

# City of San Diego

## Employee Satisfaction

### Survey

*...helping organizations make better decisions since 1982*

## 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 2019. This is the second employee survey ETC Institute has administered for the City of San Diego; the first was administered in 2017. The survey was designed to gauge engagement and satisfaction in the workplace and to gather input from employees about issues in the following eight major areas:

- Job Satisfaction
- Growth and Recognition
- Supervisors\*
- Management
- Teamwork
- Professional Development/Career Mobility\*
- 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 3,753 employees completed the survey. This number represents 33.5% of the City of San Diego's 11,551 employees at the time the survey was administered. The overall results have a 95% level of confidence with a precision of at least 1.6%. The table to the right shows the number of respondents from each City department. Departments with less than 25 respondents were combined into the "All Other Departments" category; a full breakdown of the number 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 low utilization or awareness, the percentage of "Don't Know" responses has been included in the Tabular Data section 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 by Department	
Public Utilities	514
Police	385
Fire Rescue	358
Public Works	342
Library	292
Development Services	282
Parks & Recreation	239
Transportation & Storm Water	181
City Attorney	124
Environmental Services	84
Fleet Operations	59
Department of Finance	54
Risk Management	48
Economic Development	44
Information Technology	40
Planning	38
Real Estate Assets	38
City Treasurer	36
Communications	36
SDCERS	27
All Other Departments	147
Not Provided	385
<b>Total</b>	<b>3753</b>

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

- Charts depicting overall results for most questions on the survey, as well as any trends from the 2017 survey (Section 1)
- Gap analyses 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 eight 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 eight major categories. The data described in each section below excludes “Don’t Know” responses.

- **Job Satisfaction.** Eighty-five percent (85.4%) of the employees surveyed, *who had an opinion*, agreed (ratings of 5 or 4 on a 5-point scale) that they know how their work relates to their department’s mission; 6.3% disagreed (ratings of 2 or 1), and 8.3% gave a neutral rating (3). Other statements employees were most in agreement with include: my work gives me a feeling of personal accomplishment (73.8%), I am generally satisfied in my current position (68.8%), and I know how my work relates to the City’s Strategic Plan (65.8%).
- **Growth and Recognition** Eighty-three percent (82.5%) of the employees surveyed, *who had an opinion*, agreed (ratings of 5 or 4 on a 5-point scale) that their skills are used in the workplace; 8.4% disagreed (ratings of 2 or 1), and 9% gave a neutral rating. Other statements employees were most in agreement with include: I have opportunities to learn new skills in my current position (65.5%), and I feel encouraged to provide ideas on new ways of doing things (58.1%).
- **Supervisors.\*** Seventy-nine percent (78.8%) of the employees surveyed, *who had an opinion*, agreed (ratings of 5 or 4 on a 5-point scale) that their direct supervisor is present and visible; 9.2% disagreed (ratings of 2 or 1), and 11.9% gave a neutral rating. Other statements employees were most in agreement with include: my direct supervisor actively listens to me (74.6%) and my direct supervisor sets clear goals and expectations (67.5%). \*Category new to 2019 Employee Satisfaction Survey
- **Management.** Fifty-five percent (55.2%) of the employees surveyed, *who had an opinion*, agreed (ratings of 5 or 4 on a 5-point scale) that their department management are present and visible; 22.5% disagreed (ratings of 2 or 1), and 22.3% gave a neutral rating. Other statements employees were most in agreement with include: my department management sets clear goals and expectations (51%) and my department management actively listens to me (43.7%).

- **Teamwork.** Eighty-six (86%) of the employees surveyed, *who had an opinion*, agreed (ratings of 5 or 4 on a 5-point scale) that their co-workers treat them with respect; 4.5% disagreed (ratings of 2 or 1), and 9.6% 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 (83.3%), I am comfortable discussing work-related issues with my co-workers (81.3%), and I feel like I am part of a team (74%).
- **Professional Development/Career Mobility.\*** Sixty-five percent (65.2%) of the employees surveyed, *who had an opinion*, agreed (ratings of 5 or 4 on a 5-point scale) that when they were hired at the City, they received an adequate and timely overview and introduction to the City, my department, and my specific job; 17.7% disagreed (ratings of 2 or 1), and 17% gave a neutral rating. Other statements employees were most in agreement with include: I am aware of City's training opportunities and other programs related to professional development and career mobility (60.8%) and I am provided with sufficient training opportunities for my job classification (57.5%).  
\*Category new to 2019 Employee Satisfaction Survey
- **Resources and Communication.** Sixty-seven percent (67%) of the employees surveyed, *who had an opinion*, agreed (ratings of 5 or 4 on a 5-point scale) that they have access to the information they need to do their job; 13.7% disagreed (ratings of 2 or 1), and 19.2% 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 (61.3%) and employees in my department communicate well with each other (59.4%).
- **Work Environment.** Seventy-eight percent (78%) of the employees surveyed, *who had an opinion*, agreed (ratings of 5 or 4 on a 5-point scale) that their department provides high-quality services to customers; 7.7% disagreed (ratings of 2 or 1), and 14.6% gave a neutral rating. Other statements employees were most in agreement with include: employees who perform well receive recognition (46.6%).

## Additional Findings

- **City Employee 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 (55.4%), health care benefits (36.6%), and public/community service (making a difference) (33.4%). These are the same priorities, in order, as the 2017 survey. However, there was movement in the fourth and fifth priorities between 2017 and 2019.
- **Commuting.** Most employees (79.9%) indicated they use a personal motorized vehicle (e.g. car, van motorcycle) to get to work, and 10.6% indicated they use public transportation (e.g. train, trolley, bus) to get to work; 1.5% of employees ride-share (e.g. carpool, Uber, Lyft), 1% bike, and 1.7% indicated they use some other form of transportation to get to work.

## Gap Analysis

ETC Institute developed a gap analysis as a means to identify ways of increasing satisfaction among employees by pinpointing factors that contribute to the differences in satisfaction levels. Each gap analysis compares the mean agreement ratings from various groups of employees to gain better insight on how the group reacted to each statement. Focusing on the statements that had the largest gap can help the City focus its efforts and boost overall satisfaction. Of the 40 statements, the top 10 gaps were found in the following statements:

1. I would recommend City of San Diego as a place to work (Gap = 2.28)
2. My work gives me a feeling of personal accomplishment (Gap = 2.17)
3. I believe I have a path for career advancement (Gap = 2.11)
4. I feel encouraged to provide ideas on new ways of doing things (Gap = 2.08)
5. My department management inspires me (Gap = 2.06)
6. My department management actively listens to me (Gap = 1.95)
7. I receive recognition if I perform well (Gap = 1.90)
8. I have received fair consideration for advancement and promotion, when available, within City of San Diego (Gap = 1.88)
9. I have opportunities to learn new skills in my current position (Gap = 1.86)
10. I perceive the work environment to be better than other government agencies (Gap = 1.83)

The top ten statements were from the Job Satisfaction, Growth and Recognition, Management, Professional Development/Career Mobility, and Work Environment categories. Statements from the Growth and Recognition category of statements took four of the 10 top spots. The overall theme of the top 10 statements focused on recognition, career advancement, and career development. Ensuring the City works towards developing an environment where employees feel free to be innovative and have opportunities for advancement will help improve overall satisfaction. Equipping supervisors with the tools to recognize employees for their hard work and innovative ideas will help close the gap between some of the items with the highest gaps in satisfaction. Management should continue to focus on their interactions with employees so they begin to feel inspired and heard.

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 40 statements that employees were asked to evaluate. Some highlights from the analysis are below. A table containing the ratings for all 40 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.**

- **Average Agreement with All 40 Statements:**
  - Less than 5 Years: 3.70
  - More than 5 years: 3.49
- **Largest Gap: I would recommend the City of San Diego as a place to work**
  - Less than 5 years: 3.61
  - More than 5 years: 3.08
- **Highest Level of Agreement: My coworkers treat me with respect**
  - Less than 5 Years: 4.28
  - More than 5 years: 4.19
- **Less than 5 years - Lowest Level of Agreement: I perceive the work environment to be better than other government agencies**
  - Less than 5 years: 3.08
  - More than 5 years: 2.86
- **More than 5 Years - Lowest Level of Agreement: Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better**
  - Less than 5 years: 3.11
  - More than 5 years: 2.74

## Gender

There were no significant differences between responses from male and female employees in the City. **Male and female employees who work for the City of San Diego share very similar opinions when comparing their mean level of agreement with all 40 statements.** The overall mean agreement rating of the two groups differed by only .04 points. While both groups showed their lowest levels of agreement with the same statement, they did stray from one another on which statement they agreed with most.

- **Average Agreement with All 40 Statements:**
  - Male Employees: 3.59
  - Female Employees: 3.63
- **Largest Gap: I would recommend the City of San Diego as a place to work**
  - Male Employees: 3.18
  - Female Employees: 3.52
- **Highest Level of Agreement among Male Employees: My co-workers treat me with respect**
  - Male Employees: 4.28
  - Female Employees: 4.23
- **Highest Level of Agreement among Female Employees: I know how my work relates to my department's mission**
  - Male Employees: 4.18

- Female Employees: 4.28
- **Lowest Level of Agreement: Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better**
  - Male Employees: 2.82
  - Female Employees: 2.98

## **Role within the City of San Diego**

Overall, Executive/Management employees showed higher levels of overall agreement than any other group. 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 40 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 40 statements than any of the other four groups (Executive/Management's average rating: 4.01). Employees who indicated "other" had the second highest levels of agreement (Average Rating: 3.59) followed by those who indicated they were a supervisor (Average Rating: 3.58) and office employees (Average Rating: 3.54). Field employees showed the lowest levels of overall agreement (Average Rating: 3.47).

Supervisors, field employees, and employees who selected "other" had the highest levels of agreement with the same statement. Office employees and those who identified as Executive/Management had the highest levels of agreement with the same statement. A breakdown by the two statements with the highest level of agreement are below:

- **I know how my work relates to my department's mission**
  - Executive/Management: 4.56
  - Supervisor: 4.27
  - Office Employee: 4.19
  - Field Employee: 4.04
  - Other: 4.24
- **My co-workers treat me with respect**
  - Executive/Management: 4.55
  - Supervisor: 4.30
  - Office Employee: 4.16
  - Field Employee: 4.14
  - Other: 4.30

Three of the five groups of employees showed the lowest level of agreement with the same statement:

- **Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better**
  - Executive/Management: 3.06
  - Supervisor: 2.84



- Office Employee: 2.90
- Field Employee: 2.62
- Other: 2.92

## Race and Ethnicity

The most notable difference between the racial groups was among those who identified as Asian and Hispanic compared to those who identified as Black/African American and White or Caucasian. **Employees who identified as Asian or Hispanic on the survey had notably higher overall levels of agreement compared to those who identified as Black/African American and White or Caucasian.** 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 seven (including “other”). In order of highest agreement ratings, the four racial groups included in the gap analysis include: Asian (Average Rating: 3.73), Hispanic (Average Rating: 3.67), White or Caucasian (Average Rating: 3.56), and Black/African American (Average Rating: 3.51). 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 the Tabular Data section 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 .21 points. One of the largest gaps among all four groups was with the statement: I feel encouraged to provide ideas on new ways of doing things. Employees who identified as Asian, Hispanic, and White or Caucasian all had an average agreement rating of 3.54 or higher for this statement. Those who identified as Black/African American gave the item an average agreement rating of only 3.39. Three of the four groups (Hispanic, Black/African American, and White or Caucasian) showed the lowest levels of agreement with the following statement: Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better. All four groups showed their highest levels of agreement with the same two statements: (1) I know how my work relates to my department's mission and (2) my coworkers treat me with respect.

- **Average Agreement with All 40 Statements:**

- Black/African American: 3.51
- Asian: 3.73
- Hispanic: 3.67
- White or Caucasian: 3.56

The following statements had the highest levels of agreement:

- **I know how my work relates to my department's mission**

- Black/African American: 4.16
- Asian: 4.30
- Hispanic: 4.25
- White or Caucasian: 4.21

- **My coworkers treat me with respect**

- Black/African American: 4.14
- Asian: 4.30

- Hispanic: 4.25
- White or Caucasian: 4.25

The following statement had the lowest level of agreement:

- **Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better**
  - Black/African American: 2.75
  - Asian: 3.13
  - Hispanic: 3.03
  - White or Caucasian: 2.78

## **Employee's Age**

Those employees aged 23 and younger had the highest overall levels of agreement with all 40 statements. ETC Institute calculated the mean agreement rating for all six age groups. Employees were asked to self-identify with one of the six age groups presented on the survey. Four of the six groups rated "I know how my work relates to my department's mission" as the statement they agreed with most. When examining the statements that received the highest levels of agreement, the group who identified as 70+ appears to show the most variance among the six groups when looking beyond the statement that received the highest level of agreement. There was very little consensus among any of the groups when analyzing the statements that received the lowest levels of agreement.

- **Average Agreement with All 40 Statements:**
  - 23 and Younger: 3.96
  - 24-38: 3.64
  - 39-51: 3.54
  - 52-56: 3.50
  - 57-70: 3.61
  - 71 and Over: 3.85
- **Highest Agreement Levels: I know how my work relates to my department's mission**
  - 23 and Younger: 4.45
  - 24-38: 4.20
  - 39-51: 4.19
  - 52-56: 4.20
  - 57-70: 4.25
  - 71 and Over: 4.63

## **Gap Analysis Conclusions**

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 that compared to several years ago, the overall quality of the work environment at the City has not gotten better. This statement received the lowest levels of overall agreement from all but five of the groups that were included in the gap analysis.

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 serving all employees equitably.**

## 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 focusing on the following aspects of employment at the City of San Diego will have the greatest impact on increasing overall satisfaction among employees:
  - Encourage employees to explore new and innovative ways to solve issues
  - Give employees the opportunity to be heard and share ideas
  - Ensure supervisors listen to employee feedback and have the autonomy to act
  - Ensure employees are given fair consideration for advancement and promotion
  - Open up more opportunities for cross-training and new skills development

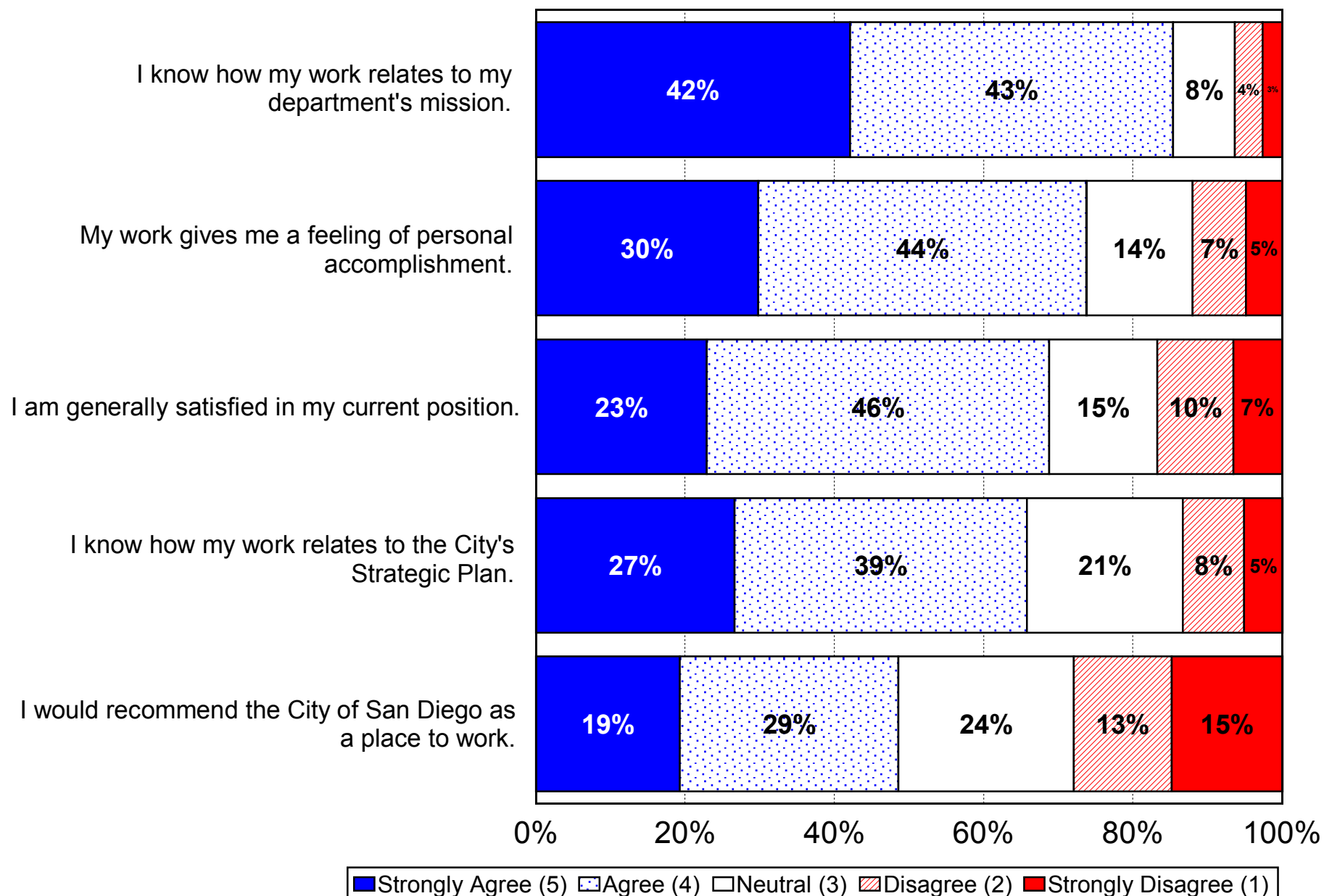
# Section 1

## *Charts and Graphs*

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## Q1-5. Overall Satisfaction with Job Satisfaction

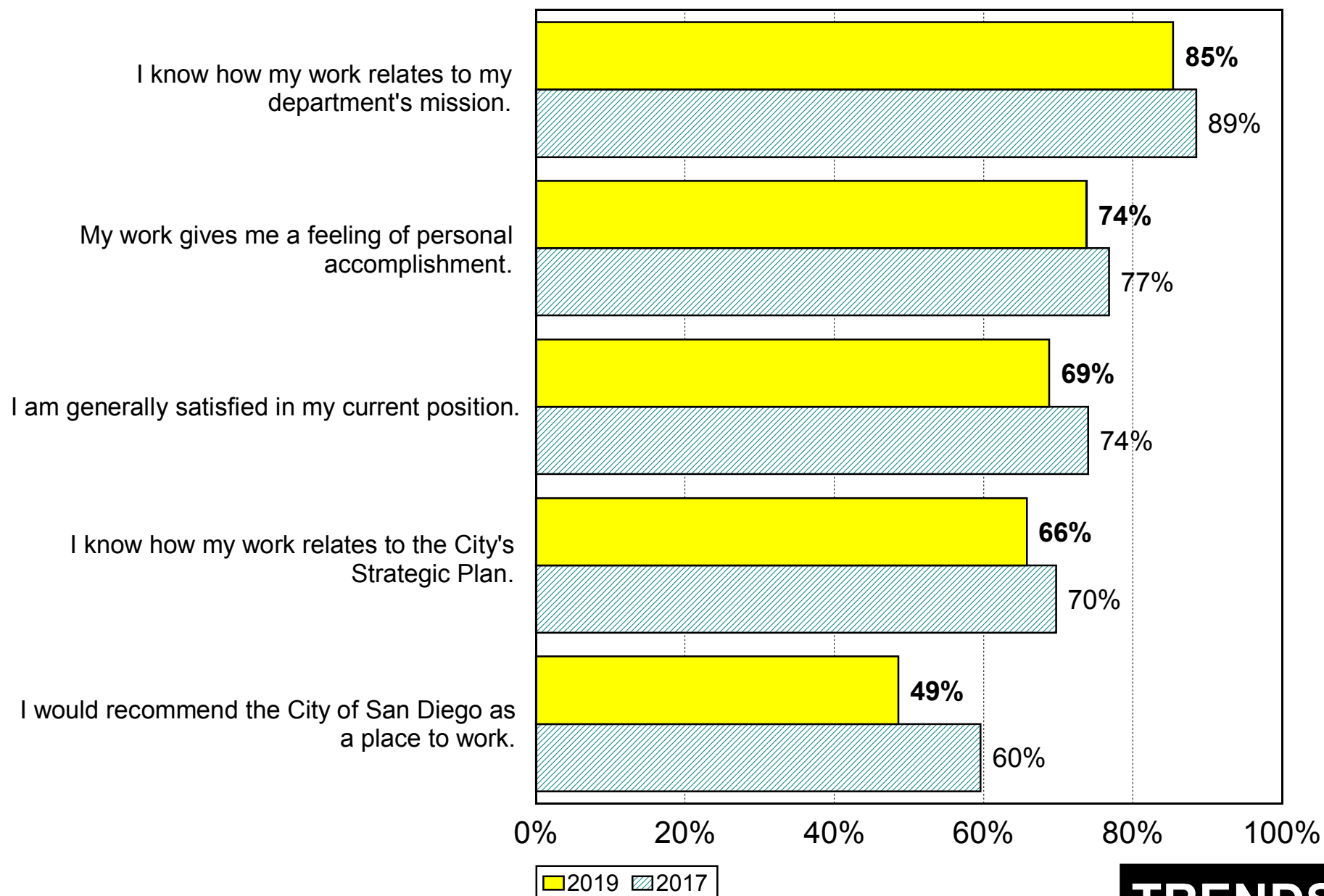
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2019)

## Q1-5. Overall Satisfaction with Job Satisfaction

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

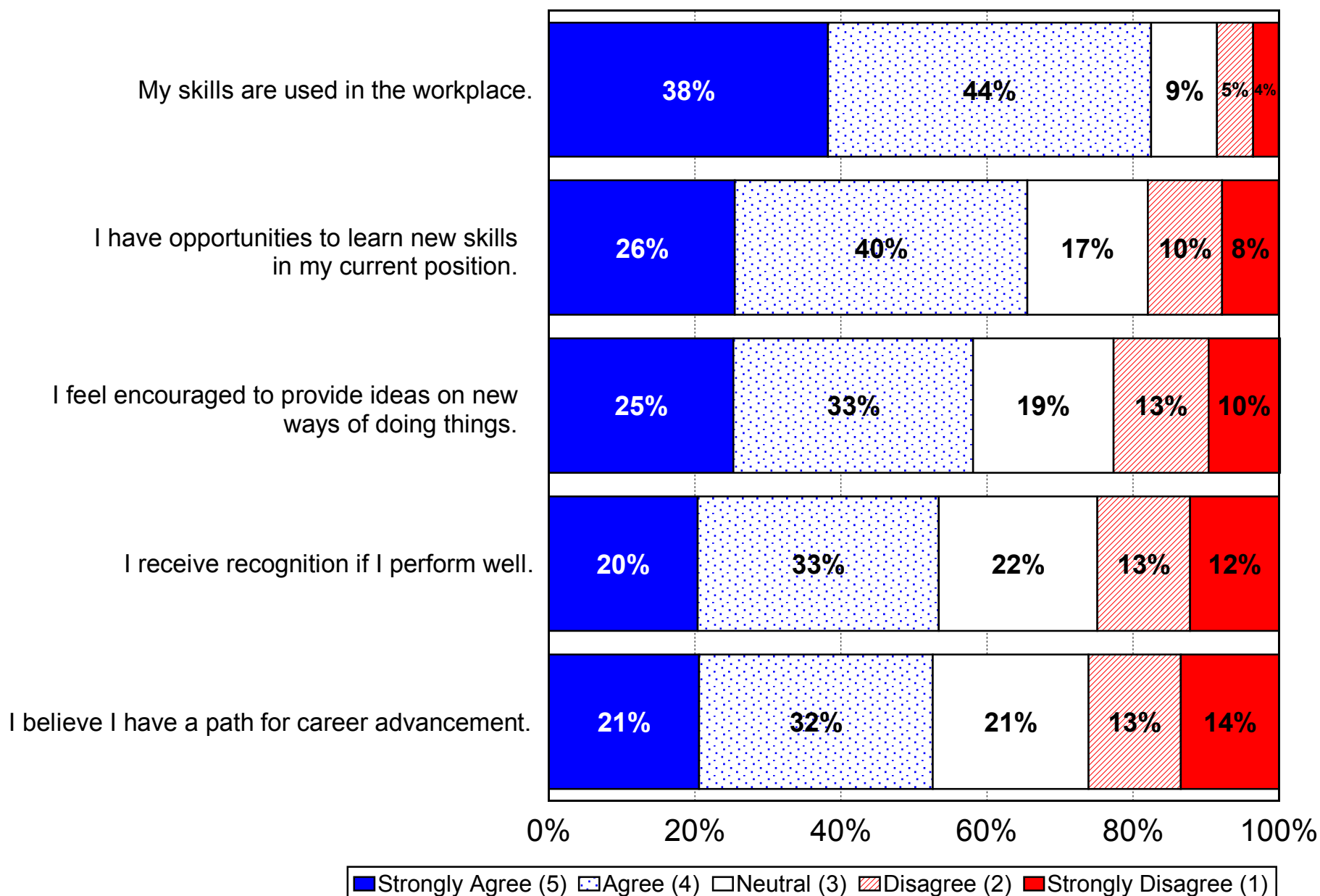


Source: ETC Institute (2019)

**TRENDS**

## Q7-11. Overall Satisfaction with Growth and Recognition

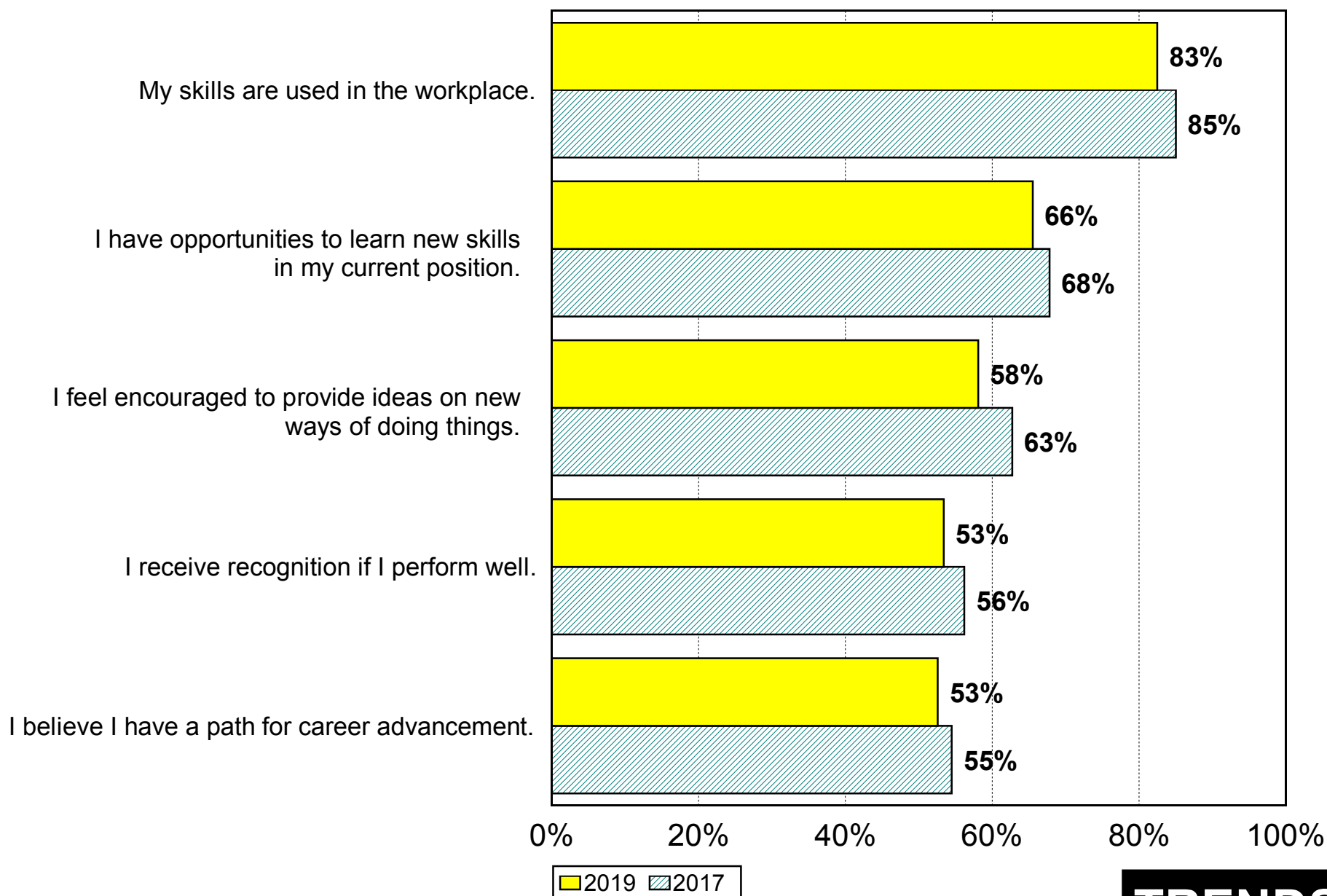
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2019)

## Q7-11. Overall Satisfaction with Growth and Recognition

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



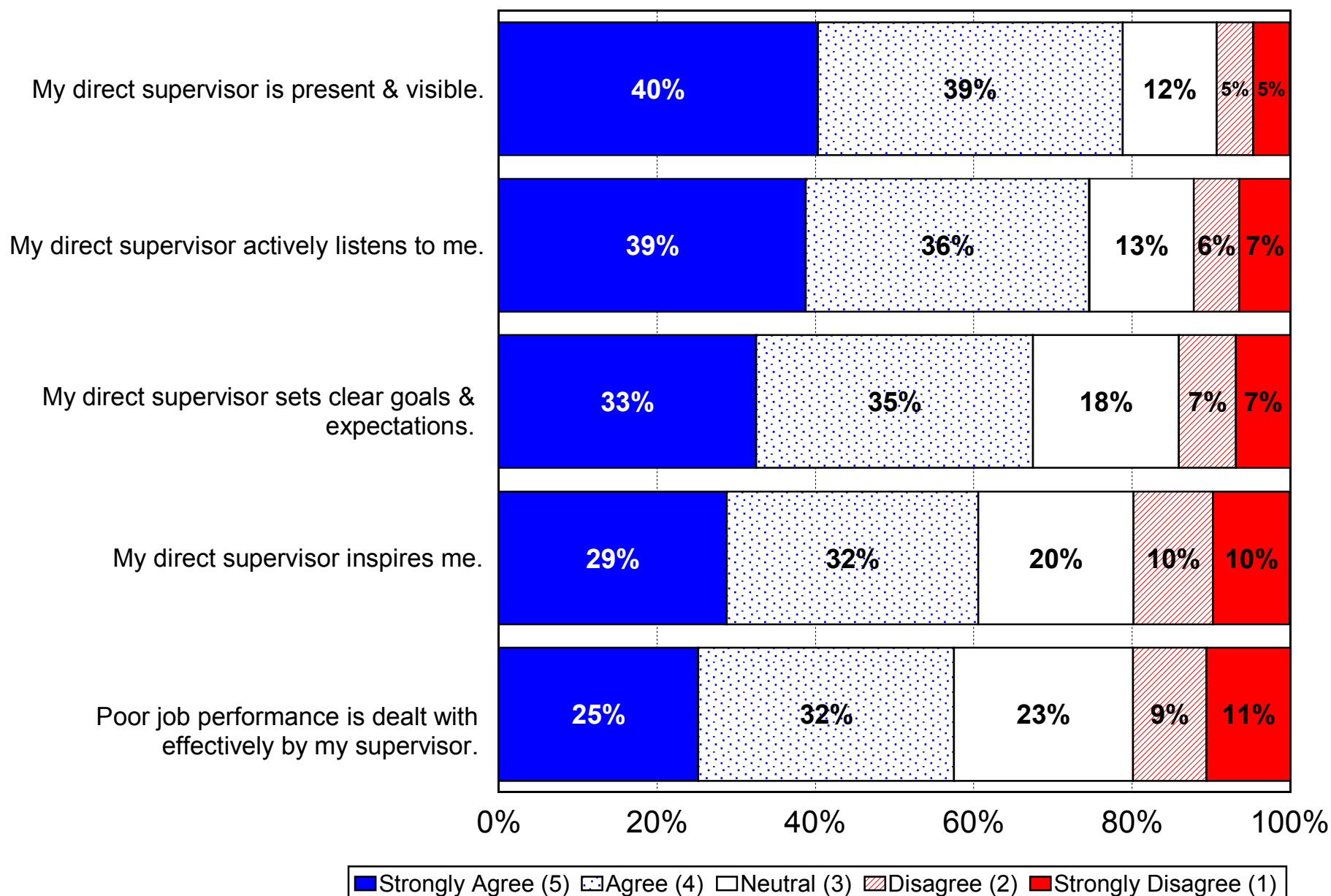
Source: ETC Institute (2019)

**TRENDS**



## Q13-17. Overall Satisfaction with Supervisors

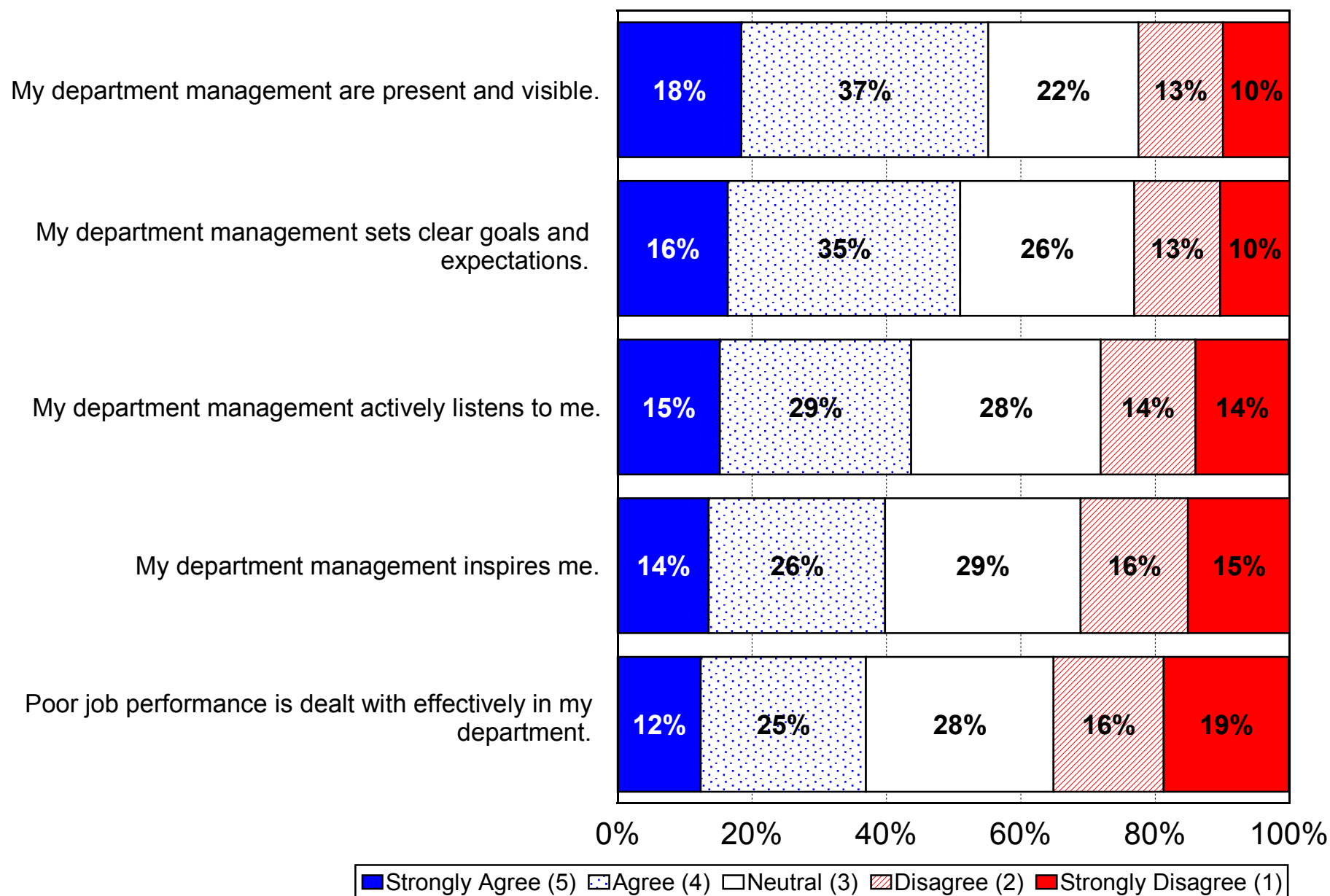
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2019)

## Q19-23. Overall Satisfaction with Management

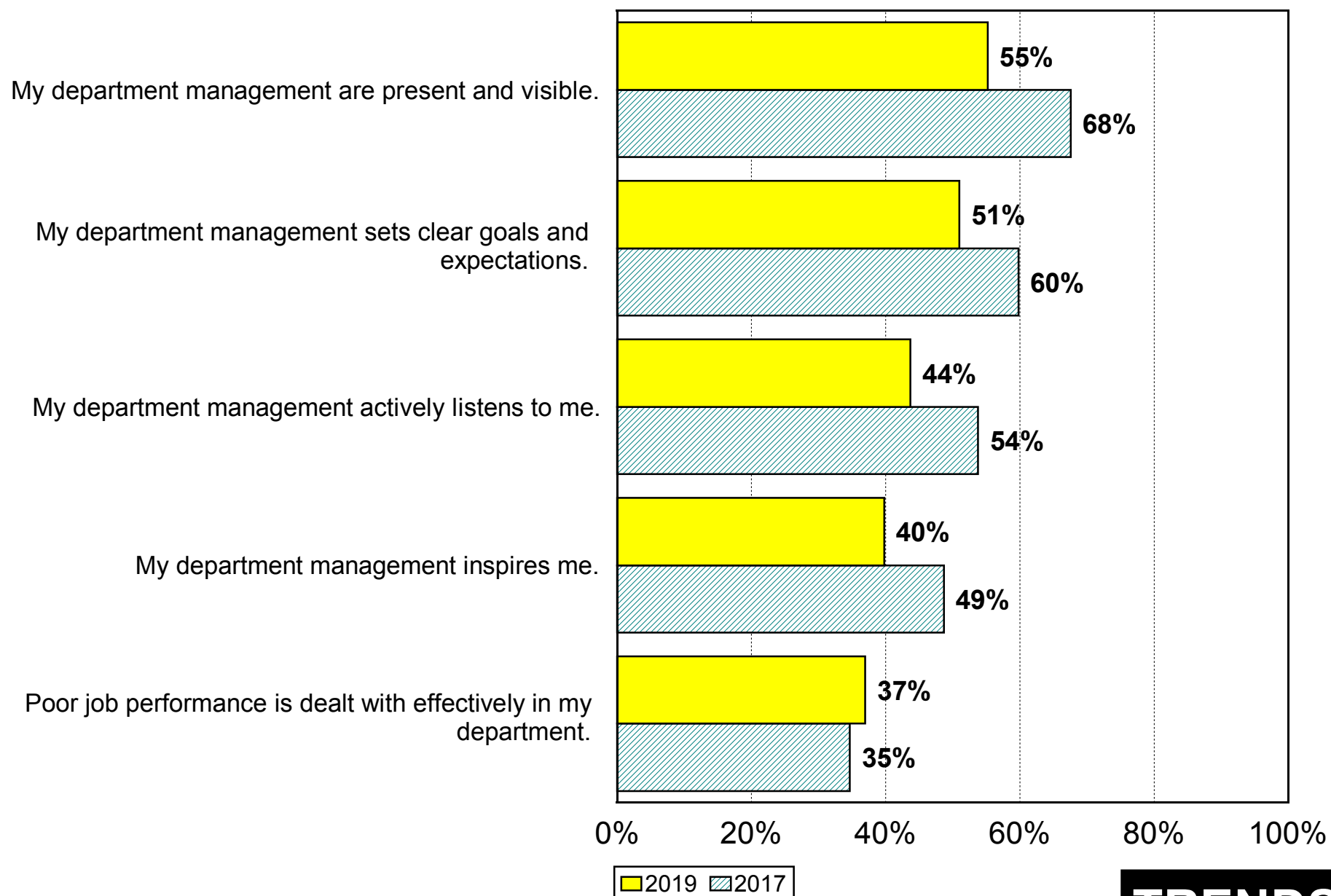
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2019)

## Q19-23. Overall Satisfaction with Management

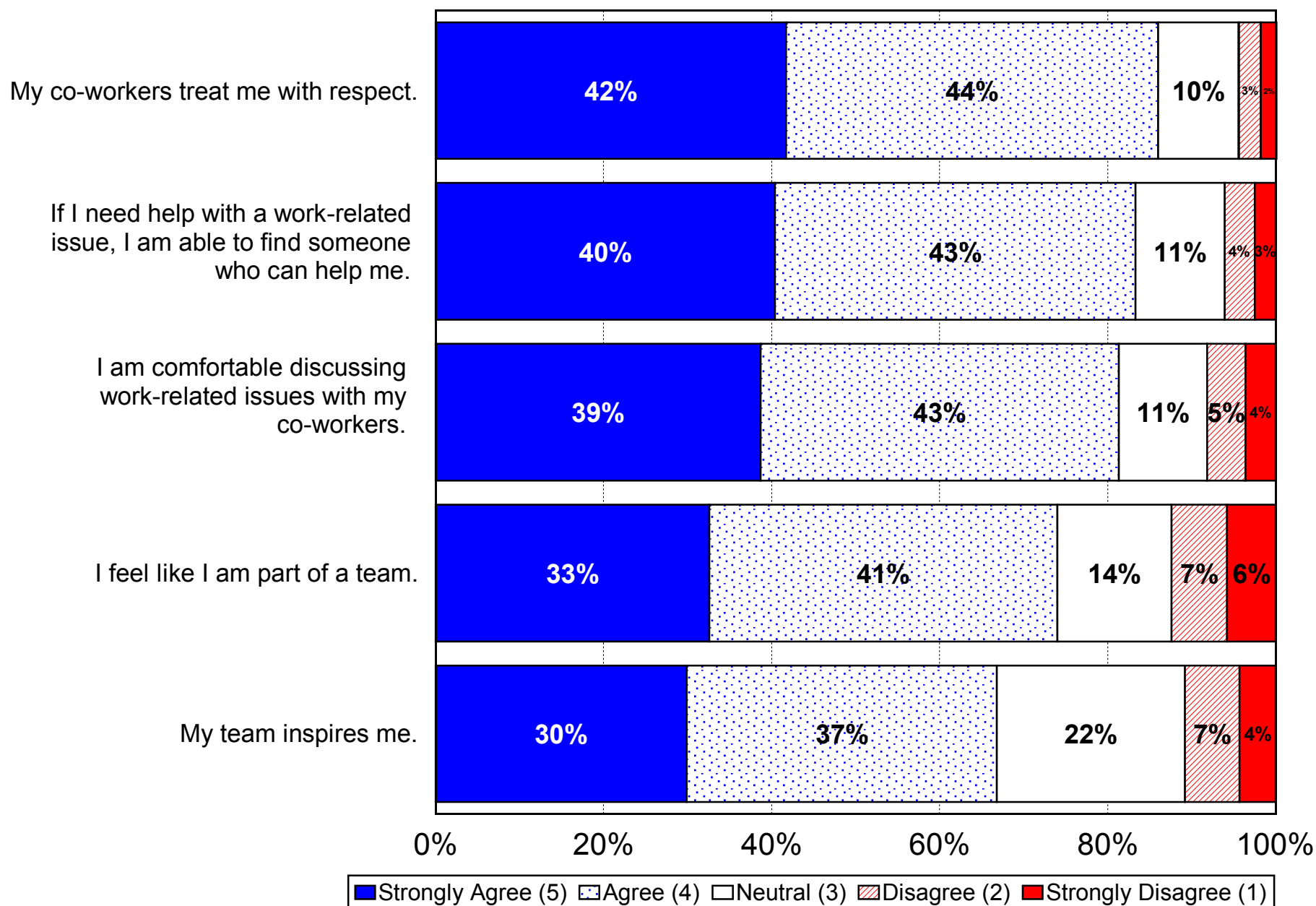
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2019)

## Q26-30. Overall Satisfaction with Teamwork

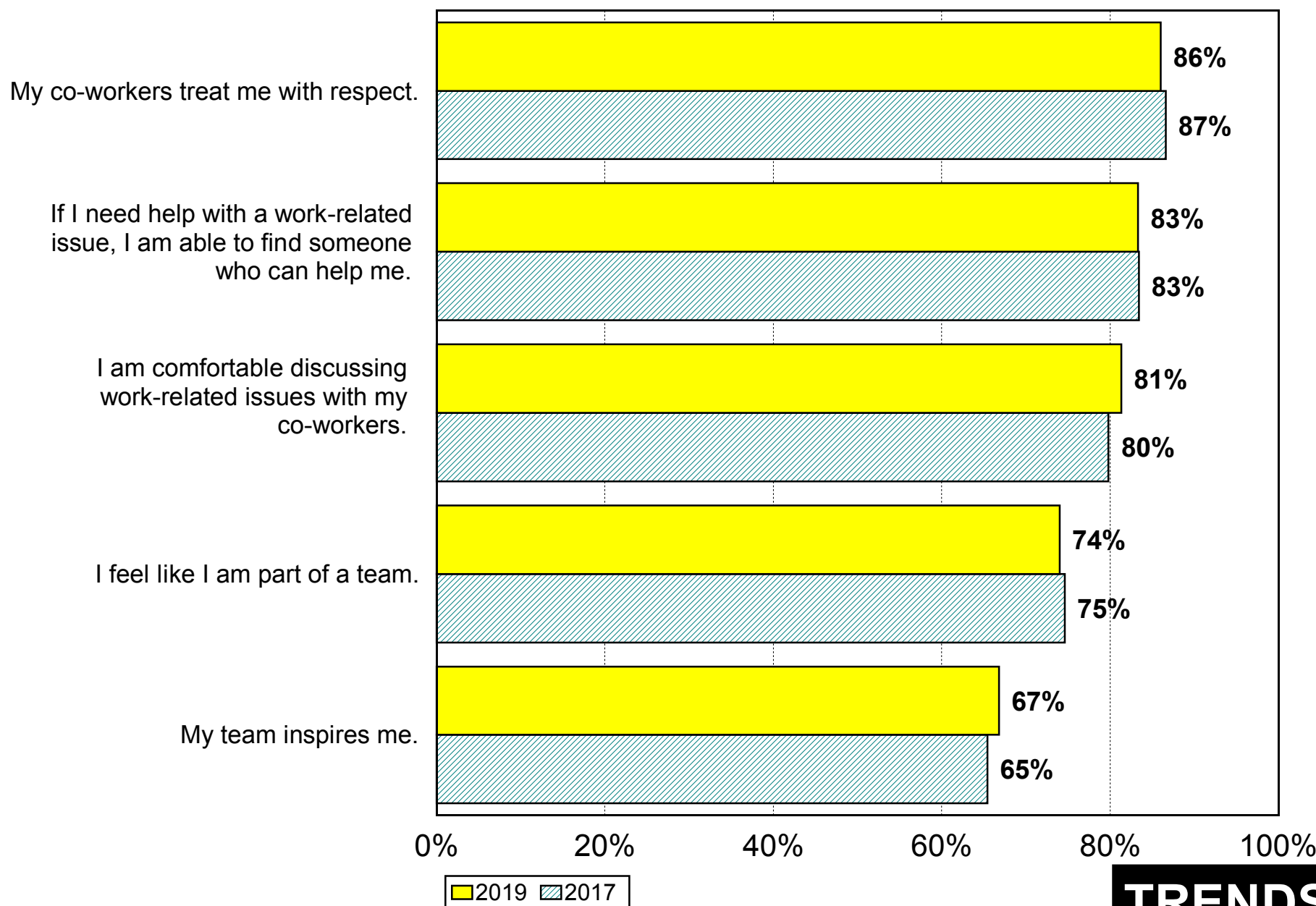
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2019)

## Q26-30. Overall Satisfaction with Teamwork

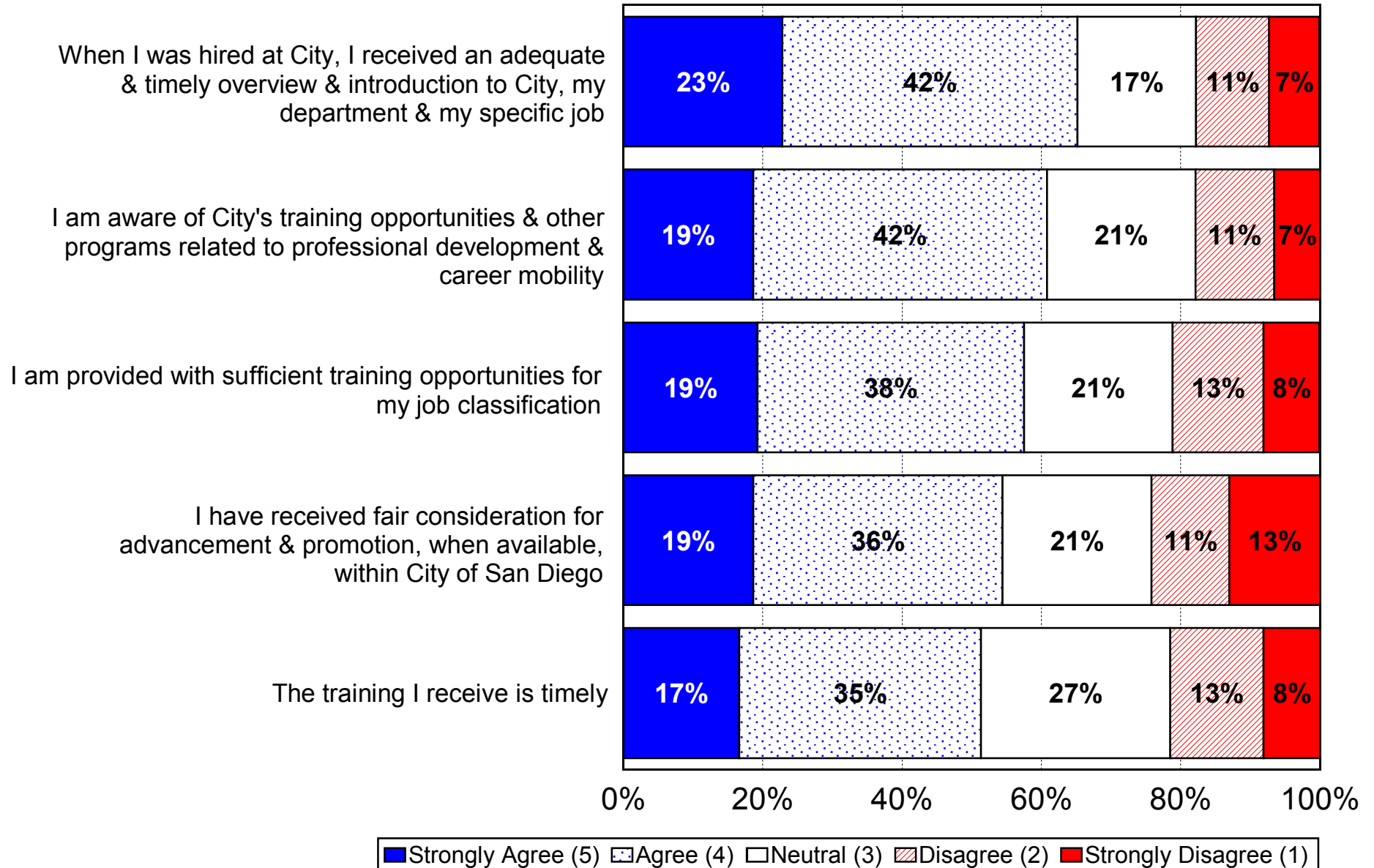
by percentage of respondents (Excluding "Don't Know")

**TRENDS**

Source: ETC Institute (2019)

## Q32-36. Overall Satisfaction with Professional Development/Career Mobility

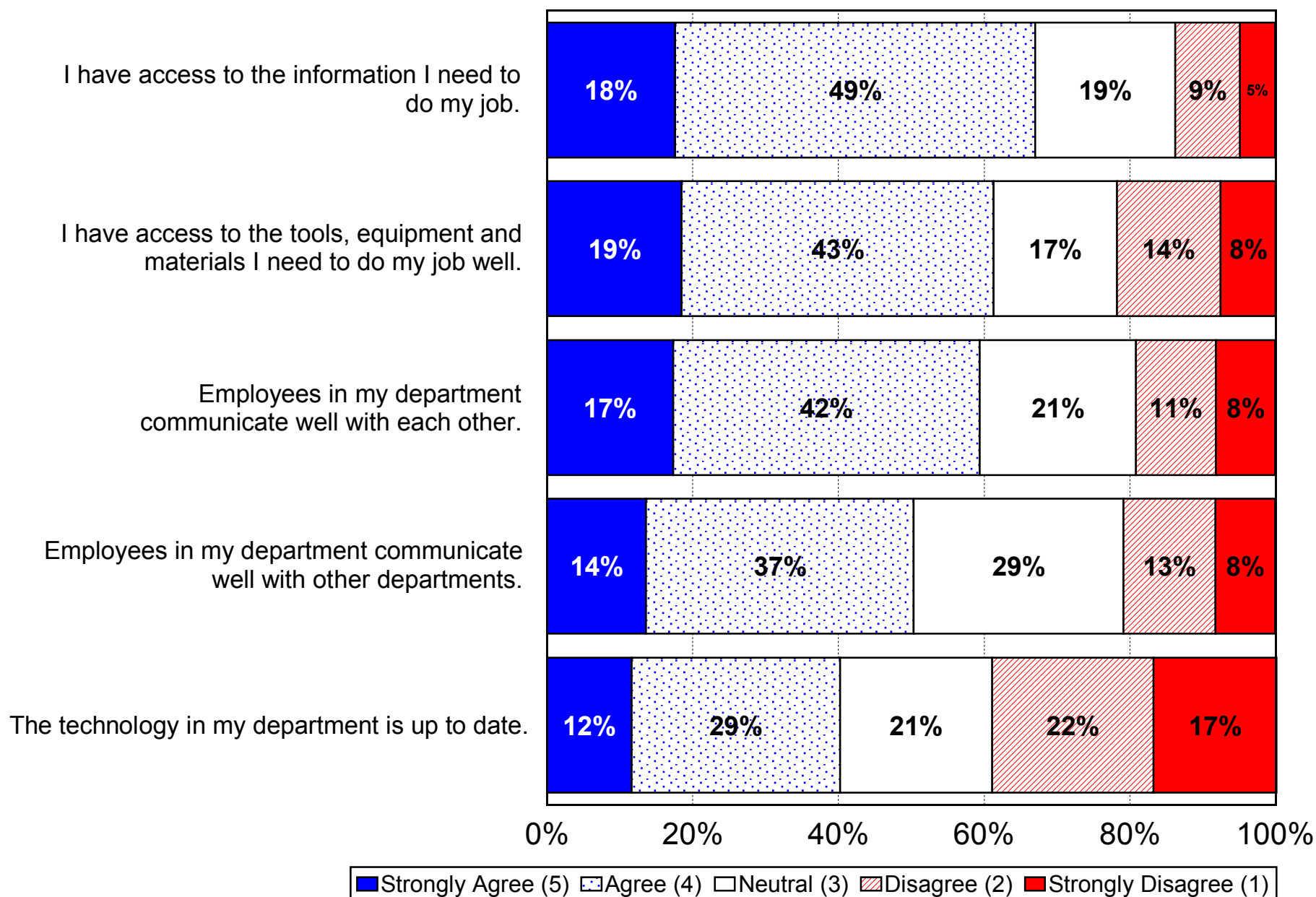
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2019)

## Q37-41. Overall Satisfaction with Resources and Communication

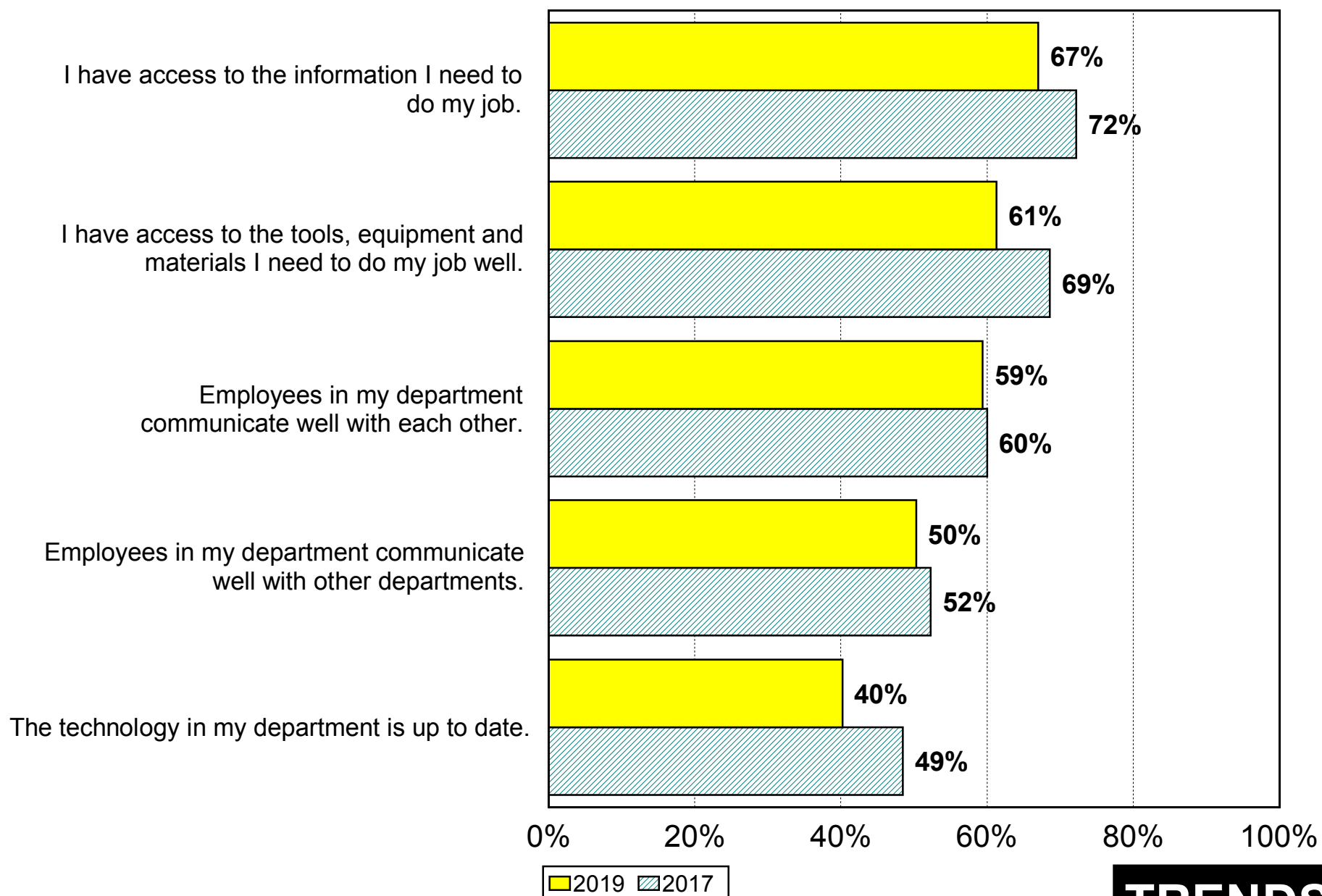
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2019)

## Q37-41. Overall Satisfaction with Resources and Communication

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



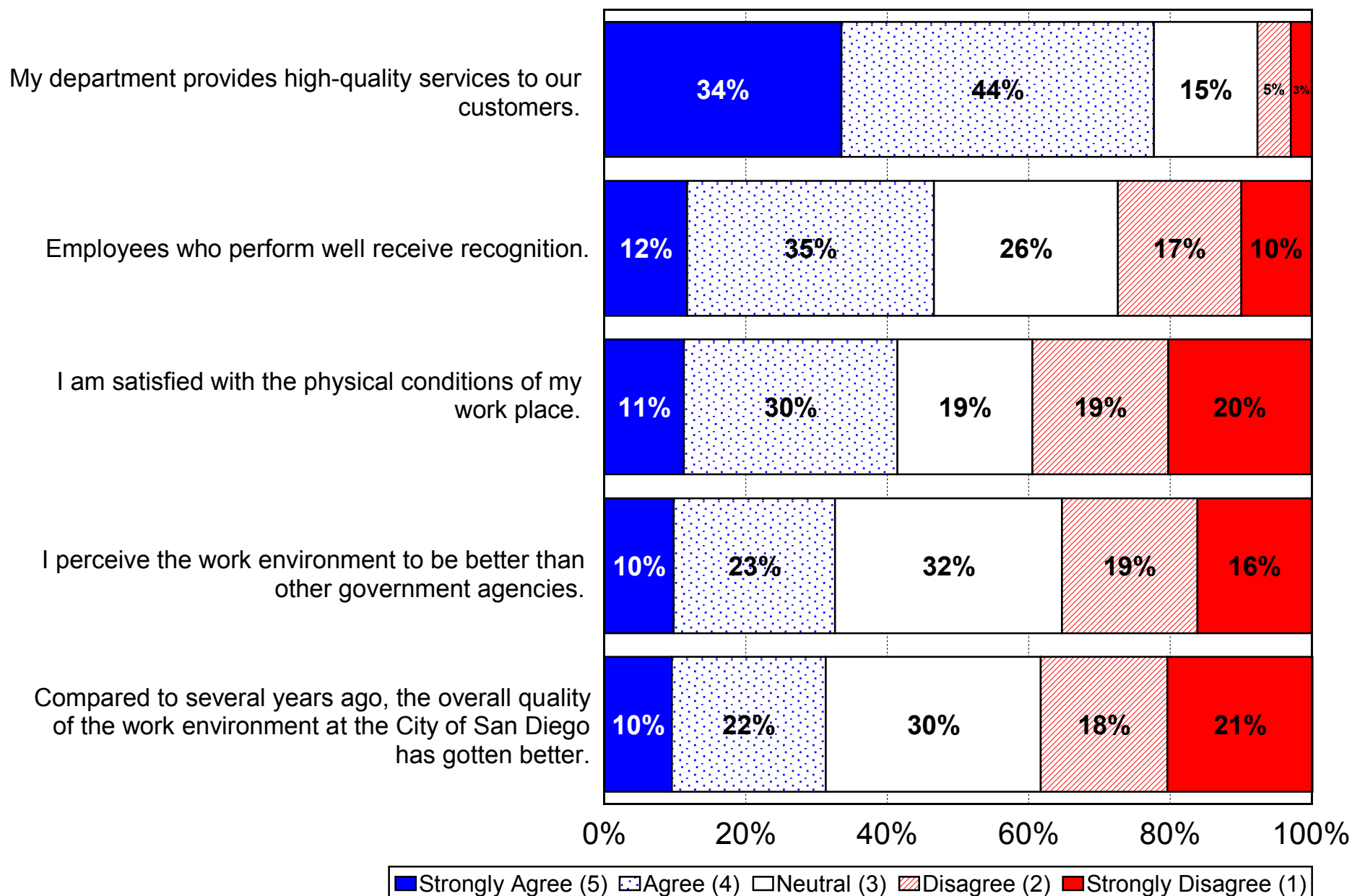
**TRENDS**

Source: ETC Institute (2019)



## Q43-47. Overall Satisfaction with Work Environment

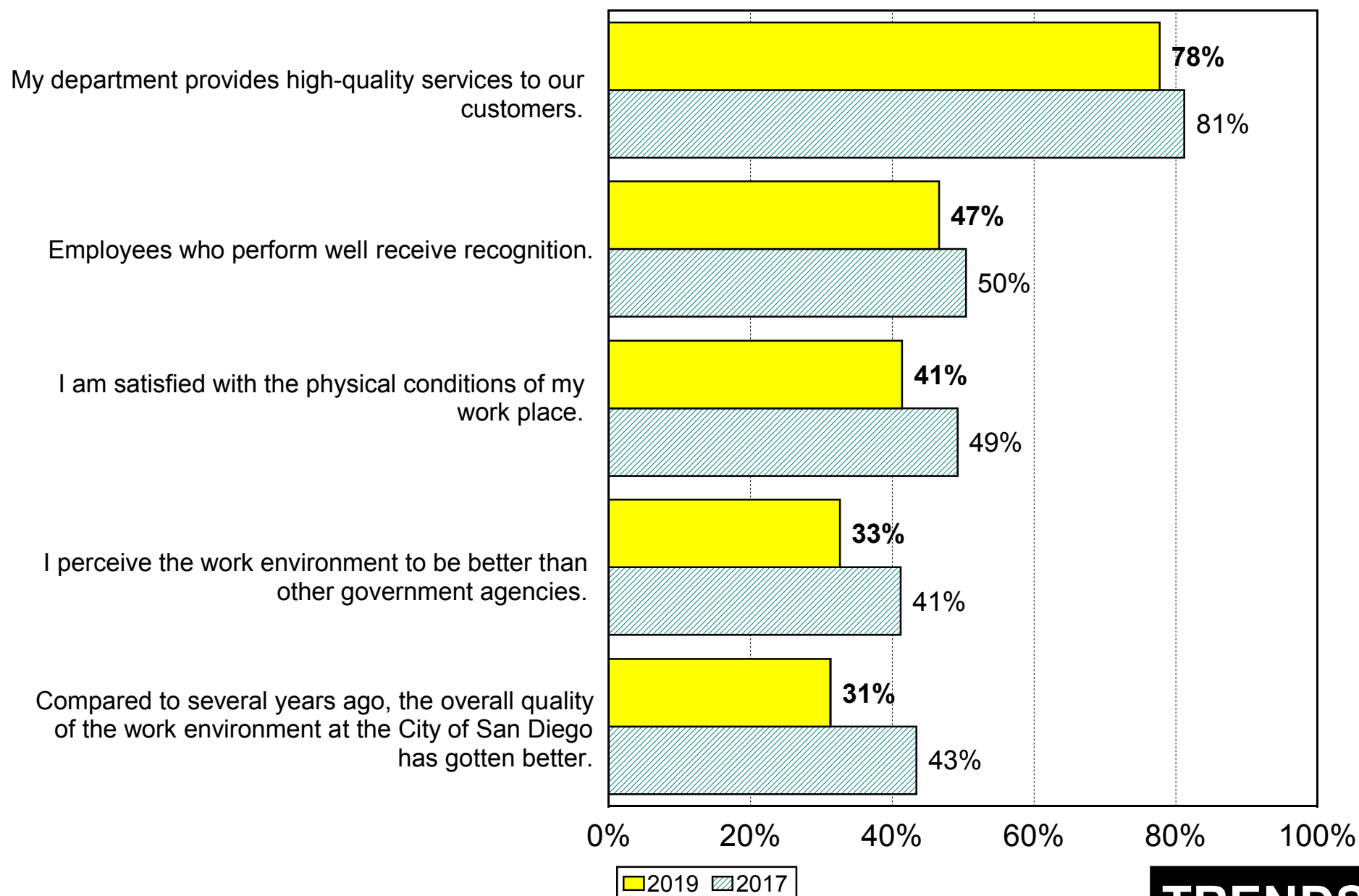
by percentage of respondents (Excluding "Don't Know")



Source: ETC Institute (2019)

## Q43-47. Overall Satisfaction with Work Environment

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

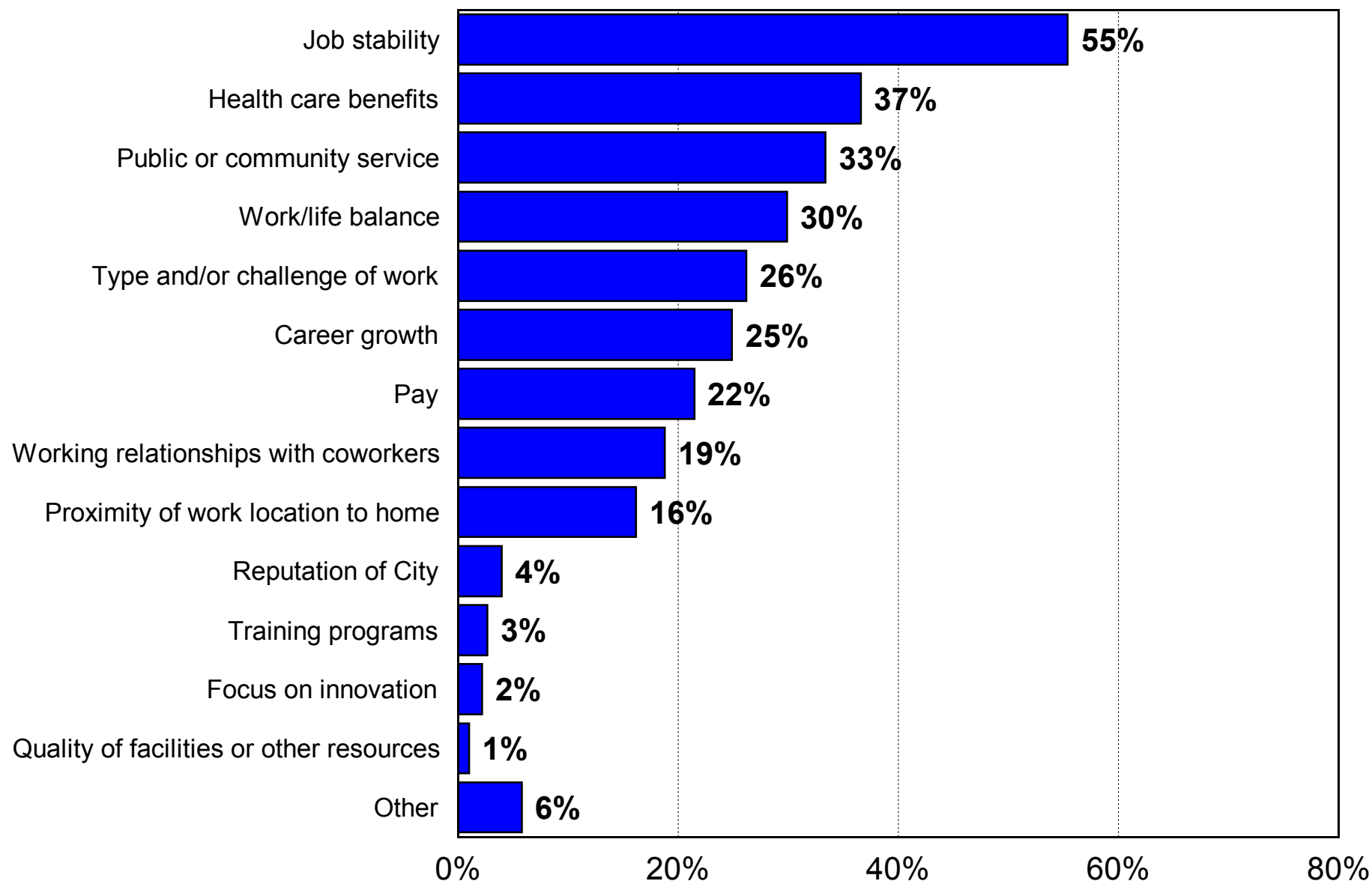


Source: ETC Institute (2019)

**TRENDS**

## Q49. Which THREE of the following criteria are motivators for you to work for the City of San Diego?

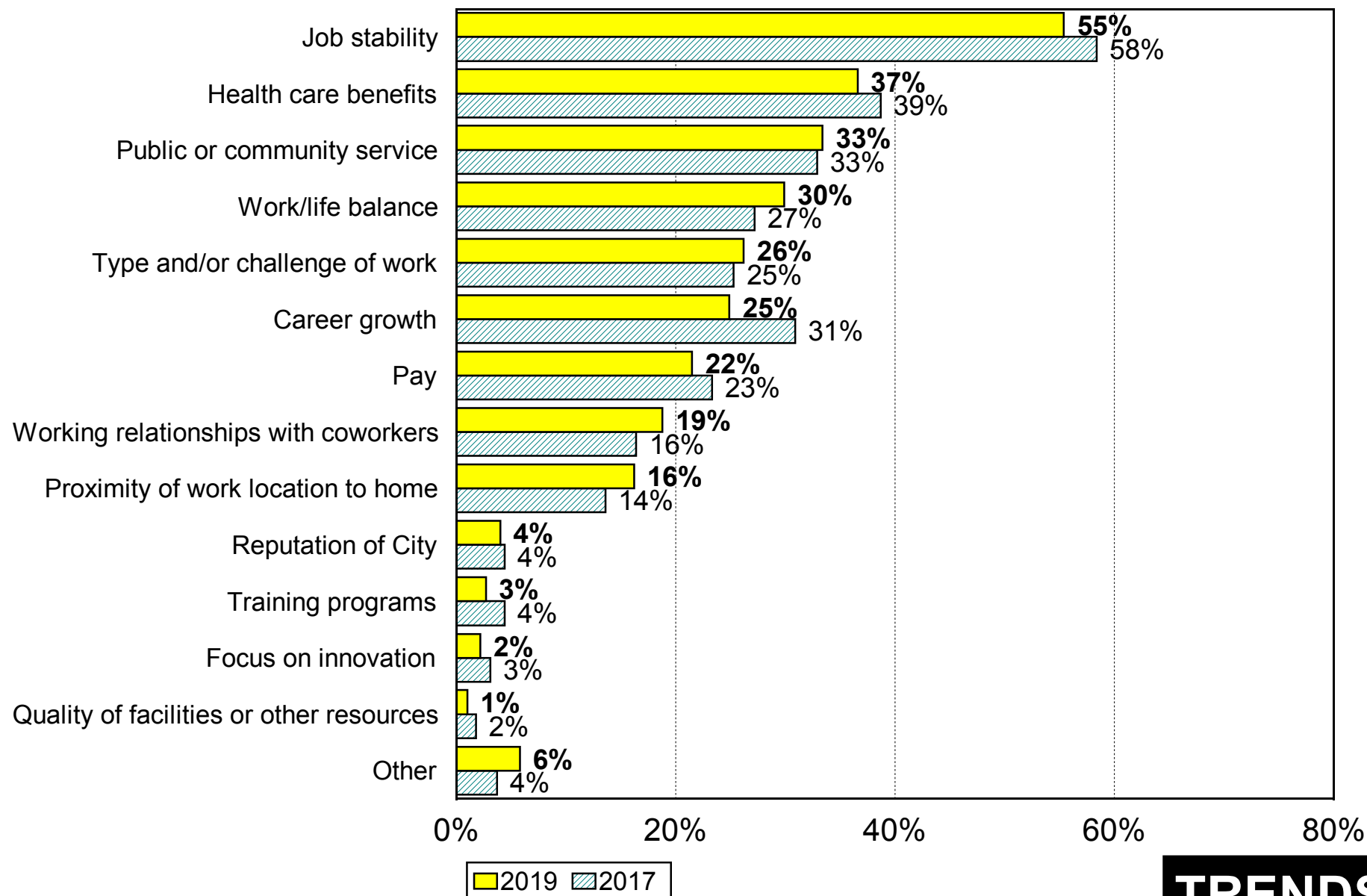
by percentage of respondents top three choices



Source: ETC Institute (2019)

# Q49. 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

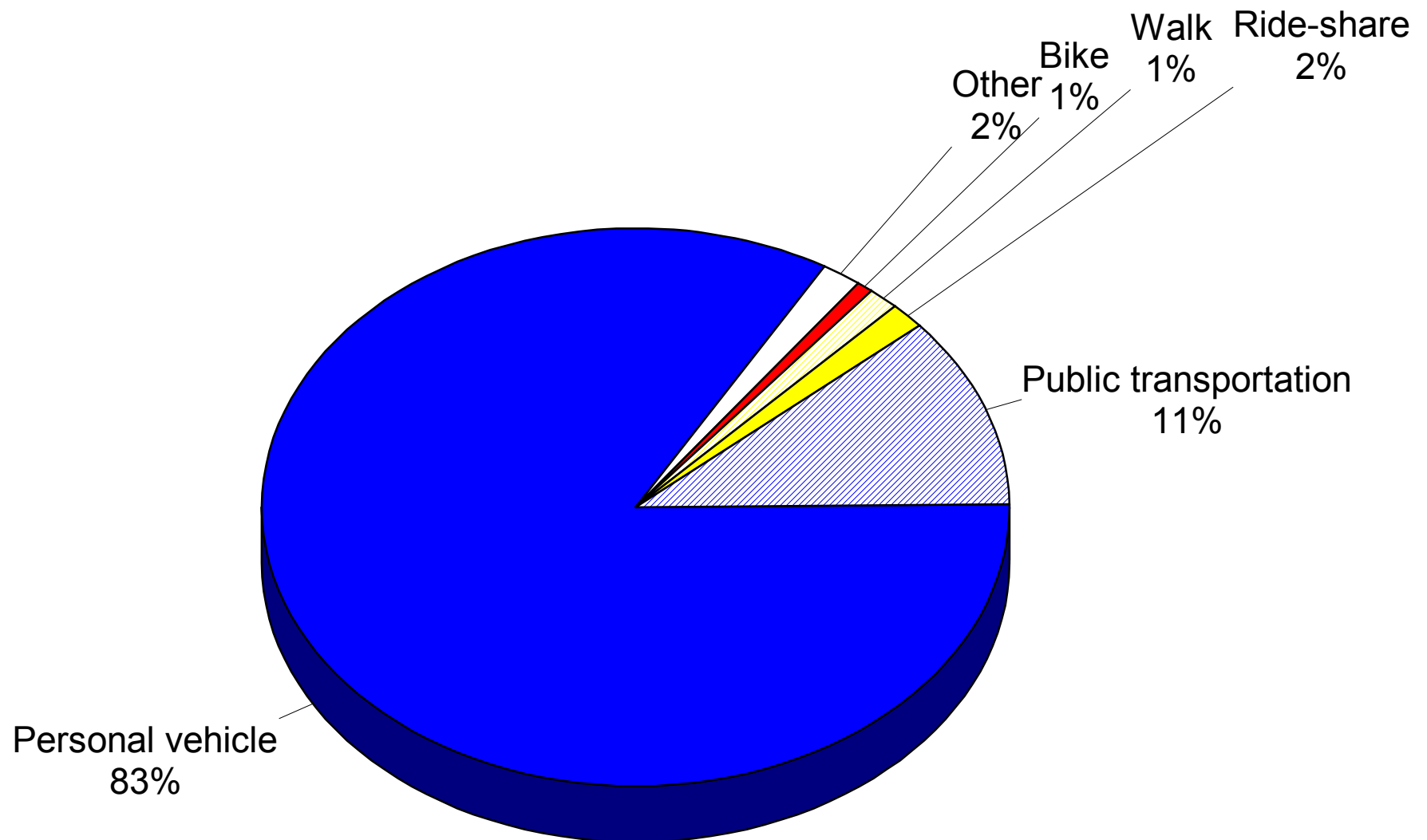


**TRENDS**

Source: ETC Institute (2019)

## Q50. How do you usually get to work?

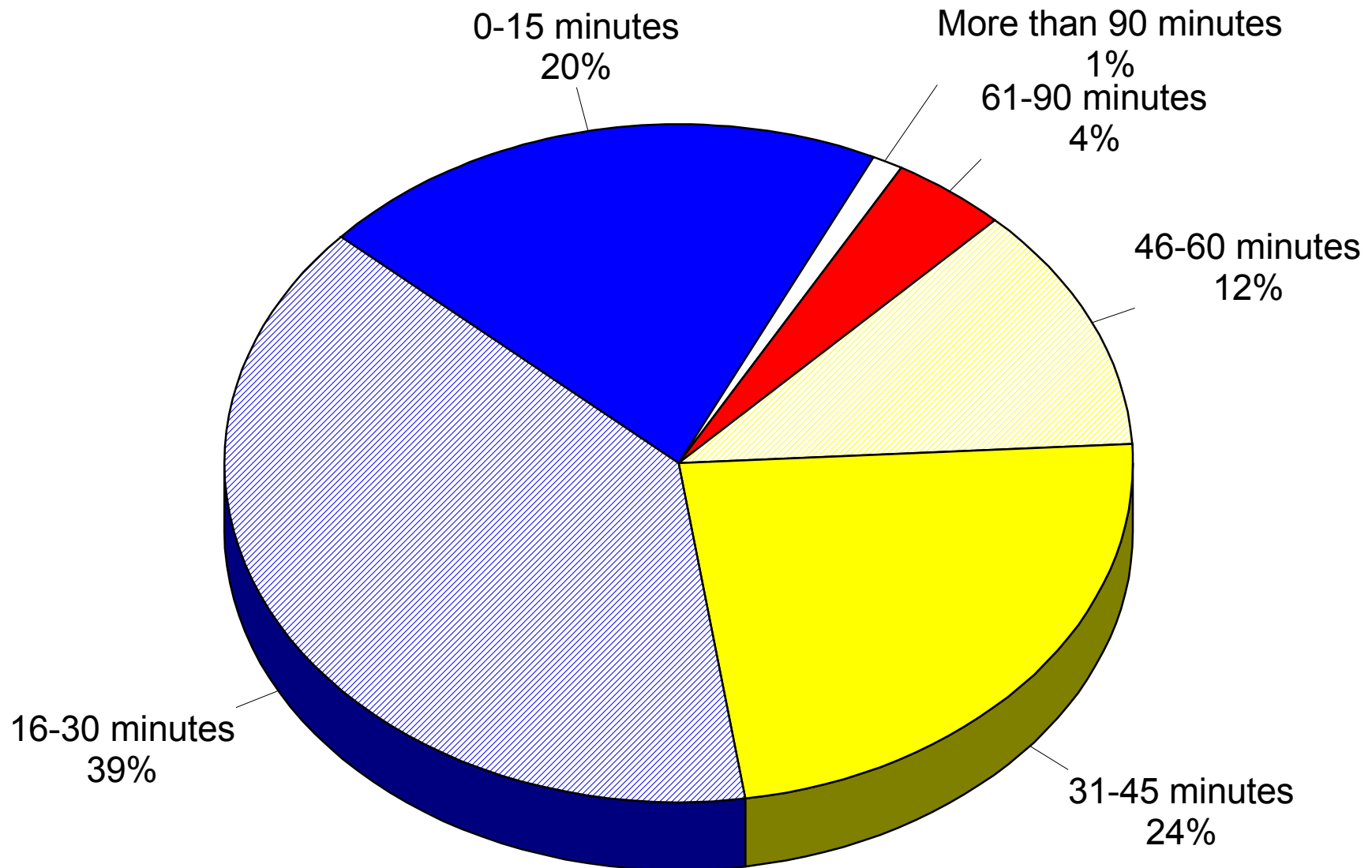
by percentage of respondents (Without "Not Provided")



Source: ETC Institute (2019)

## Q51. How long does it take for you to get to work (total time)?

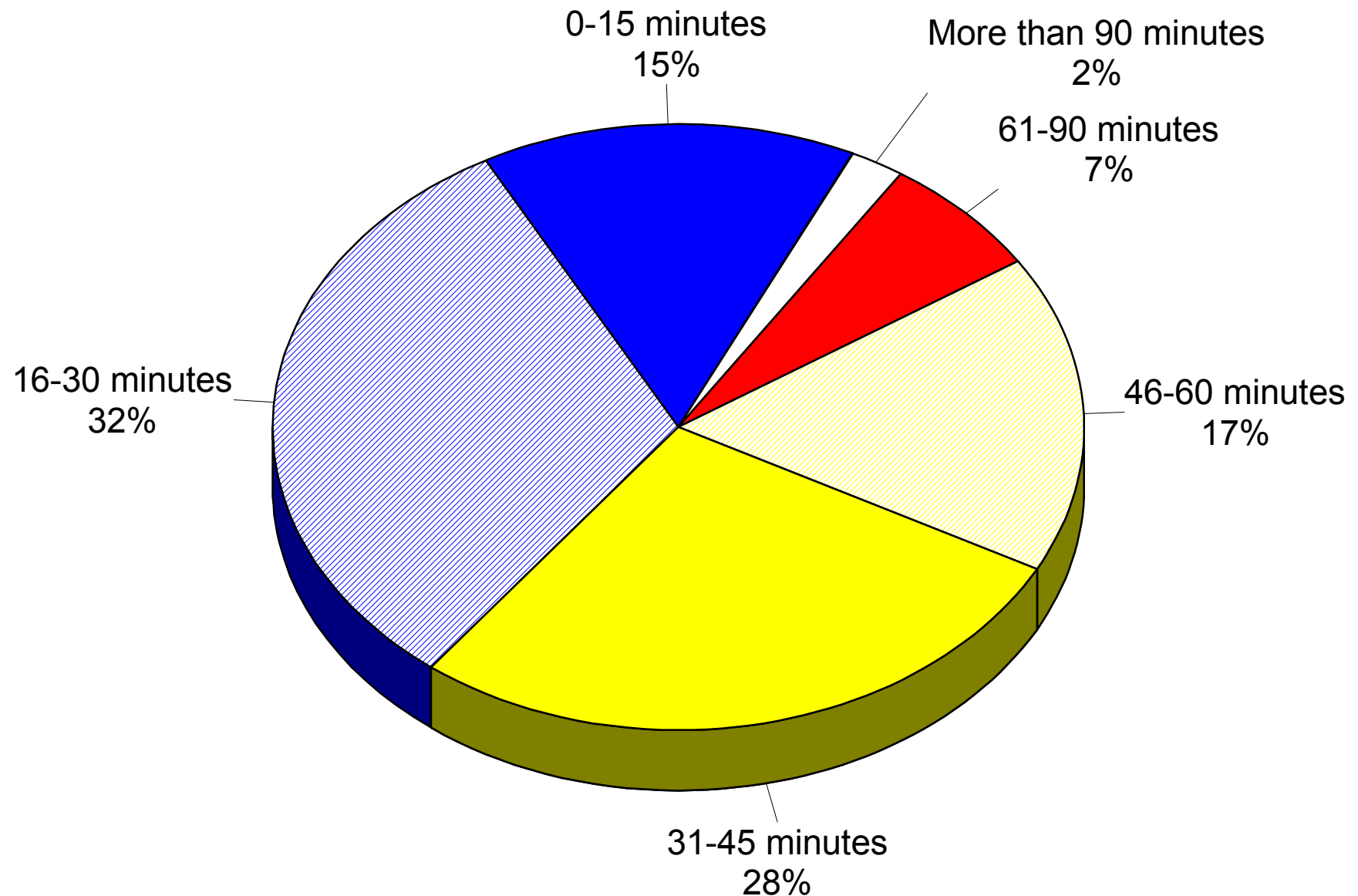
by percentage of respondents (Without "Not Provided")



Source: ETC Institute (2019)

## Q52. How long does it take for you to get from work to home (total time)?

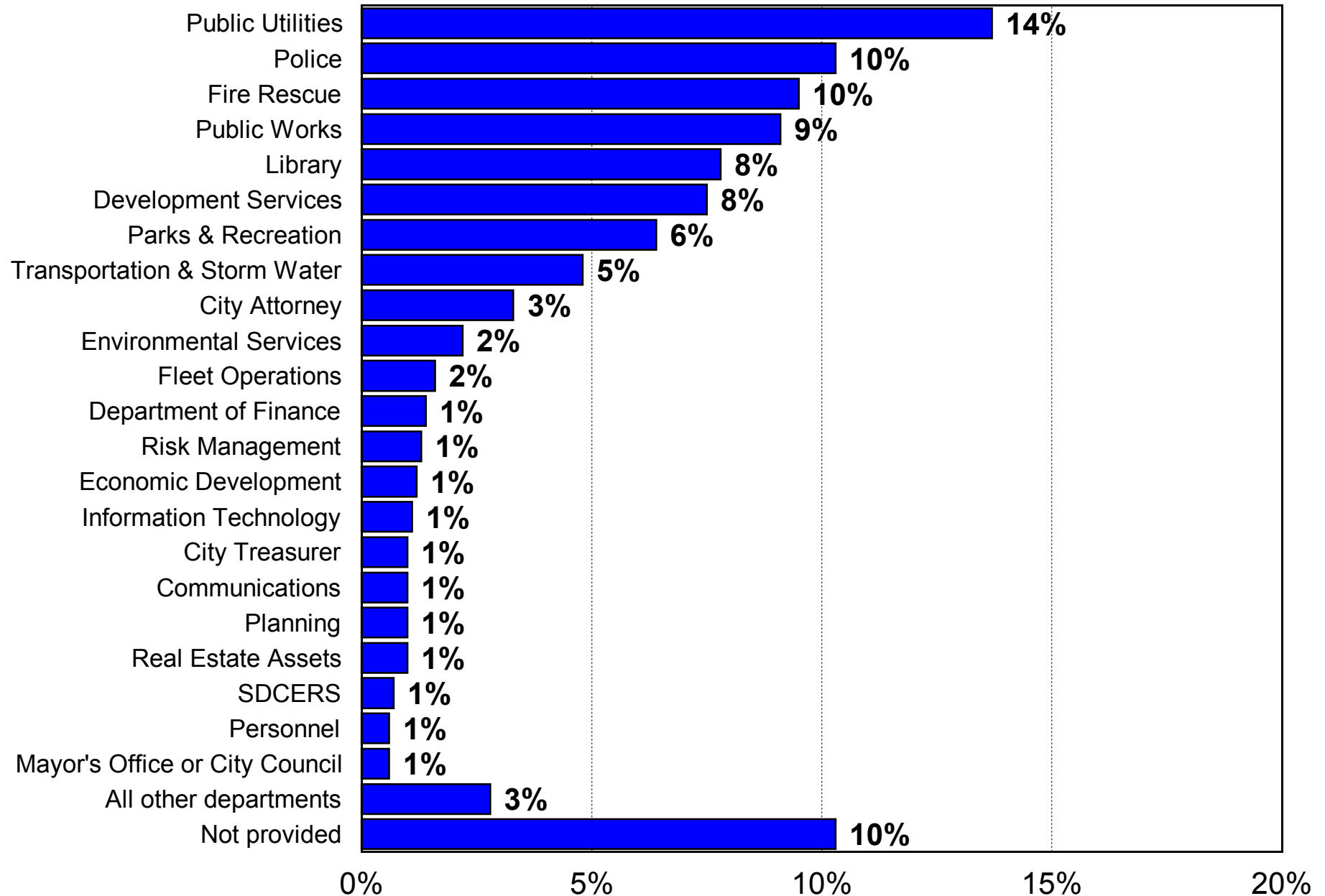
by percentage of respondents (Without "Not Provided")



Source: ETC Institute (2019)

## Q53. In which department do you currently work?

by percentage of respondents

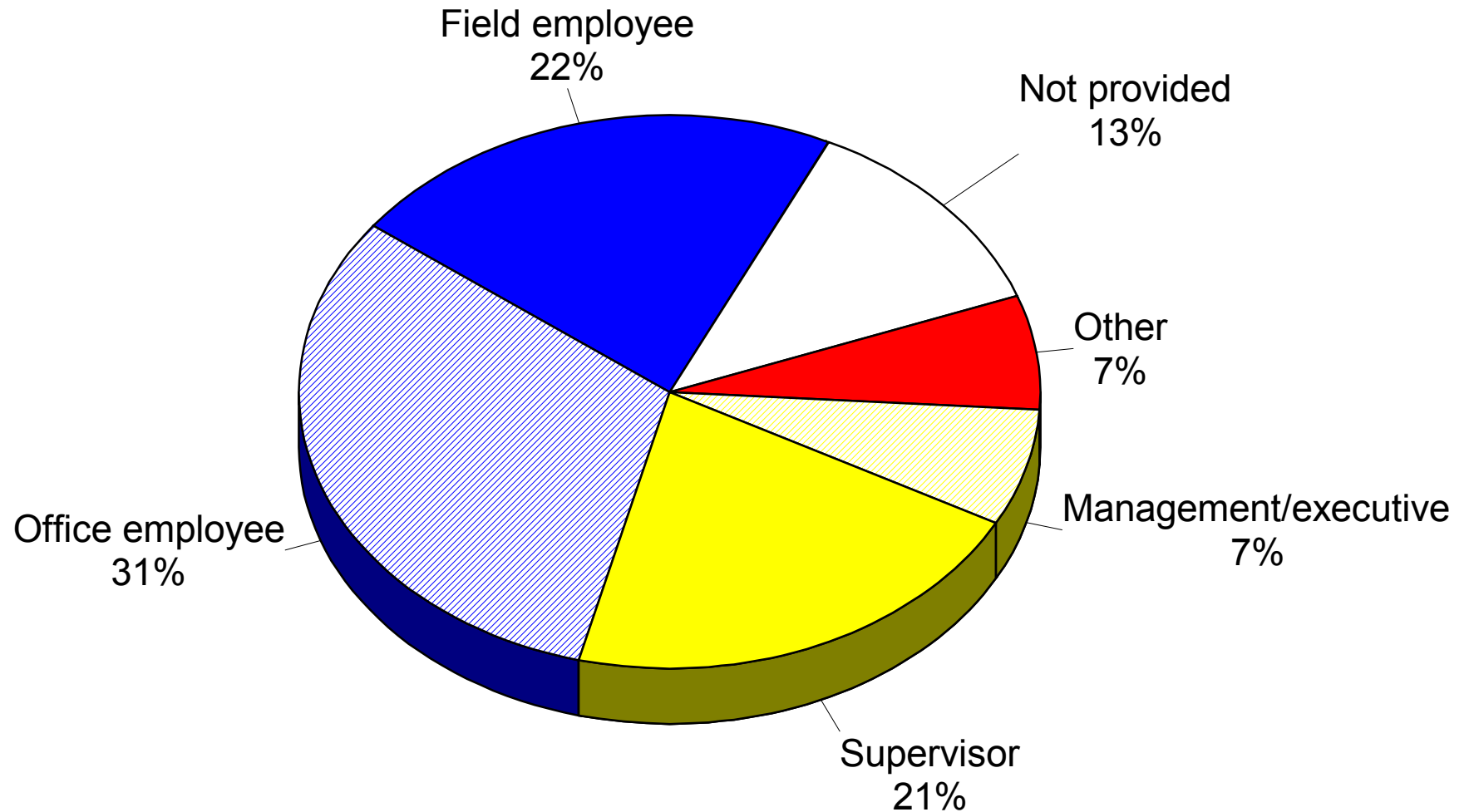


Source: ETC Institute (2019)



## Q54. Which role best describes your position?

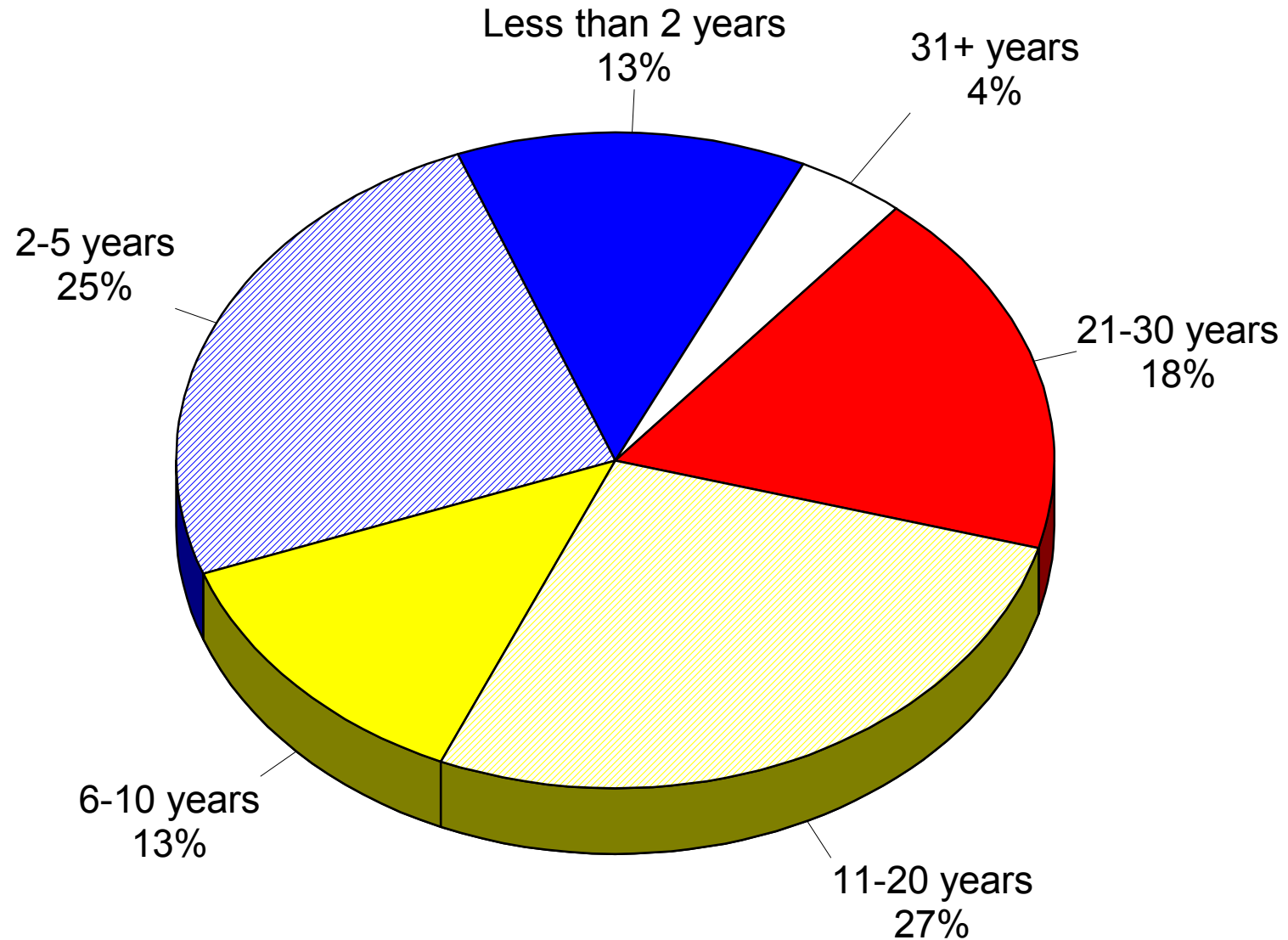
by percentage of respondents (Without "Not Provided")



Source: ETC Institute (2019)

## Q55. How many years have you been employed by the City of San Diego?

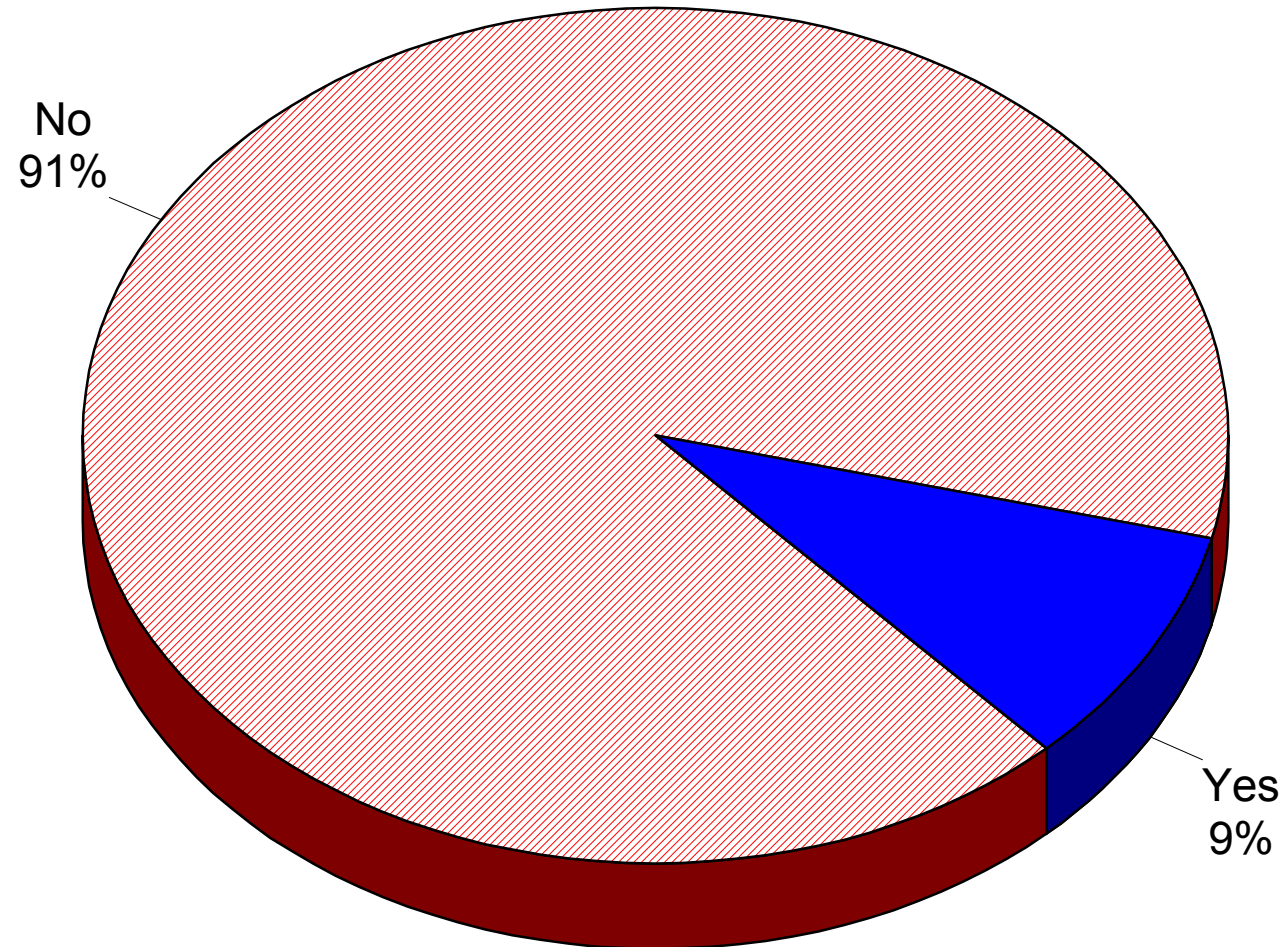
by percentage of respondents (Without "Not Provided")



Source: ETC Institute (2019)

## Q56. Are you a veteran who has served in the United States Armed Forces?

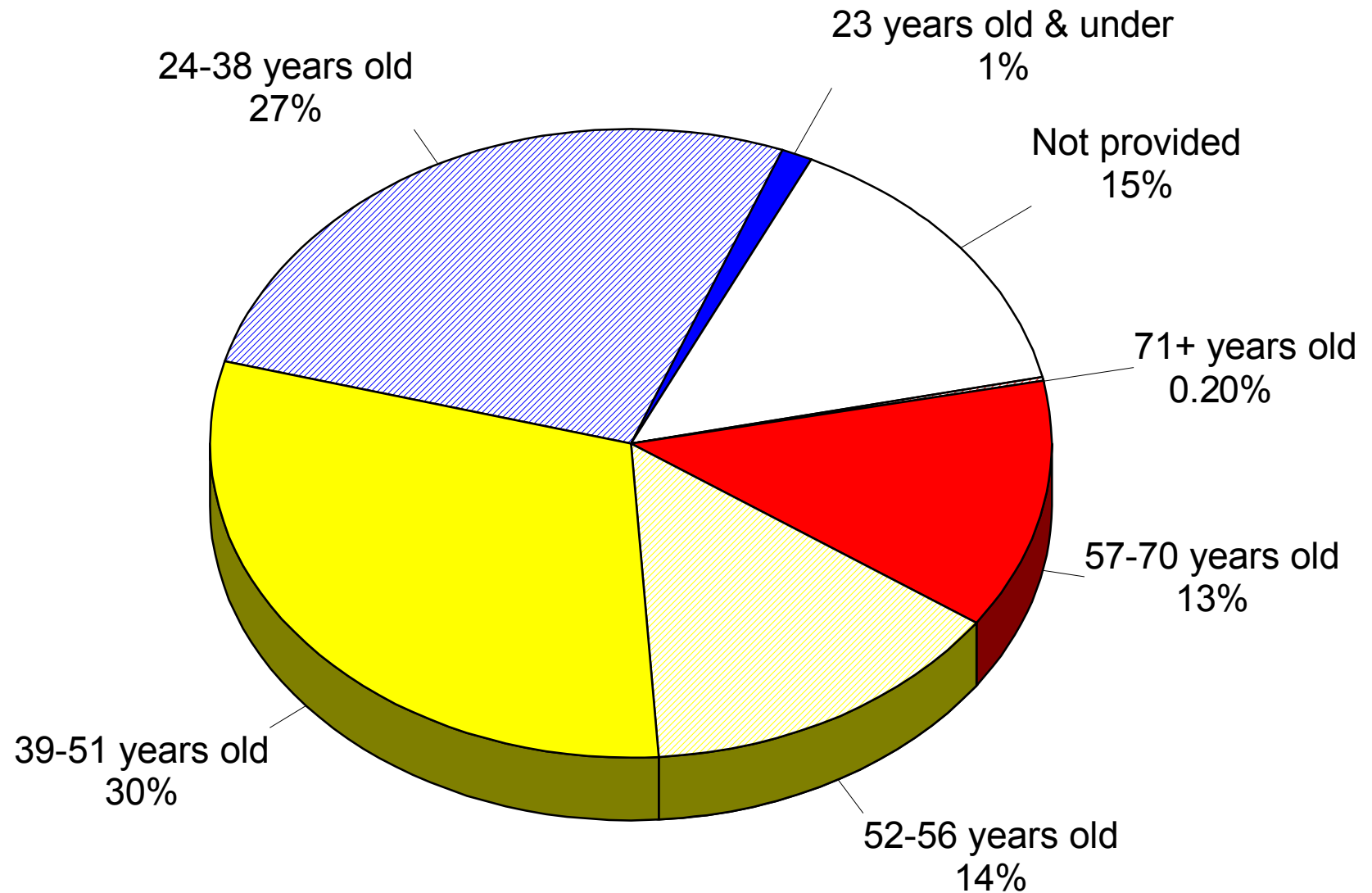
by percentage of respondents (Without "Not Provided")



Source: ETC Institute (2019)

## Q57. Which of the following best describes your age?

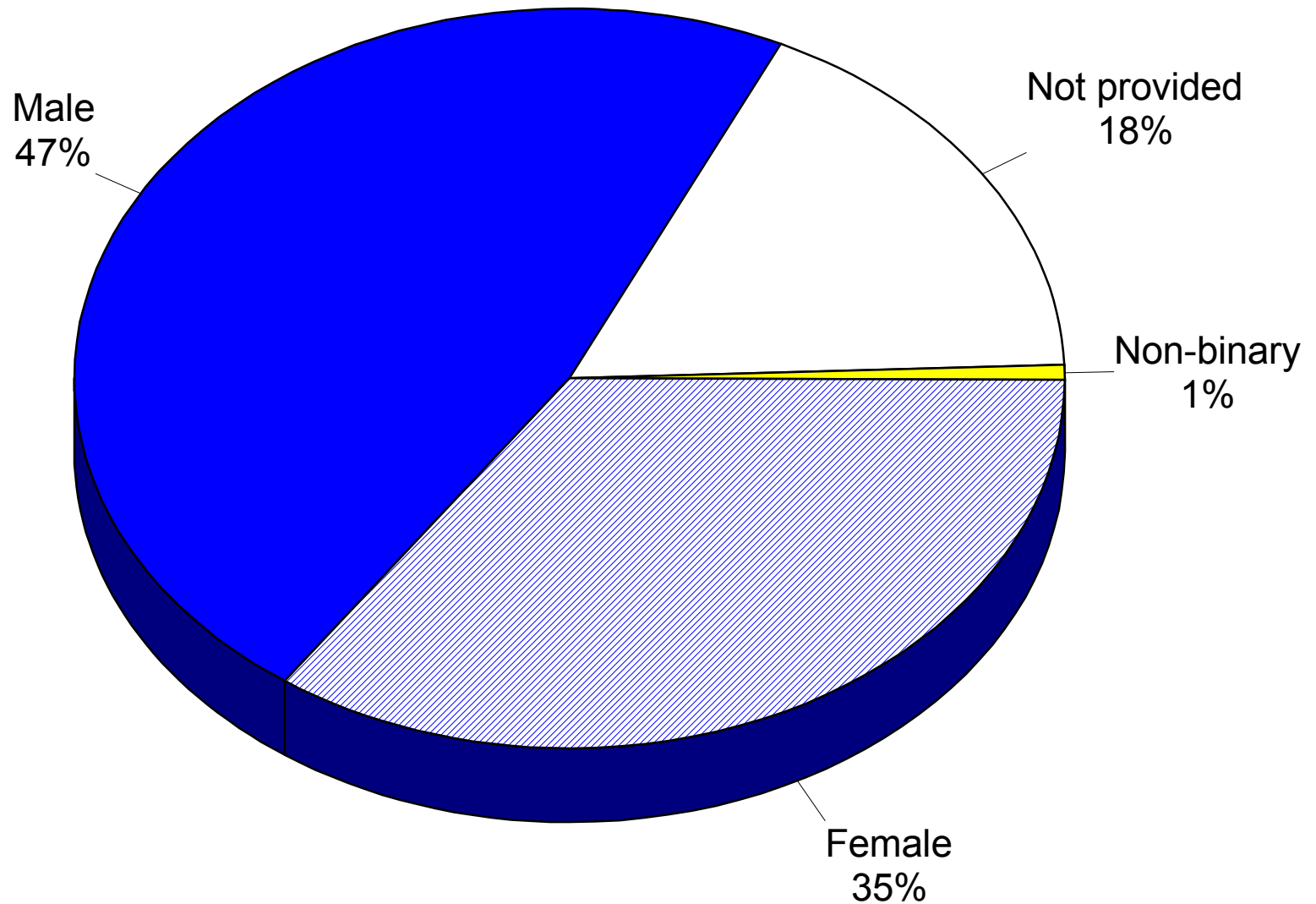
by percentage of respondents



Source: ETC Institute (2019)

## Q58. What is your gender?

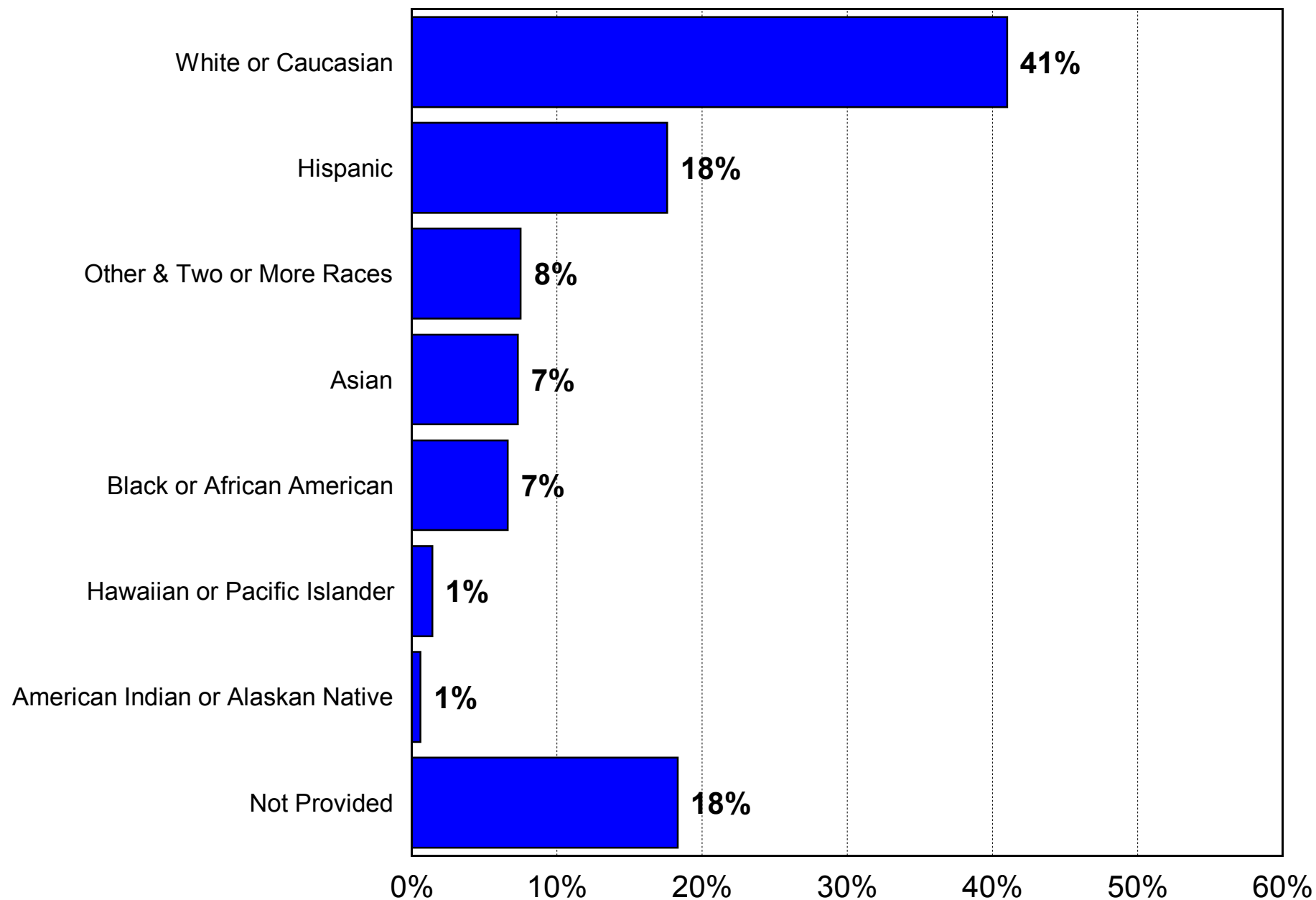
by percentage of respondents



Source: ETC Institute (2019)

## Q59. Which of the following best describes your race?

by percentage of respondents



Source: ETC Institute (2019)

## **Section 2**

### ***Gap Analysis***

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# City of San Diego Employee Survey

## Gap Analysis

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### 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 compared to the overall mean rating for each question on the survey.

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 compared to the overall mean rating for each question on the survey.

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	Q1. I am generally satisfied in my current position	5.00	1.61	3.39	Job Satisfaction
2	Q5. I would recommend City of San Diego as a place to work	4.22	1.94	2.28	Job Satisfaction
3	Q2. My work gives me a feeling of personal accomplishment	4.80	2.63	2.17	Job Satisfaction
4	Q10. I believe I have a path for career advancement	4.22	2.11	2.11	Growth and Recognition
5	Q8. I feel encouraged to provide ideas on new ways of doing things	4.36	2.28	2.08	Growth and Recognition
6	Q19. My department management inspires me	3.96	1.90	2.06	Management
7	Q20. My department management actively listens to me	3.99	2.04	1.95	Management
8	Q11. I receive recognition if I perform well	4.22	2.32	1.90	Growth and Recognition
9	Q36. I have received fair consideration for advancement & promotion, when available, within City of San Diego	4.17	2.29	1.88	Professional Development/Career Mobility
10	Q9. I have opportunities to learn new skills in my current position	4.44	2.58	1.86	Growth and Recognition
11	Q44. I perceive the work environment to be better than other government agencies	3.75	1.92	1.83	Work Environment
12	Q26. I feel like I am part of a team	4.63	2.81	1.82	Teamwork
13	Q47. Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better	3.62	1.87	1.75	Work Environment
14	Q13. My direct supervisor inspires me	4.36	2.63	1.73	Supervisor
15	Q22. My department management sets clear goals & expectations	4.06	2.37	1.69	Management
16	Q21. My department management are present & visible	4.15	2.55	1.60	Management
17	Q43. Employees who perform well receive recognition	3.91	2.34	1.57	Work Environment
18	Q28. My team inspires me	4.51	2.95	1.56	Teamwork
19	Q23. Poor job performance is dealt with effectively in my department	3.64	2.16	1.48	Management
20	Q14. My direct supervisor actively listens to me	4.56	3.08	1.48	Supervisor
21	Q17. Poor job performance is dealt with effectively by my supervisor	4.18	2.70	1.48	Supervisor
22	Q7. My skills are used in the workplace	4.75	3.28	1.47	Growth and Recognition
23	Q16. My direct supervisor sets clear goals & expectations	4.42	2.96	1.46	Supervisor
24	Q4. I know how my work relates to City's Strategic Plan ( <a href="https://goo.gl/dxVB8t">https://goo.gl/dxVB8t</a> )	4.43	2.97	1.46	Job Satisfaction
25	Q34. The training I receive is timely	4.04	2.59	1.45	Professional Development/Career Mobility
26	Q33. I am provided with sufficient training opportunities for my job classification	4.12	2.68	1.44	Professional Development/Career Mobility
27	Q3. I know how my work relates to my department's mission	4.82	3.42	1.40	Job Satisfaction
28	Q37. I have access to the tools, equipment & materials I need to do my job well	4.18	2.80	1.38	Resources and Communication
29	Q40. Employees in my department communicate well with each other	4.10	2.73	1.37	Resources and Communication
30	Q30. If I need help with a work-related issue, I am able to find someone who can help me	4.70	3.43	1.27	Teamwork
31	Q45. I am satisfied with the physical conditions of my work place (e.g. noise level, temperature, lighting, cleanliness)	3.52	2.28	1.24	Work Environment
32	Q15. My direct supervisor is present & visible	4.62	3.39	1.23	Supervisor
33	Q39. I have access to the information I need to do my job	4.25	3.02	1.23	Resources and Communication
34	Q29. I am comfortable discussing work-related issues with my co-workers	4.62	3.43	1.19	Teamwork
35	Q32. When I was hired at City, I received an adequate & timely overview & introduction to City, my department & my specific job	4.21	3.02	1.19	Professional Development/Career Mobility
36	Q35. I am aware of City's training opportunities & other programs related to professional development & career mobility	4.15	2.97	1.18	Professional Development/Career Mobility
37	Q41. Employees in my department communicate well with other departments	3.90	2.72	1.18	Resources and Communication
38	Q46. My department provides high-quality services to our customers	4.52	3.34	1.18	Work Environment
39	Q38. The technology in my department is up to date	3.53	2.38	1.15	Resources and Communication
40	Q27. My co-workers treat me with respect	4.69	3.72	0.97	Teamwork
Average Rating		4.26	2.66	1.60	

## GAP Analysis: Employees Who Have Been With the City of San Diego Less Than vs. More Than 5 Years

Rank	Question	Less than 5 years	More than 5 years	Overall	Category
1	Q27. My co-workers treat me with respect	4.28	4.19	4.21	Teamwork
2	Q3. I know how my work relates to my department's mission	4.27	4.16	4.18	Job Satisfaction
3	Q30. If I need help with a work-related issue, I am able to find someone who can help me	4.26	4.11	4.15	Teamwork
4	Q7. My skills are used in the workplace	4.10	4.13	4.09	Growth and Recognition
5	Q29. I am comfortable discussing work-related issues with my co-workers	4.14	4.07	4.08	Teamwork
6	Q15. My direct supervisor is present & visible	4.22	3.97	4.05	Supervisor
7	Q46. My department provides high-quality services to our customers	4.07	3.99	4.01	Work Environment
8	Q14. My direct supervisor actively listens to me	4.09	3.88	3.95	Supervisor
9	Q26. I feel like I am part of a team	4.02	3.84	3.88	Teamwork
10	Q2. My work gives me a feeling of personal accomplishment	3.93	3.86	3.87	Job Satisfaction
11	Q28. My team inspires me	3.89	3.80	3.82	Teamwork
12	Q16. My direct supervisor sets clear goals & expectations	3.93	3.72	3.79	Supervisor
13	Q4. I know how my work relates to City's Strategic Plan ( <a href="https://goo.gl/dxVB8t">https://goo.gl/dxVB8t</a> )	3.84	3.71	3.74	Job Satisfaction
14	Q1. I am generally satisfied in my current position	3.73	3.70	3.69	Job Satisfaction
15	Q39. I have access to the information I need to do my job	3.80	3.62	3.66	Resources and Communication
16	Q9. I have opportunities to learn new skills in my current position	3.82	3.60	3.65	Growth and Recognition
17	Q32. When I was hired at City, I received an adequate & timely overview & introduction to City, my department & my specific job	3.71	3.62	3.63	Professional Development/Career Mobility
18	Q13. My direct supervisor inspires me	3.79	3.51	3.60	Supervisor
19	Q35. I am aware of City's training opportunities & other programs related to professional development & career mobility	3.55	3.57	3.55	Professional Development/Career Mobility
20	Q17. Poor job performance is dealt with effectively by my supervisor	3.69	3.45	3.52	Supervisor
21	Q8. I feel encouraged to provide ideas on new ways of doing things	3.65	3.47	3.51	Growth and Recognition
22	Q37. I have access to the tools, equipment & materials I need to do my job well	3.66	3.45	3.51	Resources and Communication
23	Q40. Employees in my department communicate well with each other	3.66	3.43	3.49	Resources and Communication
24	Q33. I am provided with sufficient training opportunities for my job classification	3.63	3.43	3.48	Professional Development/Career Mobility
25	Q21. My department management are present & visible	3.64	3.31	3.41	Management
26	Q34. The training I receive is timely	3.55	3.32	3.38	Professional Development/Career Mobility
27	Q11. I receive recognition if I perform well	3.63	3.25	3.37	Growth and Recognition
28	Q36. I have received fair consideration for advancement & promotion, when available, within City of San Diego	3.56	3.29	3.36	Professional Development/Career Mobility
29	Q41. Employees in my department communicate well with other departments	3.50	3.27	3.35	Resources and Communication
30	Q10. I believe I have a path for career advancement	3.57	3.25	3.34	Growth and Recognition
31	Q22. My department management sets clear goals & expectations	3.50	3.27	3.34	Management
32	Q5. I would recommend City of San Diego as a place to work	3.61	3.08	3.25	Job Satisfaction
33	Q43. Employees who perform well receive recognition	3.44	3.10	3.21	Work Environment
34	Q20. My department management actively listens to me	3.43	3.06	3.17	Management
35	Q19. My department management inspires me	3.33	2.96	3.07	Management
36	Q23. Poor job performance is dealt with effectively in my department	3.22	2.85	2.96	Management
37	Q38. The technology in my department is up to date	3.12	2.88	2.96	Resources and Communication
38	Q45. I am satisfied with the physical conditions of my work place (e.g. noise level, temperature, lighting, cleanliness)	3.16	2.82	2.93	Work Environment
39	Q44. I perceive the work environment to be better than other government agencies	3.08	2.86	2.91	Work Environment
40	Q47. Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better	3.11	2.74	2.82	Work Environment
	<b>Average Rating</b>	<b>3.70</b>	<b>3.49</b>	<b>3.55</b>	

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

Rank	Question	Male	Female	Overall	Category
1	Q27. My co-workers treat me with respect	4.28	4.23	4.21	Teamwork
2	Q3. I know how my work relates to my department's mission	4.18	4.28	4.18	Job Satisfaction
3	Q30. If I need help with a work-related issue, I am able to find someone who can help me	4.21	4.20	4.15	Teamwork
4	Q7. My skills are used in the workplace	4.14	4.15	4.09	Growth and Recognition
5	Q29. I am comfortable discussing work-related issues with my co-workers	4.21	4.07	4.08	Teamwork
6	Q15. My direct supervisor is present & visible	4.11	4.06	4.05	Supervisor
7	Q46. My department provides high-quality services to our customers	4.03	4.06	4.01	Work Environment
8	Q14. My direct supervisor actively listens to me	4.02	3.97	3.95	Supervisor
9	Q26. I feel like I am part of a team	3.95	3.96	3.88	Teamwork
10	Q2. My work gives me a feeling of personal accomplishment	3.90	3.95	3.87	Job Satisfaction
11	Q28. My team inspires me	3.89	3.85	3.82	Teamwork
12	Q16. My direct supervisor sets clear goals & expectations	3.86	3.80	3.79	Supervisor
13	Q4. I know how my work relates to City's Strategic Plan ( <a href="https://goo.gl/dxVB8t">https://goo.gl/dxVB8t</a> )	3.69	3.89	3.74	Job Satisfaction
14	Q1. I am generally satisfied in my current position	3.72	3.79	3.69	Job Satisfaction
15	Q39. I have access to the information I need to do my job	3.64	3.82	3.66	Resources and Communication
16	Q9. I have opportunities to learn new skills in my current position	3.76	3.67	3.65	Growth and Recognition
17	Q32. When I was hired at City, I received an adequate & timely overview & introduction to City, my department & my specific job	3.71	3.66	3.63	Professional Development/Career Mobility
18	Q13. My direct supervisor inspires me	3.67	3.65	3.60	Supervisor
19	Q35. I am aware of City's training opportunities & other programs related to professional development & career mobility	3.56	3.60	3.55	Professional Development/Career Mobility
20	Q17. Poor job performance is dealt with effectively by my supervisor	3.59	3.54	3.52	Supervisor
21	Q8. I feel encouraged to provide ideas on new ways of doing things	3.54	3.65	3.51	Growth and Recognition
22	Q37. I have access to the tools, equipment & materials I need to do my job well	3.48	3.69	3.51	Resources and Communication
23	Q40. Employees in my department communicate well with each other	3.60	3.50	3.49	Resources and Communication
24	Q33. I am provided with sufficient training opportunities for my job classification	3.54	3.56	3.48	Professional Development/Career Mobility
25	Q21. My department management are present & visible	3.43	3.54	3.41	Management
26	Q34. The training I receive is timely	3.43	3.46	3.38	Professional Development/Career Mobility
27	Q11. I receive recognition if I perform well	3.40	3.50	3.37	Growth and Recognition
28	Q36. I have received fair consideration for advancement & promotion, when available, within City of San Diego	3.45	3.41	3.36	Professional Development/Career Mobility
29	Q41. Employees in my department communicate well with other departments	3.33	3.46	3.35	Resources and Communication
30	Q10. I believe I have a path for career advancement	3.46	3.34	3.34	Growth and Recognition
31	Q22. My department management sets clear goals & expectations	3.37	3.43	3.34	Management
32	Q5. I would recommend City of San Diego as a place to work	3.18	3.52	3.25	Job Satisfaction
33	Q43. Employees who perform well receive recognition	3.26	3.29	3.21	Work Environment
34	Q20. My department management actively listens to me	3.20	3.31	3.17	Management
35	Q19. My department management inspires me	3.09	3.24	3.07	Management
36	Q23. Poor job performance is dealt with effectively in my department	3.02	3.02	2.96	Management
37	Q38. The technology in my department is up to date	2.92	3.12	2.96	Resources and Communication
38	Q45. I am satisfied with the physical conditions of my work place (e.g. noise level, temperature, lighting, cleanliness)	2.97	3.00	2.93	Work Environment
39	Q44. I perceive the work environment to be better than other government agencies	2.91	3.08	2.91	Work Environment
40	Q47. Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better	2.82	2.98	2.82	Work Environment
	<b>Average Rating</b>	<b>3.59</b>	<b>3.63</b>	<b>3.55</b>	

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

Rank	Question	Executive/ Management	Supervisor	Office Employee	Field Employee	Other	Overall	Category
1	Q27. My co-workers treat me with respect	4.55	4.30	4.16	4.14	4.30	4.21	Teamwork
2	Q3. I know how my work relates to my department's mission	4.56	4.27	4.19	4.04	4.24	4.18	Job Satisfaction
3	Q30. If I need help with a work-related issue, I am able to find someone who can help me	4.44	4.19	4.11	4.10	4.26	4.15	Teamwork
4	Q7. My skills are used in the workplace	4.46	4.18	4.02	4.09	4.17	4.09	Growth and Recognition
5	Q29. I am comfortable discussing work-related issues with my co-workers	4.46	4.23	3.96	4.05	4.15	4.08	Teamwork
6	Q15. My direct supervisor is present & visible	4.33	3.99	4.05	4.06	4.10	4.05	Supervisor
7	Q46. My department provides high-quality services to our customers	4.43	4.04	3.98	3.95	3.97	4.01	Work Environment
8	Q14. My direct supervisor actively listens to me	4.41	3.97	3.92	3.90	3.93	3.95	Supervisor
9	Q26. I feel like I am part of a team	4.34	3.98	3.80	3.85	3.95	3.88	Teamwork
10	Q2. My work gives me a feeling of personal accomplishment	4.33	4.00	3.80	3.80	3.89	3.87	Job Satisfaction
11	Q28. My team inspires me	4.39	4.00	3.67	3.76	3.78	3.82	Teamwork
12	Q16. My direct supervisor sets clear goals & expectations	4.18	3.75	3.74	3.82	3.78	3.79	Supervisor
13	Q4. I know how my work relates to City's Strategic Plan ( <a href="https://goo.gl/dxVB8t">https://goo.gl/dxVB8t</a> )	4.33	3.78	3.82	3.47	3.72	3.74	Job Satisfaction
14	Q1. I am generally satisfied in my current position	4.17	3.80	3.63	3.59	3.82	3.69	Job Satisfaction
15	Q39. I have access to the information I need to do my job	3.98	3.64	3.73	3.56	3.80	3.66	Resources and Communication
16	Q9. I have opportunities to learn new skills in my current position	4.14	3.78	3.60	3.60	3.62	3.65	Growth and Recognition
17	Q32. When I was hired at City, I received an adequate & timely overview & introduction to City, my department & my specific job	3.68	3.58	3.58	3.82	3.75	3.63	Professional Development/Career Mobility
18	Q13. My direct supervisor inspires me	4.11	3.57	3.57	3.58	3.63	3.60	Supervisor
19	Q35. I am aware of City's training opportunities & other programs related to professional development & career mobility	4.00	3.68	3.47	3.49	3.46	3.55	Professional Development/Career Mobility
20	Q17. Poor job performance is dealt with effectively by my supervisor	3.88	3.51	3.46	3.54	3.46	3.52	Supervisor
21	Q8. I feel encouraged to provide ideas on new ways of doing things	4.16	3.66	3.49	3.29	3.57	3.51	Growth and Recognition
22	Q37. I have access to the tools, equipment & materials I need to do my job well	3.76	3.50	3.59	3.39	3.61	3.51	Resources and Communication
23	Q40. Employees in my department communicate well with each other	3.85	3.51	3.48	3.47	3.48	3.49	Resources and Communication
24	Q33. I am provided with sufficient training opportunities for my job classification	3.83	3.45	3.44	3.56	3.57	3.48	Professional Development/Career Mobility
25	Q21. My department management are present & visible	4.13	3.43	3.45	3.22	3.35	3.41	Management
26	Q34. The training I receive is timely	3.74	3.31	3.34	3.48	3.54	3.38	Professional Development/Career Mobility
27	Q11. I receive recognition if I perform well	4.03	3.41	3.41	3.21	3.35	3.37	Growth and Recognition
28	Q36. I have received fair consideration for advancement & promotion, when available, within City of San Diego	4.01	3.55	3.24	3.29	3.36	3.36	Professional Development/Career Mobility
29	Q41. Employees in my department communicate well with other departments	3.80	3.28	3.43	3.16	3.26	3.35	Resources and Communication
30	Q10. I believe I have a path for career advancement	3.74	3.43	3.22	3.47	3.24	3.34	Growth and Recognition
31	Q22. My department management sets clear goals & expectations	4.02	3.39	3.29	3.23	3.30	3.34	Management
32	Q5. I would recommend City of San Diego as a place to work	3.76	3.17	3.42	2.96	3.57	3.25	Job Satisfaction
33	Q43. Employees who perform well receive recognition	3.87	3.25	3.23	3.07	3.11	3.21	Work Environment
34	Q20. My department management actively listens to me	4.05	3.21	3.19	2.91	3.24	3.17	Management
35	Q19. My department management inspires me	3.95	3.08	3.11	2.83	3.08	3.07	Management
36	Q23. Poor job performance is dealt with effectively in my department	3.48	2.90	2.94	2.94	2.92	2.96	Management
37	Q38. The technology in my department is up to date	3.06	2.89	3.09	2.83	3.16	2.96	Resources and Communication
38	Q45. I am satisfied with the physical conditions of my work place (e.g. noise level, temperature, lighting, cleanliness)	3.15	2.87	3.01	2.92	2.96	2.93	Work Environment
39	Q44. I perceive the work environment to be better than other government agencies	3.47	2.89	2.96	2.79	3.03	2.91	Work Environment
40	Q47. Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better	3.32	2.84	2.90	2.62	2.94	2.82	Work Environment
Average Rating		4.01	3.58	3.54	3.47	3.59	3.55	

## GAP Analysis: Number of Years Employed by the City of San Diego

Rank	Question	Less than 2	2-5 years	6-10 years	11-20 years	21-30 years	31 years or more	Overall	Category
1	Q27. My co-workers treat me with respect	4.39	4.23	4.23	4.16	4.22	4.12	4.21	Teamwork
2	Q3. I know how my work relates to my department's mission	4.38	4.21	4.11	4.18	4.21	3.97	4.18	Job Satisfaction
3	Q30. If I need help with a work-related issue, I am able to find someone who can help me	4.37	4.20	4.16	4.08	4.11	4.05	4.15	Teamwork
4	Q7. My skills are used in the workplace	4.13	4.09	4.10	4.13	4.16	4.07	4.09	Growth and Recognition
5	Q29. I am comfortable discussing work-related issues with my co-workers	4.24	4.09	4.05	4.05	4.11	4.14	4.08	Teamwork
6	Q15. My direct supervisor is present & visible	4.34	4.15	4.08	3.97	3.96	3.67	4.05	Supervisor
7	Q46. My department provides high-quality services to our customers	4.21	4.00	4.00	3.99	4.00	3.92	4.01	Work Environment
8	Q14. My direct supervisor actively listens to me	4.25	4.02	3.93	3.90	3.88	3.69	3.95	Supervisor
9	Q26. I feel like I am part of a team	4.21	3.93	3.91	3.84	3.79	3.83	3.88	Teamwork
10	Q2. My work gives me a feeling of personal accomplishment	4.13	3.82	3.80	3.87	3.88	3.98	3.87	Job Satisfaction
11	Q28. My team inspires me	4.09	3.79	3.74	3.79	3.85	3.78	3.82	Teamwork
12	Q16. My direct supervisor sets clear goals & expectations	4.12	3.83	3.80	3.73	3.71	3.52	3.79	Supervisor
13	Q4. I know how my work relates to City's Strategic Plan ( <a href="https://goo.gl/dxVB8t">https://goo.gl/dxVB8t</a> )	3.99	3.76	3.68	3.69	3.78	3.56	3.74	Job Satisfaction
14	Q1. I am generally satisfied in my current position	3.99	3.60	3.65	3.68	3.73	3.80	3.69	Job Satisfaction
15	Q39. I have access to the information I need to do my job	3.91	3.75	3.65	3.63	3.60	3.59	3.66	Resources and Communication
16	Q9. I have opportunities to learn new skills in my current position	4.10	3.68	3.65	3.57	3.62	3.55	3.65	Growth and Recognition
17	Q32. When I was hired at City, I received an adequate & timely overview & introduction to City, my department & my specific job	3.87	3.62	3.65	3.60	3.64	3.65	3.63	Professional Development/Career Mobility
18	Q13. My direct supervisor inspires me	4.00	3.68	3.56	3.52	3.52	3.24	3.60	Supervisor
19	Q35. I am aware of City's training opportunities & other programs related to professional development & career mobility	3.64	3.51	3.53	3.55	3.60	3.68	3.55	Professional Development/Career Mobility
20	Q17. Poor job performance is dealt with effectively by my supervisor	3.93	3.57	3.46	3.47	3.43	3.32	3.52	Supervisor
21	Q8. I feel encouraged to provide ideas on new ways of doing things	3.88	3.54	3.44	3.43	3.55	3.51	3.51	Growth and Recognition
22	Q37. I have access to the tools, equipment & materials I need to do my job well	3.81	3.59	3.45	3.46	3.44	3.44	3.51	Resources and Communication
23	Q40. Employees in my department communicate well with each other	3.86	3.56	3.35	3.41	3.50	3.48	3.49	Resources and Communication
24	Q33. I am provided with sufficient training opportunities for my job classification	3.81	3.54	3.50	3.38	3.46	3.37	3.48	Professional Development/Career Mobility
25	Q21. My department management are present & visible	3.93	3.49	3.36	3.26	3.34	3.27	3.41	Management
26	Q34. The training I receive is timely	3.73	3.46	3.34	3.30	3.34	3.27	3.38	Professional Development/Career Mobility
27	Q11. I receive recognition if I perform well	3.98	3.46	3.28	3.24	3.28	3.10	3.37	Growth and Recognition
28	Q36. I have received fair consideration for advancement & promotion, when available, within City of San Diego	3.74	3.48	3.39	3.29	3.22	3.28	3.36	Professional Development/Career Mobility
29	Q41. Employees in my department communicate well with other departments	3.70	3.40	3.22	3.27	3.29	3.41	3.35	Resources and Communication
30	Q10. I believe I have a path for career advancement	3.87	3.41	3.33	3.29	3.16	3.11	3.34	Growth and Recognition
31	Q22. My department management sets clear goals & expectations	3.77	3.36	3.26	3.25	3.34	3.20	3.34	Management
32	Q5. I would recommend City of San Diego as a place to work	4.03	3.40	3.12	3.08	3.07	3.02	3.25	Job Satisfaction
33	Q43. Employees who perform well receive recognition	3.73	3.30	3.09	3.07	3.16	3.09	3.21	Work Environment
34	Q20. My department management actively listens to me	3.76	3.27	3.04	3.04	3.10	3.09	3.17	Management
35	Q19. My department management inspires me	3.71	3.13	2.98	2.93	2.99	2.97	3.07	Management
36	Q23. Poor job performance is dealt with effectively in my department	3.59	3.04	2.92	2.86	2.82	2.74	2.96	Management
37	Q38. The technology in my department is up to date	3.22	3.07	2.78	2.91	2.89	2.99	2.96	Resources and Communication
38	Q45. I am satisfied with the physical conditions of my work place (e.g. noise level, temperature, lighting, cleanliness)	3.39	3.05	2.75	2.81	2.87	2.88	2.93	Work Environment
39	Q44. I perceive the work environment to be better than other government agencies	3.43	2.92	2.74	2.83	2.97	2.96	2.91	Work Environment
40	Q47. Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better	3.46	3.01	2.77	2.75	2.71	2.67	2.82	Work Environment
<b>Average Rating</b>		<b>3.92</b>	<b>3.60</b>	<b>3.50</b>	<b>3.48</b>	<b>3.51</b>	<b>3.45</b>	<b>3.55</b>	

## GAP Analysis: Differences Among Race/Ethnicity Throughout the Organization

Rank	Question	Hispanic	Asian	Black/African American	White or Caucasian	Overall	Category
1	Q27. My co-workers treat me with respect	4.25	4.30	4.14	4.25	4.21	Teamwork
2	Q3. I know how my work relates to my department's mission	4.25	4.29	4.16	4.21	4.18	Job Satisfaction
3	Q30. If I need help with a work-related issue, I am able to find someone who can help me	4.20	4.27	4.09	4.20	4.15	Teamwork
4	Q7. My skills are used in the workplace	4.21	4.22	4.00	4.12	4.09	Growth and Recognition
5	Q29. I am comfortable discussing work-related issues with my co-workers	4.08	4.19	4.00	4.17	4.08	Teamwork
6	Q15. My direct supervisor is present & visible	4.13	4.19	4.03	4.08	4.05	Supervisor
7	Q46. My department provides high-quality services to our customers	4.01	4.07	3.95	4.06	4.01	Work Environment
8	Q14. My direct supervisor actively listens to me	4.01	4.14	3.82	4.00	3.95	Supervisor
9	Q26. I feel like I am part of a team	3.95	4.05	3.74	3.95	3.88	Teamwork
10	Q2. My work gives me a feeling of personal accomplishment	3.95	3.92	3.85	3.92	3.87	Job Satisfaction
11	Q28. My team inspires me	3.86	3.97	3.62	3.88	3.82	Teamwork
12	Q16. My direct supervisor sets clear goals & expectations	3.87	4.04	3.69	3.80	3.79	Supervisor
13	Q4. I know how my work relates to City's Strategic Plan ( <a href="https://goo.gl/dxvB8t">https://goo.gl/dxvB8t</a> )	3.90	3.91	3.78	3.70	3.74	Job Satisfaction
14	Q1. I am generally satisfied in my current position	3.83	3.79	3.54	3.73	3.69	Job Satisfaction
15	Q39. I have access to the information I need to do my job	3.77	3.81	3.67	3.68	3.66	Resources and Communication
16	Q9. I have opportunities to learn new skills in my current position	3.81	3.83	3.49	3.69	3.65	Growth and Recognition
17	Q32. When I was hired at City, I received an adequate & timely overview & introduction to City, my department & my specific job	3.80	3.75	3.67	3.64	3.63	Professional Development/Career Mobility
18	Q13. My direct supervisor inspires me	3.74	3.78	3.49	3.63	3.60	Supervisor
19	Q35. I am aware of City's training opportunities & other programs related to professional development & career mobility	3.63	3.59	3.66	3.54	3.55	Professional Development/Career Mobility
20	Q17. Poor job performance is dealt with effectively by my supervisor	3.62	3.75	3.56	3.51	3.52	Supervisor
21	Q8. I feel encouraged to provide ideas on new ways of doing things	3.66	3.80	3.39	3.54	3.51	Growth and Recognition
22	Q37. I have access to the tools, equipment & materials I need to do my job well	3.67	3.73	3.61	3.48	3.51	Resources and Communication
23	Q40. Employees in my department communicate well with each other	3.56	3.63	3.45	3.54	3.49	Resources and Communication
24	Q33. I am provided with sufficient training opportunities for my job classification	3.62	3.62	3.43	3.50	3.48	Professional Development/Career Mobility
25	Q21. My department management are present & visible	3.58	3.53	3.45	3.42	3.41	Management
26	Q34. The training I receive is timely	3.49	3.58	3.35	3.40	3.38	Professional Development/Career Mobility
27	Q11. I receive recognition if I perform well	3.49	3.64	3.31	3.41	3.37	Growth and Recognition
28	Q36. I have received fair consideration for advancement & promotion, when available, within City of San Diego	3.49	3.46	3.14	3.47	3.36	Professional Development/Career Mobility
29	Q41. Employees in my department communicate well with other departments	3.43	3.47	3.37	3.35	3.35	Resources and Communication
30	Q10. I believe I have a path for career advancement	3.61	3.52	3.10	3.37	3.34	Growth and Recognition
31	Q22. My department management sets clear goals & expectations	3.51	3.48	3.34	3.34	3.34	Management
32	Q5. I would recommend City of San Diego as a place to work	3.53	3.58	3.36	3.18	3.25	Job Satisfaction
33	Q43. Employees who perform well receive recognition	3.34	3.47	3.09	3.24	3.21	Work Environment
34	Q20. My department management actively listens to me	3.33	3.33	3.17	3.20	3.17	Management
35	Q19. My department management inspires me	3.26	3.28	2.97	3.09	3.07	Management
36	Q23. Poor job performance is dealt with effectively in my department	3.12	3.13	3.13	2.93	2.96	Management
37	Q38. The technology in my department is up to date	3.13	3.23	3.09	2.87	2.96	Resources and Communication
38	Q45. I am satisfied with the physical conditions of my work place (e.g. noise level, temperature, lighting, cleanliness)	3.11	3.22	3.18	2.85	2.93	Work Environment
39	Q44. I perceive the work environment to be better than other government agencies	3.16	3.25	2.87	2.87	2.91	Work Environment
40	Q47. Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better	3.03	3.19	2.74	2.78	2.82	Work Environment
	<b>Average Rating</b>	<b>3.67</b>	<b>3.73</b>	<b>3.51</b>	<b>3.56</b>	<b>3.55</b>	

## GAP Analysis: Age of Employee

Rank	Question	Under Age 23	Age 24-38	Age 39-51	Age 52-56	Age 57-70	Age 70+	Overall	Category
22	Q27. My co-workers treat me with respect	4.33	4.31	4.22	4.17	4.20	4.00	4.21	Teamwork
3	Q3. I know how my work relates to my department's mission	4.45	4.20	4.19	4.20	4.25	4.63	4.18	Job Satisfaction
25	Q30. If I need help with a work-related issue, I am able to find someone who can help me	4.44	4.29	4.15	4.05	4.15	4.00	4.15	Teamwork
6	Q7. My skills are used in the workplace	4.16	4.09	4.15	4.12	4.18	3.75	4.09	Growth and Recognition
24	Q29. I am comfortable discussing work-related issues with my co-workers	4.45	4.16	4.10	4.04	4.12	3.33	4.08	Teamwork
13	Q15. My direct supervisor is present & visible	4.45	4.20	4.07	3.93	3.94	4.29	4.05	Supervisor
39	Q46. My department provides high-quality services to our customers	4.27	4.06	3.98	4.06	4.00	4.20	4.01	Work Environment
12	Q14. My direct supervisor actively listens to me	4.34	4.09	3.97	3.84	3.88	4.14	3.95	Supervisor
21	Q26. I feel like I am part of a team	4.19	4.05	3.89	3.76	3.89	3.86	3.88	Teamwork
2	Q2. My work gives me a feeling of personal accomplishment	4.14	3.88	3.89	3.90	3.98	4.50	3.87	Job Satisfaction
23	Q28. My team inspires me	4.02	3.92	3.82	3.77	3.82	3.50	3.82	Teamwork
14	Q16. My direct supervisor sets clear goals & expectations	4.20	3.96	3.79	3.66	3.70	3.86	3.79	Supervisor
4	Q4. I know how my work relates to City's Strategic Plan ( <a href="https://goo.gl/dxVB8t">https://goo.gl/dxVB8t</a> )	4.00	3.72	3.75	3.71	3.91	4.14	3.74	Job Satisfaction
1	Q1. I am generally satisfied in my current position	3.82	3.65	3.70	3.78	3.87	4.38	3.69	Job Satisfaction
33	Q39. I have access to the information I need to do my job	4.02	3.75	3.62	3.64	3.79	4.17	3.66	Resources and Communication
8	Q9. I have opportunities to learn new skills in my current position	4.18	3.83	3.67	3.55	3.64	4.50	3.65	Growth and Recognition
26	Q32. When I was hired at City, I received an adequate & timely overview & introduction to City, my department & my specific job	4.00	3.72	3.61	3.67	3.69	4.17	3.63	Professional Development/Career Mobility
11	Q13. My direct supervisor inspires me	4.07	3.76	3.62	3.47	3.53	3.14	3.60	Supervisor
29	Q35. I am aware of City's training opportunities & other programs related to professional development & career mobility	3.86	3.55	3.51	3.56	3.72	4.20	3.55	Professional Development/Career Mobility
15	Q17. Poor job performance is dealt with effectively by my supervisor	4.07	3.66	3.51	3.44	3.43	3.40	3.52	Supervisor
7	Q8. I feel encouraged to provide ideas on new ways of doing things	3.93	3.60	3.50	3.51	3.63	3.75	3.51	Growth and Recognition
31	Q37. I have access to the tools, equipment & materials I need to do my job well	3.91	3.56	3.46	3.53	3.65	4.50	3.51	Resources and Communication
34	Q40. Employees in my department communicate well with each other	3.98	3.59	3.47	3.42	3.62	3.33	3.49	Resources and Communication
27	Q33. I am provided with sufficient training opportunities for my job classification	4.00	3.61	3.44	3.47	3.60	3.67	3.48	Professional Development/Career Mobility
18	Q21. My department management are present & visible	3.71	3.51	3.42	3.35	3.48	4.00	3.41	Management
28	Q34. The training I receive is timely	3.80	3.51	3.34	3.32	3.51	4.00	3.38	Professional Development/Career Mobility
10	Q11. I receive recognition if I perform well	3.98	3.52	3.38	3.21	3.41	4.25	3.37	Growth and Recognition
30	Q36. I have received fair consideration for advancement & promotion, when available, within City of San Diego	3.85	3.57	3.39	3.19	3.35	3.80	3.36	Professional Development/Career Mobility
35	Q41. Employees in my department communicate well with other departments	3.79	3.38	3.25	3.40	3.49	3.25	3.35	Resources and Communication
9	Q10. I believe I have a path for career advancement	4.12	3.63	3.38	3.13	3.14	4.00	3.34	Growth and Recognition
19	Q22. My department management sets clear goals & expectations	3.69	3.45	3.35	3.27	3.38	3.71	3.34	Management
5	Q5. I would recommend City of San Diego as a place to work	3.98	3.38	3.20	3.18	3.42	3.88	3.25	Job Satisfaction
36	Q43. Employees who perform well receive recognition	3.79	3.32	3.19	3.10	3.33	3.80	3.21	Work Environment
17	Q20. My department management actively listens to me	3.38	3.26	3.19	3.14	3.23	3.43	3.17	Management
16	Q19. My department management inspires me	3.49	3.20	3.08	2.98	3.14	3.57	3.07	Management
20	Q23. Poor job performance is dealt with effectively in my department	3.44	3.08	2.96	2.90	2.96	3.00	2.96	Management
32	Q38. The technology in my department is up to date	3.11	2.94	2.86	3.04	3.26	3.67	2.96	Resources and Communication
38	Q45. I am satisfied with the physical conditions of my work place (e.g. noise level, temperature, lighting, cleanliness)	3.67	2.99	2.83	2.98	3.13	3.00	2.93	Work Environment
37	Q44. I perceive the work environment to be better than other government agencies	3.66	2.90	2.93	2.92	3.11	3.33	2.91	Work Environment
40	Q47. Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better	3.77	2.88	2.84	2.76	2.96	3.80	2.82	Work Environment
	<b>Average Rating</b>	<b>3.96</b>	<b>3.64</b>	<b>3.54</b>	<b>3.50</b>	<b>3.61</b>	<b>3.85</b>	<b>3.55</b>	

## **Section 3**

### ***Tabular Data***

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## 2019 City of San Diego Employee Satisfaction Survey Results

**Q1-5. Job Satisfaction: 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.**

(N=3753)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q1. I am generally satisfied in my current position	22.8%	45.6%	14.4%	10.2%	6.4%	0.6%
Q2. My work gives me a feeling of personal accomplishment	29.5%	43.6%	14.1%	7.1%	4.8%	0.9%
Q3. I know how my work relates to my department's mission	41.6%	42.8%	8.2%	3.7%	2.6%	1.2%
Q4. I know how my work relates to City's Strategic Plan ( <a href="https://goo.gl/dxVB8t">https://goo.gl/dxVB8t</a> )	25.1%	37.0%	19.7%	7.7%	4.9%	5.5%
Q5. I would recommend City of San Diego as a place to work	18.8%	28.6%	22.9%	12.8%	14.5%	2.3%

**WITHOUT "DON'T KNOW"****Q1-5. Job Satisfaction: 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. (without "don't know")**

(N=3753)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q1. I am generally satisfied in my current position	22.9%	45.9%	14.5%	10.2%	6.5%
Q2. My work gives me a feeling of personal accomplishment	29.8%	44.0%	14.2%	7.2%	4.8%
Q3. I know how my work relates to my department's mission	42.1%	43.3%	8.3%	3.7%	2.6%
Q4. I know how my work relates to City's Strategic Plan ( <a href="https://goo.gl/dxVB8t">https://goo.gl/dxVB8t</a> )	26.6%	39.2%	20.9%	8.2%	5.2%
Q5. I would recommend City of San Diego as a place to work	19.3%	29.3%	23.5%	13.1%	14.9%

## 2019 City of San Diego Employee Satisfaction Survey Results

**Q7-11. Growth and Recognition: 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.**

(N=3753)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q7. My skills are used in the workplace	37.9%	44.0%	9.0%	4.9%	3.5%	0.8%
Q8. I feel encouraged to provide ideas on new ways of doing things	25.1%	32.5%	19.1%	12.9%	9.7%	0.7%
Q9. I have opportunities to learn new skills in my current position	25.2%	39.5%	16.3%	10.1%	7.6%	1.2%
Q10. I believe I have a path for career advancement	20.1%	31.3%	20.8%	12.3%	13.1%	2.4%
Q11. I receive recognition if I perform well	20.0%	32.4%	21.3%	12.5%	11.9%	2.0%

**WITHOUT "DON'T KNOW"****Q7-11. Growth and Recognition: 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. (without "don't know")**

(N=3753)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q7. My skills are used in the workplace	38.2%	44.3%	9.0%	4.9%	3.5%
Q8. I feel encouraged to provide ideas on new ways of doing things	25.3%	32.8%	19.2%	13.0%	9.8%
Q9. I have opportunities to learn new skills in my current position	25.5%	40.0%	16.5%	10.2%	7.7%
Q10. I believe I have a path for career advancement	20.6%	32.0%	21.3%	12.6%	13.5%
Q11. I receive recognition if I perform well	20.4%	33.0%	21.7%	12.7%	12.2%

## 2019 City of San Diego Employee Satisfaction Survey Results

**Q13-17. Supervisor: 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.**

(N=3753)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q13. My direct supervisor inspires me	28.2%	31.2%	19.2%	9.8%	9.5%	2.0%
Q14. My direct supervisor actively listens to me	38.2%	35.2%	13.0%	5.6%	6.4%	1.6%
Q15. My direct supervisor is present & visible	39.6%	37.9%	11.7%	4.5%	4.6%	1.7%
Q16. My direct supervisor sets clear goals & expectations	31.8%	34.3%	18.0%	7.1%	6.8%	2.2%
Q17. Poor job performance is dealt with effectively by my supervisor	22.6%	28.9%	20.2%	8.3%	9.5%	10.4%

**WITHOUT "DON'T KNOW"****Q13-17. Supervisor: 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. (without "don't know")**

(N=3753)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q13. My direct supervisor inspires me	28.8%	31.8%	19.6%	10.0%	9.7%
Q14. My direct supervisor actively listens to me	38.8%	35.8%	13.2%	5.7%	6.5%
Q15. My direct supervisor is present & visible	40.3%	38.5%	11.9%	4.6%	4.6%
Q16. My direct supervisor sets clear goals & expectations	32.5%	35.0%	18.4%	7.2%	6.9%
Q17. Poor job performance is dealt with effectively by my supervisor	25.2%	32.3%	22.6%	9.3%	10.6%

## 2019 City of San Diego Employee Satisfaction Survey Results

**Q19-23. Management: 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.**

(N=3753)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q19. My department management inspires me	13.2%	25.5%	28.4%	15.6%	14.7%	2.7%
Q20. My department management actively listens to me	14.7%	27.5%	27.2%	13.6%	13.4%	3.7%
Q21. My department management are present & visible	17.8%	35.7%	21.7%	12.2%	9.6%	3.0%
Q22. My department management sets clear goals & expectations	15.8%	33.3%	25.0%	12.4%	9.9%	3.6%
Q23. Poor job performance is dealt with effectively in my department	11.1%	22.0%	25.0%	14.7%	16.6%	10.7%

**WITHOUT "DON'T KNOW"****Q19-23. Management: 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. (without "don't know")**

(N=3753)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q19. My department management inspires me	13.6%	26.2%	29.1%	16.0%	15.1%
Q20. My department management actively listens to me	15.2%	28.5%	28.2%	14.1%	13.9%
Q21. My department management are present & visible	18.4%	36.8%	22.3%	12.6%	9.9%
Q22. My department management sets clear goals & expectations	16.4%	34.6%	25.9%	12.8%	10.3%
Q23. Poor job performance is dealt with effectively in my department	12.4%	24.6%	27.9%	16.4%	18.6%

2019 City of San Diego Employee Satisfaction Survey Results**Q26-30. Teamwork: Please rate your level of agreement with each of the following statements.**

(N=3753)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q26. I feel like I am part of a team	32.1%	40.7%	13.4%	6.5%	5.7%	1.5%
Q27. My co-workers treat me with respect	41.0%	43.6%	9.4%	2.5%	1.8%	1.5%
Q28. My team inspires me	29.3%	36.2%	21.9%	6.3%	4.2%	2.1%
Q29. I am comfortable discussing work-related issues with my co-workers	38.0%	41.9%	10.3%	4.6%	3.5%	1.7%
Q30. If I need help with a work-related issue, I am able to find someone who can help me	39.6%	42.0%	10.4%	3.5%	2.5%	2.1%

**WITHOUT "DON'T KNOW"****Q26-30. Teamwork: Please rate your level of agreement with each of the following statements. (without "don't know")**

(N=3753)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q26. I feel like I am part of a team	32.6%	41.4%	13.6%	6.6%	5.8%
Q27. My co-workers treat me with respect	41.7%	44.3%	9.6%	2.6%	1.9%
Q28. My team inspires me	29.9%	36.9%	22.4%	6.5%	4.3%
Q29. I am comfortable discussing work-related issues with my co-workers	38.7%	42.6%	10.5%	4.6%	3.6%
Q30. If I need help with a work-related issue, I am able to find someone who can help me	40.4%	42.9%	10.6%	3.6%	2.5%

## 2019 City of San Diego Employee Satisfaction Survey Results

**Q32-36. Professional Development/Career Mobility: Please rate your level of agreement with each of the following statements.**

(N=3753)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q32. When I was hired at City, I received an adequate & timely overview & introduction to City, my department & my specific job	22.2%	41.2%	16.5%	10.2%	7.0%	2.9%
Q33. I am provided with sufficient training opportunities for my job classification	18.7%	37.4%	20.8%	12.8%	7.8%	2.5%
Q34. The training I receive is timely	16.0%	33.6%	26.3%	12.9%	7.9%	3.2%
Q35. I am aware of City's training opportunities & other programs related to professional development & career mobility	17.9%	40.6%	20.5%	10.9%	6.3%	3.9%
Q36. I have received fair consideration for advancement & promotion, when available, within City of San Diego	17.3%	33.3%	19.9%	10.4%	12.0%	7.1%

## 2019 City of San Diego Employee Satisfaction Survey Results

**WITHOUT "DON'T KNOW"****Q32-36. Professional Development/Career Mobility: Please rate your level of agreement with each of the following statements. (without "don't know")**

(N=3753)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q32. When I was hired at City, I received an adequate & timely overview & introduction to City, my department & my specific job	22.8%	42.4%	17.0%	10.5%	7.2%
Q33. I am provided with sufficient training opportunities for my job classification	19.2%	38.3%	21.3%	13.1%	8.0%
Q34. The training I receive is timely	16.6%	34.7%	27.2%	13.4%	8.1%
Q35. I am aware of City's training opportunities & other programs related to professional development & career mobility	18.6%	42.2%	21.3%	11.3%	6.6%
Q36. I have received fair consideration for advancement & promotion, when available, within City of San Diego	18.6%	35.8%	21.4%	11.2%	13.0%

2019 City of San Diego Employee Satisfaction Survey Results**Q37-41. Resources and Communication: Please rate your level of agreement with each of the following statements.**

(N=3753)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q37. I have access to the tools, equipment & materials I need to do my job well	18.2%	41.9%	16.6%	13.9%	7.4%	2.0%
Q38. The technology in my department is up to date	11.3%	28.0%	20.4%	21.6%	16.5%	2.2%
Q39. I have access to the information I need to do my job	17.3%	48.4%	18.9%	8.8%	4.7%	2.0%
Q40. Employees in my department communicate well with each other	16.9%	41.2%	21.0%	10.8%	8.0%	2.1%
Q41. Employees in my department communicate well with other departments	12.5%	33.8%	26.5%	11.6%	7.5%	8.1%

**WITHOUT "DON'T KNOW"****Q37-41. Resources and Communication: Please rate your level of agreement with each of the following statements. (without "don't know")**

(N=3753)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q37. I have access to the tools, equipment & materials I need to do my job well	18.5%	42.8%	16.9%	14.2%	7.6%
Q38. The technology in my department is up to date	11.6%	28.6%	20.9%	22.1%	16.9%
Q39. I have access to the information I need to do my job	17.6%	49.4%	19.2%	8.9%	4.8%
Q40. Employees in my department communicate well with each other	17.3%	42.1%	21.4%	11.0%	8.1%
Q41. Employees in my department communicate well with other departments	13.6%	36.7%	28.8%	12.6%	8.2%



## 2019 City of San Diego Employee Satisfaction Survey Results

### **Q43-47. Work Environment: Please rate your level of agreement with each of the following statements.**

(N=3753)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q43. Employees who perform well receive recognition	11.2%	33.1%	24.7%	16.6%	9.5%	4.9%
Q44. I perceive the work environment to be better than other government agencies	8.1%	18.9%	26.6%	15.9%	13.5%	17.1%
Q45. I am satisfied with the physical conditions of my work place (e.g. noise level, temperature, lighting, cleanliness)	10.8%	29.0%	18.4%	18.5%	19.3%	4.1%
Q46. My department provides high-quality services to our customers	31.8%	41.9%	13.9%	4.5%	2.8%	5.1%
Q47. Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better	7.8%	17.9%	24.9%	14.7%	16.8%	18.0%

## 2019 City of San Diego Employee Satisfaction Survey Results

**WITHOUT "DON'T KNOW"**

**Q43-47. Work Environment: Please rate your level of agreement with each of the following statements.  
(without "don't know")**

(N=3753)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q43. Employees who perform well receive recognition	11.7%	34.9%	26.0%	17.4%	9.9%
Q44. I perceive the work environment to be better than other government agencies	9.8%	22.8%	32.1%	19.1%	16.2%
Q45. I am satisfied with the physical conditions of my work place (e.g. noise level, temperature, lighting, cleanliness)	11.2%	30.2%	19.1%	19.2%	20.2%
Q46. My department provides high-quality services to our customers	33.5%	44.2%	14.6%	4.7%	3.0%
Q47. Compared to several years ago, the overall quality of the work environment at the City of San Diego has gotten better	9.5%	21.8%	30.4%	17.9%	20.5%

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2019 City of San Diego Employee Satisfaction Survey Results

**Q49. Which THREE of the following criteria are motivators for you to work for the City of San Diego?**

Q49. What criteria are motivators for you to work for City of San Diego		
	Number	Percent
Career growth	936	24.9 %
Health care benefits (e.g. medical, dental, vision, life insurance)	1373	36.6 %
Focus on innovation	84	2.2 %
Job stability	2078	55.4 %
Pay	808	21.5 %
Proximity of work location to home	608	16.2 %
Public or community service (making a difference)	1254	33.4 %
Quality of facilities or other resources	39	1.0 %
Reputation of City	150	4.0 %
Training programs	102	2.7 %
Type and/or challenge of work	982	26.2 %
Working relationships with coworkers	704	18.8 %
Work/life balance	1124	29.9 %
Other	217	5.8 %
Total	10459	

## 2019 City of San Diego Employee Satisfaction Survey Results

### **Q50. How do you usually get to work?**

<u>Q50. How do you usually get to work</u>	<u>Number</u>	<u>Percent</u>
Personal motorized vehicle (e.g. car, van, motorcycle)	2997	79.9 %
Public transportation (e.g. train, trolley, bus)	399	10.6 %
Ride-share (e.g. carpool, Uber, Lyft)	56	1.5 %
Bike	26	0.7 %
Walk	48	1.3 %
Other	63	1.7 %
Not provided	164	4.4 %
Total	3753	100.0 %

### **WITHOUT "NOT PROVIDED"**

### **Q50. How do you usually get to work? (without "not provided")**

<u>Q50. How do you usually get to work</u>	<u>Number</u>	<u>Percent</u>
Personal motorized vehicle (e.g. car, van, motorcycle)	2997	83.5 %
Public transportation (e.g. train, trolley, bus)	399	11.1 %
Ride-share (e.g. carpool, Uber, Lyft)	56	1.6 %
Bike	26	0.7 %
Walk	48	1.3 %
Other	63	1.8 %
Total	3589	100.0 %

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2019 City of San Diego Employee Satisfaction Survey Results
**Q51. How long does it take for you to get to work (total time)?**

<u>Q51. How long does it take for you to get to work</u>	<u>Number</u>	<u>Percent</u>
0-15 minutes	733	19.5 %
16-30 minutes	1404	37.4 %
31-45 minutes	852	22.7 %
46-60 minutes	430	11.5 %
61-90 minutes	152	4.1 %
More than 90 minutes	38	1.0 %
Not provided	144	3.8 %
Total	3753	100.0 %

**WITHOUT "NOT PROVIDED"****Q51. How long does it take for you to get to work (total time)? (without "not provided")**

<u>Q51. How long does it take for you to get to work</u>	<u>Number</u>	<u>Percent</u>
0-15 minutes	733	20.3 %
16-30 minutes	1404	38.9 %
31-45 minutes	852	23.6 %
46-60 minutes	430	11.9 %
61-90 minutes	152	4.2 %
More than 90 minutes	38	1.1 %
Total	3609	100.0 %

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2019 City of San Diego Employee Satisfaction Survey Results
**Q52. How long does it take for you to get from work to home (total time)?**

Q52. How long does it take for you to get from work to home	Number	Percent
0-15 minutes	531	14.1 %
16-30 minutes	1147	30.6 %
31-45 minutes	997	26.6 %
46-60 minutes	606	16.1 %
61-90 minutes	243	6.5 %
More than 90 minutes	79	2.1 %
Not provided	150	4.0 %
Total	3753	100.0 %

**WITHOUT "NOT PROVIDED"****Q52. How long does it take for you to get from work to home (total time)? (without "not provided")**

Q52. How long does it take for you to get from work to home	Number	Percent
0-15 minutes	531	14.7 %
16-30 minutes	1147	31.8 %
31-45 minutes	997	27.7 %
46-60 minutes	606	16.8 %
61-90 minutes	243	6.7 %
More than 90 minutes	79	2.2 %
Total	3603	100.0 %

## 2019 City of San Diego Employee Satisfaction Survey Results

### **Q53. In which department do you currently work?**

<u>Q53. In which department do you currently work</u>	<u>Number</u>	<u>Percent</u>
City Attorney	124	3.3 %
City Auditor	10	0.3 %
City Clerk	15	0.4 %
City Treasurer	36	1.0 %
Communications	36	1.0 %
Debt Management	8	0.2 %
Department of Finance	54	1.4 %
Development Services	282	7.5 %
Economic Development	44	1.2 %
Environmental Services	84	2.2 %
Fire Rescue	358	9.5 %
Fleet Operations	59	1.6 %
Homeland Security	6	0.2 %
Human Resources	16	0.4 %
Independent Budget Analyst	4	0.1 %
Information Technology	40	1.1 %
Library	292	7.8 %
Parks & Recreation	239	6.4 %
Performance & Analytics	8	0.2 %
Personnel	21	0.6 %
Planning	38	1.0 %
Police	385	10.3 %
Public Utilities	514	13.7 %
Public Works	342	9.1 %
Purchasing & Contracting	15	0.4 %
Real Estate Assets	38	1.0 %
Risk Management	48	1.3 %
SDCERS	27	0.7 %
Sustainability	7	0.2 %
Transportation & Storm Water	181	4.8 %
Mayor's Office or City Council	23	0.6 %
COO, ACOO, CFO, DCOO, Corporate Partnerships & Development, Docket, Special Events & Filming	14	0.4 %
Not provided	385	10.3 %
Total	3753	100.0 %

## 2019 City of San Diego Employee Satisfaction Survey Results

**WITHOUT "NOT PROVIDED"****Q53. In which department do you currently work? (without "not provided")**

Q53. In which department do you currently work	Number	Percent
City Attorney	124	3.7 %
City Auditor	10	0.3 %
City Clerk	15	0.4 %
City Treasurer	36	1.1 %
Communications	36	1.1 %
Debt Management	8	0.2 %
Department of Finance	54	1.6 %
Development Services	282	8.4 %
Economic Development	44	1.3 %
Environmental Services	84	2.5 %
Fire Rescue	358	10.6 %
Fleet Operations	59	1.8 %
Homeland Security	6	0.2 %
Human Resources	16	0.5 %
Independent Budget Analyst	4	0.1 %
Information Technology	40	1.2 %
Library	292	8.7 %
Parks & Recreation	239	7.1 %
Performance & Analytics	8	0.2 %
Personnel	21	0.6 %
Planning	38	1.1 %
Police	385	11.4 %
Public Utilities	514	15.3 %
Public Works	342	10.2 %
Purchasing & Contracting	15	0.4 %
Real Estate Assets	38	1.1 %
Risk Management	48	1.4 %
SDCERS	27	0.8 %
Sustainability	7	0.2 %
Transportation & Storm Water	181	5.4 %
Mayor's Office or City Council	23	0.7 %
COO, ACOO, CFO, DCOO, Corporate Partnerships & Development, Docket, Special Events & Filming	14	0.4 %
Total	3368	100.0 %



## 2019 City of San Diego Employee Satisfaction Survey Results

### **Q54. Which role below best describes your position?**

Q54. Which role below best describes your position	Number	Percent
Field employee	816	21.7 %
Office employee	1176	31.3 %
Supervisor	790	21.0 %
Management/executive (e.g. elected official, chief, director, deputy director, program manager, program coordinator)	256	6.8 %
Other	245	6.5 %
Not provided	470	12.5 %
Total	3753	100.0 %

### **WITHOUT "NOT PROVIDED"**

### **Q54. Which role below best describes your position? (without "not provided")**

Q54. Which role below best describes your position	Number	Percent
Field employee	816	24.9 %
Office employee	1176	35.8 %
Supervisor	790	24.1 %
Management/executive (e.g. elected official, chief, director, deputy director, program manager, program coordinator)	256	7.8 %
Other	245	7.5 %
Total	3283	100.0 %

## 2019 City of San Diego Employee Satisfaction Survey Results

**Q54. Other**

Q54. Other	Number	Percent
Field and office work	36	17.6 %
Laboratory	13	6.4 %
Library Assistant	9	4.4 %
Library Assistant I	8	3.9 %
Librarian	5	2.5 %
Dispatcher	5	2.5 %
Deputy City Attorney	5	2.5 %
Assistant Chemist	3	1.5 %
Library Assistant III	3	1.5 %
Engineer	3	1.5 %
SETC	3	1.5 %
Fire Engineer	3	1.5 %
Assistant	3	1.5 %
Fleet	2	1.0 %
Librarian II	2	1.0 %
TLC	2	1.0 %
Hourly assistant	2	1.0 %
Lifeguard	2	1.0 %
Assistant Engineer	2	1.0 %
Fire Dispatcher	2	1.0 %
Recreation Leader I	2	1.0 %
Executive Protection Detail (Chief's Office)	1	0.5 %
Equipment Maintenance and Manager	1	0.5 %
Senior Management Analyst	1	0.5 %
Information Systems Analyst II	1	0.5 %
Office, field, and supervisor	1	0.5 %
I work in the Office and go out to the field to conduct investigations and interviews	1	0.5 %
Laboratory worker	1	0.5 %
OFFICE WORKER	1	0.5 %
Technical	1	0.5 %
Tutor Learner Coordinator	1	0.5 %
Chemist	1	0.5 %
Fire Inspector	1	0.5 %
Management Intern	1	0.5 %
Deputy Fire Marshal-Hazardous Materials Management	1	0.5 %
Golf Course employee	1	0.5 %
Paralegal	1	0.5 %
Youth Services Librarian	1	0.5 %
Equipment Technician	1	0.5 %
MAD GMM-Field, admin, direct link to community, dept's	1	0.5 %
Working Supervisor	1	0.5 %
Homework at the library part time employee	1	0.5 %
Development Project Manager I	1	0.5 %
Building Service Technician	1	0.5 %
Work providing a service to the field employees	1	0.5 %

## 2019 City of San Diego Employee Satisfaction Survey Results

### Q54. Other

Q54. Other	Number	Percent
Disposal site representative	1	0.5 %
Provisional Police Officer	1	0.5 %
Library Clerk	1	0.5 %
Supervisory and case responsibilities	1	0.5 %
EO	1	0.5 %
Foreman	1	0.5 %
Project Manager	1	0.5 %
Hybrid of office employee and supervisor	1	0.5 %
Laborer	1	0.5 %
Analyst	1	0.5 %
Fire Captain	1	0.5 %
Treatment Plant Employee	1	0.5 %
Plant electrician office	1	0.5 %
Senior Planner	1	0.5 %
IST Information System Tech	1	0.5 %
Fire Dispatch Administrator	1	0.5 %
Front Desk/Public-facing office employee	1	0.5 %
Tutor	1	0.5 %
Helicopter pilot	1	0.5 %
Empleado de Campo, Oficina y Laboratorio	1	0.5 %
Technical services	1	0.5 %
Library Customer Service	1	0.5 %
Laboratory Technician	1	0.5 %
Worker bee	1	0.5 %
Laboratory Chemist	1	0.5 %
Research, Analysis, and Planning	1	0.5 %
Public Service	1	0.5 %
Recreation staff	1	0.5 %
Emergency Services Dispatcher	1	0.5 %
Police Detective	1	0.5 %
Bench work	1	0.5 %
My position is not one of the options you listed	1	0.5 %
Airport operations	1	0.5 %
Working OCA for a supervisor that retired	1	0.5 %
In charge of many assets, not in charge of prsonnel	1	0.5 %
Recreation Aide	1	0.5 %
Indoor and outdoor employee	1	0.5 %
Intern	1	0.5 %
Water Plant Operator	1	0.5 %
Technician	1	0.5 %
IT Support	1	0.5 %
Support Staff	1	0.5 %
Technical Support/Lab	1	0.5 %
Service Technician	1	0.5 %
Park Ranger	1	0.5 %
Program Manager	1	0.5 %

## 2019 City of San Diego Employee Satisfaction Survey Results

### **Q54. Other**

Q54. Other	Number	Percent
RSVP Administrator	1	0.5 %
Library Assistant II	1	0.5 %
Work with patrons	1	0.5 %
Traffic Controller	1	0.5 %
Public Works Dispatcher	1	0.5 %
Supervisor	1	0.5 %
Program within the library that is offered	1	0.5 %
LAS	1	0.5 %
Professional	1	0.5 %
Fire fighter	1	0.5 %
Supervising Management Analyst	1	0.5 %
CIP Engineering	1	0.5 %
Lab Technician	1	0.5 %
Sworn employee	1	0.5 %
Crime laboratory employee	1	0.5 %
Manager with no direct reports	1	0.5 %
Messenger and control of all kind of cases	1	0.5 %
Customer Service Rep	1	0.5 %
Fleet Team Leader	1	0.5 %
Total	204	100.0 %

## 2019 City of San Diego Employee Satisfaction Survey Results

### **Q55. How many years have you been employed by the City of San Diego?**

Q55. How many years have you been employed by City of San Diego	Number	Percent
Less than 2 years	432	11.5 %
2-5 years	846	22.5 %
6-10 years	446	11.9 %
11-20 years	927	24.7 %
21-30 years	620	16.5 %
31+ years	137	3.7 %
Not provided	345	9.2 %
Total	3753	100.0 %

### **WITHOUT "NOT PROVIDED"**

### **Q55. How many years have you been employed by the City of San Diego? (without "not provided")**

Q55. How many years have you been employed by City of San Diego	Number	Percent
Less than 2 years	432	12.7 %
2-5 years	846	24.8 %
6-10 years	446	13.1 %
11-20 years	927	27.2 %
21-30 years	620	18.2 %
31+ years	137	4.0 %
Total	3408	100.0 %

**Q56. Are you a veteran who has served in the United States Armed Forces?**

Q56. Are you a veteran who has served in the United States Armed Forces	Number	Percent
Yes	313	8.3 %
No	3038	80.9 %
Not provided	402	10.7 %
Total	3753	100.0 %

**WITHOUT "NOT PROVIDED"****Q56. Are you a veteran who has served in the United States Armed Forces? (without "not provided")**

Q56. Are you a veteran who has served in the United States Armed Forces	Number	Percent
Yes	313	9.3 %
No	3038	90.7 %
Total	3351	100.0 %

## 2019 City of San Diego Employee Satisfaction Survey Results

### **Q57. Which of the following best describes your age?**

<u>Q57. What best describes your age</u>	<u>Number</u>	<u>Percent</u>
23 years old & under	44	1.2 %
24-38 years old	1001	26.7 %
39-51 years old	1130	30.1 %
52-56 years old	541	14.4 %
57-70 years old	475	12.7 %
71+ years old	8	0.2 %
Not provided	554	14.8 %
Total	3753	100.0 %

### **WITHOUT "NOT PROVIDED"**

### **Q57. Which of the following best describes your age? (without "not provided")**

<u>Q57. What best describes your age</u>	<u>Number</u>	<u>Percent</u>
23 years old & under	44	1.4 %
24-38 years old	1001	31.3 %
39-51 years old	1130	35.3 %
52-56 years old	541	16.9 %
57-70 years old	475	14.8 %
71+ years old	8	0.3 %
Total	3199	100.0 %

## 2019 City of San Diego Employee Satisfaction Survey Results

### **Q58. What is your gender?**

Q58. What is your gender	Number	Percent
Male	1773	47.2 %
Female	1299	34.6 %
Non-binary	23	0.6 %
Not provided	658	17.5 %
Total	3753	100.0 %

### **WITHOUT "NOT PROVIDED"**

### **Q58. What is your gender? (without "not provided")**

Q58. What is your gender	Number	Percent
Male	1773	57.3 %
Female	1299	42.0 %
Non-binary	23	0.7 %
Total	3095	100.0 %



## 2019 City of San Diego Employee Satisfaction Survey Results

### **Q59. Which of the following best describes your race?**

Q59. Your race	Number	Percent
Black or African American	246	6.6 %
American Indian or Alaskan Native	21	0.6 %
Asian	273	7.3 %
Hawaiian or Pacific Islander	51	1.4 %
Hispanic	659	17.6 %
White or Caucasian	1537	41.0 %
Other & Two or More Races	280	7.5 %
Not Provided	686	18.3 %
Total	3753	100.0 %

### **Q59. Other**

Q59. Other	Number	Percent
Mixed	37	47.4 %
Middle Eastern	7	9.0 %
Filipino	4	5.1 %
Bi-racial	3	3.8 %
Mexican	3	3.8 %
Latino	2	2.6 %
White and Black	1	1.3 %
Asian and Caucasian	1	1.3 %
Black and White	1	1.3 %
German, French, American Indian	1	1.3 %
Indian	1	1.3 %
British Islander	1	1.3 %
Guamanian	1	1.3 %
Chaldean	1	1.3 %
Filipino & European	1	1.3 %
Caucasian and Filipino	1	1.3 %
Persian	1	1.3 %
Hispanic	1	1.3 %
European	1	1.3 %
East European and Native American	1	1.3 %
Arabian	1	1.3 %
Puerto Rican/Filipino	1	1.3 %
Hispanic, Caucasian, Pacific Islander	1	1.3 %
Italian	1	1.3 %
Black, Caucasian, Hispanic & Asian	1	1.3 %
Celt and Native American	1	1.3 %
White non Hispanic	1	1.3 %
White, Middle Eastern	1	1.3 %
Total	78	100.0 %

## **Section 4**

### ***Survey Instrument***

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## THE CITY OF SAN DIEGO

## M E M O R A N D U M

DATE: March 5, 2019

TO: City Employees

FROM: Kris Michell, Chief Operating Officer

SUBJECT: 2019 Employee Satisfaction Survey

The City of San Diego's workforce is our single most valuable asset. To continually improve our workplace, we are conducting a citywide survey to measure employee engagement and satisfaction. The 2019 Employee Satisfaction Survey supports the following commitments in our Strategic Plan:

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

The results of the 2019 Employee Satisfaction Survey will help the Mayor and City management understand what is going well and how we can better support you, our employees. I encourage you to participate in the 2019 survey. The more responses we get, the more valuable information we will collect to assess your perceptions about job satisfaction, growth, recognition, management, teamwork, professional development, career mobility, resources, communication and work environment.

Please note that the survey is completely voluntary and the responses are anonymous and confidential. The survey may be completed on City time. You will be provided time during your work week to fill out the survey, which should take you approximately 10 minutes to complete.

The 2019 Employee Satisfaction Survey launch date is today, **Tuesday, March 5, 2019**, with responses due no later than **Tuesday, April 2, 2019**. Employees with City email access have received this email message from me, which includes survey participation information. For employees without access to computers or City email, paper copies of the survey are available in both English and Spanish in your respective departments, along with a postage prepaid envelope. Additional copies may be obtained by contacting Performance & Analytics at 619-235-5252 or [panda@sanidiego.gov](mailto:panda@sanidiego.gov).

Please see the following FAQ sheet for additional information. Thank you for your continued dedication to creating a world-class city, and workplace, for all.

### Frequently Asked Questions (FAQs)

**Q: What will the survey measure?**

A: The Employee Satisfaction Survey will measure the following areas:

- Job satisfaction;
- Growth & recognition;
- Management;
- Teamwork;
- Professional development & career mobility;
- 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 Director and recognized employee organizations. Department-specific reports will be delivered to respective departments, which will be required to submit and implement appropriate action plans.

**Q: How will the City ensure anonymity and confidentiality?**

A: Similar to the 2017 Employee Satisfaction Survey and the 2018 Resident Satisfaction Survey, the 2019 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: Please contact the Performance and Analytics Department at [PandA@sanidiego.gov](mailto:PandA@sanidiego.gov) or 619-235-5252.

cc: Honorable Mayor Kevin L. Faulconer  
 Aimee Faucett, Chief of Staff, Office of the Mayor  
 Stacey LoMedico, Assistant Chief Operating Officer  
 Ronald H. Villa, Assistant Chief Operating Officer  
 Rolando Charvel, Chief Financial Officer  
 David Nisleit, Chief, Police Department  
 Colin Stowell, Chief, Fire-Rescue Department  
 Erik Caldwell, Deputy Chief Operating Officer, Smart & Sustainable Communities  
 Johnnie Perkins, Deputy Chief Operating Officer, Infrastructure & Public Works  
 Jeffery Sturak, Deputy Chief Operating Officer, Internal Operations  
 Robert Vacchi, Deputy Chief Operating Officer, Neighborhood Services  
 Bahija Humphrey, Director, Performance & Analytics Department  
 Katie Keach, Director, Communications Department  
 Julie Rasco, Director, Human Resources Department

## 2019 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 and Analytics Department at [panda@sanidiego.gov](mailto:panda@sanidiego.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.

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. (Please mark the appropriate number.)		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
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. ( <a href="https://goo.gl/dxVB8t">https://goo.gl/dxVB8t</a> )	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. Name one thing that would make your job more personally satisfying.

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

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

### 18. If there was one way in which your direct supervisor could better support you, what would it be?

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Management							
19.	My department management inspires me.	5	4	3	2	1	9
20.	My department management actively listens to me.	5	4	3	2	1	9
21.	My department management are present and visible.	5	4	3	2	1	9
22.	My department management sets clear goals and expectations.	5	4	3	2	1	9
23.	Poor job performance is dealt with effectively in my department.	5	4	3	2	1	9

**24. If there was one way in which your department management could better support you, what would it be?**

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**25. If there was one way in which City executive leadership (Mayor, COO, ACOO, DCOO) could better support you, what would it be?**

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Please rate your level of agreement with each of the following statements.							
Teamwork		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
26.	I feel like I am part of a team.	5	4	3	2	1	9
27.	My co-workers treat me with respect.	5	4	3	2	1	9
28.	My team inspires me.	5	4	3	2	1	9
29.	I am comfortable discussing work-related issues with my co-workers.	5	4	3	2	1	9
30.	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

**31. If you could change one thing to improve teamwork in the City, what would it be?**

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Professional Development/Career Mobility							
32.	When I was hired at the City (transferred into my current role), I received an adequate and timely overview and introduction to the City, my department and my specific job.	5	4	3	2	1	9
33.	I am provided sufficient training opportunities for my job classification.	5	4	3	2	1	9
34.	The training I receive is timely.	5	4	3	2	1	9
35.	I am aware of the City's training opportunities, and other programs related to professional development and career mobility.	5	4	3	2	1	9
36.	I have received fair consideration for advancement and promotion, when available, within the City of San Diego.	5	4	3	2	1	9
Resources and Communication							
37.	I have access to the tools, equipment and materials I need to do my job well.	5	4	3	2	1	9
38.	The technology in my department is up to date.	5	4	3	2	1	9
39.	I have access to the information I need to do my job.	5	4	3	2	1	9
40.	Employees in my department communicate well with each other.	5	4	3	2	1	9
41.	Employees in my department communicate well with other departments.	5	4	3	2	1	9

**42. If you could improve a process, enhance a resource, or increase communication, what would it be?**

Work Environment							
43.	Employees who perform well receive recognition.	5	4	3	2	1	9
44.	I perceive the work environment to be better than other government agencies.	5	4	3	2	1	9
45.	I am satisfied with the physical conditions of my work place (e.g. noise level, temperature, lighting, cleanliness).	5	4	3	2	1	9
46.	My department provides high-quality services to our customers.	5	4	3	2	1	9
47.	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

**48. If you could change one thing to improve your work environment, what would it be?**

**City Priorities**

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

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

**Commuting**

**50. How do you usually get to work?**

- |   |   |
|---|---|
| <input type="checkbox"/> (1) Personal motorized vehicle (e.g. car, van, motorcycle) | <input type="checkbox"/> (4) Bike                   |
| <input type="checkbox"/> (2) Public transportation (e.g. train, trolley, bus)       | <input type="checkbox"/> (5) Walk                   |
| <input type="checkbox"/> (3) Ride-share (e.g. carpool, Uber, Lyft)                  | <input type="checkbox"/> (6) Other (explain): _____ |

**51. How long does it take for you to get to work (total time)?**

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> (1) 0-15 minutes  | <input type="checkbox"/> (3) 31-45 minutes | <input type="checkbox"/> (5) 61-90 minutes        |
| <input type="checkbox"/> (2) 16-30 minutes | <input type="checkbox"/> (4) 46-60 minutes | <input type="checkbox"/> (6) More than 90 minutes |

**52. How long does it take for you to get from work to home (total time)?**

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> (1) 0-15 minutes  | <input type="checkbox"/> (3) 31-45 minutes | <input type="checkbox"/> (5) 61-90 minutes        |
| <input type="checkbox"/> (2) 16-30 minutes | <input type="checkbox"/> (4) 46-60 minutes | <input type="checkbox"/> (6) More than 90 minutes |

## 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.**

**53. In which department do you currently work? [Please mark the number by the department name.]**

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> (01) City Attorney          | <input type="checkbox"/> (14) Human Resources            | <input type="checkbox"/> (27) Risk Management  |
| <input type="checkbox"/> (02) City Auditor           | <input type="checkbox"/> (15) Independent Budget Analyst | <input type="checkbox"/> (28) SDCERS   |
| <input type="checkbox"/> (03) City Clerk             | <input type="checkbox"/> (16) Information Technology     | <input type="checkbox"/> (29) Sustainability   |
| <input type="checkbox"/> (04) City Treasurer         | <input type="checkbox"/> (17) Library                    | <input type="checkbox"/> (30) Transportation and Storm Water   |
| <input type="checkbox"/> (05) Communications         | <input type="checkbox"/> (18) Parks and Recreation       | <input type="checkbox"/> (31) Mayor's Office or City Council   |
| <input type="checkbox"/> (06) Debt Management        | <input type="checkbox"/> (19) Performance and Analytics  | <input type="checkbox"/> (32) COO, ACOO, CFO, DCOO, Corporate Partnerships and Development, Docket, Special Events and Filming |
| <input type="checkbox"/> (07) Department of Finance  | <input type="checkbox"/> (20) Personnel                  |  |
| <input type="checkbox"/> (08) Development Services   | <input type="checkbox"/> (21) Planning                   |  |
| <input type="checkbox"/> (09) Economic Development   | <input type="checkbox"/> (22) Police                     |  |
| <input type="checkbox"/> (10) Environmental Services | <input type="checkbox"/> (23) Public Utilities           |  |
| <input type="checkbox"/> (11) Fire-Rescue            | <input type="checkbox"/> (24) Public Works               |  |
| <input type="checkbox"/> (12) Fleet Operations       | <input type="checkbox"/> (25) Purchasing and Contracting |  |
| <input type="checkbox"/> (13) Homeland Security      | <input type="checkbox"/> (26) Real Estate Assets         |  |

**54. Which role below best describes your position?**

- |  |   |   |
|--|---|---|
| <input type="checkbox"/> (1) Field Employee  | <input type="checkbox"/> (4) Management/Executive (e.g. Elected Official, Chief, Director, Deputy Director, Program Manager, Program Coordinator) | <input type="checkbox"/> (5) Other (explain): _____ |
| <input type="checkbox"/> (2) Office employee |   |   |
| <input type="checkbox"/> (3) Supervisor      |   |   |

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

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> (1) Less than 2 years | <input type="checkbox"/> (3) 6-10 years  | <input type="checkbox"/> (5) 21-30 years      |
| <input type="checkbox"/> (2) 2-5 years         | <input type="checkbox"/> (4) 11-20 years | <input type="checkbox"/> (6) 31 years or more |

**56. Are you a veteran who has served in the United States Armed Forces?** ☐ (1) Yes ☐ (2) No

**57. Which of the following best describes your age?**

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> (1) 23 years old and under | <input type="checkbox"/> (3) 39-51 years old | <input type="checkbox"/> (5) 57-70 years old |
| <input type="checkbox"/> (2) 24-38 years old        | <input type="checkbox"/> (4) 52-56 years old | <input type="checkbox"/> (6) 71+ years old   |

**58. What is your gender?** ☐ (1) Male ☐ (2) Female ☐ (3) Non-binary

**59. Which of the following best describes your race? [Mark all that apply.]**

- |  |   |
|--|---|
| <input type="checkbox"/> (1) Black or African American         | <input type="checkbox"/> (5) Hispanic           |
| <input type="checkbox"/> (2) American Indian or Alaskan Native | <input type="checkbox"/> (6) White or Caucasian |
| <input type="checkbox"/> (3) Asian                             | <input type="checkbox"/> (7) Other: _____       |
| <input type="checkbox"/> (4) Hawaiian or Pacific Islander      |   |

**60. In which facility do you work? [Please write the code for the area/facility where you work using the codes from the list on the last page of this survey.]**

Facility Code Where You Work: \_\_\_\_\_

**61. 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?**

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**This concludes the survey. Thank you for your time!**

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



## Facility Codes. Please use the codes from the table below for your answer to Question 60.

Code	In which of the following areas/facilities do you work?	Code	In which of the following areas/facilities do you work?	Code	In which of the following areas/facilities do you work?
<b>Airport Facilities</b>		<b>Parks and Recreation Facilities</b>		<b>Public Utilities Facilities</b>	
101	Airport: Montgomery-Gibbs Executive (3750 John J Montgomery Dr)	601	Parks and Recreation: Balboa Park Administration Building (2125 Park Blvd)	701	Public Utilities Harbor Drive facility
102	Airport: Brown Field (1424 Continental St)	602	Parks and Recreation: Techolote Nature Center	702	Public Utilities Department - 9150 Topaz Way
<b>Downtown Facilities</b>		603	Parks and Recreation: Black Mountain Ranger Station	703	Metropolitan Operations Center - Kearny Mesa
201	20th & B Street	604	Parks and Recreation Operations (411 Raven St)	704	Metropolitan Operations Complex (MOC I, II, III)
202	401 West A Street	<b>Parks and Recreation: Community Parks</b>		705	Metropolitan Operations Center I (5240 Convo St)
203	401 B Street	610	Adams	706	Metropolitan Biosolids Center (5240 Convo St)
204	600 B Street	611	Allied Gardens	707	Environmental Monitoring & Technical Services Laboratory (2392 Kincaid Road)
205	Chamber Building	612	Azalea	<b>Public Works Facilities</b>	
206	City Administration Building (202 C Street)	613	Black Mountain Gym	710	Public Works Engineering Field Office (9573 Chesapeake Dr.)
207	City Operations Building (1222 First Avenue)	614	Cabillo/NTC Park	<b>Reservoirs</b>	
208	Civic Center Plaza (1200 Third Ave)	615	Cadman	721	Barrett
209	Procopio Building (525 B Street)	616	Canyonside	722	El Capitan
210	San Diego Concourse / Golden Hall	617	Carmel Mountain Ranch/Sabre Springs	723	Hodges
211	Wells Fargo Bank Building (401 B Street)	618	Carmel Valley	724	Miramar
212	SDCERS	619	Carmel Valley Skate Park	725	Murray
213	Family Justice Center (1122 Broadway)	620	Cesar Chavez	726	Lower Otay
<b>Library Facilities</b>		621	Chollas Lake	727	Upper Otay
301	Library: The Central Library	622	City Heights	728	San Vicente
<b>Branch Libraries</b>		623	Colina Del Sol	729	Sutherland
310	Allies Gardens/Benjamin	624	Downtown Parks	<b>San Diego Fire-Rescue Facility</b>	
311	Balboa	625	Doyle	801	Lifeguard Headquarters (2581 Quivira Ct San Diego, CA 92109)
312	Carmel Mountain Ranch	626	Encanto	802	Fire Admin
313	Carmel Valley	627	Gil Johnson	803	Fire Alarm Building
314	City Heights/Weingart	628	Golden Hill	804	Fire Communications
315	Clairemont	629	Hilltop	805	Battalion 1 (Fire Stations: 1,2,3,4,7,11, AP)
316	College-Rolando	630	Kearny Mesa	806	Battalion 2 (Fire Stations: 5,8,14,18,23,28,36)
317	Kensington-Normal Heights	631	La Jolla	807	Battalion 3 (Fire Stations: 15,20,21,22,25,27)
318	La Jolla/Riford	632	Linda Vista	808	Battalion 4 (Fire Stations: 10,17,26,31,34,39,45)
319	Linda Vista	633	Lopez Ridge	809	Battalion 5 (Fire Stations: 9,13,16,24,35,41,47,56)
320	Logan Heights	634	Martin Luther King Jr.	810	Battalion 6 (Fire Stations: 6,12,19,29,30,32,43,51,55)
321	Mira Mesa	635	Memorial	811	Battalion 7 (Fire Stations: 33,37,38,40,42,44,46,57)
322	Mission Valley	636	Mid-City Gym	812	Fire Training Center (2580 Kincaid Rd San Diego, CA 92101)
323	Mission Hills	637	Miramar College/Hourglass	813	FD Wellness (6699 Alvarado Road Suite 101, San Diego)
324	Mountain View/Beckwouth	638	Montgomery Waller	814	Fire Airport (3698 Pacific Highway, San Diego)
325	North Clairemont	639	Mountain View	815	Metro Zone Emergency Command & Data Center (3750 Kearny Villa Rd)
326	North Park	640	Mt. Hope Cemetery	816	Tactical Training Facility (Liberty Station/NTC)
327	North University Community	641	Nobel	817	SDFD Material & Maintenance Repair Facility (3870 Kearny Villa Road)
328	Oak Park	642	North Clairemont	<b>Treatment Plants</b>	
329	Ocean Beach	643	North Park	850	Alvarado
330	Otay Mesa-Nestor	644	Ocean Air	851	Environmental Monitoring and Technical Services, Liberty Station
331	Pacific Beach/Taylor	645	Ocean Beach	852	Metro Biosolids Center
332	Paradise Hills	646	Pacific Beach	853	Miramar Water Treatment Plant
333	Point Loma/Hervey	647	Pacific Highlands Ranch	854	North City Water Reclamation Plant
334	Rancho Bernardo	648	Paradise Hills	855	Otay Water Treatment Plant
335	Rancho Peñasquitos	649	Park De La Cruz Gym	856	Point Loma Wastewater Treatment Plant
336	San Carlos	650	Presidio	857	Pure Water Facility
337	San Ysidro	651	Rancho Bernardo	858	South Bay Water Reclamation Plant
338	Scipps Miramar Ranch	652	Robb Field	859	Metro Pump Station 2
339	Serra Mesa-Kearny Mesa	653	Robert Egger Sr. South Bay	<b>Yards/Fleet Facilities</b>	
340	Skyline Hills	654	San Carlos	901	Central Operations Yard (20th Street & B Street)
341	Tierrasanta	655	San Ysidro Com. Activity Center	902	Pershing Facility Yard (2830 Pershing Dr)
342	University Community	656	Santa Clara	903	Equipment Rose Canyon Operations (3775 Morena Blvd)
343	University Heights	657	Scipps Ranch	904	Rose Canyon (3775 Morena Blvd)
344	Valencia Park/Malcolm X	658	Serra Mesa	905	Chollas Operations Yard (2781 Caminito Chollas)
		659	Silver Wing	906	Fleet Operations Facility (8323 Miramar Place)
		660	Skyline Hills	907	Operations Station (8353 Miramar Place)
		661	South Clairemont	<b>Other Facilities</b>	
		662	Southcrest	920	Transportation Storm Water (9370 Chesapeake Dr)
		663	Standley	930	SanGIS Office (5510 Overland Ave)
		664	Stockton	940	San Diego County Operations Center (5520 Overland Ave)
		665	Tecolote	950	Employee Training & Development Center (5510 Kiowa Dr)
		666	Therapeutic Services	999	OTHER: if you don't see your facility listed, please describe the location below.
		667	Tierrasanta		
		668	Willie Henderson Sports Complex		

Additional codes on the next page

Police Facilities		Parks and Recreation: Golf Courses			
401	Police - Headquarters (1401 Broadway)	671	Balboa Park Municipal Golf Course		
402	Police - Central Division (2501 Imperial Ave)	672	Mission Bay Municipal Golf Course and Practice Center		
403	Police - Eastern Division (9225 Aero Drive)	673	Torrey Pines Municipal Golf Course		
404	Police - Mid-City Division (4310 Landis St)	Parks and Recreation: Regional Parks			
405	Police - Northeastern Division (13396 Salmon River Road)	675	Balboa Regional Park		
406	Police - Northern Division (4275 Eastgate Mall)	676	Mission Bay Regional Park		
407	Police - Northwestern Division (12592 El Camino Real)	677	Shoreline Regional Park		
408	Police - Southeastern Division (7222 Skyline Drive)	Parks and Recreation: Aquatics facility			
409	Police - Southern Division (1120 27th St)	681	Aquatics Office		
410	Police - Traffic Division (9265 Aero Drive)	682	Allied Gardens Pool		
411	Police - Vehicle Maintenance Facility (3940 Federal Blvd)	683	Bud Kearns Pool		
412	Police - Western Division (5215 Gaines St)	684	Carmel Valley Pool		
413	Police Canine Operations Center (4240 Federal Blvd)	685	City Heights Swim Center		
414	Homeless Outreach Team Office (2500 Commercial Street)	686	Clairemont Pool		
415	Police Revolver Club (4008 Federal Blvd)	687	Colina Del Sol Pool		
416	Police Traffic Court (8950 Clairemont Mesa Boulevard, San Diego)	688	Kearny Mesa Pool		
417	Miramar College (Police Academy)	689	Martin Luther King Jr. Pool		
418	Home Avenue Range	690	Memorial Pool		
419	Eastern Police Garage	691	Ned Baumer Miramar College Aquatic Center		
420	Central Police Garage	692	Swanson Pool		
421	SD Regional Public Safety Training Institute (4347 North Harbor Drive)	693	Tierrasanta Pool		
422	Material Testing Laboratory (9491 Aero Drive)	694	Vista Terrace Pool		
Environmental Services Facilities					
501	Environmental Services: Miramar Landfill (5180 Convo y St.)				
502	Environmental Services: Miramar Landfill-Mini Operations				
503	Environmental Services: Ridgehaven "Green Building" (9601 Ridgehaven Ct.)				
Planning Facilities					
511	Planning Facilities (9485 Aero Drive)				
512	Planning Facilities at Qualcomm Stadium (9449 Friars Rd)				