



# City of Lawrence

## **2015 Employee Survey**

### **Summary Report**

The City of Lawrence, Kansas

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## Section 1:

### Executive Summary

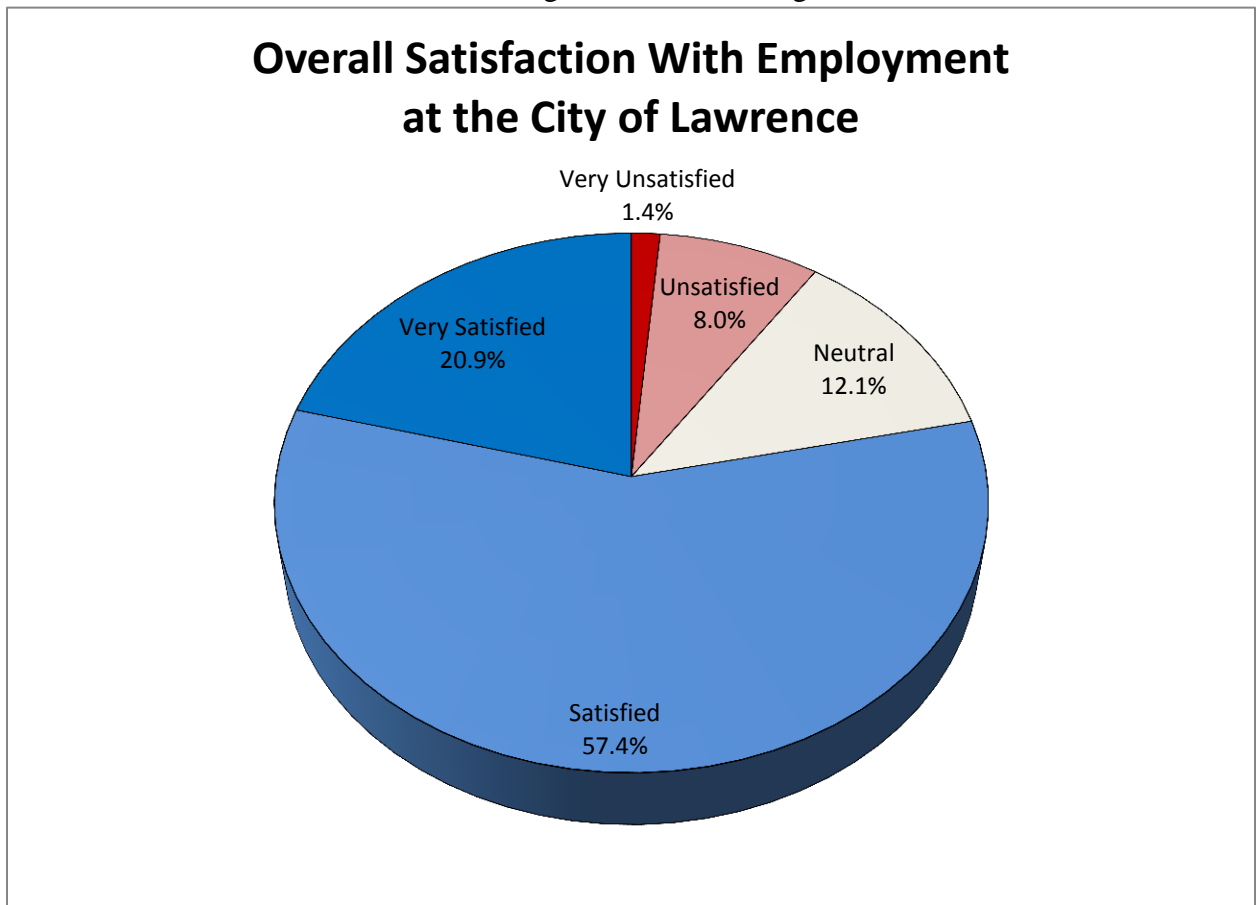
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# Executive Summary

## Major Findings

### Overall Satisfaction Among City Employees

Of the employees surveyed, 78% were satisfied with their current employment at the City of Lawrence; 9% were unsatisfied and 12% gave a neutral rating.



### **Top Priorities for Improvement**

Question 71. asked employees to select up to three items the City should focus on in the next two years. The areas that received the highest number of responses were:

- equipment and resources
- compensation
- benefits

### **Highest Agreement**

Employees are satisfied in many areas of their job. The following questions received the highest levels of agreement (combined agree and strongly agree):

Survey Question	Agree and Strongly Agree
58. I understand the rules and regulations related to my job.	92%
62. I am familiar with the City's Code of Ethics.	88%
27. My department offers high quality customer service.	88%
26. Good citizen/customer service is continually emphasized by my immediate supervisor.	85%
13. My immediate supervisor treats me with respect.	84%
12. My co-workers treat me and other employees with respect.	84%
18. Co-workers accept fellow employees who are different from themselves.	81%
63. My immediate supervisor places a lot of emphasis on doing the right thing.	81%
7. My immediate supervisor does everything reasonably possible to prevent on-the-job accidents.	80%

### Lowest Agreement

The following questions received the highest levels of disagreement (combined disagree and strongly disagree):

Survey Question	Disagree and Strongly Disagree
60. I believe the City Commission understands the working conditions in my department.	62%
3. We have enough staff in my Department to do our job.	48%
1. Adequate facilities, equipment, personnel and other resources are available to successfully complete my job.	42%
45. How strongly do you agree with the following statement: "I believe City leadership will take action to improve the work environment based on the results of this survey."	39%
57. All promotions in my department are fair and equitable.	37%
15. I believe that managers who treat others unfairly are disciplined appropriately.	34%

The survey covered thirteen different topic areas, each are outlined below noting the highest (combined agree and strongly agree) and lowest (combined disagree and strongly disagree) rated area for each topic.

### Equipment and Resources.

The area within equipment and resources that employees rated the highest was:

- The equipment and facilities I use are well maintained.

The area within equipment and resources that employees rated the lowest was:

- We have enough staff in our department to do our job.

## **Safety.**

The areas of safety that employees rated the highest were:

- My immediate supervisor does everything possible to prevent on-the-job accidents.
- I am adequately informed of what to do if I am injured on the job.

The areas of safety that employees rated the lowest were:

- Employees are appropriately recognized for working safely.
- Management understands the safety risks I face in my job.

**Working Environment.** Of the survey respondents, 67% of the employees surveyed were satisfied with the overall working environment in their department; 11% were dissatisfied, 21% gave a neutral rating, and 1% did not have an opinion.

The working environment areas that employees rated the highest were:

- My immediate supervisor treats me with respect.
- Co-workers treat me and other employees with respect.

The working environment areas that employees rated the lowest were:

- I believe that managers who treat others unfairly are disciplined appropriately.
- I believe that co-workers who treat others unfairly are disciplined appropriately.

**Compensation and Benefits.** Of the survey respondents, 66% of the employees surveyed were satisfied with the overall compensation and benefits that they receive; 13% were dissatisfied and 21% gave a neutral rating.

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

- I am aware of the City's Employee Assistance Program (EAP).
- I understand my healthcare and retirement benefits (health care, KPERS/KP&F, 457, etc.).

The compensation and benefits area that employees rated the lowest was:

- I am paid fairly for the work I perform.

## **Customer Service and Community Relations.**

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

- My department offers high quality customer service.
- Good citizen/customer service is continually emphasized by my immediate supervisor.

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

- My department has a good reputation with other departments.

**Leadership and Managerial Effectiveness.** Of the survey respondents, 75% of the employees surveyed were satisfied with the overall leadership provided by their

immediate supervisor; 14% were dissatisfied and 11% gave a neutral rating. Fifty-seven percent were satisfied with the overall leadership provided by Department Managers and forty-six percent of Assistant City Managers and Interim City Manager.

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

- My immediate supervisor values me and my work.
- Overall, I am satisfied with the leadership of my immediate supervisor.

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

- How strongly do you agree with the following statement: "I believe City leadership will take action to improve the work environment based on the results of this survey."
- Morale is good in my department.

### **Employee Recognition.**

Due to the high number of neutral responses for this topic, one area received both the highest and lowest ratings.

The area of employee recognition that employees rated the highest and lowest was:

- Employees who perform well receive adequate recognition.

### **Communication.**

The survey asked employees they currently receive their employment-related information and how they would prefer to receive information. Comparing the results for these two questions show some alignment to how employees currently receive information and their preferences.

The top three survey responses for how employees currently receive employment related information: city email, co-workers and immediate supervisor. Employee preference is to receive information from city email, immediate supervisor and staff meetings.

The area of communication that employees rated the highest was:

- I am adequately informed when changes take place that affect my work.

The area of communication that employees rated the lowest was:

- I feel like I have a voice.

### **Professional Development Opportunities.**

The professional development area that employees rated the highest was:

- Immediate supervisor understands my career/job goals.

The professional development area that employees rated the lowest was:

- All promotions in my department are fair and equitable.

**Policies and Procedures.** Of the survey respondents, 92% of the employees surveyed agreed they understood the rules and regulations related to their job; 2% were disagreed, 6% gave a neutral rating.

**City Commission.** Of the survey respondents, 13% of the employees surveyed agreed that the City Commission understands the working conditions in their department; 62% disagreed and 25% gave a neutral rating.

**Ethics.** Of the survey respondents, (88%) of employees indicated they were familiar with the City's code of ethics; 3% were not familiar with the City's code of ethics, 9% were neutral.

The area related to Ethics that employees rated the highest was:

- My immediate supervisor places a lot of emphasis on doing the right thing.

The areas related to Ethics that employees rated the lowest were:

- Management places a lot of emphasis on doing the right thing.
- I feel confident that ethics concern arises it will be handled appropriately.

**Support Departments.** Of the survey respondents, 65% of employees indicated they were satisfied with the overall quality of services provided by Support Departments (Finance, Information Technology, Human Resources, Risk Management, City Clerk, Central Maintenance Garage, and City Attorney's Office); 10% were not satisfied, and 25% were neutral.

**Open-Ended Questions.** The survey included six open ended questions covering various topic areas. A space was provided below each question for comments. A report of the comments can be accessed by visiting the Human Resources Division on the second floor of City Hall.

## **Purpose and Methodology**

The City Manager's Office administered an online employee survey for the City of Lawrence during the summer of 2015. This was the fourth time the City of Lawrence had conducted a comprehensive survey of employees. The other surveys were conducted in 2002 by GRI Research and Training; in 2005 and 2008 both were administered by ETC Institute. The purpose of the survey was to objectively measure employee perceptions regarding a wide range of issues including:

- overall satisfaction with employment at the City
- equipment and resources
- safety

- working environment
- compensation and benefits
- customer service and community relations
- leadership and managerial effectiveness
- employee recognition
- communication
- professional development
- policies and procedures
- city commission
- ethics in government
- satisfaction with internal customer departments

Participation in the survey was voluntary and employees were allowed to complete the survey during work hours. In order to maintain confidentiality on the online survey, most of the demographic questions were removed except two regarding department and supervisory status.

The survey was 72 questions long and took an average of 15-20 minutes to complete, 567 employees completed the survey representing 67% of the workforce. The sample was statistically representative of all major departments and the demographic composition of the City's labor force. The overall results have a 95% level of confidence with a precision of at least +/- 3%.

Many of the prior questions contained in the Employee Surveys from 2002, 2005, and 2008 were included in the 2015 survey. All of the job-related topics were covered from previous surveys. Compared to previous employee surveys, the number of questions in the 2015 was much lower but also provided employees more opportunity for open-ended responses.