee's overall satisfaction with their current position (Question 1), ETC Institute also performed analysis based on tenure with the City, gender, current role at the City, race, and age. For each of the five additional groups ETC Institute calculated the mean agreement rating with all 30 statements that employees were asked to evaluate. The findings below are some of the highlights from analysis performed. A table that contains the ratings for all 30 statements can be found in Section 2 of this report.

Tenure

To better understand how one's employment tenure may influence overall agreement with the statements presented on the survey, ETC Institute analyzed the mean responses from employees who have been with the City less than, and more than, five years. Overall, there was very little difference between employees based on the length of time they have been employed by the City. The average agreement rating between the two groups differed by only .32 points (Less than Five Years: 3.89 vs Five Years or More: 3.57). Both groups showed their highest and lowest levels of overall agreement with the same statements. The statement both groups agreed with most was: I know how my work relates to my department's mission (Less than Five Years: 4.39 vs. Five Years or More: 4.23). The statement both groups disagreed with most was: Poor job performance is dealt with effectively in my department (Less than Five Years: 3.27 vs. Five Years or More: 2.72). The largest gap between the group's mean agreement rating was with the statement: My department management actively listens to me (Less than Five Years: 3.82 vs. Five Years or More: 3.23).

- **Average Agreement with All 30 Statements:**
 - Less than 5 Years: 3.89
 - More than 5 years: 3.57
- **Largest Gap: My department management actively listens to me**
 - Less than 5 years: 3.82
 - More than 5 years: 3.23
- **Highest Level of Agreement: I know how my work relates to my department's mission**
 - Less than 5 Years: 4.39
 - More than 5 years: 4.23

- **Lowest Level of Agreement: Poor job performance is dealt with effectively in my department**
 - Less than 5 years: 3.27
 - More than 5 years: 2.72

Gender

There were no significant differences between responses from Males and Females in the City. Males and Females who work for the City of San Diego share very similar opinions when comparing their mean level of agreement with all 30 statements. The overall mean agreement rating of the two groups differed by only .02 points. While both groups showed their lowest levels of agreement with the same statement, they did stray from one another on which statement they were most in agreement by only .01 points. The average agreement rating for males was 3.70 compared to females 3.72, and the largest gap was found with the following statement: The technology in my department is up to date (Males: 3.13 vs. Females: 3.39). Males were most in agreement with the statement: My co-workers treat me with respect (Males: 4.30 vs. Females: 4.21). Females were most in agreement with the statement: I know how my work relates to my department's mission (Males: 4.29 vs. Females: 4.32). Both Males and Females showed their lowest level of agreement with the same statement: Poor job performance is dealt with effectively in my department (Males: 2.97 vs. Females: 2.87).

- **Average Agreement with All 30 Statements:**
 - Male: 3.70
 - Female: 3.72
- **Largest Gap: The technology in my department is up to date**
 - Male: 3.13
 - Female: 3.39
- **Males - Highest Level of Agreement: My co-workers treat me with respect**
 - Male: 4.30
 - Female: 4.21
- **Females - Highest Level of Agreement: I know how my work relates to my department's mission**
 - Male: 4.29
 - Female: 4.32
- **Lowest Level of Agreement: Poor job performance is dealt with effectively in my department**
 - Male: 2.97
 - Female: 2.87

Role within the City of San Diego

Overall, Executive/Management employees showed slightly higher levels of overall agreement than any of the other groups. Employees were asked to indicate, from a list of five options, which role best describes their position at the City of San Diego. ETC Institute calculated the mean agreement rating for each of the five groups as they relate to all 30 statements to gather

insight into how an employee's role influences overall perception. Overall, employees who identified as Executive/Management showed higher levels of overall agreement with all 30 statements than any of the other four groups (Executive/Management's average rating: 4.17). Field employees (Average Rating: 3.59) followed by those who indicated "other" (Average Rating: 3.62) showed the lowest levels of overall agreement which were closely aligned with Supervisors (Average Rating: 3.64) and Office Employees (Average Rating: 3.69). Four out of the five groups of employees showed the highest-level of agreement with the same three statements:

- **I know how my work relates to my department's mission**
 - Executive/Management: 4.61 (Highest rating from any group)
 - Supervisor: 4.31
 - Office Employee: 4.30
 - Field Employee: 4.20
 - Other: 4.26
- **My co-workers treat me with respect**
 - Executive/Management: 4.60
 - Supervisor: 4.27
 - Office Employee: 4.22
 - Field Employee: 4.17
 - Other: 4.19
- **My skills are used in the workplace**
 - Executive/Management: 4.52
 - Supervisor: 4.20
 - Office Employee: 4.11
 - Field Employee: 4.22
 - Other: 4.23

Four out of the five groups of employees also showed the lowest-level of agreement with the same statement.

- **Poor job performance is dealt with effectively in my department**
 - Executive/Management: 3.57
 - Supervisor: 2.74 (Lowest rating from any group)
 - Office Employee: 2.90
 - Field Employee: 2.90
 - Other: 2.90

Race and Ethnicity

The most notable difference among each of the racial groups appeared to be among those who identified as Asian. Employees who identified as Asian on the survey had significantly higher overall levels of agreement compared to the other racial groups. ETC Institute calculated the mean agreement rating for four different racial groups (respondents were asked to self-identify with as many racial groups as they liked from a list of six, a seventh being "other"). In order of highest agreement ratings, the four racial groups included in the Gap Analysis include: Asian

(Average Rating: 3.92), Hispanic (Average Rating: 3.75), White or Caucasian (Average Rating: 3.70), and Black/African American (Average Rating: 3.64). Due to the sample size of the other groups (American Indian or Alaskan Native, Hawaiian or Pacific Islander, and Other), they were excluded from this analysis, but a full breakdown of how employees self-identified can be found in Section 3 of this report. The difference between the group that had the highest average rating, Asian, and the group who had the lowest average rating, Black/African American, was only .28 points. The largest gap among all four groups was with the statement: My department provides high-quality service to our customers. Employees who identified as Black/African American, Asian, and Hispanic all had an average agreement rating of 4 or higher for this statement. Those who identified as White or Caucasian gave the item an average agreement rating of only 3.17, one of the lowest average ratings for all 30 statements from that group. “I know how my work relates to my department’s mission” was the statement for which all four groups showed the highest levels of mean agreement, and “Poor job performance is dealt with effectively in my department” was the statement with which all four groups showed the lowest levels of mean agreement.

- **Highest Agreement Levels: I know how my work relates to my department’s mission**
 - Black/African American: 4.23
 - Asian: 4.42 (Highest rating from any group)
 - Hispanic: 4.28
 - White or Caucasian: 4.33
- **Lowest Agreement Levels: Poor job performance is dealt with effectively in my department**
 - Black/African American: 2.98
 - Asian: 3.15
 - Hispanic: 3.03
 - White or Caucasian: 2.87 (Lowest rating from any group)

Employee’s Age

Those employees aged 23 and under had the highest overall levels of agreement with all 30 statements by a significant margin. ETC Institute calculated the mean agreement rating for all six age groups, employees were asked to self-identify with one of the age groups presented on the survey. There is very little difference among employees over the age of 23 when comparing the average agreement rating for all 30 statements. All six groups rated “I know how my work relates to my department’s mission” as the statement they were most in agreement with. There was an interesting deviation among the lowest rated statements between the six groups. Five groups (24-38, 39-51, 52-56, 57-70, and 71+) all rated “poor job performance is dealt with effectively in my department” as the statement they were in least agreement with. However, those employees aged 23 and younger rated “The technology in my department is up to date” as the statement they were least in agreement with by a large margin.

- **Highest Agreement Levels: I know how my work relates to my department’s mission**
 - 23 and Under: 4.39
 - 24-38: 4.32
 - 39-51: 4.29

- 52-56: 4.25
- 57-70: 4.28
- 71 and Over: 4.40
- **Lowest Agreement Levels: Poor job performance is dealt with effectively in my department**
 - 24-38: 3.04
 - 39-51: 2.82
 - 52-56: 2.80
 - 57-70: 2.91
 - 71 and Over: 3.00

There were two common themes throughout the Gap Analysis as it pertains to employee groups within the organization: 1) The City of San Diego is succeeding in ensuring that employees understand how their work relates to their department's mission. Nearly every group that was assessed showed high levels of agreement with the statement relating to their understanding of how their work relates to the department's mission; 2) Most employees feel poor job performance is not dealt with effectively in their department. This statement received the lowest levels of overall agreement from every group besides the Executive/Management group.

Although there were minor differences among the groups that were analyzed in the Gap Analysis, there were not any major inconsistencies among any of the mean agreement ratings. This indicates that the City of San Diego is doing an excellent job ensuring that all employees are treated equally, and no one group appears to have a different overall opinion regarding their employment with the City of San Diego.

Next Steps

To maximize the effectiveness of the information gathered through the survey, the City of San Diego should do the following:

- City leaders should continue to openly share the survey results with employees. There should not be any penalties or repercussions from the survey.
- Senior managers should review the overall results of the survey and develop strategies to address the issues that are most important to employees. The results of the survey suggest that improvements in the following areas will have the most impact on increasing overall satisfaction among employees:
 - Ensuring employees are encouraged to share ideas and input with senior leaders
 - Ensuring leaders are actively listening to employees and acting, when appropriate, on employee input
 - Ensuring supervisors have the tools they need to deal with conflict/problem employees.
 - Ensuring supervisors have the tools they need to recognize those employees who perform well within the organization
 - Ensuring employees are given fair consideration for advancement and promotion

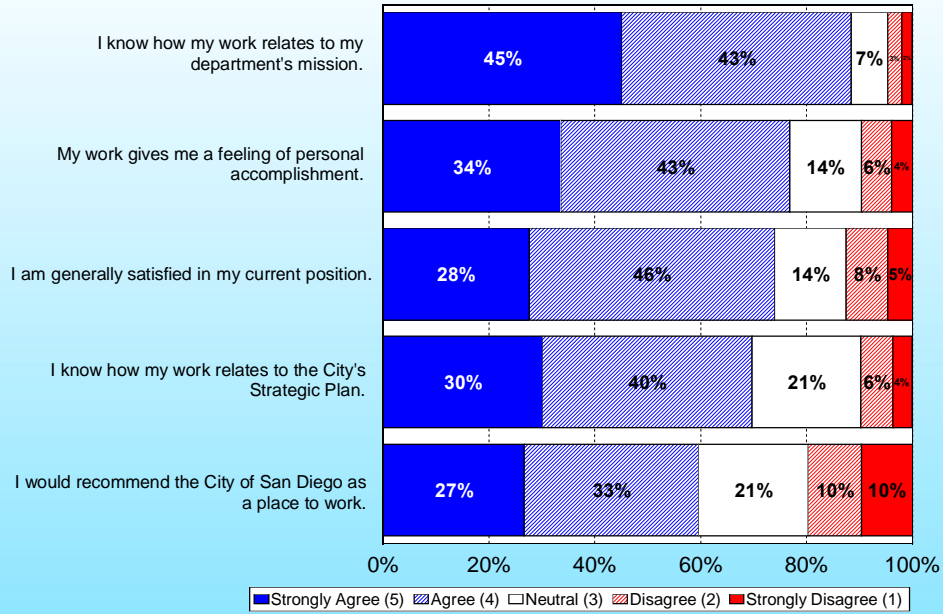
- Ensuring employees are given opportunities to learn new skills in their current positions
- The City should continue to hold managers and employees at all levels accountable for future performance by conducting another employee survey within the next two years.

Section 1

Charts and Graphs

Q1-5. Overall Satisfaction with Job Satisfaction

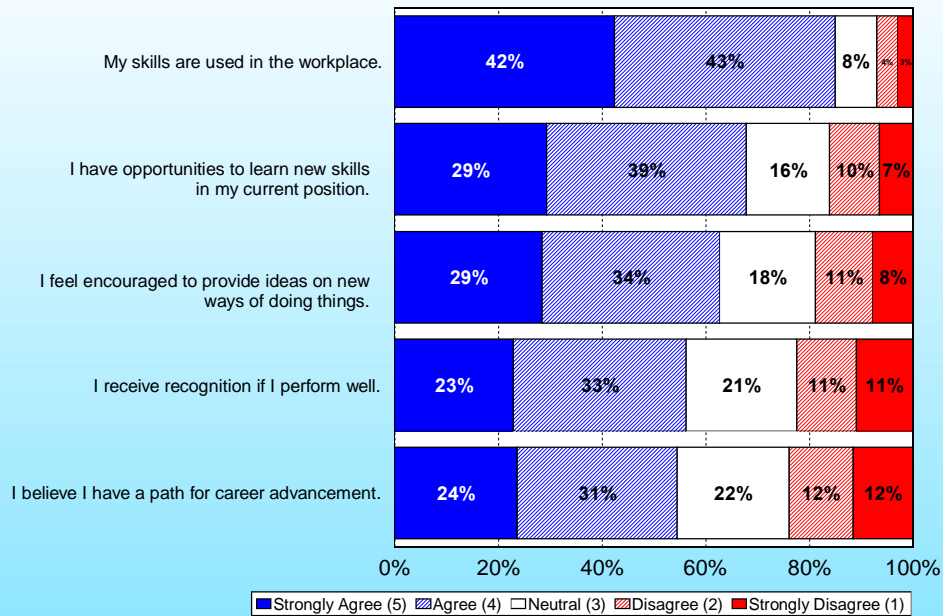
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2017)

Q7-11. Overall Satisfaction with Growth and Recognition

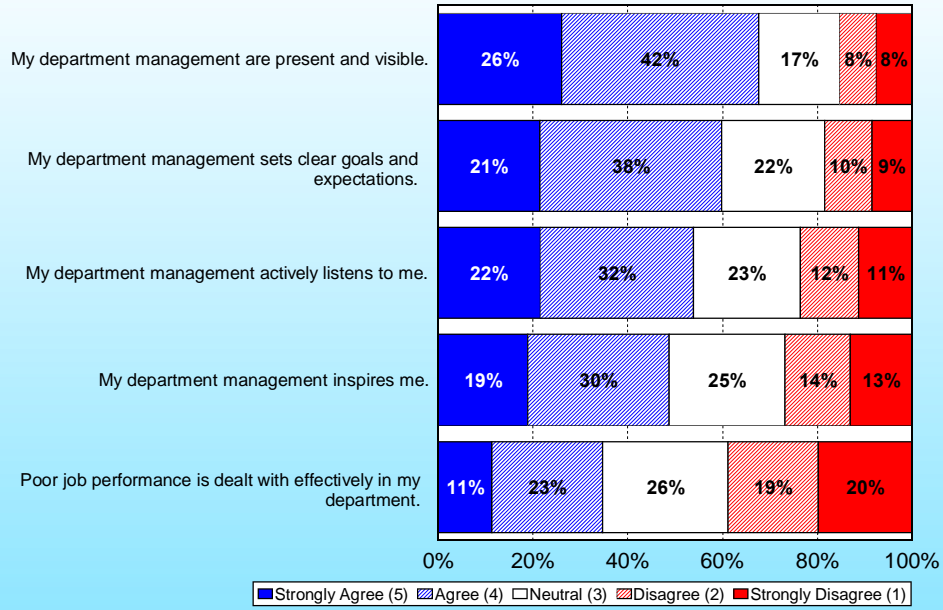
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2017)

Q13-17. Overall Satisfaction with Management

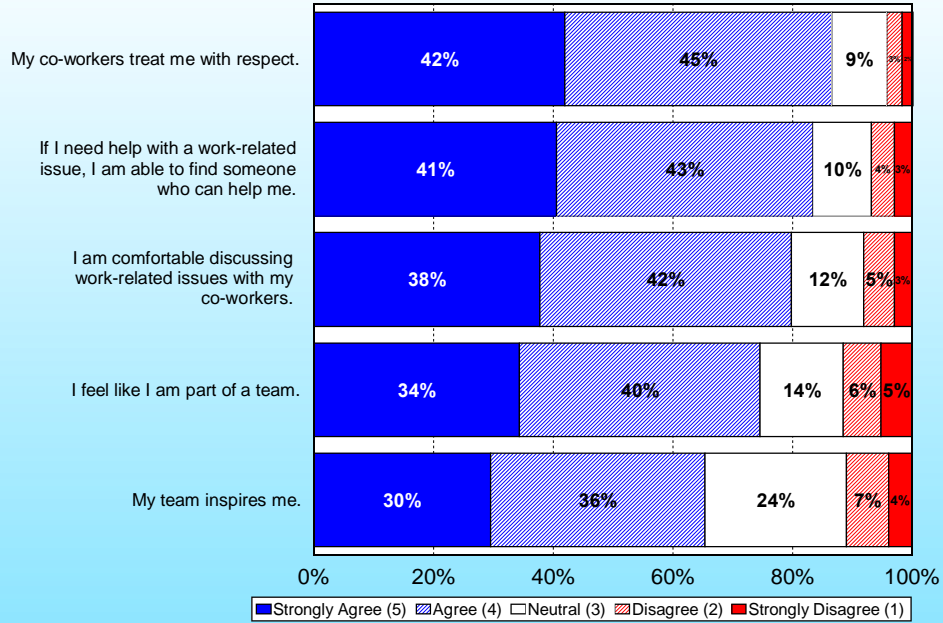
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2017)

Q19-23. Overall Satisfaction with Teamwork

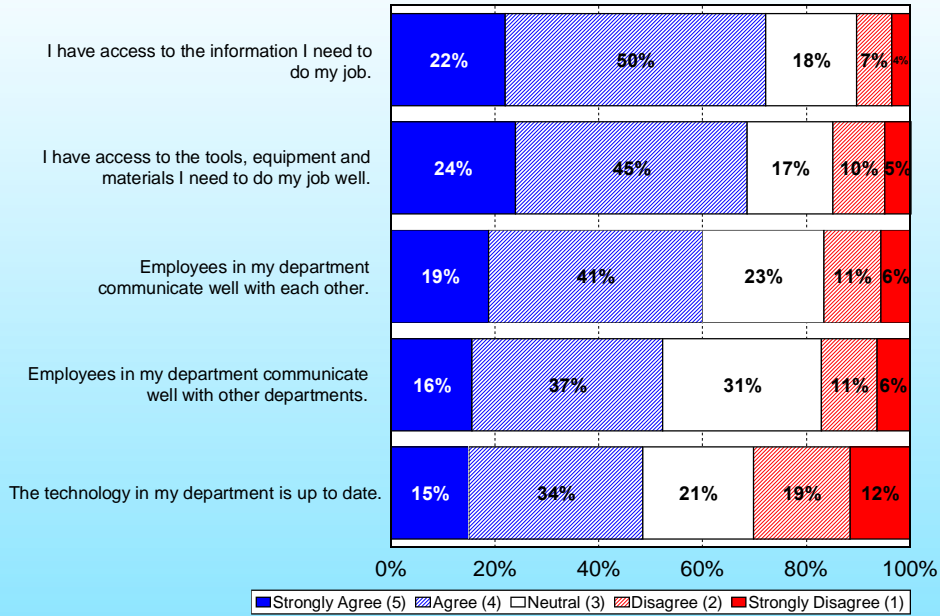
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2017)

Q25-29. Overall Satisfaction with Resources and Communication

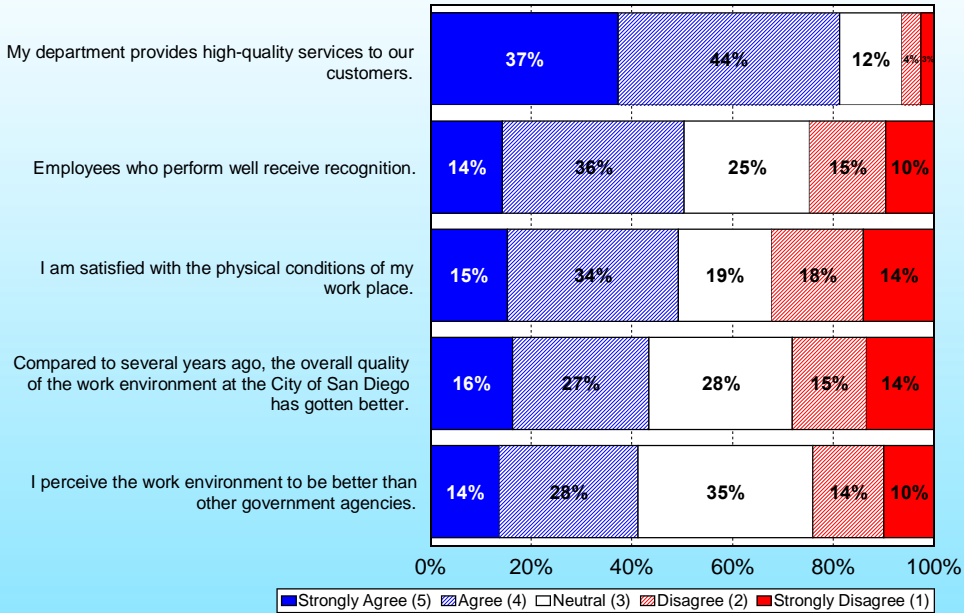
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2017)

Q31-35. Overall Satisfaction with Work Environment

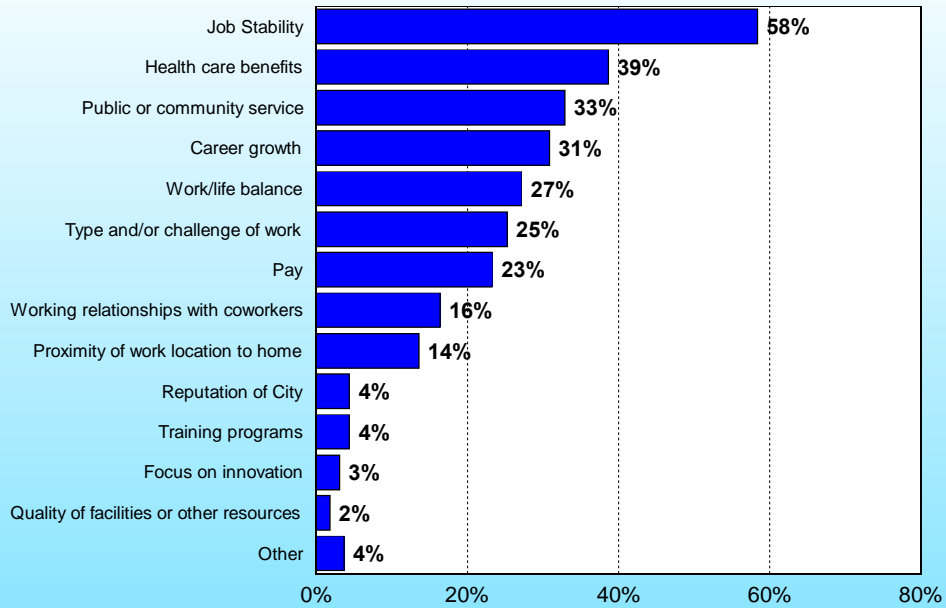
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2017)

Q37. Which THREE of the following criteria are motivators for you to work for the City of San Diego?

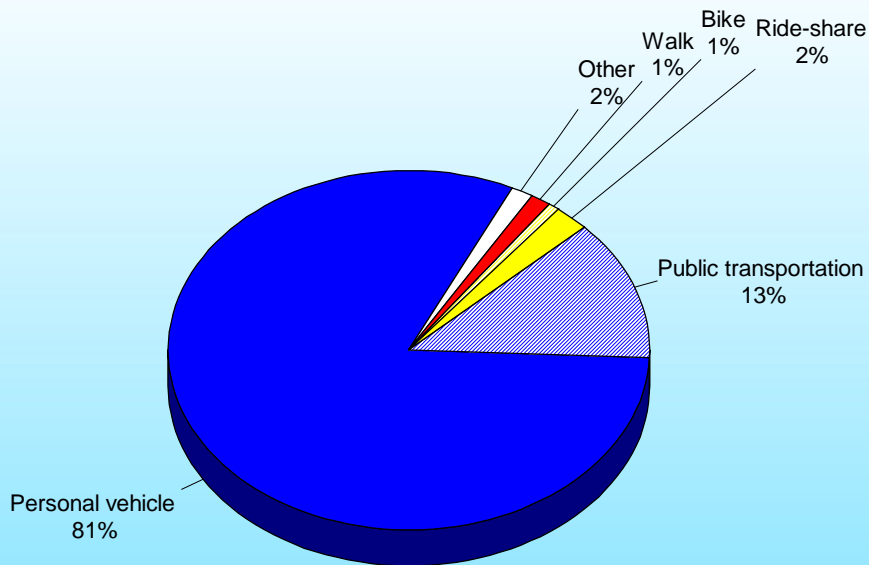
by percentage of respondents top three choices



Source: ETC Institute (2017)

Q38. How do you usually get to work?

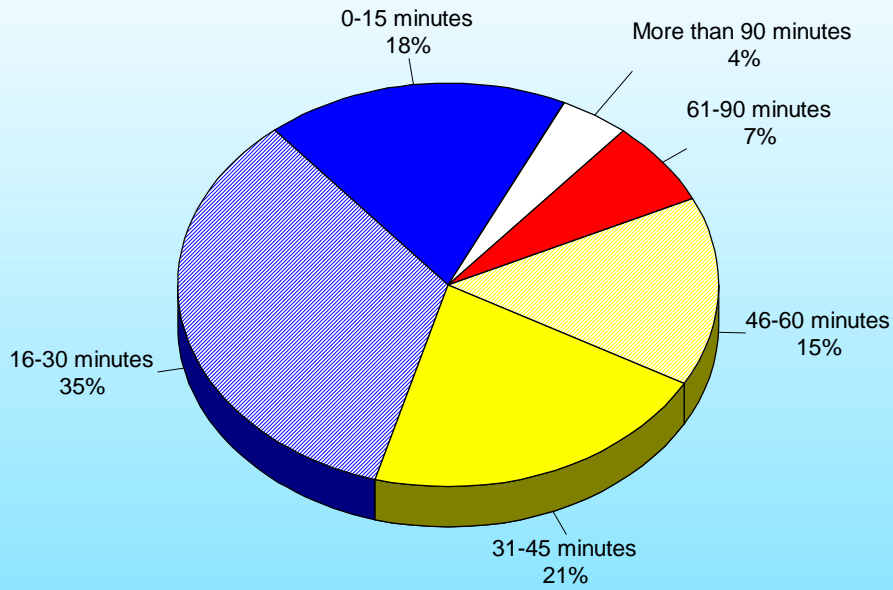
by percentage of respondents (Without "Not Provided")



Source: ETC Institute (2017)

Q39. How long does it take for you to get to and from work (total time)?

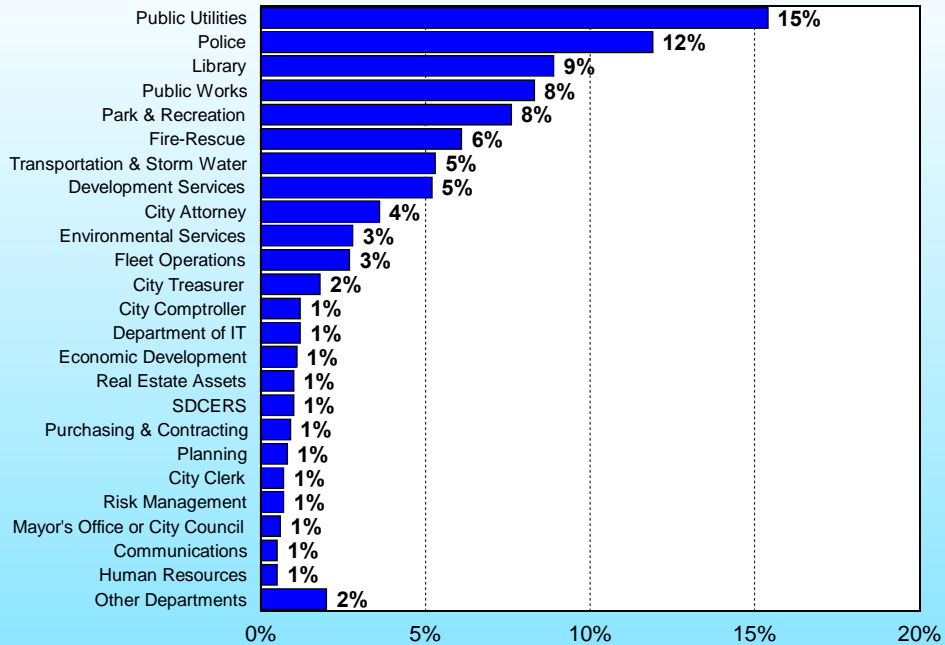
by percentage of respondents (Without "Not Provided")



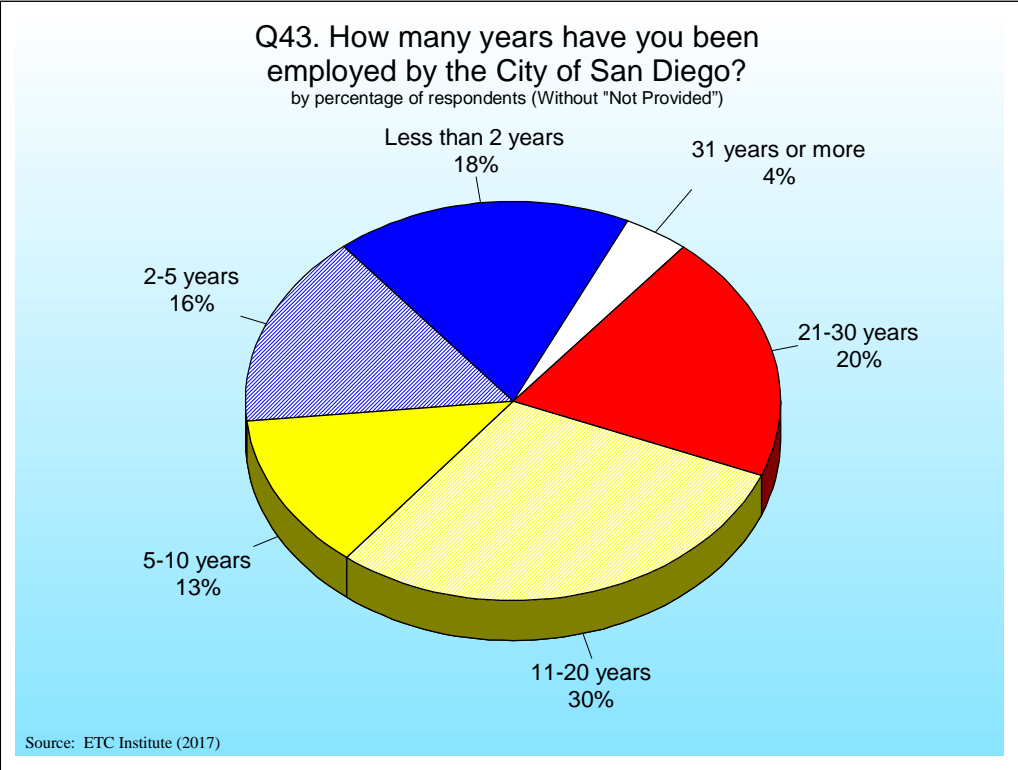
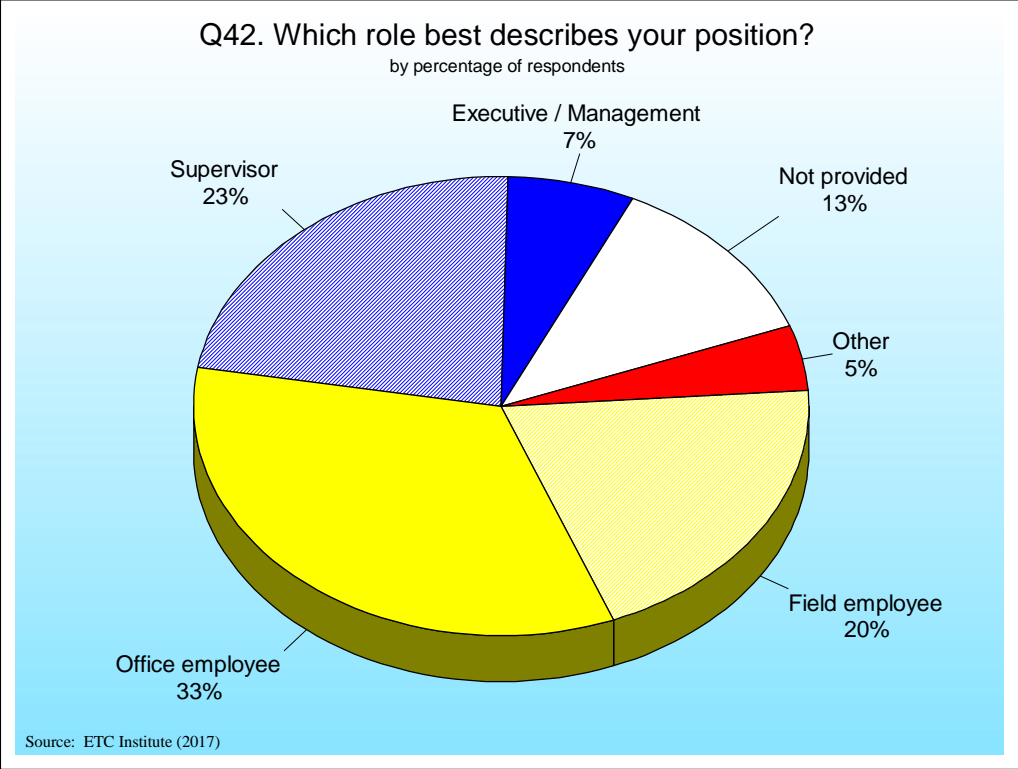
Source: ETC Institute (2017)

Q41. In which department do you currently work?

by percentage of respondents

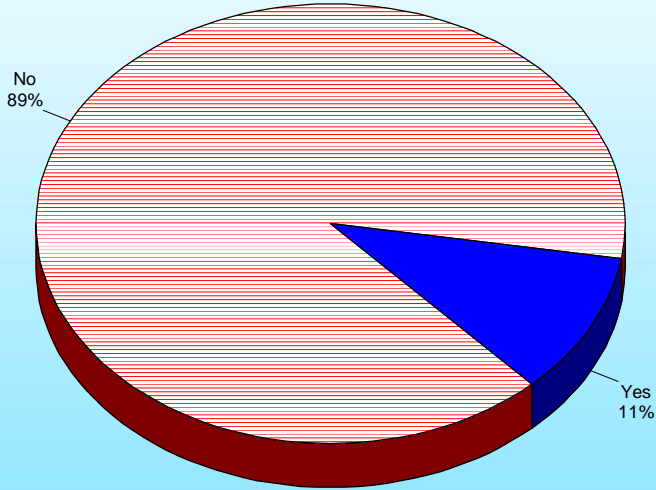


Source: ETC Institute (2017)



Q44. Are you a veteran who has served in the United States Armed Forces?

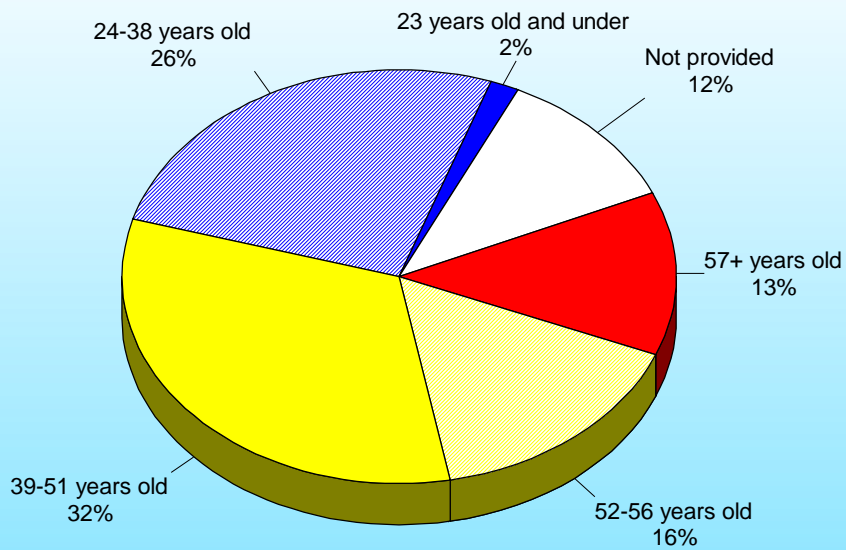
by percentage of respondents



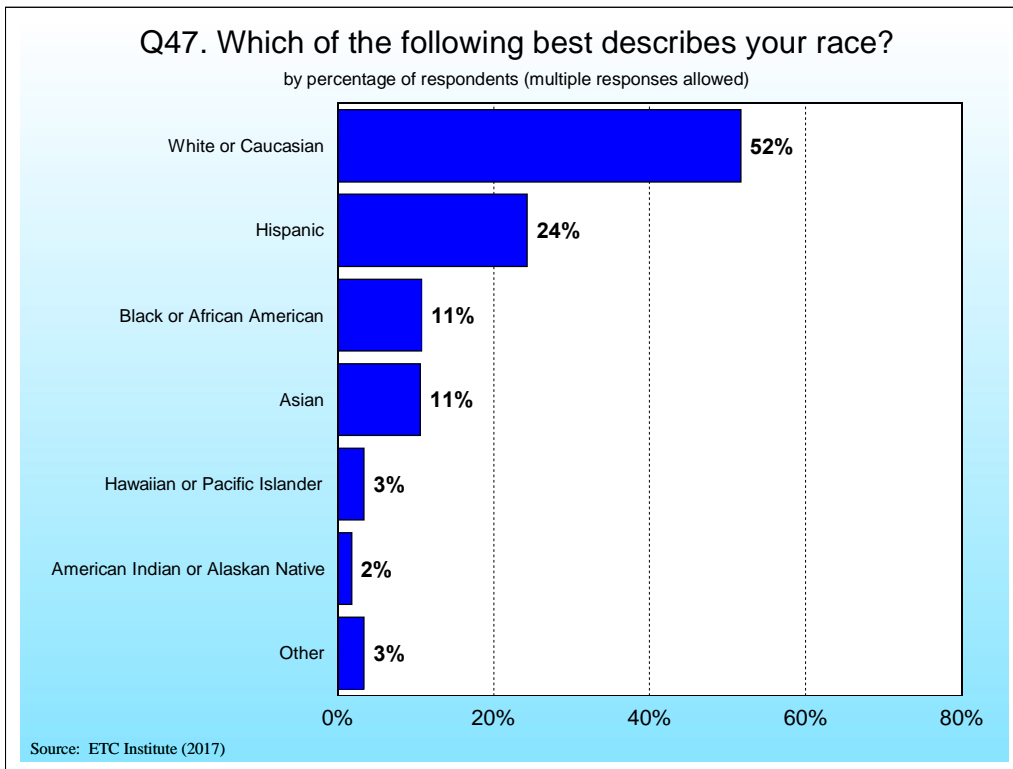
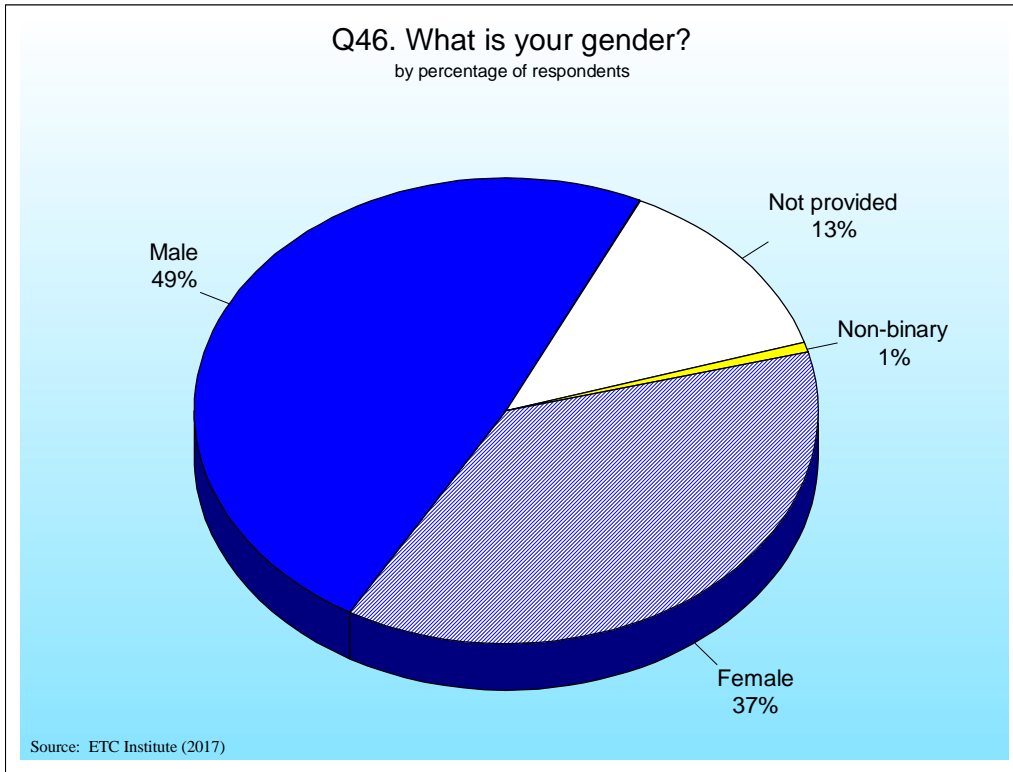
Source: ETC Institute (2017)

Q45. Which of the following best describes your age?

by percentage of respondents



Source: ETC Institute (2017)



Section 2

Gap Analysis

City of San Diego Employee Survey Gap Analysis

Overview

Gap analysis is a tool that identifies potential ways of increasing satisfaction among employees by identifying factors that are contributing to differences in satisfaction levels among employees.

Ratings are shaded from blue to red to indicate the change from positive to negative responses. Ratings in the darkest blue are among the most positive and ratings in the darkest red are among the most negative. Those ratings that are shaded light blue, white, or light red are within the high and low ranges.

The first table shows gaps in the mean ratings of the perceptions between employees who were very satisfied (Rating of 5, “Strongly Agree”, on a five-point scale) with their current positions at the City of San Diego, and those who were not satisfied (ratings of 1-2 “Disagree” or “Strongly Disagree”) with their employment. Items with the largest gaps are the most probable causes of disparities in the organization.

The second table shows the gaps in the mean ratings of employees who have worked for the City of San Diego for less than and more than five years.

The third table shows the mean ratings of employees based on gender compared to the overall mean rating for each question on the survey.

The fourth table shows the mean ratings of employees based on the role employees indicated best describes their position.

The fifth table shows the mean ratings of employees based on the number of years they have been employed by the City of San Diego compared to the overall mean rating for each question on the survey.

The sixth table shows the mean ratings of employees based on the race they self-identified with on the survey compared to the overall mean rating for each question on the survey.

The seventh table shows the mean ratings of employees based on the age they self-identified with on the survey compared to the overall mean rating for each question on the survey.

By taking action to address the items with the greatest gaps, managers and supervisors can minimize disparities in the organization which should enhance overall satisfaction among employees over time.

GAP Analysis: Satisfied Employees vs. Those Who Were Not Satisfied

Rank	Question	Mean Rating for Employees Who Were "Very Satisfied" Q1. Rating = 5	Mean Rating for Employees Who Were Not Satisfied Q1. Rating = 2/1	GAP	Category
1	Q2. My work gives me a feeling of personal accomplishment.	4.80	2.57	2.23	Job Satisfaction
2	Q8. I feel encouraged to provide ideas on new ways of doing things.	4.45	2.30	2.15	Growth and Recognition
3	Q13. My department management inspires me.	4.08	1.93	2.15	Management
4	Q11. I receive recognition if I perform well.	4.21	2.06	2.15	Growth and Recognition
5	Q14. My department management actively listens to me.	4.20	2.12	2.08	Management
6	Q5. I would recommend the City of San Diego as a place to work.	4.35	2.27	2.08	Job Satisfaction
7	Q10. I believe I have a path for career advancement.	4.23	2.23	2.00	Growth and Recognition
8	Q9. I have opportunities to learn new skills in my current position.	4.48	2.52	1.96	Growth and Recognition
9	Q32. I perceive the work environment to be better than other government agencies.	3.93	2.06	1.87	Work Environment
10	Q35. Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better.	3.84	2.00	1.84	Work Environment
11	Q19. I feel like I am part of a team	4.61	2.78	1.83	Teamwork
12	Q16. My department management sets clear goals and expectation.	4.22	2.46	1.76	Management
13	Q31. Employees who perform well receive recognition.	3.93	2.23	1.70	Work Environment
14	Q17. Poor job performance is dealt with effectively in my department.	3.54	1.89	1.65	Management
15	Q15. My department management are present and visible.	4.35	2.71	1.64	Management
16	Q21. My team inspires me	4.43	2.86	1.57	Teamwork
17	Q7. My skills are used in the workplace	4.75	3.21	1.54	Growth and Recognition
18	Q4. I know how my work relates to the City's Strategic Plan.	4.44	3.09	1.35	Job Satisfaction
19	Q28. Employees in my department communicate well with each other.	4.14	2.79	1.35	Resources and Communication
20	Q23. If I need help with a work-related issue, I am able to find someone who can help me.	4.66	3.36	1.30	Teamwork
21	Q3. I know how my work relates to my department's mission.	4.80	3.50	1.30	Job Satisfaction
22	Q25. I have access to the tools, equipment and materials I need to do my job well.	4.25	2.95	1.30	Resources and Communication
23	Q27. I have access to the information I need to do my job.	4.33	3.06	1.27	Resources and Communication
24	Q22. I am comfortable discussing work-related issues with my co-workers.	4.60	3.35	1.25	Teamwork
25	Q29. Employees in my department communicate well with other departments.	3.97	2.76	1.21	Resources and Communication
26	Q26. The technology in my department is up to date.	3.72	2.52	1.20	Resources and Communication
27	Q33. I am satisfied with the physical conditions of my work place (e.g. noise level, temperature, lighting, cleanliness).	3.71	2.54	1.17	Work Environment
28	Q34. My department provides high-quality services to our customers.	4.55	3.40	1.15	Work Environment
29	Q20. My co-workers treat me with respect	4.68	3.67	1.01	Teamwork
	Average Rating	4.14	2.57		

GAP Analysis: Employees Who Have Been With the City of San Diego Less Than and More than 5 Years

Rank	Question	Less than 5 years	5 Years or More	GAP	Category
1	Q14. My department management actively listens to me.	3.82	3.23	0.59	Management
2	Q13. My department management inspires me.	3.69	3.11	0.58	Management
3	Q5. I would recommend the City of San Diego as a place to work.	3.97	3.41	0.56	Job Satisfaction
4	Q10. I believe I have a path for career advancement.	3.82	3.27	0.55	Growth and Recognition
5	Q17. Poor job performance is dealt with effectively in my department.	3.27	2.72	0.55	Management
6	Q11. I receive recognition if I perform well.	3.80	3.32	0.48	Growth and Recognition
7	Q15. My department management are present and visible.	4.05	3.58	0.47	Management
8	Q16. My department management sets clear goals and expectation.	3.85	3.42	0.43	Management
9	Q35. Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better.	3.54	3.11	0.43	Work Environment
10	Q31. Employees who perform well receive recognition.	3.61	3.18	0.43	Work Environment
11	Q9. I have opportunities to learn new skills in my current position.	4.02	3.64	0.38	Growth and Recognition
12	Q8. I feel encouraged to provide ideas on new ways of doing things.	3.89	3.55	0.34	Growth and Recognition
13	Q19. I feel like I am part of a team	4.16	3.84	0.32	Teamwork
14	Q32. I perceive the work environment to be better than other government agencies.	3.44	3.14	0.30	Work Environment
15	Q28. Employees in my department communicate well with each other.	3.78	3.49	0.29	Resources and Communication
16	Q33. I am satisfied with the physical conditions of my work place (e.g. noise level, temperature, lighting, cleanliness).	3.38	3.10	0.28	Work Environment
17	Q23. If I need help with a work-related issue, I am able to find someone who can help me.	4.33	4.06	0.27	Teamwork
18	Q29. Employees in my department communicate well with other departments.	3.63	3.37	0.26	Resources and Communication
19	Q21. My team inspires me	3.97	3.75	0.22	Teamwork
20	Q25. I have access to the tools, equipment and materials I need to do my job well.	3.89	3.67	0.22	Resources and Communication
21	Q26. The technology in my department is up to date.	3.37	3.16	0.21	Resources and Communication
22	Q4. I know how my work relates to the City's Strategic Plan.	4.02	3.81	0.21	Job Satisfaction
23	Q27. I have access to the information I need to do my job.	3.94	3.75	0.19	Resources and Communication
24	Q20. My co-workers treat me with respect	4.35	4.18	0.17	Teamwork
25	Q1. I am generally satisfied in my current position.	3.97	3.81	0.16	Job Satisfaction
26	Q34. My department provides high-quality services to our customers.	4.21	4.05	0.16	Work Environment
27	Q3. I know how my work relates to my department's mission.	4.39	4.23	0.16	Job Satisfaction
28	Q2. My work gives me a feeling of personal accomplishment.	4.08	3.94	0.14	Job Satisfaction
29	Q22. I am comfortable discussing work-related issues with my co-workers.	4.17	4.03	0.14	Teamwork
30	Q7 My skills are used in the workplace	4.18	4.20	-0.02	Growth and Recognition
	Average Rating	3.89	3.57		

GAP Analysis: Male vs. Female Employees at the City of San Diego

Rank	Question	Male	Female	Overall	Category
1	Q3. I know how my work relates to my department's mission.	4.29	4.32	4.27	Job Satisfaction
2	Q20. My co-workers treat me with respect	4.30	4.21	4.22	Teamwork
3	Q7 My skills are used in the workplace	4.22	4.23	4.17	Growth and Recognition
4	Q23. If I need help with a work-related issue, I am able to find someone who can help me.	4.20	4.14	4.14	Teamwork
5	Q34. My department provides high-quality services to our customers.	4.11	4.14	4.09	Work Environment
6	Q22. I am comfortable discussing work-related issues with my co-workers.	4.17	4.03	4.07	Teamwork
7	Q2. My work gives me a feeling of personal accomplishment.	4.03	4.03	3.97	Job Satisfaction
8	Q19. I feel like I am part of a team	4.00	3.97	3.92	Teamwork
9	Q4. I know how my work relates to the City's Strategic Plan.	3.87	3.93	3.87	Job Satisfaction
10	Q1. I am generally satisfied in my current position.	3.92	3.88	3.84	Job Satisfaction
11	Q21. My team inspires me	3.88	3.81	3.80	Teamwork
12	Q27. I have access to the information I need to do my job.	3.79	3.90	3.80	Resources and Communication
13	Q9. I have opportunities to learn new skills in my current position.	3.84	3.79	3.75	Growth and Recognition
14	Q25. I have access to the tools, equipment and materials I need to do my job well.	3.72	3.82	3.73	Resources and Communication
15	Q15. My department management are present and visible.	3.75	3.79	3.71	Management
16	Q8. I feel encouraged to provide ideas on new ways of doing things.	3.71	3.72	3.64	Growth and Recognition
17	Q28. Employees in my department communicate well with each other.	3.68	3.55	3.57	Resources and Communication
18	Q5. I would recommend the City of San Diego as a place to work.	3.55	3.76	3.57	Job Satisfaction
19	Q16. My department management sets clear goals and expectation.	3.61	3.60	3.54	Management
20	Q11. I receive recognition if I perform well.	3.54	3.53	3.46	Growth and Recognition
21	Q29. Employees in my department communicate well with other departments.	3.43	3.55	3.45	Resources and Communication
22	Q10. I believe I have a path for career advancement.	3.56	3.44	3.43	Growth and Recognition
23	Q14. My department management actively listens to me.	3.45	3.51	3.41	Management
24	Q31. Employees who perform well receive recognition.	3.35	3.36	3.30	Work Environment
25	Q13. My department management inspires me.	3.32	3.39	3.28	Management
26	Q26. The technology in my department is up to date.	3.13	3.39	3.22	Resources and Communication
27	Q32. I perceive the work environment to be better than other government agencies.	3.26	3.30	3.21	Work Environment
28	Q33. I am satisfied with the physical conditions of my work place (e.g. noise level, temperature, lighting, cleanliness).	3.24	3.21	3.18	Work Environment
29	Q35. Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better.	3.21	3.33	3.18	Work Environment
30	Q17. Poor job performance is dealt with effectively in my department.	2.97	2.87	2.87	Management
	Average Rating	3.70	3.72		

GAP Analysis: Employees in Different Roles Throughout the City of San Diego

Rank	Question	Executive/					Overall	Category
		Management	Supervisor	Office Employee	Field Employee	Other		
1	Q3. I know how my work relates to my department's mission.	4.61	4.31	4.30	4.20	4.26	4.27	Job Satisfaction
2	Q20. My co-workers treat me with respect	4.60	4.27	4.22	4.17	4.19	4.22	Teamwork
3	Q7. My skills are used in the workplace	4.56	4.20	4.11	4.22	4.23	4.17	Growth and Recognition
4	Q23. If I need help with a work-related issue, I am able to find someone who can help me.	4.52	4.12	4.16	4.11	4.13	4.14	Teamwork
5	Q34. My department provides high-quality services to our customers.	4.50	4.14	4.10	3.98	4.06	4.09	Work Environment
6	Q22. I am comfortable discussing work-related issues with my co-workers.	4.46	4.16	4.02	4.04	4.06	4.07	Teamwork
7	Q2. My work gives me a feeling of personal accomplishment.	4.48	4.05	3.92	3.94	4.01	3.97	Job Satisfaction
8	Q19. I feel like I am part of a team	4.51	3.93	3.94	3.91	3.82	3.92	Teamwork
9	Q4. I know how my work relates to the City's Strategic Plan.	4.40	3.84	3.92	3.78	3.71	3.87	Job Satisfaction
10	Q1. I am generally satisfied in my current position.	4.36	3.89	3.78	3.85	3.81	3.84	Job Satisfaction
11	Q21. My team inspires me	4.37	3.91	3.75	3.75	3.67	3.80	Teamwork
12	Q27. I have access to the information I need to do my job.	4.02	3.74	3.89	3.73	3.88	3.80	Resources and Communication
13	Q9. I have opportunities to learn new skills in my current position.	4.34	3.74	3.72	3.76	3.69	3.75	Growth and Recognition
14	Q25. I have access to the tools, equipment and materials I need to do my job well.	4.05	3.65	3.80	3.67	3.69	3.73	Resources and Communication
15	Q15. My department management are present and visible.	4.39	3.65	3.81	3.59	3.61	3.71	Management
16	Q8. I feel encouraged to provide ideas on new ways of doing things.	4.39	3.69	3.64	3.53	3.54	3.64	Growth and Recognition
17	Q28. Employees in my department communicate well with each other.	3.96	3.51	3.64	3.54	3.55	3.57	Resources and Communication
18	Q5. I would recommend the City of San Diego as a place to work.	4.11	3.44	3.69	3.46	3.61	3.57	Job Satisfaction
19	Q16. My department management sets clear goals and expectation.	4.12	3.50	3.60	3.49	3.44	3.54	Management
20	Q11. I receive recognition if I perform well.	4.16	3.40	3.55	3.35	3.34	3.46	Growth and Recognition
21	Q29. Employees in my department communicate well with other departments.	3.84	3.34	3.58	3.30	3.53	3.45	Resources and Communication
22	Q10. I believe I have a path for career advancement.	3.95	3.46	3.38	3.53	3.28	3.43	Growth and Recognition
23	Q14. My department management actively listens to me.	4.23	3.37	3.49	3.22	3.37	3.41	Management
24	Q31. Employees who perform well receive recognition.	4.00	3.31	3.36	3.10	3.17	3.30	Work Environment
25	Q13. My department management inspires me.	4.09	3.22	3.36	3.13	3.20	3.28	Management
26	Q26. The technology in my department is up to date.	3.49	3.11	3.36	3.04	3.27	3.22	Resources and Communication
27	Q32. I perceive the work environment to be better than other government agencies.	3.80	3.17	3.24	3.15	3.21	3.21	Work Environment
28	Q33. I am satisfied with the physical conditions of my work place (e.g. noise level, temperature, lighting, cleanliness).	3.33	3.12	3.21	3.25	3.16	3.18	Work Environment
29	Q35. Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better	4.03	3.12	3.28	3.00	3.14	3.18	Work Environment
30	Q17. Poor job performance is dealt with effectively in my department.	3.57	2.74	2.90	2.90	2.90	2.87	Management
	Average Rating	4.17	3.64	3.69	3.59	3.62		

GAP Analysis: Number of Years Employed by the City of San Diego								
Rank	Question	Less than 2 years	2-5 years	6-10 years	11-20 years	21-30 years	31 years or more	Overall Category
1	Q3. I know how my work relates to my department's mission.	4.42	4.34	4.28	4.25	4.20	4.17	4.27 Job Satisfaction
2	Q20. My co-workers treat me with respect	4.41	4.29	4.22	4.17	4.20	4.10	4.22 Teamwork
3	Q7. My skills are used in the workplace	4.23	4.14	4.14	4.23	4.19	4.17	4.17 Growth and Recognition
4	Q23. If I need help with a work-related issue, I am able to find someone who can help me.	4.39	4.26	4.09	4.05	4.09	3.93	4.14 Teamwork
5	Q34. My department provides high-quality services to our customers.	4.27	4.14	3.98	4.09	4.05	3.96	4.09 Work Environment
6	Q22. I am comfortable discussing work-related issues with my co-workers.	4.24	4.08	4.03	4.02	4.05	4.00	4.07 Teamwork
7	Q2. My work gives me a feeling of personal accomplishment.	4.13	4.03	3.86	3.95	3.97	3.99	3.97 Job Satisfaction
8	Q19. I feel like I am part of a team	4.26	4.04	3.86	3.84	3.86	3.66	3.92 Teamwork
9	Q4. I know how my work relates to the City's Strategic Plan.	4.09	3.93	3.81	3.82	3.81	3.68	3.87 Job Satisfaction
10	Q1. I am generally satisfied in my current position.	4.04	3.89	3.73	3.81	3.85	3.91	3.84 Job Satisfaction
11	Q21. My team inspires me	4.04	3.88	3.72	3.73	3.81	3.67	3.80 Teamwork
12	Q27. I have access to the information I need to do my job.	4.02	3.85	3.74	3.75	3.78	3.66	3.80 Resources and Communication
13	Q9. I have opportunities to learn new skills in my current position.	4.14	3.87	3.66	3.62	3.67	3.53	3.75 Growth and Recognition
14	Q25. I have access to the tools, equipment and materials I need to do my job well.	3.99	3.78	3.60	3.68	3.69	3.65	3.73 Resources and Communication
15	Q15. My department management are present and visible.	4.20	3.87	3.69	3.58	3.52	3.45	3.71 Management
16	Q8. I feel encouraged to provide ideas on new ways of doing things.	4.01	3.75	3.58	3.53	3.60	3.39	3.64 Growth and Recognition
17	Q28. Employees in my department communicate well with each other.	3.98	3.57	3.56	3.44	3.53	3.45	3.57 Resources and Communication
18	Q5. I would recommend the City of San Diego as a place to work.	4.16	3.75	3.54	3.43	3.35	3.08	3.57 Job Satisfaction
19	Q16. My department management sets clear goals and expectation.	3.97	3.72	3.48	3.45	3.35	3.40	3.54 Management
20	Q11. I receive recognition if I perform well.	3.96	3.64	3.42	3.31	3.28	3.23	3.46 Growth and Recognition
21	Q29. Employees in my department communicate well with other departments.	3.80	3.44	3.41	3.35	3.40	3.33	3.45 Resources and Communication
22	Q10. I believe I have a path for career advancement.	3.98	3.65	3.34	3.32	3.20	2.98	3.43 Growth and Recognition
23	Q14. My department management actively listens to me.	4.00	3.62	3.38	3.25	3.15	3.05	3.41 Management
24	Q31. Employees who perform well receive recognition.	3.78	3.43	3.21	3.15	3.21	3.10	3.30 Work Environment
25	Q13. My department management inspires me.	3.86	3.49	3.20	3.13	3.03	2.99	3.28 Management
26	Q26. The technology in my department is up to date.	3.46	3.27	3.05	3.18	3.17	3.20	3.22 Resources and Communication
27	Q32. I perceive the work environment to be better than other government agencies.	3.59	3.28	3.05	3.15	3.17	3.12	3.21 Work Environment
28	Q33. I am satisfied with the physical conditions of my work place (e.g. noise level, temperature, lighting, cleanliness).	3.51	3.24	3.01	3.11	3.11	3.22	3.18 Work Environment
29	Q35. Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better.	3.70	3.41	3.22	3.13	3.03	2.97	3.18 Work Environment
30	Q17. Poor job performance is dealt with effectively in my department.	3.50	3.04	2.73	2.73	2.70	2.67	2.87 Management
	Average Rating	4.00	3.76	3.59	3.58	3.57	3.49	

GAP Analysis: Differences Among Race/Ethnicity Throughout the Organization

Rank	Question	Black/African American	Asian	Hispanic	White or Caucasian	Overall	Category
1	Q3. I know how my work relates to my department's mission.	4.23	4.42	4.28	4.33	4.27	Job Satisfaction
2	Q20. My co-workers treat me with respect	4.15	4.32	4.23	4.29	4.22	Teamwork
3	Q7. My skills are used in the workplace	4.08	4.40	4.22	4.23	4.17	Growth and Recognition
4	Q23. If I need help with a work-related issue, I am able to find someone who can help me.	4.10	4.28	4.18	4.21	4.14	Teamwork
5	Q34. My department provides high-quality services to our customers.	4.12	4.21	4.08	3.17	4.09	Work Environment
6	Q22. I am comfortable discussing work-related issues with my co-workers.	4.00	4.19	4.04	4.16	4.07	Teamwork
7	Q2. My work gives me a feeling of personal accomplishment.	3.91	4.11	4.02	4.06	3.97	Job Satisfaction
8	Q19. I feel like I am part of a team	3.78	4.22	3.97	4.01	3.92	Teamwork
9	Q4. I know how my work relates to the City's Strategic Plan.	3.87	4.15	3.98	3.85	3.87	Job Satisfaction
10	Q1. I am generally satisfied in my current position.	3.68	4.04	3.91	3.93	3.84	Job Satisfaction
11	Q21. My team inspires me	3.71	4.05	3.85	3.86	3.80	Teamwork
12	Q27. I have access to the information I need to do my job.	3.91	3.99	3.86	3.81	3.80	Resources and Communication
13	Q9. I have opportunities to learn new skills in my current position.	3.65	4.05	3.89	3.82	3.75	Growth and Recognition
14	Q25. I have access to the tools, equipment and materials I need to do my job well.	3.86	3.97	3.82	3.71	3.73	Resources and Communication
15	Q15. My department management are present and visible.	3.73	3.94	3.81	3.78	3.71	Management
16	Q8. I feel encouraged to provide ideas on new ways of doing things.	3.55	4.00	3.77	3.70	3.64	Growth and Recognition
17	Q28. Employees in my department communicate well with each other.	3.49	3.74	3.65	3.65	3.57	Resources and Communication
18	Q5. I would recommend the City of San Diego as a place to work.	3.65	3.97	3.81	3.53	3.57	Job Satisfaction
19	Q16. My department management sets clear goals and expectation.	3.50	3.88	3.65	3.58	3.54	Management
20	Q11. I receive recognition if I perform well.	3.41	3.79	3.57	3.54	3.46	Growth and Recognition
21	Q29. Employees in my department communicate well with other departments.	3.45	3.65	3.49	3.49	3.45	Resources and Communication
22	Q10. I believe I have a path for career advancement.	3.39	3.88	3.67	3.43	3.43	Growth and Recognition
23	Q14. My department management actively listens to me.	3.38	3.76	3.52	3.47	3.41	Management
24	Q31. Employees who perform well receive recognition.	3.21	3.64	3.36	4.17	3.30	Work Environment
25	Q13. My department management inspires me.	3.28	3.67	3.44	3.31	3.28	Management
26	Q26. The technology in my department is up to date.	3.41	3.49	3.30	3.15	3.22	Resources and Communication
27	Q32. I perceive the work environment to be better than other government agencies.	3.11	3.52	3.39	3.38	3.21	Work Environment
28	Q33. I am satisfied with the physical conditions of my work place (e.g. noise level, temperature, lighting, cleanliness).	3.39	3.50	3.24	3.24	3.18	Work Environment
29	Q35. Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better.	3.17	3.60	3.38	3.15	3.18	Work Environment
30	Q17. Poor job performance is dealt with effectively in my department.	2.98	3.15	3.03	2.87	2.87	Management
	Average Rating	3.64	3.92	3.75	3.70		

GAP Analysis: Age of Employee								
Rank	Question	23 or Under	24-38	39-51	52-56	57-70	71+ years	Overall Category
1	Q3. I know how my work relates to my department's mission.	4.39	4.32	4.29	4.25	4.28	4.40	4.27 Job Satisfaction
2	Q20. My co-workers treat me with respect	4.33	4.31	4.26	4.22	4.17	3.60	4.22 Teamwork
3	Q7. My skills are used in the workplace	4.32	4.18	4.22	4.22	4.24	3.80	4.17 Growth and Recognition
4	Q23. If I need help with a work-related issue, I am able to find someone who can help me.	4.38	4.22	4.17	4.08	4.08	4.30	4.14 Teamwork
5	Q34. My department provides high-quality services to our customers.	4.15	4.12	4.12	4.05	4.11	4.30	4.09 Work Environment
6	Q22. I am comfortable discussing work-related issues with my co-workers.	4.09	4.13	4.10	4.04	4.04	3.70	4.07 Teamwork
7	Q2. My work gives me a feeling of personal accomplishment.	4.12	3.99	4.00	3.95	4.12	3.70	3.97 Job Satisfaction
8	Q19. I feel like I am part of a team	4.17	4.08	3.96	3.87	3.86	3.10	3.92 Teamwork
9	Q4. I know how my work relates to the City's Strategic Plan.	4.03	3.93	3.85	3.90	3.91	3.90	3.87 Job Satisfaction
10	Q1. I am generally satisfied in my current position.	4.14	3.85	3.89	3.85	3.94	3.60	3.84 Job Satisfaction
11	Q21. My team inspires me	3.92	3.90	3.82	3.80	3.78	3.30	3.80 Teamwork
12	Q27. I have access to the information I need to do my job.	4.18	3.86	3.80	3.77	3.82	4.20	3.80 Resources and Communication
13	Q9. I have opportunities to learn new skills in my current position.	4.33	3.87	3.79	3.70	3.70	3.70	3.75 Growth and Recognition
14	Q25. I have access to the tools, equipment and materials I need to do my job well.	4.10	3.76	3.71	3.73	3.80	3.80	3.73 Resources and Communication
15	Q15. My department management are present and visible.	4.09	3.87	3.71	3.66	3.69	3.90	3.71 Management
16	Q8. I feel encouraged to provide ideas on new ways of doing things.	4.01	3.76	3.65	3.64	3.68	3.70	3.64 Growth and Recognition
17	Q28. Employees in my department communicate well with each other.	3.79	3.66	3.57	3.57	3.59	3.90	3.57 Resources and Communication
18	Q5. I would recommend the City of San Diego as a place to work.	4.21	3.74	3.55	3.46	3.61	4.33	3.57 Job Satisfaction
19	Q16. My department management sets clear goals and expectation.	3.99	3.72	3.53	3.49	3.52	3.67	3.54 Management
20	Q11. I receive recognition if I perform well.	3.91	3.63	3.48	3.40	3.42	3.40	3.46 Growth and Recognition
21	Q29. Employees in my department communicate well with other departments.	3.84	3.46	3.42	3.46	3.54	3.80	3.45 Resources and Communication
22	Q10. I believe I have a path for career advancement.	4.21	3.73	3.51	3.23	3.17	3.44	3.43 Growth and Recognition
23	Q14. My department management actively listens to me.	3.92	3.60	3.40	3.34	3.38	3.50	3.41 Management
24	Q31. Employees who perform well receive recognition.	3.82	3.43	3.32	3.20	3.28	3.70	3.30 Work Environment
25	Q13. My department management inspires me.	3.82	3.49	3.26	3.20	3.25	3.60	3.28 Management
26	Q26. The technology in my department is up to date.	3.39	3.18	3.17	3.31	3.37	3.80	3.22 Resources and Communication
27	Q32. I perceive the work environment to be better than other government agencies.	3.77	3.29	3.23	3.18	3.24	3.80	3.21 Work Environment
28	Q33. I am satisfied with the physical conditions of my work place (e.g. noise level, temperature, lighting, cleanliness).	3.85	3.22	3.12	3.19	3.35	4.00	3.18 Work Environment
29	Q35. Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better.	3.68	3.31	3.21	3.14	3.22	3.78	3.18 Work Environment
30	Q17. Poor job performance is dealt with effectively in my department.	3.67	3.04	2.82	2.80	2.91	3.00	2.87 Management
	Average Rating	4.02	3.76	3.66	3.62	3.67	3.76	

Section 3

Tabular Data

Job Satisfaction

(N=4,580)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
1. I am generally satisfied in my current position.	27.4%	46.0%	13.4%	7.8%	4.6%	0.8%
2. My work gives me a feeling of personal accomplishment.	33.3%	42.9%	13.5%	5.6%	3.9%	0.7%
3. I know how my work relates to my department's mission.	44.5%	42.8%	6.7%	2.6%	1.9%	1.4%
4. I know how my work relates to the City's Strategic Plan.	28.7%	37.7%	19.6%	5.7%	3.4%	4.9%
5. I would recommend the City of San Diego as a place to work.	26.0%	32.2%	20.2%	9.9%	9.4%	2.3%

Job Satisfaction (excluding Don't Know responses)

(N=4,580)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. I am generally satisfied in my current position.	27.6%	46.4%	13.5%	7.9%	4.6%
2. My work gives me a feeling of personal accomplishment.	33.6%	43.2%	13.6%	5.7%	3.9%
3. I know how my work relates to my department's mission.	45.1%	43.4%	6.8%	2.7%	1.9%
4. I know how my work relates to the City's Strategic Plan.	30.1%	39.6%	20.6%	6.0%	3.6%
5. I would recommend the City of San Diego as a place to work.	26.7%	32.9%	20.7%	10.1%	9.6%

Growth and Recognition

(N=4,580)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
7 My skills are used in the workplace	42.1%	42.2%	8.0%	4.0%	3.0%	0.7%
8. I feel encouraged to provide ideas on new ways of doing things.	28.2%	33.8%	18.2%	11.0%	7.8%	1.1%
9. I have opportunities to learn new skills in my current position.	29.0%	38.1%	16.0%	9.5%	6.4%	1.1%
10. I believe I have a path for career advancement.	23.1%	30.2%	21.0%	12.0%	11.4%	2.3%
11. I receive recognition if I perform well.	22.4%	32.7%	21.0%	11.1%	10.7%	2.1%

Growth and Recognition (excluding Don't Know responses)

(N=4,580)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
7 My skills are used in the workplace	42.4%	42.6%	8.0%	4.0%	3.0%
8. I feel encouraged to provide ideas on new ways of doing things.	28.5%	34.2%	18.4%	11.1%	7.8%
9. I have opportunities to learn new skills in my current position.	29.3%	38.5%	16.1%	9.6%	6.5%
10. I believe I have a path for career advancement.	23.6%	30.9%	21.6%	12.3%	11.6%
11. I receive recognition if I perform well.	22.9%	33.3%	21.4%	11.4%	10.9%

Management

(N=4,580)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
13. My department management inspires me.	18.6%	29.3%	24.2%	13.5%	12.9%	1.5%
14. My department management actively listens to me.	21.1%	31.7%	22.2%	12.1%	11.0%	1.9%
15. My department management are present and visible.	25.7%	41.0%	16.9%	7.6%	7.4%	1.5%
16. My department management sets clear goals and expectation.	21.0%	37.7%	21.4%	9.8%	8.3%	1.8%
17. Poor job performance is dealt with effectively in my department.	10.4%	21.5%	24.3%	17.6%	18.2%	8.0%

Management (excluding Don't Know responses)

(N=4,580)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
13. My department management inspires me.	18.9%	29.8%	24.5%	13.7%	13.1%
14. My department management actively listens to me.	21.5%	32.3%	22.6%	12.3%	11.3%
15. My department management are present and visible.	26.0%	41.6%	17.1%	7.7%	7.5%
16. My department management sets clear goals and expectation.	21.4%	38.4%	21.7%	10.0%	8.5%
17. Poor job performance is dealt with effectively in my department.	11.3%	23.4%	26.4%	19.1%	19.8%

Teamwork

(N=4,580)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
19. I feel like I am part of a team	34.2%	39.9%	13.8%	6.2%	5.2%	0.7%
20. My co-workers treat me with respect	41.6%	44.2%	9.1%	2.5%	1.7%	0.9%
21. My team inspires me	29.1%	35.5%	23.3%	7.0%	3.8%	1.3%
22. I am comfortable discussing work-related issues with my co-workers.	37.5%	41.6%	12.0%	5.0%	3.0%	0.9%
23. If I need help with a work-related issue, I am able to find someone who can help me.	40.1%	42.2%	9.7%	3.7%	3.0%	1.3%

Teamwork (excluding Don't Know responses)

(N=4,580)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
19. I feel like I am part of a team	34.4%	40.2%	13.9%	6.3%	5.2%
20. My co-workers treat me with respect	42.0%	44.6%	9.2%	2.5%	1.8%
21. My team inspires me	29.5%	35.9%	23.6%	7.1%	3.8%
22. I am comfortable discussing work-related issues with my co-workers.	37.8%	42.0%	12.1%	5.1%	3.0%
23. If I need help with a work-related issue, I am able to find someone who can help me.	40.6%	42.8%	9.8%	3.8%	3.0%

Resources and Communication

(N=4,580)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
25. I have access to the tools, equipment and materials I need to do my job well.	23.7%	44.3%	16.3%	9.9%	5.0%	0.9%
26. The technology in my department is up to date.	14.8%	33.1%	21.0%	18.4%	11.4%	1.4%
27. I have access to the information I need to do my job.	21.7%	49.7%	17.3%	6.6%	3.6%	1.0%
28. Employees in my department communicate well with each other.	18.5%	40.6%	23.1%	10.7%	5.6%	1.5%
29. Employees in my department communicate well with other departments.	14.6%	34.3%	28.6%	9.9%	5.9%	6.8%

Resources and Communication (excluding Don't Know responses)

(N=4,580)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
25. I have access to the tools, equipment and materials I need to do my job well.	23.9%	44.7%	16.5%	10.0%	5.0%
26. The technology in my department is up to date.	15.0%	33.5%	21.3%	18.6%	11.5%
27. I have access to the information I need to do my job.	22.0%	50.2%	17.5%	6.7%	3.6%
28. Employees in my department communicate well with each other.	18.8%	41.2%	23.4%	10.9%	5.7%
29. Employees in my department communicate well with other departments.	15.6%	36.7%	30.6%	10.7%	6.3%

Work Environment

(N=4,580)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
31. Employees who perform well receive recognition.	14.0%	35.2%	24.2%	14.9%	9.3%	2.5%
32. I perceive the work environment to be better than other government agencies.	11.9%	23.8%	30.0%	12.2%	8.6%	13.5%
33. I am satisfied with the physical conditions of my work place (e.g. noise level, temperature, lighting, cleanliness).	15.1%	33.5%	18.3%	18.0%	14.0%	1.1%
34. My department provides high-quality services to our customers.	36.5%	42.9%	12.0%	3.8%	2.6%	2.3%
35. Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better.	13.6%	22.7%	23.7%	12.3%	11.3%	16.4%

Work Environment (excluding Don't Know responses)

(N=4,580)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
31. Employees who perform well receive recognition.	14.3%	36.1%	24.8%	15.2%	9.6%
32. I perceive the work environment to be better than other government agencies.	13.7%	27.5%	34.7%	14.1%	10.0%
33. I am satisfied with the physical conditions of my work place (e.g. noise level, temperature, lighting, cleanliness).	15.3%	33.9%	18.5%	18.2%	14.1%
34. My department provides high-quality services to our customers.	37.3%	43.9%	12.3%	3.9%	2.7%
35. Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better.	16.3%	27.1%	28.4%	14.7%	13.5%

City Priorities: Q37. Which THREE of the following criteria are motivators for you to work for the City of San Diego?

(N=4,580)

	<u>Percentage</u>
Job Stability	58.4%
Health care benefits (e.g. medical, dental, vision, life insurance)	38.7%
Public or community service (making a difference)	32.9%
Career growth	30.9%
Work/life balance	27.2%
Type and/or challenge of work	25.3%
Pay	23.3%
Working relationships with coworkers	16.4%
Proximity of work location to home	13.6%
Reputation of City	4.4%
Training programs	4.4%
Other	3.7%
Focus on innovation	3.1%
Quality of facilities or other resources	1.8%

Q37: OTHER Priorities

<u>37. OTHER Motivators: Please Explain</u>	<u>Number</u>	<u>Percent</u>
Retirement Benefits	46	27.4 %
Pension	35	20.8 %
flexible work schedule	3	1.8 %
Job Stability	3	1.8 %
Pride in what i do.	1	0.6 %
discount on transportation	1	0.6 %
Holiday/Weekends off	1	0.6 %
currently in the drop program	1	0.6 %
Need the money	1	0.6 %
Coworkers	1	0.6 %
commute to work by means of public transportation	1	0.6 %
A pension is basically the only reason to stay	1	0.6 %
Appropriate schedules and work locations	1	0.6 %
A pay check	1	0.6 %
I can't afford to quit.	1	0.6 %
I have been working here for over 21 years.	1	0.6 %
Ability to work in multiple disciplines	1	0.6 %
able to work at night or swing shift	1	0.6 %
It's not retail	1	0.6 %
General retirement not offered elsewhere and Also.	1	0.6 %
MANAGEMENT support and leadership!	1	0.6 %
Student loan forgiveness	1	0.6 %
Work/Life balance	1	0.6 %
to close to retirement to quit	1	0.6 %
My need to provide for my family.	1	0.6 %
I love the community.	1	0.6 %
go back to 4 (10)'s working 4 days alternate fridays	1	0.6 %
I live in San Diego.	1	0.6 %
I feel that I can make a difference	1	0.6 %
I'm passionate about the mission of my department	1	0.6 %
Love seeing kids smile or adults try new things.	1	0.6 %
Making ends meet	1	0.6 %
working with people with disabilities	1	0.6 %
able to transfer from one department to another	1	0.6 %
Ability to influence favorable outcomes	1	0.6 %
Good Work Experience	1	0.6 %
in San Diego	1	0.6 %
stable work schedule	1	0.6 %
Divine plan	1	0.6 %
equal benafits and oportunaties	1	0.6 %
vested with pension	1	0.6 %
Too much invested her to even consider going elsewhere.	1	0.6 %
Longevity of my career with City	1	0.6 %
family ties	1	0.6 %
Time invested	1	0.6 %
ride a motorcycle	1	0.6 %
Retirement / Pension	1	0.6 %
See previous question.	1	0.6 %
Great job to have after I retired.	1	0.6 %
Home town	1	0.6 %
Unable to simply transfer to another city or agency.	1	0.6 %
Making the city a better place to live	1	0.6 %
Room for improvement if given the opportunity	1	0.6 %
Holiday, Vacation time alotment.	1	0.6 %

No other job interviews	1	0.6 %
Too vested to leave now	1	0.6 %
Job stability	1	0.6 %
I'm too old to go anywhere else...	1	0.6 %
The job itself - I like what I do for the city	1	0.6 %
Job security.	1	0.6 %
Environmental	1	0.6 %
Spouse's occupation location.	1	0.6 %
The area, San Diego for the most part	1	0.6 %
Working in my field	1	0.6 %
I drive against traffic to get to work site.	1	0.6 %
It is something to do	1	0.6 %
I find the morale in the city to be high.	1	0.6 %
vacation time is plentiful, best perk of the job	1	0.6 %
I've worked too long to quit now	1	0.6 %
I just love to work.	1	0.6 %
using this to pay my bills	1	0.6 %
To many years in city 31	1	0.6 %
Personal fulfilment	1	0.6 %
Just haven't applied elsewhere yet, comfortable	1	0.6 %
There is nothing to keep a young officer here.	1	0.6 %
become mayor	1	0.6 %
The DROP	1	0.6 %
time invested	1	0.6 %
I HAVE A JOB	1	0.6 %
I need a paycheck	1	0.6 %
IT WAS THE PAY 30 YEARS AGO	1	0.6 %
To start my career in wastewater.	1	0.6 %
WORKING WITH PUBLIC AND COMMUNITY	1	0.6 %
fun	1	0.6 %
Helping others in the community	1	0.6 %
Total	168	100.0 %

Missing Cases = 0

Response Percent = 100.0 %

38. How do you usually get to work?

<u>38. How do you usually get to work?</u>	<u>Number</u>	<u>Percent</u>
Personal motorized vehicle (e.g. car, van, motorcycle)	3,639	79.5 %
Public transportation (e.g. train, trolley, bus)	564	12.3 %
Ride-share (e.g. carpool, Uber, Lyft)	108	2.4 %
Bike	38	0.8 %
Walk	61	1.3 %
Other	68	1.5 %
Not provided	102	2.2 %
Total	4,580	100.0 %

Missing Cases = 0

Response Percent = 100.0 %

38. How do you usually get to work? (excluding Not Provided responses)

<u>38. How do you usually get to work?</u>	<u>Number</u>	<u>Percent</u>
Personal motorized vehicle (e.g. car, van, motorcycle)	3,639	81.3 %
Public transportation (e.g. train, trolley, bus)	564	12.6 %
Ride-share (e.g. carpool, Uber, Lyft)	108	2.4 %
Bike	38	0.8 %
Walk	61	1.4 %
Other	68	1.5 %
Total	4,478	100.0 %

Missing Cases = 102

Response Percent = 97.8 %

39. How long does it take for you to get to and from work (total time)?

39. In total, approximately how much time does it take for you to get to and from work?

	Number	Percent
0-15 minutes	812	17.7 %
16-30 minutes	1,562	34.1 %
31-45 minutes	953	20.8 %
46-60 minutes	675	14.7 %
61-90 minutes	312	6.8 %
More than 90 minutes	188	4.1 %
Not provided	78	1.7 %
Total	4,580	100.0 %

Missing Cases = 0

Response Percent = 100.0 %

39. How long does it take for you to get to and from work (total time)? (excluding Not Provided responses)

39. In total, approximately how much time does it take for you to get to and from work?

	Number	Percent
0-15 minutes	812	18.0 %
16-30 minutes	1,562	34.7 %
31-45 minutes	953	21.2 %
46-60 minutes	675	15.0 %
61-90 minutes	312	6.9 %
More than 90 minutes	188	4.2 %
Total	4,502	100.0 %

Missing Cases = 78

Response Percent = 98.3 %

41. In which department do you currently work?

<u>41. In which department do you currently work?</u>	<u>Number</u>	<u>Percent</u>
City Attorney	167	3.6 %
City Auditor	8	0.2 %
City Board or Commission Staff	6	0.1 %
City Clerk	31	0.7 %
City Comptroller	54	1.2 %
City Treasurer	84	1.8 %
Communications	25	0.5 %
Debt Management	10	0.2 %
Development Services	238	5.2 %
Department of IT	57	1.2 %
Economic Development	51	1.1 %
Environmental Services	128	2.8 %
Financial Management	20	0.4 %
Fire-Rescue	281	6.1 %
Fleet Operations	123	2.7 %
Homeland Security	11	0.2 %
Human Resources	23	0.5 %
Independent Budget Analyst	6	0.1 %
Library	406	8.9 %
Park & Recreation	349	7.6 %
Performance & Analytics	12	0.3 %
Personnel	9	0.2 %
Planning	38	0.8 %
Police	547	11.9 %
Public Utilities	707	15.4 %
Public Works	379	8.3 %
Purchasing & Contracting	43	0.9 %
Real Estate Assets	46	1.0 %
Risk Management	33	0.7 %
SDCERS	45	1.0 %
Transportation & Storm Water	241	5.3 %
Mayor's Office or City Council	26	0.6 %
COO, ACOO, CFO, DCOO, ADA Compliance and Accessibility, Corporate Partnership and Development, Docket, Special Events & Filming	12	0.3 %
Not provided	364	7.9 %
Total	4,580	100.0 %

Missing Cases = 0

Response Percent = 100.0 %

42. Which role below best describes your position?

<u>42. Which role below best describes your position?</u>	<u>Number</u>	<u>Percent</u>
Executive / Management (e.g. Elected Official, Director, Deputy Director, Program Manager, Program Coordinator)	304	6.6 %
Supervisor	1,039	22.7 %
Office employee	1,531	33.4 %
Field employee	926	20.2 %
Other	206	4.5 %
Not provided	574	12.5 %
Total	4,580	100.0 %

Missing Cases = 0
Response Percent = 100.0 %

42. Which role below best describes your position? (excluding Not Provided responses)

<u>42. Which role below best describes your position?</u>	<u>Number</u>	<u>Percent</u>
Executive / Management (e.g. Elected Official, Director, Deputy Director, Program Manager, Program Coordinator)	304	7.6 %
Supervisor	1,039	25.9 %
Office employee	1,531	38.2 %
Field employee	926	23.1 %
Other	206	5.1 %
Total	4,006	100.0 %

Missing Cases = 574
Response Percent = 87.5 %

43. How many years have you been employed by the City of San Diego?

43. How many years have you been employed by the City of San Diego?	Number	Percent
Less than 2 years	760	16.6 %
2-5 years	674	14.7 %
5-10 years	548	12.0 %
11-20 years	1,270	27.7 %
21-30 years	858	18.7 %
31 years or more	171	3.7 %
<u>Not provided</u>	<u>299</u>	<u>6.5 %</u>
Total	4,580	100.0 %

Missing Cases = 0

Response Percent = 100.0 %

43. How many years have you been employed by the City of San Diego? (excluding Not Provided responses)

43. How many years have you been employed by the City of San Diego?	Number	Percent
Less than 2 years	760	17.8 %
2-5 years	674	15.7 %
5-10 years	548	12.8 %
11-20 years	1,270	29.7 %
21-30 years	858	20.0 %
31 years or more	171	4.0 %
Total	4,281	100.0 %

Missing Cases = 299

Response Percent = 93.5 %

44. Are you a veteran who has served in the United States Armed Forces?

44. Are you a veteran who has served in the United States Armed Forces?	Number	Percent
Yes	449	9.8 %
No	3,792	82.8 %
Not provided	339	7.4 %
Total	4,580	100.0 %

Missing Cases = 0
 Response Percent = 100.0 %

44. Are you a veteran who has served in the United States Armed Forces? (excluding Not Provided responses)

44. Are you a veteran who has served in the United States Armed Forces?	Number	Percent
Yes	449	10.6 %
No	3,792	89.4 %
Total	4,241	100.0 %

Missing Cases = 339
 Response Percent = 92.6 %

45. Which of the following best describes your age?

<u>45. Which of the following best describes your age?</u>	<u>Number</u>	<u>Percent</u>
23 years old and under	78	1.7 %
24-38 years old	1,186	25.9 %
39-51 years old	1,475	32.2 %
52-56 years old	737	16.1 %
57-70 years old	569	12.4 %
71+ years old	10	0.2 %
<u>Not provided</u>	<u>525</u>	<u>11.5 %</u>
Total	4,580	100.0 %

Missing Cases = 0
 Response Percent = 100.0 %

45. Which of the following best describes your age? (excluding Not Provided responses)

<u>45. Which of the following best describes your age?</u>	<u>Number</u>	<u>Percent</u>
23 years old and under	78	1.9 %
24-38 years old	1,186	29.2 %
39-51 years old	1,475	36.4 %
52-56 years old	737	18.2 %
57-70 years old	569	14.0 %
<u>71+ years old</u>	<u>10</u>	<u>0.2 %</u>
Total	4,055	100.0 %

Missing Cases = 525
 Response Percent = 88.5 %

46. What is your gender?

<u>46. What is your gender?</u>	<u>Number</u>	<u>Percent</u>
Male	2,232	48.7 %
Female	1,702	37.2 %
Non-binary	30	0.7 %
Not provided	616	13.4 %
Total	4,580	100.0 %

Missing Cases = 0
 Response Percent = 100.0 %

46. What is your gender?(excluding Not Provided responses)

<u>46. What is your gender?</u>	<u>Number</u>	<u>Percent</u>
Male	2,232	56.3 %
Female	1,702	42.9 %
Non-binary	30	0.8 %
Total	3,964	100.0 %

Missing Cases = 616
 Response Percent = 86.6 %

47. Which of the following best describes your race? (Check all that apply)

(N=4,580)

	Yes	No
Black or African American	9.1%	90.9%
American Indian or Alaskan Native	1.5%	98.5%
Asian	9.0%	91.0%
Hawaiian or Pacific Islander	2.8%	97.2%
Hispanic	20.6%	79.4%
White or Caucasian	43.8%	56.2%
Other	2.9%	97.1%
None Selected	15.4%	84.6%

47. Which of the following best describes your race? (Check all that apply) (excluding Not Provided responses)

(N=3,874)

	Yes	No
Black or African American	10.8%	89.2%
American Indian or Alaskan Native	1.8%	98.2%
Asian	10.6%	89.4%
Hawaiian or Pacific Islander	3.4%	96.6%
Hispanic	24.3%	75.7%
White or Caucasian	51.7%	48.3%
Other	3.4%	96.6%

Section 4

Survey Instrument



THE CITY OF SAN DIEGO

M E M O R A N D U M

DATE: February 23, 2017

TO: City Employees

FROM: Scott Chadwick, Chief Operating Officer

SUBJECT: Fiscal Year 2017 Employee Satisfaction Survey

A high-performing workforce is the City of San Diego’s most valuable asset. In an ongoing effort at continuous improvement, over the next month the City will be conducting a citywide survey to gauge engagement and satisfaction in the workplace. The 2017 Employee Satisfaction Survey supports the following commitments in our Strategic Plan:

- Treating others as we would like to be treated;
- Valuing employees as partners;
- Recognizing that an engaged City workforce is the key to quality customer service;
- Promoting diversity as a strength; and
- Measuring results and seeking improvement in everything we do.

The results of the 2017 Employee Satisfaction Survey will help the Mayor and City Management better understand what is going well, how we can do better, and where we need to focus additional efforts to understand and support our workforce. I encourage you all to participate in the Survey. The more responses we get, the better information we will have to assess employees’ perceptions about job satisfaction, growth and recognition, management, teamwork, resources and communication, and work environment.

Please note that the Survey is completely voluntary and the responses are anonymous. The Survey may be completed on City time. You will be provided time during your work-week to complete the survey. It is anticipated that it will take you approximately 10 minutes to complete.

The 2017 Employee Satisfaction Survey will be launched on **Wednesday, February 23, 2017**, with responses due by **Friday, March 24, 2017**. Employees with e-mail access will receive an e-mail message from me, as well as survey participation information. For employees without e-mail access, paper copies of the survey will be available in both English & Spanish in your respective departments, along with a postage pre-paid envelope. Additional copies may be obtained by contacting ETC Institute’s customer service desk at 888-801-5368.

Click on the link: COSDEmployeeSurvey.org to participate in the survey.

Please see the attached FAQ sheet for more information. Thank you for your continued commitment to excellence in serving our community every single day.

Scott Chadwick
Chief Operating Officer

SC/jst

cc: Stacey LoMedico, Assistant Chief Operating Officer
Mary Lewis, Chief Financial Officer
Brian Fennessy, Chief of Fire-Rescue
Shelley Zimmerman, Chief of Police
Paz Gomez, Deputy Chief of Infrastructure and Public Works
David Graham, Deputy Chief of Neighborhood Services

Ron Villa, Deputy Chief of Internal Operations
Judy von Kalinowski, Director, Human Resources
Hadi Dehghani, Director, Personnel Department
Katie Keach, Director, Communications Department
Almis Udrys, Director, Performance and Analytics Department

Frequently Asked Questions (FAQs)

Q: What will the survey measure?

A: The Employee Survey will measure the following areas:

- Job Satisfaction;
- Growth & Recognition;
- Management;
- Teamwork;
- Resources & Communication; and
- Work Environment.

Q: What will be done with the results?

A: Citywide results will be reported to the Mayor, City Council, Chief Operating Officer, Human Resources and recognized employee organizations. Department-specific reports will be delivered to respective departments.

Q: How will the City ensure anonymity and confidentiality?

A: Similar to the City's 2015 Resident Satisfaction Survey, the 2017 Employee Satisfaction Survey will be administered via a third party vendor (ETC Institute) that is obligated by contractual provisions to protect anonymity and confidentiality.

Q: Who can I contact if I have issues taking or submitting the survey online?

A: If you have issues taking or submitting the survey, please contact the ETC Institute customer service desk at 888-801-5368.

Q: Who can I contact if I have questions about the survey?

A: For other questions, please contact Maureen Jugar or Jon Terwilliger in the Performance and Analytics Department at PandA@san Diego.gov or 619-235-5252.

2017 City of San Diego Employee Satisfaction Survey

Please take a moment to complete this important survey - it should take no more than 10 minutes of your time. YOUR PARTICIPATION IS COMPLETELY VOLUNTARY AND YOUR RESPONSES WILL REMAIN ANONYMOUS AND CONFIDENTIAL. Input will be used to help identify ways to improve employee satisfaction at the City of San Diego. Note: Any questions left unmarked will be recorded as 'No Opinion.' If you have questions, please email the Performance & Analytics Department at panda@sandiego.gov or call at (619) 235-5252.

PLEASE NOTE: This survey should not be used to submit personnel complaints to the City of San Diego. The City has separate procedures for submitting personnel related complaints, including: submitting a complaint to your supervisor or Department management representative, the Personnel Department's Equal Employment Investigative Office at (619) 236-7133, the Human Resources Department at (619) 236-6313, through the grievance process (see your applicable Memorandum of Understanding), or Fraud Hotline at (866) 809-3500.

<p>Using a scale of 1 to 5, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements.</p>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
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Job Satisfaction

01. I am generally satisfied in my current position.	5	4	3	2	1	9
02. My work gives me a feeling of personal accomplishment.	5	4	3	2	1	9
03. I know how my work relates to my department's mission.	5	4	3	2	1	9
04. I know how my work relates to the City's Strategic Plan.	5	4	3	2	1	9
05. I would recommend the City of San Diego as a place to work.	5	4	3	2	1	9

06. [Optional] Name one thing that would make your job more personally satisfying.

Growth and Recognition

07. My skills are used in the workplace.	5	4	3	2	1	9
08. I feel encouraged to provide ideas on new ways of doing things.	5	4	3	2	1	9
09. I have opportunities to learn new skills in my current position.	5	4	3	2	1	9
10. I believe I have a path for career advancement.	5	4	3	2	1	9
11. I receive recognition if I perform well.	5	4	3	2	1	9

12. [Optional] If you could change one aspect each of how the City (1) develops and (2) recognizes employees, what would it be?

Management

13. My department management inspires me.	5	4	3	2	1	9
14. My department management actively listens to me.	5	4	3	2	1	9
15. My department management are present and visible.	5	4	3	2	1	9
16. My department management sets clear goals and expectations.	5	4	3	2	1	9
17. Poor job performance is dealt with effectively in my department.	5	4	3	2	1	9

18. [Optional] If there was one way in which your department management could better support you, what would it be?

<p>Using a scale of 1 to 5, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements.</p>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
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Teamwork

19.	I feel like I am part of a team.	5	4	3	2	1	9
20.	My co-workers treat me with respect.	5	4	3	2	1	9
21.	My team inspires me.	5	4	3	2	1	9
22.	I am comfortable discussing work-related issues with my co-workers.	5	4	3	2	1	9
23.	If I need help with a work-related issue, I am able to find someone who can help me.	5	4	3	2	1	9

24. [Optional] If you could change one thing to improve teamwork in the City, what would it be?

Resources and Communication

25.	I have access to the tools, equipment and materials I need to do my job well.	5	4	3	2	1	9
26.	The technology in my department is up to date.	5	4	3	2	1	9
27.	I have access to the information I need to do my job.	5	4	3	2	1	9
28.	Employees in my department communicate well with each other.	5	4	3	2	1	9
29.	Employees in my department communicate well with other departments.	5	4	3	2	1	9

30. [Optional] If you could improve a process, enhance a resource, or increase communication, what would it be?

Work Environment

31.	Employees who perform well receive recognition.	5	4	3	2	1	9
32.	I perceive the work environment to be better than other government agencies.	5	4	3	2	1	9
33.	I am satisfied with the physical conditions of my work place (e.g. noise level, temperature, lighting, cleanliness).	5	4	3	2	1	9
34.	My department provides high-quality services to our customers.	5	4	3	2	1	9
35.	Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better.	5	4	3	2	1	9

36. [Optional] If you could change one thing to improve your work environment, what would it be?

City Priorities

37. Which THREE of the following criteria are motivators for you to work for the City of San Diego?

(Please select only your top 3)

- (01) Career growth
- (02) Health care benefits (e.g. medical, dental, vision, life insurance)
- (03) Focus on innovation
- (04) Job stability
- (05) Pay
- (06) Proximity of work location to home
- (07) Public or community service (making a difference)
- (08) Quality of facilities or other resources
- (09) Reputation of City
- (10) Training programs
- (11) Type and/or challenge of work
- (12) Working relationships with coworkers
- (13) Work/life balance
- (14) Other (explain): _____

Commuting

38. How do you usually get to work?

- (1) Personal motorized vehicle (e.g. car, van, motorcycle)
- (2) Public transportation (e.g. train, trolley, bus)
- (3) Ride-share (e.g. carpool, Uber, Lyft)
- (4) Bike
- (5) Walk
- (6) Other: _____

39. How long does it take for you to get to and from work (total time)?

- (1) 0-15 minutes
- (2) 16-30 minutes
- (3) 31-45 minutes
- (4) 46-60 minutes
- (5) 61-90 minutes
- (6) More than 90 minutes

40. List the City facility to which you report (e.g. City Administrative Building, Central Library, Chollas, etc.):

Respondent Information

Answering the questions below will help the City understand employee satisfaction, but is completely optional. Please only answer questions you are comfortable answering. We will take all steps necessary to protect individual employees' anonymity and confidentiality.

41. In which department do you currently work?

- (01) City Attorney
- (02) City Auditor
- (03) City Board or Commission Staff
- (04) City Clerk
- (05) City Comptroller
- (06) City Treasurer
- (07) Communications
- (08) Debt Management
- (09) Development Services
- (10) Department of IT
- (11) Economic Development
- (12) Environmental Services
- (19) Library
- (20) Park & Recreation
- (21) Performance & Analytics
- (22) Personnel
- (23) Planning
- (24) Police
- (25) Public Utilities
- (26) Public Works
- (27) Purchasing & Contracting
- (28) Real Estate Assets
- (29) Risk Management
- (30) SDCERS

- (13) Financial Management
- (14) Fire-Rescue
- (15) Fleet Operations
- (16) Homeland Security
- (17) Human Resources
- (18) Independent Budget Analyst

- (31) Transportation & Storm Water
- (32) Mayor's Office or City Council
- (33) COO, ACOO, CFO, DCOO, ADA Compliance and Accessibility, Corporate Partnership and Development, Docket, Special Events & Filming

42. Which role below best describes your position?

- (1) Executive / Management (e.g. Elected Official, Director, Deputy Director, Program Manager, Program Coordinator)
- (2) Supervisor
- (3) Office employee
- (4) Field employee
- (5) Other: _____

43. How many years have you been employed by the City of San Diego?

- (1) Less than 2 years
- (2) 2-5 years
- (3) 5-10 years
- (4) 11-20 years
- (5) 21-30 years
- (6) 31 years or more

44. Are you a veteran who has served in the United States Armed Forces?

- (1) Yes
- (2) No

45. Which of the following best describes your age?

- (1) 23 years old and under
- (2) 24-38 years old
- (3) 39-51 years old
- (4) 52-56 years old
- (5) 57-70 years old
- (6) 71+ years old

46. What is your gender?

- (1) Male
- (2) Female
- (3) Non-binary

47. Which of the following best describes your race? (Check all that apply)

- (1) Black or African American
- (2) American Indian or Alaskan Native
- (3) Asian
- (4) Hawaiian or Pacific Islander
- (5) Hispanic
- (6) White or Caucasian
- (7) Other: _____

48. Is there anything else, related to employee satisfaction or engagement, we did not ask in this survey that you would like the City to know about?

THIS CONCLUDES THE SURVEY.

Thank you for your time and for helping make San Diego a world-class City for all!



THE CITY OF SAN DIEGO

M E M O R A N D U M

FECHA: 23 DE FEBRERO DE 2017

A: Empleados de la ciudad

DE: Scott Chadwick, Chief Operating Officer

ASUNTO: Encuesta de Satisfacción de Empleados del Año Fiscal 2017

Una fuerza de trabajo de alto desempeño es el activo más valioso de la Ciudad de San Diego. En un esfuerzo continuo de mejorar, durante el próximo mes la Ciudad llevará a cabo una encuesta en toda la ciudad para medir el compromiso y la satisfacción en el lugar de trabajo. La Encuesta de Satisfacción de Empleados de 2017 apoya los siguientes compromisos en nuestro Plan Estratégico:

- Tratar a otros como nos gustaría ser tratados;
- Valorar a los empleados como socios;
- Reconocer que una fuerza laboral comprometida de la Ciudad es la clave para un servicio al cliente de calidad;
- Promover la diversidad como fuerza; y
- Medir los resultados y buscar la mejora en todo lo que hacemos.

Los resultados de la Encuesta de Satisfacción de Empleados de 2017 ayudarán al Alcalde y a la Administración de la Ciudad a entender lo que está yendo bien, cómo podemos mejorar y dónde necesitamos concentrar esfuerzos adicionales para entender y apoyar a nuestra fuerza de trabajo. Les animo a todos a participar en la encuesta. Cuantas más respuestas obtengamos, mejor información tendremos para evaluar las percepciones de los empleados acerca de la satisfacción en el trabajo, el crecimiento y el reconocimiento, la gestión, el trabajo en equipo, los recursos y la comunicación, y el ambiente de trabajo.

Tenga en cuenta que la encuesta es completamente voluntaria y las respuestas son anónimas. La encuesta puede ser completada en horas de trabajo. Se le proporcionará tiempo durante su semana de trabajo para completar la encuesta. Se prevé que le llevará aproximadamente 10 minutos para completar la.

La Encuesta de Satisfacción de Empleados de 2017 se lanzará el Miércoles 23 de Febrero de 2017, y las respuestas se enviarán el Viernes 24 de Marzo de 2017. Los empleados que tengan acceso al correo electrónico recibirán un mensaje de correo electrónico de mi parte, así como información sobre la participación en las encuestas. Para los empleados sin acceso a correo electrónico, copias en papel de la encuesta estarán disponibles en inglés y español en sus respectivos departamentos, junto con un sobre pre-pagado de franqueo. Se pueden obtener copias adicionales contactando al servicio de atención al cliente de ETC Institute al 888-801-5368.

Haga clic en el enlace: COSDEmployeeSurvey.org para participar en la encuesta

Consulte la hoja de preguntas frecuentes adjunta para obtener más información. Gracias por su continuo compromiso con la excelencia en servir a nuestra comunidad todos los días.

Scott Chadwick
Chief Operating Officer

SC/jst

cc: Stacey LoMedico, Assistant Chief Operating Officer
Mary Lewis, Chief Financial Officer
Brian Fennessy, Chief of Fire-Rescue
Shelley Zimmerman, Chief of Police
Paz Gomez, Deputy Chief of Infrastructure and Public Works
David Graham, Deputy Chief of Neighborhood Services

Ron Villa, Deputy Chief of Internal Operations
Judy von Kalinowski, Director, Human Resources
Hadi Dehghani, Director, Personnel Department
Katie Keach, Director, Communications Department
Almis Udrys, Director, Performance and Analytics Department

Preguntas Frecuentes (FAQs)

P: ¿Qué evaluará la encuesta?

R: La Encuesta de Empleados evaluará las siguientes áreas:

- Satisfacción laboral;
- Crecimiento y Reconocimiento;
- Administración;
- Trabajo en equipo;
- Recursos y Comunicación;
- Entorno de trabajo.

P: ¿Qué se hará con los resultados?

R: Los resultados de la ciudad serán reportados al Alcalde, Ayuntamiento, Director de Operaciones, Recursos Humanos y organizaciones de empleados reconocidos. Los informes específicos de cada departamento se entregarán a los departamentos respectivos.

P: ¿Cómo asegurará la ciudad el anonimato y la confidencialidad?

R: Al igual que en la Encuesta de Satisfacción de Residentes de la Ciudad de 2015, la Encuesta de Satisfacción de Empleados de 2017 se administrará a través de un proveedor externo (Instituto ETC) que está obligado por disposiciones contractuales para proteger el anonimato y la confidencialidad.

P: ¿A quién puedo contactar si tengo problemas para tomar o enviar la encuesta en línea?

R: Si tiene problemas para tomar o enviar la encuesta, comuníquese con el servicio de atención al cliente del Instituto ETC al 888-801-5368.

P: ¿A quién puedo contactar si tengo preguntas sobre la encuesta?

R: Para otras preguntas, por favor contacte a Maureen Jugar o Jon Terwilliger en el Departamento de Rendimiento y Análisis en PandA@sandiego.gov o 619-235-5252.

Encuesta de Satisfacción de Empleados de la Ciudad de San Diego Año Fiscal 2017

Por favor tome un momento para completar esta importante encuesta – debe de tomarse no más de 10 minutos de su tiempo. SU PARTICIPACIÓN ES COMPLETAMENTE VOLUNTARIA Y SUS RESPUESTAS PERMANECERAN ANÓNIMAS. Su aportación será usada para ayudar a identificar maneras de mejorar la satisfacción de los empleados en la Ciudad de San Diego. Nota: Cualquier pregunta dejada sin contestar será marcada como ‘Sin Opinión.’ Si tiene preguntas, favor enviar correo electrónico al Departamento de “Desempeño y Analítica” a panda@sandiego.gov o llamar al (619) 235-5252.

POR FAVOR TENGA EN CUENTA: Esta encuesta no se debe utilizar para enviar quejas del personal a la Ciudad de San Diego. La Ciudad tiene un procedimiento distinto para enviar quejas relacionadas con el personal, incluso: enviando una queja al supervisor o al representante del Departamento de Administración, la oficina y el personal de investigación del Departamento de Igualdad de Oportunidades del Empleo al (619) 236-7133, el Departamento de Recursos Humanos al (619) 236-6313, a través del proceso conciliatorio (vea su Memorando de Entendimiento aplicable), o Línea Contra el Fraude al (866) 809-3500.

<p>Usando una escala del 1 al 5, en la cuál 5 significa "Fuertemente Concuerdo" y 1 Significa "Fuertemente Difiero," por favor indique su nivel de concordancia con cada uno de las siguientes declaraciones.</p>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know

Satisfaccion Laboral

01. Estoy en general satisfecho con mi posición actual.	5	4	3	2	1	9
02. Mi trabajo me da una sensación de logro personal	5	4	3	2	1	9
03. Sé como se relaciona mi trabajo a la misión de mi departamento.	5	4	3	2	1	9
04. Sé como se relaciona mi trabajo al Plan Estratégico de la Ciudad.	5	4	3	2	1	9
05. Yo recomendaría a la Ciudad de San Diego como un lugar para trabajar.	5	4	3	2	1	9

06. [Opcional] Nombre una cosa que haría de su trabajo algo más personalmente satisfactorio.

Crecimiento y Reconocimiento

07. Mis habilidades son usadas en el lugar de trabajo.	5	4	3	2	1	9
08. Me siento alentado a proveer ideas en maneras nuevas de hacer las cosas.	5	4	3	2	1	9
09. Tengo oportunidades de aprender habilidades nuevas en mi posición actual.	5	4	3	2	1	9
10. Creo que tengo una vía de ascenso profesional en la Ciudad de San Diego.	5	4	3	2	1	9
11. Recibo reconocimiento si cumplo bien.	5	4	3	2	1	9

12. [Opcional] ¿Si usted pudiera cambiar un aspecto de cada uno de como la Ciudad (1) desarrolla y (2) reconoce empleados, cuál sería este?

Asministracion

13. La gerencia de mi departamento me inspira	5	4	3	2	1	9
14. La gerencia de mi departamento me escucha activamente.	5	4	3	2	1	9
15. La gerencia de mi departamento es presente y visible.	5	4	3	2	1	9
16. La gerencia de mi departamento sienta objetivos y expectativas claras.	5	4	3	2	1	9
17. El rendimiento pobre de trabajo es tratado con efectividad en mi departamento.	5	4	3	2	1	9

18. [Opcional] ¿Si hay alguna manera en la cual la gerencia de su departamento pudiera apoyarlo mejor, cuál sería este?

--

Usando una escala del 1 al 5, en la cuál 5 significa "Fuertemente Concuerdo" y 1 Significa "Fuertemente Difiero," por favor indique su nivel de concordancia con cada uno de las siguientes declaraciones	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
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Teamwork

19.	Siento como que soy parte de un equipo.	5	4	3	2	1	9
20.	Mis compañeros de trabajo me tratan con respeto.	5	4	3	2	1	9
21.	Mi equipo me inspira.	5	4	3	2	1	9
22.	Estoy a gusto discutiendo asuntos relacionados al trabajo con mis compañeros de trabajo.	5	4	3	2	1	9
23.	Si necesito ayuda con algún asunto relacionado al trabajo, puedo encontrar quien me ayude.	5	4	3	2	1	9

24. [Opcional] ¿Si usted pudiera cambiar una cosa para mejorar el trabajo en equipo en la Ciudad, cuál sería este?

--

Recursos y Comunicacion

25.	Tengo acceso a las herramientas, equipo y materiales que necesito para hacer bien mi trabajo.	5	4	3	2	1	9
26.	La tecnología en mi departamento está actualizada	5	4	3	2	1	9
27.	Tengo acceso a la información que necesito para hacer bien mi trabajo.	5	4	3	2	1	9
28.	Los empleados de mi departamento se comunican bien entre si.	5	4	3	2	1	9
29.	Los empleados de mi departamento se comunican bien con otros departamentos.	5	4	3	2	1	9

30. [Opcional] ¿Si pudiera mejorar algún proceso, realizar un recurso, o incrementar comunicación, cuál sería este?

--

Ambiente Laboral

31.	Los empleados que rinden bien reciben reconocimiento	5	4	3	2	1	9
32.	Percibo que el ambiente de trabajo es mejor que el de otras agencias gubernamentales	5	4	3	2	1	9
33.	Estoy satisfecho con las condiciones físicas de mi lugar de trabajo (Ej. nivel de ruido, temperatura, alumbrado, limpieza).	5	4	3	2	1	9
34.	Mi departamento provee servicios de alta calidad a nuestros clientes.	5	4	3	2	1	9
35.	Comparado con muchos anos atras, la calidad total del ambiente laboral de la Ciudad de San Diego ha mejorado.	5	4	3	2	1	9

36. [Opcional] ¿Si usted pudiera cambiar una cosa para mejorar su ambiente laboral, cuál sería este?

--

Prioridades de la Ciudad

37. ¿Cuales TRES de los siguientes criterios son motivadores para usted trabajar para la Ciudad de San Diego? (Por favor seleccione solo sus mejores 3)

- | | |
|---|---|
| <input type="checkbox"/> (01) Desarrollo profesional | <input type="checkbox"/> (07) Servicio público o Comunitario (marcar la diferencia) |
| <input type="checkbox"/> (02) Beneficios de atención de salud (Ej. seguros médicos, dentales, de visión y vida) | <input type="checkbox"/> (08) Calidad de las instalaciones u otros recursos |
| <input type="checkbox"/> (03) Enfoque en la innovación | <input type="checkbox"/> (09) Reputación de la Ciudad |
| <input type="checkbox"/> (04) Estabilidad laboral | <input type="checkbox"/> (10) Programas de adiestramiento |
| <input type="checkbox"/> (05) Paga | <input type="checkbox"/> (11) Tipo y/o reto del trabajo |
| <input type="checkbox"/> (06) Proximidad del lugar de trabajo a hogar | <input type="checkbox"/> (12) Relaciones de trabajo con colegas |
| | <input type="checkbox"/> (13) Balance de trabajo/vida |
| | <input type="checkbox"/> (14) Otro (explique): _____ |

Viajar al Trabajo

38. ¿Cómo es que usualmente viene al trabajo?

- (1) Vehículo motorizado personal (Ej. automóvil, furgoneta, motocicleta)
- (2) Transporte público (Ej. tren, tranvía, autobús)
- (3) Viaje compartido (Ej. Vehículo compartido, Uber, Lyft)
- (4) Bicicleta
- (5) Caminando
- (6) Otro: _____

39. ¿Cuánto tiempo le toma el viaje de ida y vuelta al trabajo (tiempo total)?

- (1) 0-15 minutos
- (2) 16-30 minutos
- (3) 31-45 minutos
- (4) 46-60 minutos
- (5) 61-90 minutos
- (6) More than 90 minutos

40. Enumere la instalación de la Ciudad a la que usted se reporta (Ej. Edificio Administrativo de la Ciudad. Biblioteca Central, Chollas, etc.):

Información del Encuestad

El contestar las siguientes preguntas le ayudará a la Ciudad a entender la satisfacción del empleado, pero es completamente opcional. Por favor solo conteste aquellas preguntas que se sienta a gusto contestando. Tomaremos las medidas necesarias para proteger individualmente la confidencialidad y anonimato del empleado.

41. ¿En cuál departamento actualmente trabaja?

- | | |
|--|---|
| <input type="checkbox"/> (01) Procurador de la Ciudad | <input type="checkbox"/> (14) Incendios-Rescate |
| <input type="checkbox"/> (02) Auditor de la Ciudad | <input type="checkbox"/> (15) Operaciones de Flota |
| <input type="checkbox"/> (03) Consejo de la Ciudad o Personal de la Comisión | <input type="checkbox"/> (16) Seguridad Doméstica |
| <input type="checkbox"/> (04) Secretario de la Ciudad | <input type="checkbox"/> (17) Recursos Humanos |
| <input type="checkbox"/> (05) Contralor de la Ciudad | <input type="checkbox"/> (18) Analista Presupuestario Independiente |
| <input type="checkbox"/> (06) Tesorero de la Ciudad | <input type="checkbox"/> (19) Biblioteca |
| <input type="checkbox"/> (07) Comunicaciones | <input type="checkbox"/> (20) Parques y Recreación |
| <input type="checkbox"/> (08) Administración de Deuda | <input type="checkbox"/> (21) Desempeño y Analítica |
| <input type="checkbox"/> (09) Servicios de Desarrollo | <input type="checkbox"/> (22) Personal |
| <input type="checkbox"/> (10) Departamento de TI (Tecnología Informática) | <input type="checkbox"/> (23) Planificación |
| <input type="checkbox"/> (11) Desarrollo Económico | <input type="checkbox"/> (24) Policía |
| <input type="checkbox"/> (12) Servicios Ambientales | <input type="checkbox"/> (25) Servicios Públicos |
| <input type="checkbox"/> (13) Administración Financiera | <input type="checkbox"/> (26) Obras Públicas |

- ___(27) Compras y Contratación
- ___(28) Activos de Bienes Raíces
- ___(29) Gestión de Riesgo
- ___(30) SDCERS
- ___(31) Transportación y Aguas Pluviales

- ___(32) Oficina del Alcalde o Consejo Municipal
- ___(33) COO, ACOO, CFO, DCOO, ADA Cumplimiento y Accesibilidad, Asociación Corporativa y de Desarrollo, Expedientes, Eventos Especiales y Filmación

42. ¿Cuál de los papeles a continuación mejor describe su posición?

- ___ (1) Ejecutivo/Administración (Ej. Funcionario Electo, Director, Subdirector, Gerente del Programa, Director del Programa)
- ___ (2) Supervisor
- ___ (3) Empleado de Oficina
- ___ (4) Empleado de Campo
- ___ (5) Otro: _____

43. ¿Cuántos años ha estado usted empleado por la Ciudad de San Diego?

- ___ (1) Menos de 2 años
- ___ (2) 2-5 años
- ___ (3) 5-10 años
- ___ (4) 11-20 años
- ___ (5) 21-30 años
- ___ (6) 31 años o más

44. ¿Es usted un veterano que ha servido en las Fuerzas Armadas de los Estados Unidos?

- ___ (1) Si
- ___ (2) No

45. ¿Cuál de los siguientes mejor describe su edad?

- ___ (1) 23 o menos
- ___ (2) 24-38 años de edad
- ___ (3) 39-51 años de edad
- ___ (4) 52-56 años de edad
- ___ (5) 57-70 años de edad
- ___ (6) 71+ años de edad

46. ¿Cuál es su género?

- ___ (1) Macho
- ___ (2) Hembra
- ___ (3) No-binario

47. ¿Cuál de los siguientes mejor describe su raza? (marque todos los que apliquen.)

- ___ (1) Negro o Afro-Americano
- ___ (2) Indígena Americano o Nativo de Alaska
- ___ (3) Asiático
- ___ (4) Hawaiano o de las Islas del Pacífico
- ___ (5) Hispano
- ___ (6) Blanco o Caucásico
- ___ (7) Otro: _____

48. ¿Hay algo más, relacionado a la satisfacción o compromiso de los empleados, de lo cual no hemos preguntado en esta encuesta y sobre lo cual a usted le gustaría que la Ciudad sepa?

ESTO CONCLUYE LA ENCUESTA.

¡Gracias por su tiempo y ayudar a hacer de San Diego una Ciudad de clase-mundial para todos!