



2009 City of Branson Employee Survey

Final Report

Submitted to

The City of Branson, MO



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2009 City of Branson Employee Survey

Executive Summary

Purpose and Methodology

ETC Institute administered an employee survey for the City of Branson during the spring of 2009. The survey was designed to objectively assess overall satisfaction with employment at the city and to gather input from employees about issues in nine major areas:

- overall perceptions
- communication
- professional development
- compensations and benefits
- rewards and recognition
- management, supervision, and leadership
- internal support services
- resources
- improvements

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

Even though the survey was seven pages long and took an average of 20 minutes to complete, 161 of the City's employees completed the survey. The sample was statistically representative of all major departments and the demographic composition of the City's labor force. The overall results have a 95% level of confidence with a precision of at least +/- 5%.

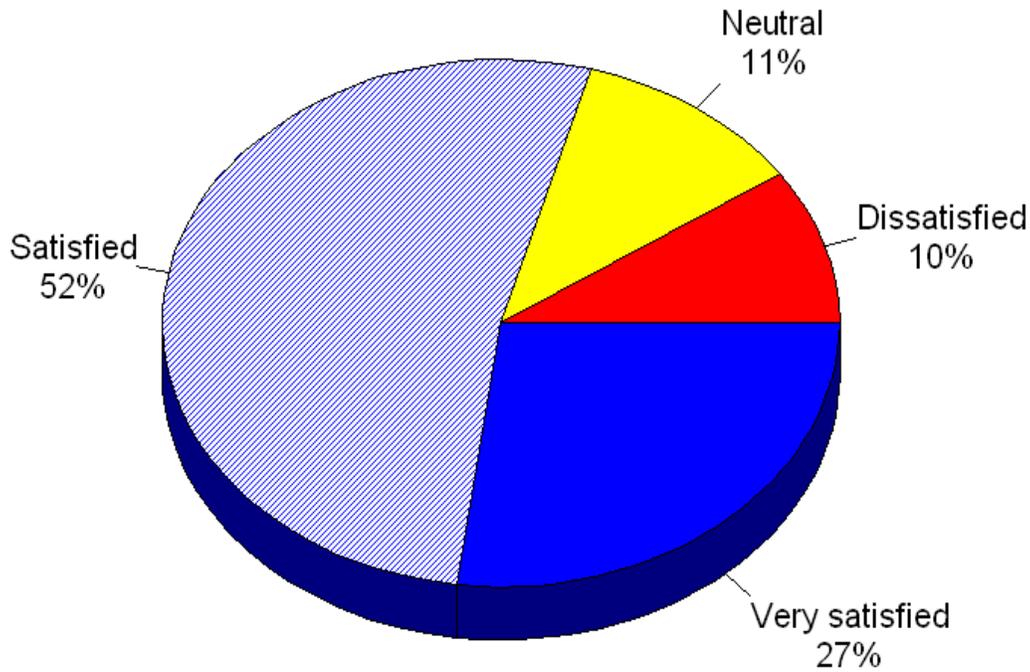
Overall Findings

Most Employees Thought the City of Branson is a Good Place to Work. Ninety-eight percent (98%) of the employees surveyed thought the City of Branson was generally a good place to work; only 1% did not think the City was generally a good place to work, and 1% did not have an opinion.

Most Employees Were Satisfied with Their Employment at the City. Seventy-nine percent (79%) of the employees surveyed, who had an opinion, were satisfied with their current employment at the City of Branson; 10% were dissatisfied, and 11% gave a neutral rating.

Overall, how satisfied are you with your current job?

by percentage of respondents (excluding don't knows)



Source: ETC Institute (2009 - Branson, MO)

Findings for Specific Areas that Were Assessed

- **Communication Issues.** Sixty-three percent (63%) of the employees surveyed, who had an opinion, were satisfied with the quality of communication in their department/division; 18% were not satisfied, and 19% gave a neutral rating.

The statements within the category of “communication” that employees agreed with most were:

- Employees in my department are easy to contact (87%)
- I know where to go when I have questions about a work related issue (84%)

The statements within this category that employees agreed with least were:

- Employees in other departments are easy to contact (49%)
- I am well informed about citywide issues that affect all employees (53%)

The top priorities for improvement based on the choices selected by respondents to the survey were: (1) informing employees about citywide issues that affect all employees, (2) ensuring employees receive information in a timely manner, and (3) ensuring supervisors communicate well with employees.

➤ **Professional Development Issues.** The statement within the category of “professional development” that employees agreed with most was:

- Receive constructive feedback on work performance from immediate supervisor (66%)

The statement within this category that employees agreed with least was:

- Orientation programs for new employees are effective (43%)

➤ **Compensation and Benefits Issues.** The statements within the “compensation and benefits” category that employees rated the highest were:

- Accuracy of their pay check (76%)
- Overall quality of their medical coverage (72%)

The statements within this category that employees rated the lowest were:

- The level of pay they receive compared to outside agencies or companies (26%)
- How well they are informed about the City’s retirement benefits (31%)

The top priorities for improvement within this category based on the top choices selected by respondents to the survey were: (1) ensuring the level of pay they receive is comparable to outside agencies and companies, (2) ensuring the amount they pay for medical coverage is reasonable, and (3) ensuring the current L-6 LAGERS pension plan meets their needs.

➤ **Rewards and Recognition Issues.** The statement within the category of “rewards and recognition” that employees agreed with most was:

- Poor job performance is dealt with effectively by managers in my work unit (39%)

The statement within this category that employees agreed with least was:

- Rewards and recognition are distributed fairly (27%)

The top priority for improvement within this category based on the top choices selected by respondents to the survey was ensuring that city employees who perform well receive adequate recognition.

➤ **Management, Supervision, and Leadership Issues.** The statements within the category of “management/supervision/leadership” that employees rated the highest were:

- How well you understand your department's mission, goals and objectives (78%)
- How well your department cooperates with other city departments (75%)

The statements within this category that employees rated the lowest were:

- Amount of input you have into your department's mission, goals and objectives (52%)
- Your supervisor's ability to adequately evaluate your performance (62%)

The top priorities for improvement within this category based on the top choices selected by respondents to the survey were: (1) overall effectiveness of their immediate supervisor (2) overall effectiveness of their department, and (3) ensuring immediate supervisor has the overall knowledge, skills and ability to perform their job.

➤ **Internal Support Services.** The statements within the “internal support services” category that employees rated the highest were:

- Adequacy of lighting in your work area (64%)
- Cleanliness of the facilities where you work (53%)

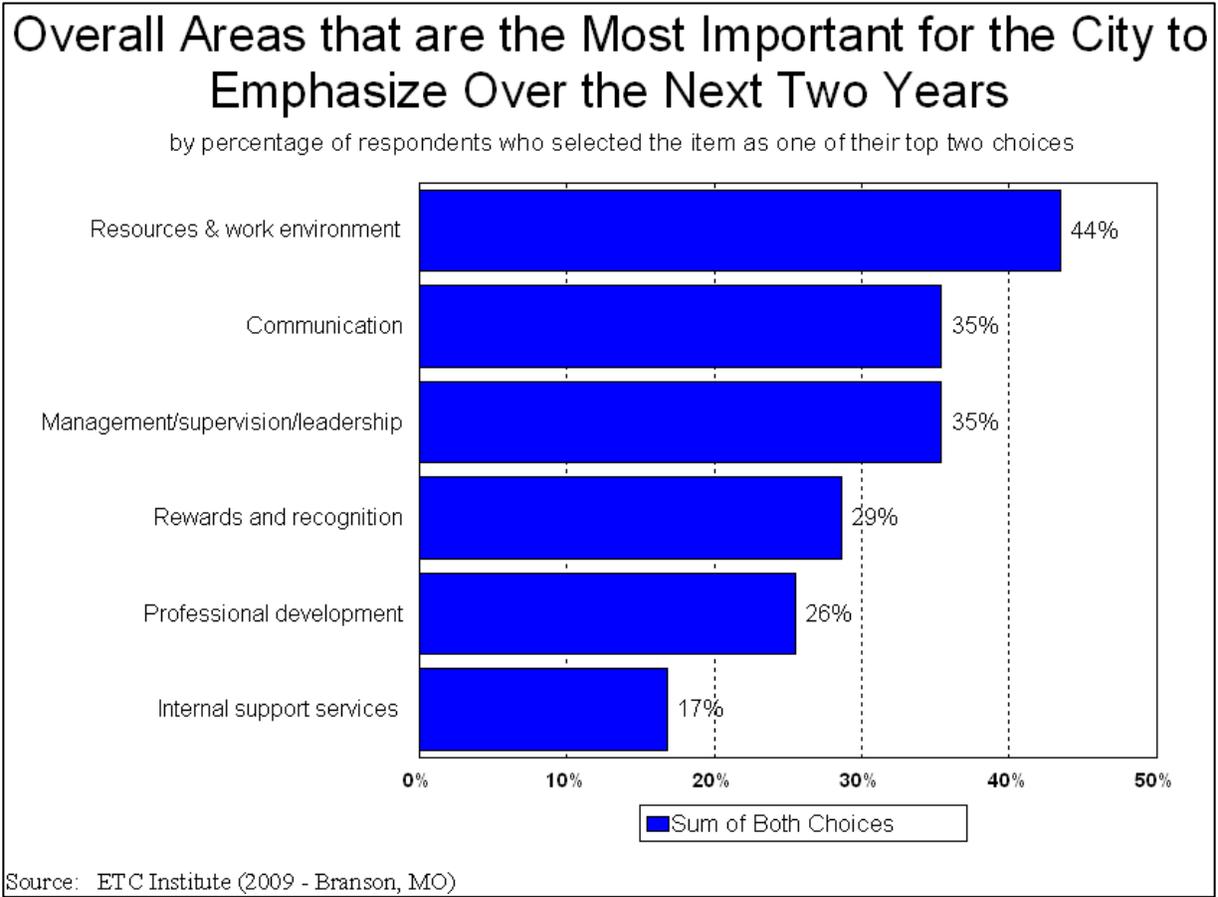
The statements within this category that employees rated the lowest were:

- Vehicle maintenance services (21%)
- City's employee newsletter (28%)

The top priorities for improvement within this category based on the top choices selected by respondents to the survey were: (1) vehicle maintenance services, (2) overall service provided by the IS department, and (3) ensuring the adequacy of heating and air conditioning in employees work area is comfortable.

➤ **Resource Issues.** Employees were asked to rate the quality tools and resources available to them to successfully do their job; 45% of employees gave a rating of either “excellent” or “good”, 29% gave a rating of “average”, and 26% gave a rating of either “poor” or “very poor”.

➤ **Improvements.** Employees were asked to choose the top two overall areas that were the most important for the City to emphasize over the next two years. Resources/Work Environment was the most chosen area. The chart on the following page shows the results for all six of the areas:



Gap Analysis: Specific Areas for Improvement

Factors Influencing Overall Satisfaction with Employment at the City

The table on the following page shows gaps in the perceptions between employees who were satisfied (a rating of 4 or 5 on a 5-point scale) with their current employment at the City and those who were dissatisfied (ratings of 1 or 2 on a 5-point scale). The gaps are important because they identify specific factors that may influence whether employees have favorable or unfavorable attitudes about their employment with the City.

By addressing issues with the largest gaps, the City should be able to enhance overall satisfaction among employees. A complete list for all 34 items that were assessed is provided in Section 3 of this report.

Gap Analysis: Employees who are Satisfied with Current Job VS Dissatisfied

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

Rank	Item Rated	Mean Rating for Employees Who are SATISFIED with their current job (Q14)	Mean Rating for Employees Who are DISSATISFIED with their current job (Q14)	GAP
1	Q4a. Receive adequate training	3.72	2.47	1.25
2	Q10g. Supervisor's ability to evaluate performance	3.85	2.93	0.92
3	Q10c. Cooperation between City departments	4.12	3.27	0.85
4	Q1b. Supervisor communicates well	4.05	3.20	0.85
5	Q5g. Resolve City's health plan benefits	3.46	2.62	0.84

Factors Influencing Perception of the Work Environment

The table below shows gaps in the perceptions between employees who think the work environment has improved in the past two years and those who think the work environment has gotten worse. The gaps identify specific factors that may influence whether employees think the work environment has improved or gotten worse in the past two years.

The City should use the results of the gap analysis below to identify ways to make employees feel better about their work environment. For example, issues related to the way supervisors interact with employees had some of the largest gaps. This suggests that the way supervisors interact with employees greatly impacts whether employees think their work environment is getting better or worse. By improving the way supervisors communicate with employees and evaluate the performance of employees, the City of Branson should be able to increase the percentage of employees who think their work environment is getting better over the next two years.

Gap Analysis: Employees who think Work Environment has IMPROVED VS. GOTTEN WORSE

Items with large gaps are likely to be contributing factors to the differences in satisfaction

Rank	Item Rated	Mean Rating for Employees Who Think the Work Environment, Compared to 2 Years Ago, has IMPROVED (Q15)	Mean Rating for Employees Who Think the Work Environment, Compared to 2 Years Ago, has GOTTEN WORSE (Q15)	GAP
1	Q8c. Poor performance dealt with effectively	3.49	2.26	1.23
2	Q1b. Supervisor communicates well	4.08	3.09	0.99
3	Q10a. Effectiveness of immediate supervisor	3.95	3.09	0.86
4	Q10g. Supervisor's ability to evaluate performance	3.89	3.04	0.85
5	Q10b. Effectiveness of your department	4.05	3.30	0.75

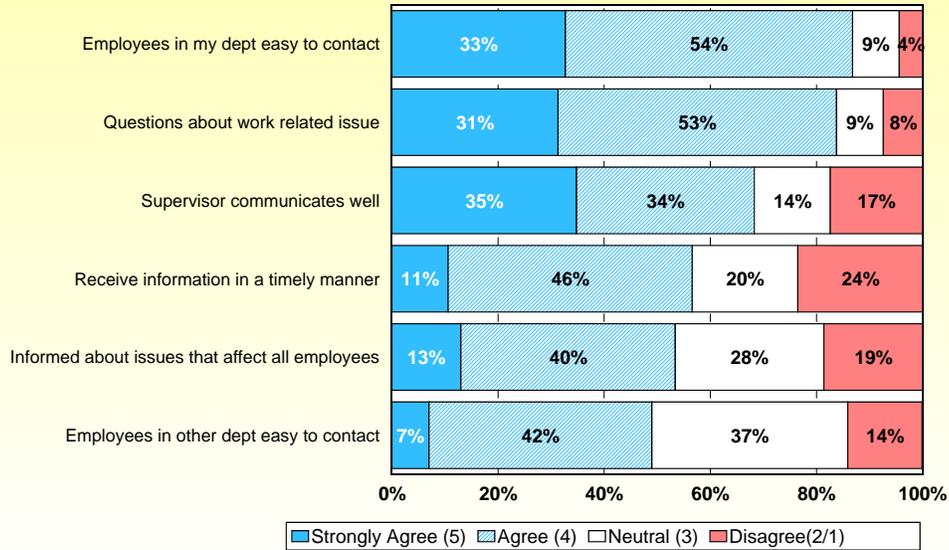
Contents of This Report. In addition to the Executive Summary, this summary report contains the following:

- Charts depicting overall results for most questions on the survey (Section 1)
- Employee Assessment Rating Analysis (Section 2)
- Gap analysis (Section 3)
- Tabular Data (Section 4)
- Copy of the survey instrument (Section 5)

Section 1: Charts and Graphs

Level of Agreement with the Following Statements Concerning Communication

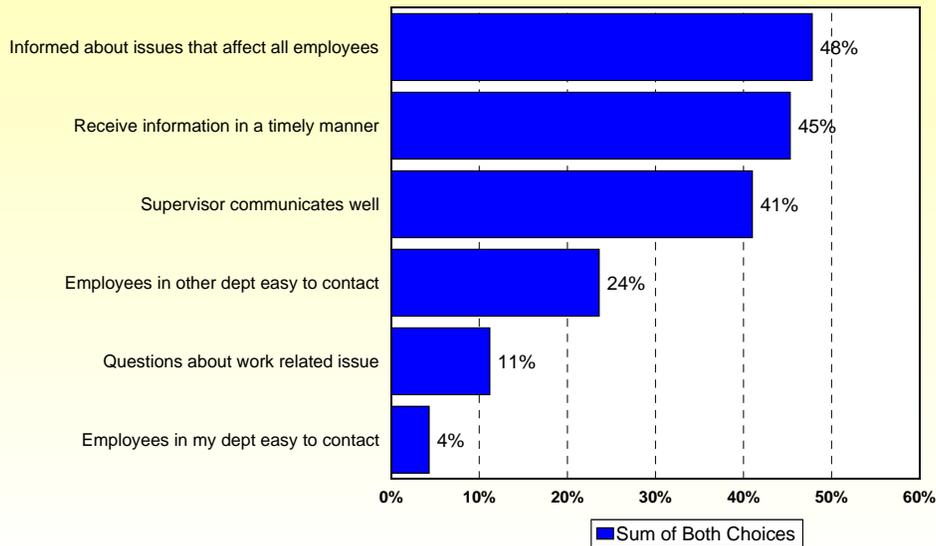
by percentage of respondents (excluding "not apply")



Source: ETC Institute (2009 - Branson, MO)

Communication Issues that are the Most Important for the City to Emphasize Over the Next Two Years

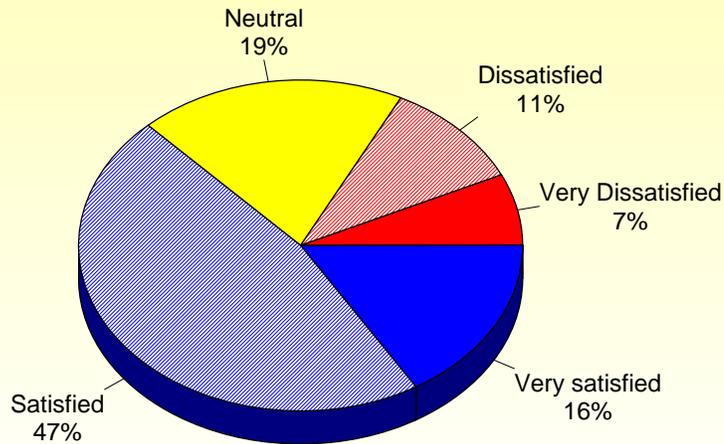
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute (2009 - Branson, MO)

Overall, how satisfied are you with the quality of communication in the department or division where you work?

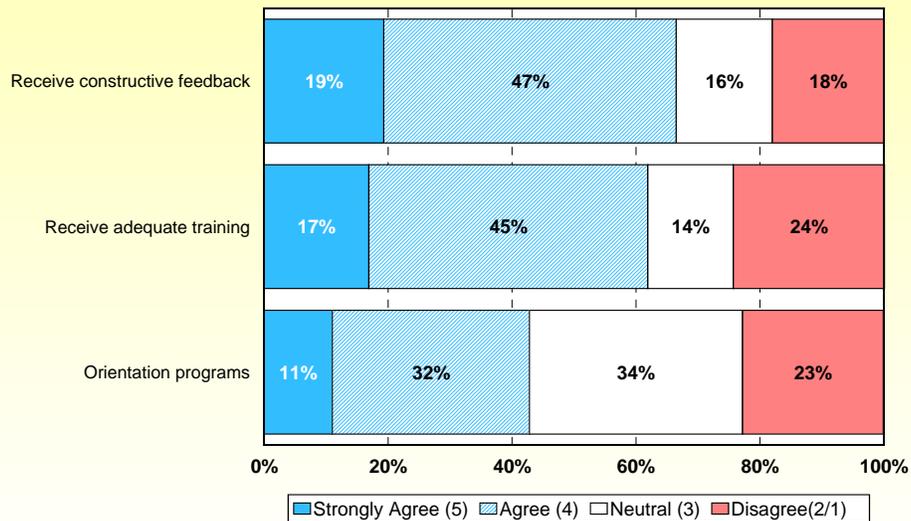
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2009 - Branson, MO)

Level of Agreement with the Following Statements Concerning Professional Development

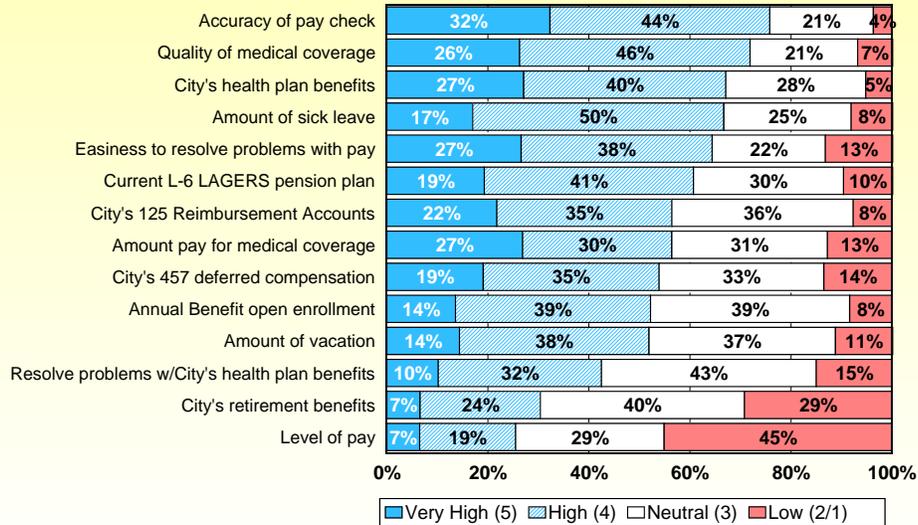
by percentage of respondents (excluding "not apply")



Source: ETC Institute (2009 - Branson, MO)

Ratings of Various Aspects Concerning Compensation and Benefits

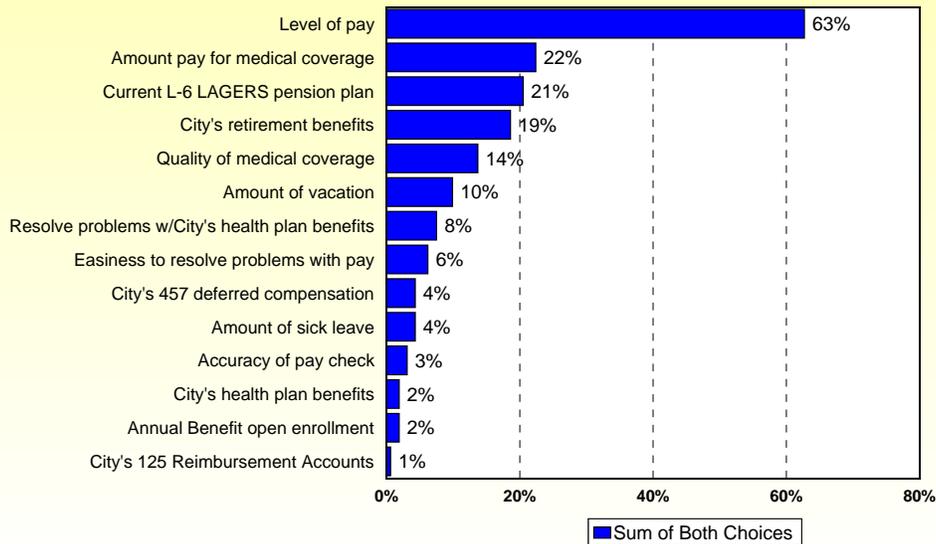
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2009 - Branson, MO)

Compensation and Benefits Issues that are the Most Important for the City to Emphasize Over the Next Two Years

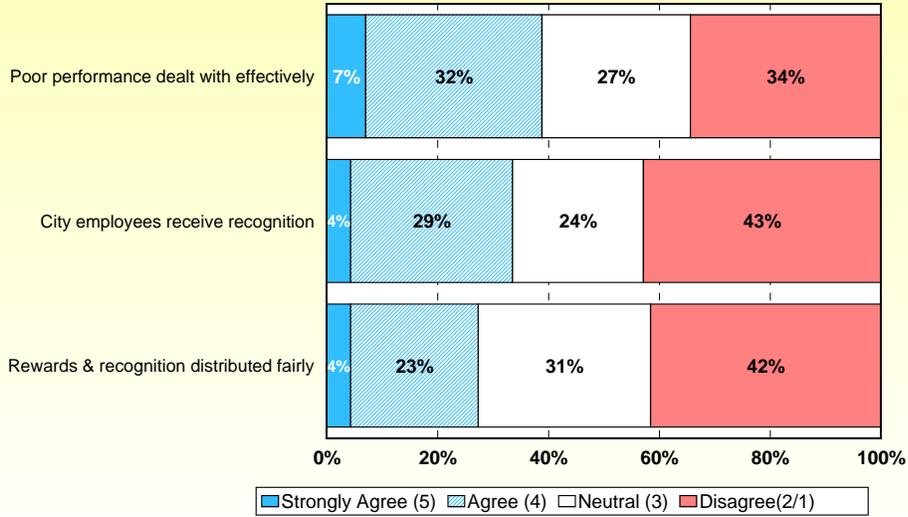
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute (2009 - Branson, MO)

Level of Agreement with the Following Statements Concerning Rewards and Recognition

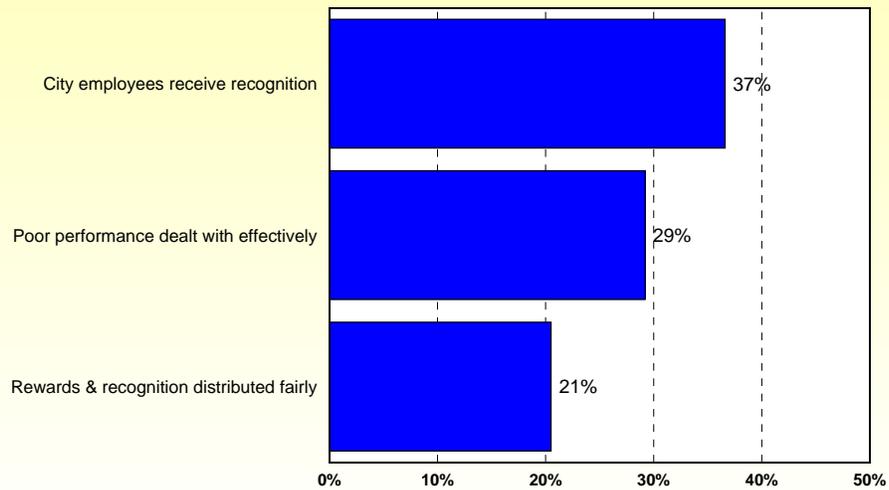
by percentage of respondents (excluding "not apply")



Source: ETC Institute (2009 - Branson, MO)

Rewards and Recognitions Issue that Is the Most Important for the City of Branson to Emphasize Over the Next Two Years

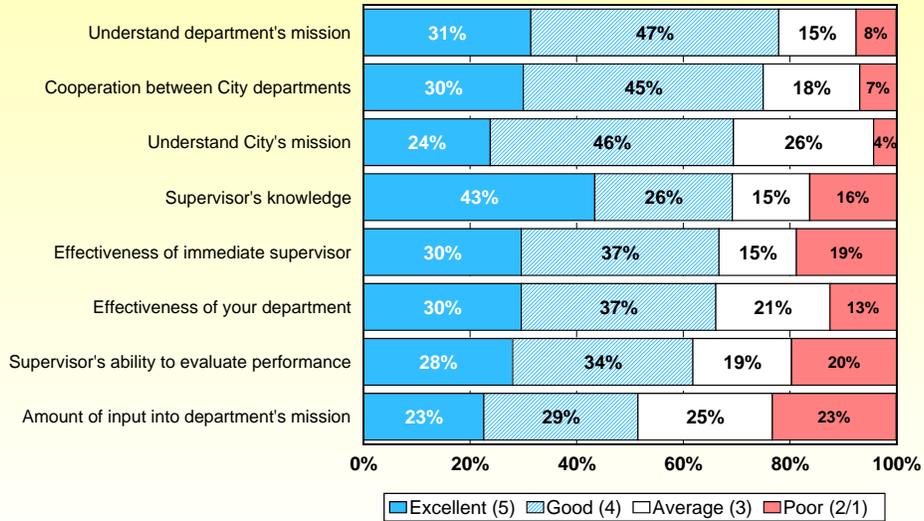
by percentage of respondents



Source: ETC Institute (2009 - Branson, MO)

Ratings of Various Aspects of Management, Supervision, Leadership

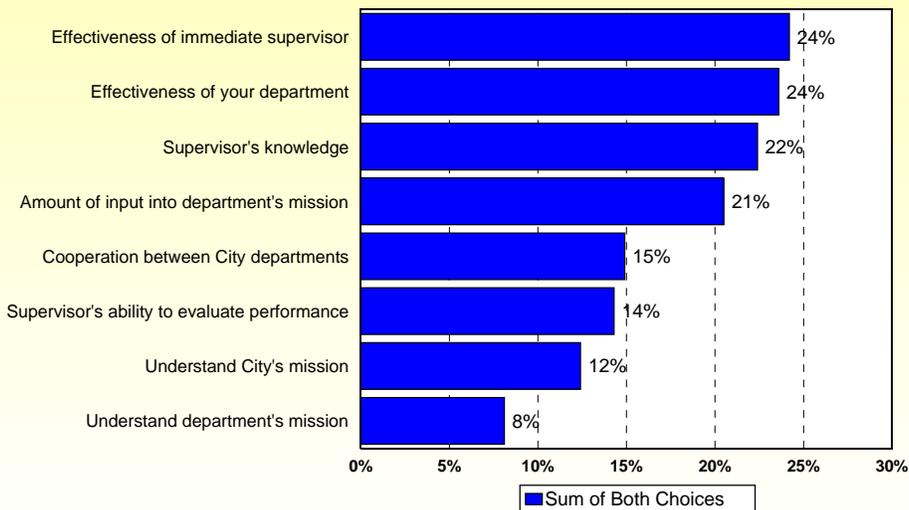
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2009 - Branson, MO)

Management, Supervision, and Leadership Issues that are the Most Important for the City to Emphasize Over the Next Two Years

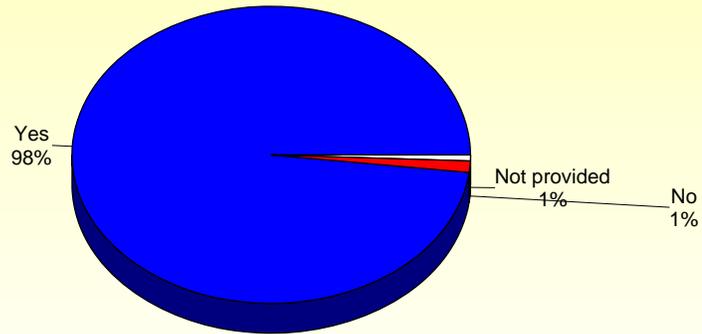
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute (2009 - Branson, MO)

Do you generally think the City is a good place to work?

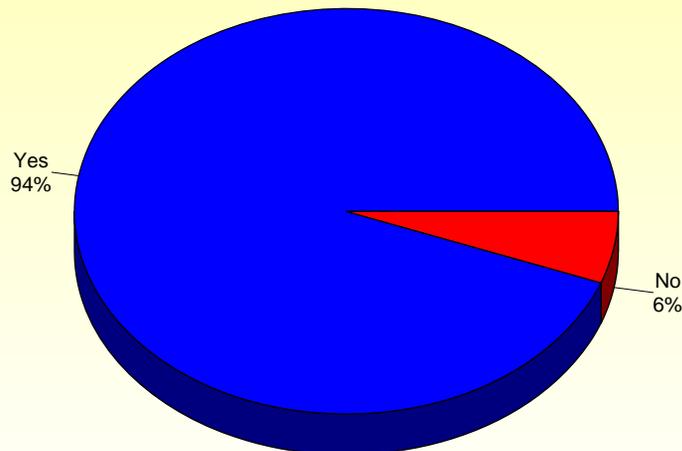
by percentage of respondents



Source: ETC Institute (2009 - Branson, MO)

Would you recommend employment at the City to a friend or relative?

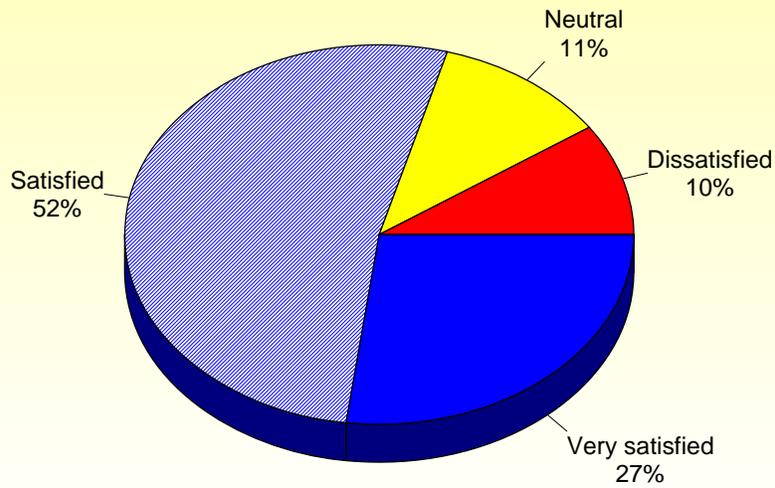
by percentage of respondents



Source: ETC Institute (2009 - Branson, MO)

Overall, how satisfied are you with your current job?

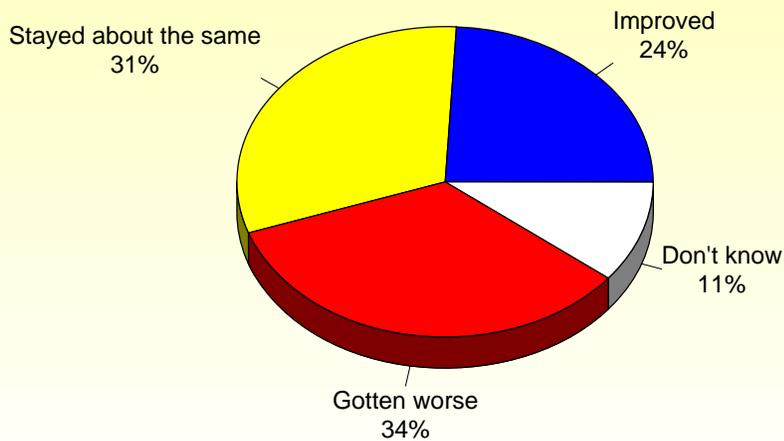
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2009 - Branson, MO)

How the Work Environment at the City of Branson has Changed Compared to 2 years ago

by percentage of respondents



Source: ETC Institute (2009 - Branson, MO)

Compared to other cities, do you think Branson is a better place to work, about the same, or a worse place to work?

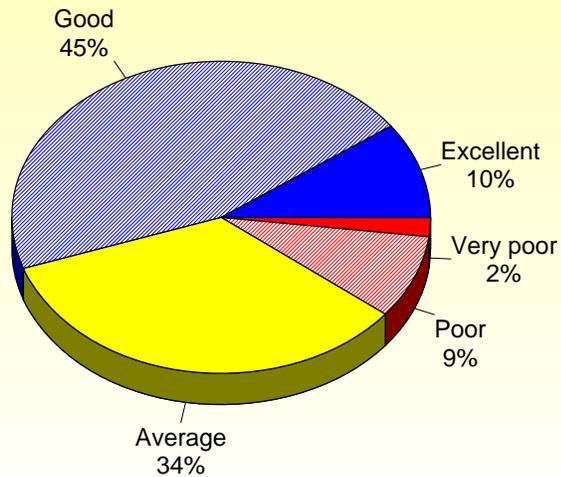
by percentage of respondents



Source: ETC Institute (2009 - Branson, MO)

How would you rate the overall quality of work environment at the City of Branson?

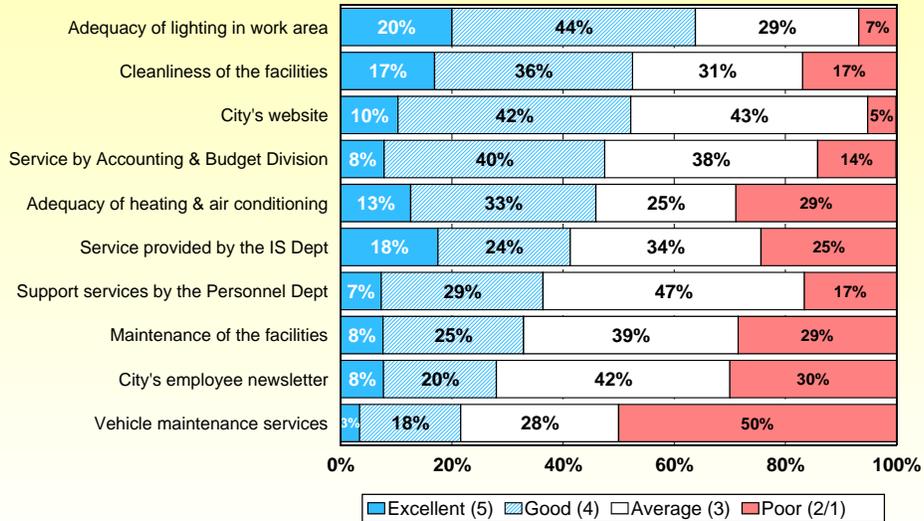
by percentage of respondents



Source: ETC Institute (2009 - Branson, MO)

Ratings of Various Aspects of Internal Support Services

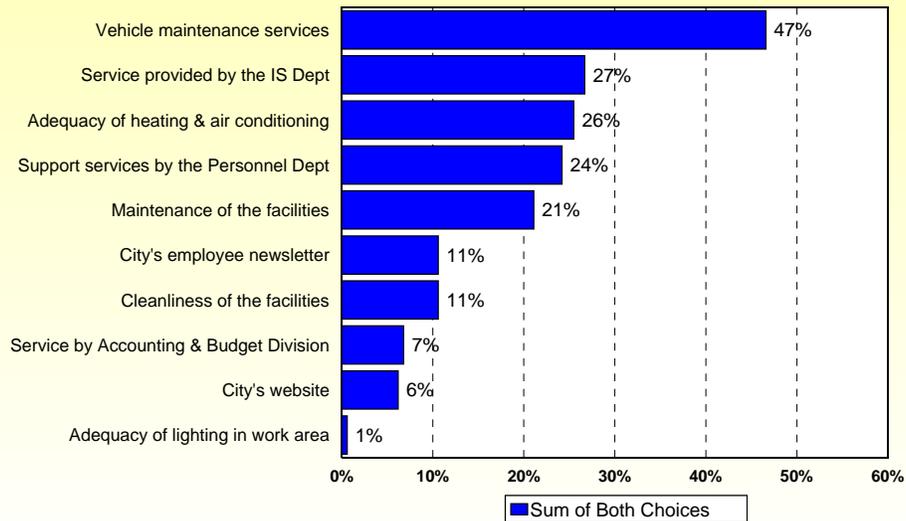
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2009 - Branson, MO)

Internal Support Services that are the Most Important for the City to Emphasize Over the Next Two Years

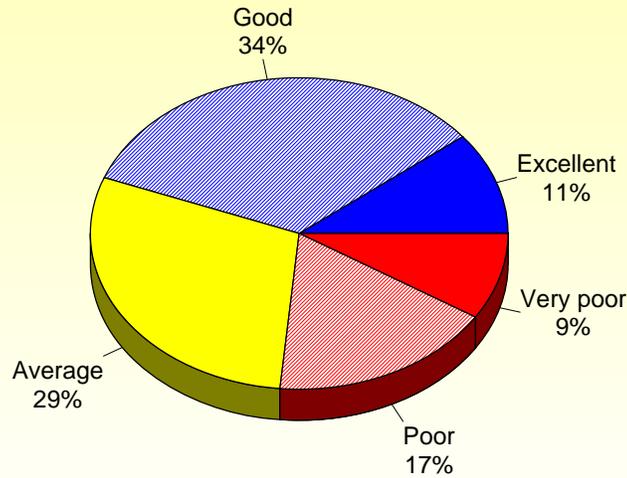
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute (2009 - Branson, MO)

How would you rate the availability of quality tools and resources to successfully do your job?

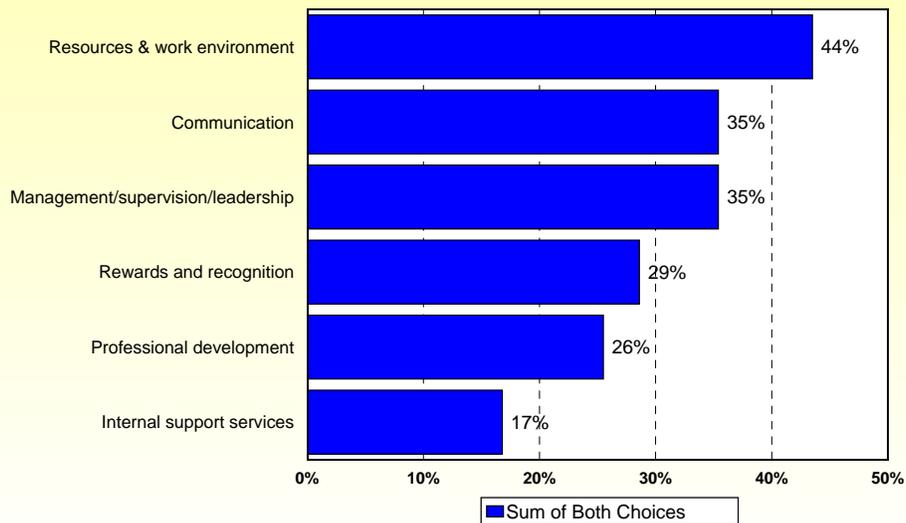
by percentage of respondents



Source: ETC Institute (2009 - Branson, MO)

Overall Areas that are the Most Important for the City to Emphasize Over the Next Two Years

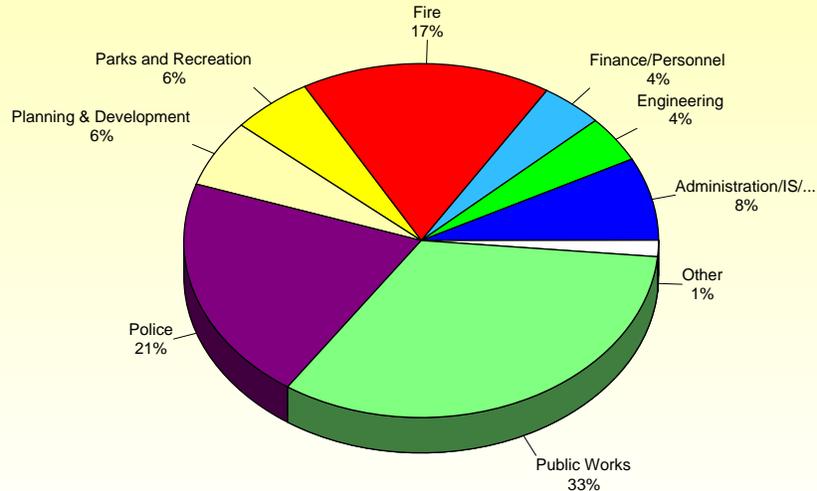
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute (2009 - Branson, MO)

Demographics: In which City Department do you work?

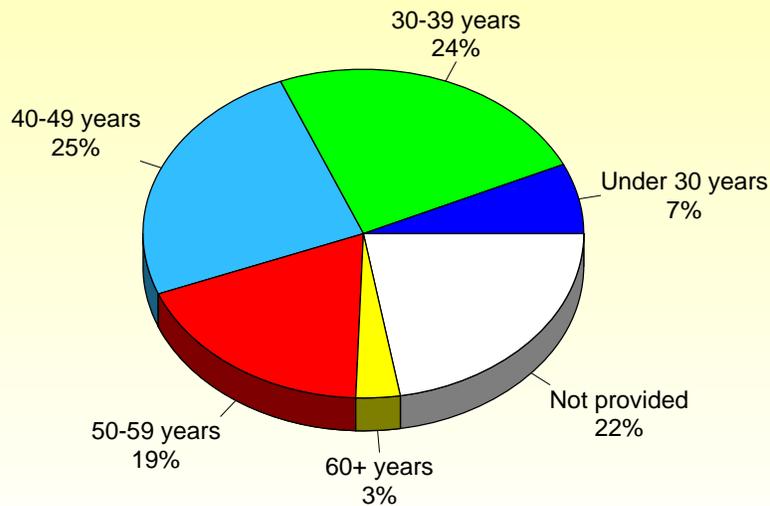
by percentage of respondents



Source: ETC Institute (2009 - Branson, MO)

Demographics: Age of Respondents

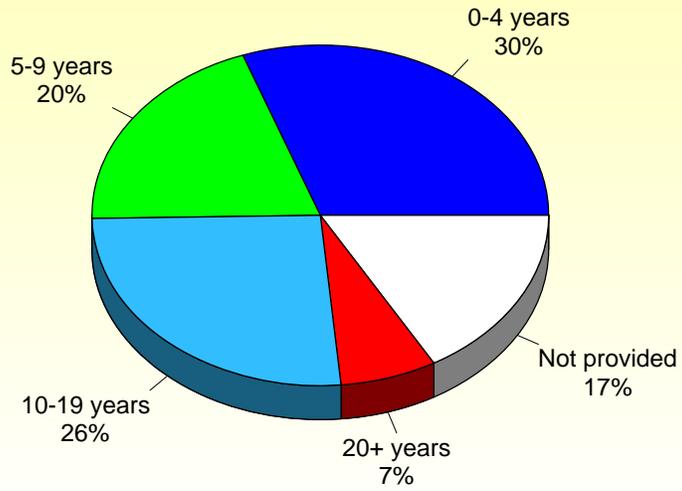
by percentage of respondents



Source: ETC Institute (2009 - Branson, MO)

Demographics: How many years have you worked for the City of Branson?

by percentage of respondents



Source: ETC Institute (2009 - Branson, MO)

Section 2:
Employee Assessment
Rating Analysis



Employee Assessment Rating Analysis

Branson, MO

Overview

Today, city officials have limited resources which need to be targeted to activities that are of the most benefit to their employees. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to employees; and (2) to target resources toward those services where employees have the least positive ratings.

The Employee Assessment (EA) rating is a unique tool that allows public officials to better understand both of these highly important decision making criteria for each of the services they are providing. The Employee Assessment rating is based on the concept that cities will maximize overall employee satisfaction by emphasizing improvements in those service categories where the level of positive ratings is relatively low and the perceived importance of the service is relatively high.

Methodology

The rating is calculated by summing the percentage of responses for items selected as the most important services for the City to emphasize over the next two years. This sum is then multiplied by 1 minus the percentage of employees that indicated they were positively satisfied with the City's performance in the related area (the sum of the ratings of 4 and 5 on a 5-point scale excluding "don't know" responses). "Don't know" responses are excluded from the calculation to ensure that the satisfaction ratings among service categories are comparable. [EA=Importance x (1- Positive ratings)].

Example of the Calculation. Employees were asked to identify the communication issues they thought were the most important for the City to emphasize over the next two years. Approximately twenty-four percent (23.6%) selected "Employees in other departments are easy

to contact” as one of the most important communication issues for the City to emphasize over the next two years.

With regard to satisfaction, forty-nine percent (49%) of the employees surveyed rated their overall satisfaction with “Employees in other departments are easy to contact” as a “4” or a “5” on a 5-point scale (where “5” means “strongly agree”). The E-A rating for “Employees in other departments are easy to contact” was calculated by multiplying the sum of the most important percentages by 1 minus the sum of the positive rating percentages. In this example, 23.6% was multiplied by 51% (1-0.49). This calculation yielded an I-S rating of 0.1204, which ranked fourth out of 6 communication issues.

The maximum rating is 1.00 and would be achieved when 100% of the employees select an item as one of their top three choices to emphasize over the next two years and 0% indicate that they are positively satisfied with the delivery of the service.

The lowest rating is 0.00 and could be achieved under either one of the following two situations:

- if 100% of the employees were positively satisfied with the delivery of the service
- if none (0%) of the employees selected the service as one of the most important areas for the City to emphasize over the next two years.

Interpreting the Ratings

Ratings that are greater than or equal to 0.20 identify areas that should receive significantly more emphasis over the next two years. Ratings from .10 to .20 identify service areas that should receive increased emphasis. Ratings less than .10 should continue to receive the current level of emphasis.

- Definitely Increase Emphasis ($IS \geq 0.20$)
- Increase Current Emphasis ($0.10 \leq IS < 0.20$)
- Maintain Current Emphasis ($IS < 0.10$)

The results for the City of Branson are provided on the following page.

Employee Assessment Rating

City of Branson, MO

Communication

Category of Service	Most Important %	Most Important Rank	Positive Rating %	Positive Rating Rank	Employee Assessment Rating	E-A Rating Rank
<u>Very High Priority (IS >.20)</u>						
Informed about issues that affect all employees	48%	1	53%	5	0.2227	1
<u>High Priority (IS .10-.20)</u>						
Receive information in a timely manner	45%	2	57%	4	0.1966	2
Supervisor communicates well	41%	3	68%	3	0.1300	3
Employees in other departments are easy to contact	24%	4	49%	6	0.1204	4
<u>Medium Priority (IS <.10)</u>						
Questions about work related issue	11%	5	84%	2	0.0181	5
Employees in my department are easy to contact	4%	6	87%	1	0.0057	6

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Positive Rating' %)

Most Important %:

The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought were the most important for the City to emphasize over the next two years.

Positive Rating %:

The "Positive Rating" percentage represents the sum of the ratings "4" and "5" excluding 'don't knows.' Respondents ranked their level of Positive Rating with the each of the items on a scale of 1 to 5 with "5" being strongly agree and "1" being strongly disagree.

Employee Assessment Rating

City of Branson, MO

Compensation and Benefits

Category of Service	Most Important %	Most Important Rank	Positive Rating %	Positive Rating Rank	Employee Assessment Rating	E-A Rating Rank
<u>Very High Priority (IS >.20)</u>						
Level of pay	63%	1	26%	14	0.4671	1
<u>High Priority (IS .10-.20)</u>						
City's retirement benefits	19%	4	30%	13	0.1295	2
<u>Medium Priority (IS <.10)</u>						
Amount pay for medical coverage	22%	2	56%	8	0.0977	3
Current L-6 LAGERS pension plan	21%	3	61%	6	0.0806	4
Amount of vacation	10%	6	52%	11	0.0476	5
Resolve problems w/City's health plan benefits	8%	7	43%	12	0.0431	6
Quality of medical coverage	14%	5	72%	2	0.0385	7
Easiness to resolve problems with pay	6%	8	64%	5	0.0221	8
City's 457 deferred compensation	4%	10	54%	9	0.0198	9
Amount of sick leave	4%	9	67%	4	0.0143	10
Annual Benefit open enrollment	2%	12	52%	10	0.0091	11
Accuracy of pay check	3%	11	76%	1	0.0075	12
City's health plan benefits	2%	13	67%	3	0.0063	13
City's 125 Reimbursement Accounts	1%	14	56%	7	0.0026	14

Note: The E-A Rating is calculated by multiplying the "Most Important" % by (1-'Positive Rating' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, and second most important responses for each item. Respondents were asked to identify the items they thought were the most important for the City to emphasize over the next two years.

Positive Rating %:

The "Positive Rating" percentage represents the sum of the ratings "4" and "5" excluding 'don't knows.' Respondents ranked their level of Positive Rating with the each of the items on a scale of 1 to 5 with "5" being very high and "1" being very low.

Employee Assessment Rating

City of Branson, MO

Management, Supervision, Leadership

Category of Service	Most Important %	Most Important Rank	Positive Rating %	Positive Rating Rank	Employee Assessment Rating	E-A Rating Rank
Medium Priority (IS <.10)						
Amount of input into department's mission	21%	4	52%	8	0.0994	1
Effectiveness of immediate supervisor	24%	1	67%	5	0.0806	2
Effectiveness of your department	24%	2	66%	6	0.0800	3
Supervisor's knowledge	22%	3	69%	4	0.0690	4
Supervisor's ability to evaluate performance	14%	6	62%	7	0.0546	5
Understand City's mission	12%	7	69%	3	0.0379	6
Cooperation between City departments	15%	5	75%	2	0.0373	7
Understand department's mission	8%	8	78%	1	0.0179	8

Note: The E-A Rating is calculated by multiplying the "Most Important" % by (1-'Positive Rating' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, and second most important responses for each item. Respondents were asked to identify the items they thought were the most important for the City to emphasize over the next two years.

Positive Rating %:

The "Positive Rating" percentage represents the sum of the ratings "4" and "5" excluding 'don't know'. Respondents ranked their level of Positive Rating with each of the items on a scale of 1 to 5 with "5" being excellent and "1" being very poor.

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Employee Assessment Rating

City of Branson, MO

Internal Support Services

Category of Service	Most Important %	Most Important Rank	Positive Rating %	Positive Rating Rank	Employee Assessment Rating	E-A Rating Rank
<u>Very High Priority (IS >.20)</u>						
Vehicle maintenance services	47%	1	22%	10	0.3653	1
<u>High Priority (IS .10-.20)</u>						
Service provided by the IS Dept	27%	2	41%	6	0.1567	2
Support services by the Personnel Dept	24%	4	36%	7	0.1539	3
Maintenance of the facilities	21%	5	33%	8	0.1416	4
Adequacy of heating & air conditioning	26%	3	46%	5	0.1380	5
<u>Medium Priority (IS <.10)</u>						
City's employee newsletter	11%	6	28%	9	0.0763	6
Cleanliness of the facilities	11%	7	53%	2	0.0504	7
Service by Accounting & Budget Division	7%	8	48%	4	0.0357	8
City's website	6%	9	52%	3	0.0296	9
Adequacy of lighting in work area	1%	10	64%	1	0.0022	10

Note: The E-A Rating is calculated by multiplying the "Most Important" % by (1-'Positive Rating' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, and second most important responses for each item. Respondents were asked to identify the items they thought were the most important for the City to emphasize over the next two years.

Positive Rating %:

The "Positive Rating" percentage represents the sum of the ratings "4" and "5" excluding 'don't knows.' Respondents ranked their level of Positive Rating with the each of the items on a scale of 1 to 5 with "5" being excellent and "1" being very poor.

Employee Assessment Matrix Analysis.

The Employee Assessment rating is based on the concept that public agencies will maximize overall employee satisfaction by emphasizing improvements in those areas where the level of positive ratings is relatively low and the perceived importance of the service is relatively high. ETC Institute developed an Employee Assessment Matrix to display the perceived importance of major services that were assessed on the survey against the perceived quality of service delivery. The two axes on the matrix represent positive ratings (vertical) and relative Importance (horizontal).

The E-A (Employee-Assessment) matrix should be interpreted as follows.

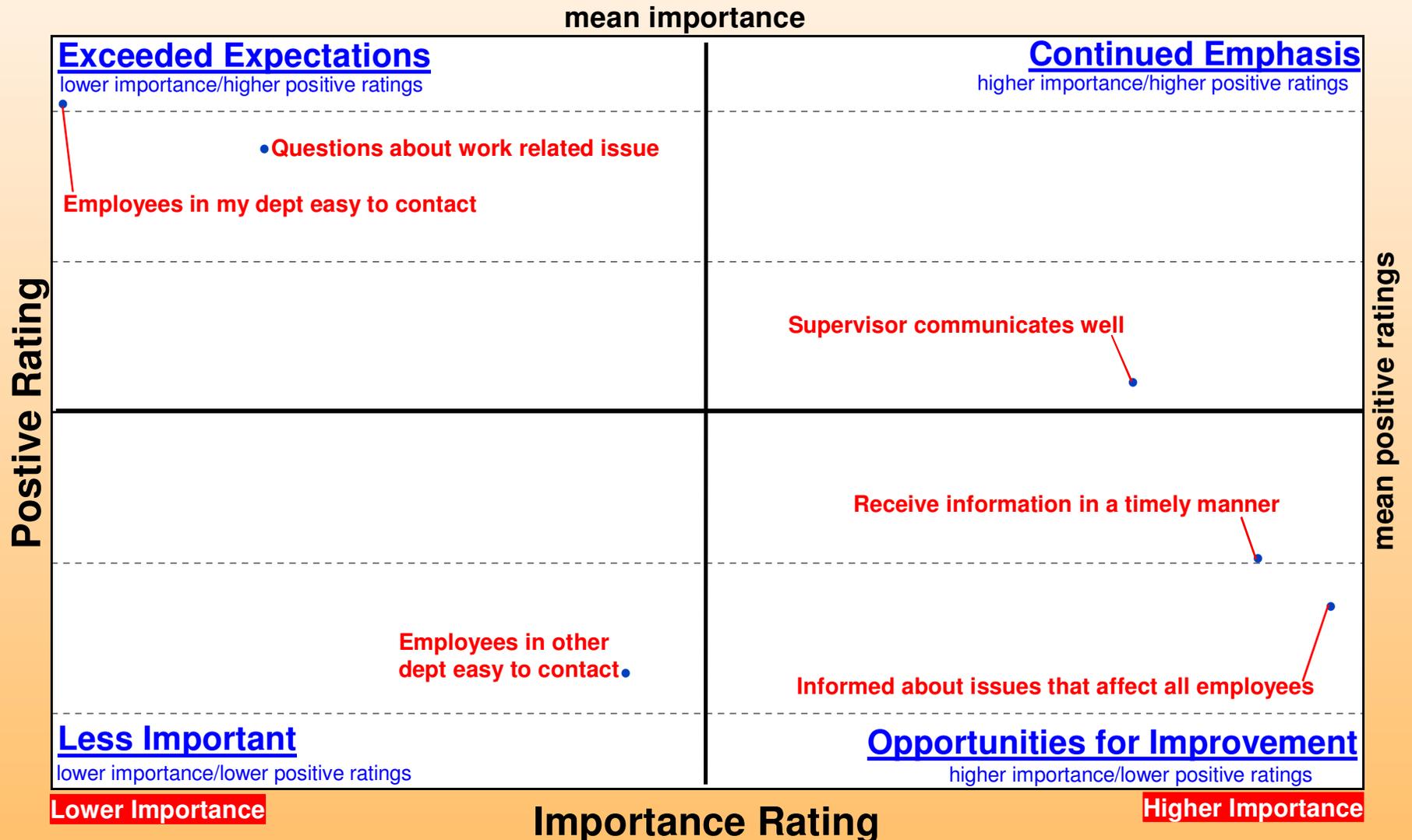
- **Continued Emphasis (above average importance and above average satisfaction).** This area shows where the City is meeting employee expectations. Items in this area have a significant impact on the employee's overall level of satisfaction. The City should maintain (or slightly increase) emphasis on items in this area.
- **Exceeding Expectations (below average importance and above average satisfaction).** This area shows where the City is performing significantly better than employees expect the City to perform. Items in this area do not significantly affect the overall level of satisfaction that employees have with City services. The City should maintain (or slightly decrease) emphasis on items in this area.
- **Opportunities for Improvement (above average importance and below average satisfaction).** This area shows where the City is not performing as well as employees expect the City to perform. This area has a significant impact on employee satisfaction, and the City should DEFINITELY increase emphasis on items in this area.
- **Less Important (below average importance and below average satisfaction).** This area shows where the City is not performing well relative to the City's performance in other areas; however, this area is generally considered to be less important to employees. This area does not significantly affect overall satisfaction with City services because the items are less important to employees. The agency should maintain current levels of emphasis on items in this area.

Matrices showing the results for the City of Branson are provided on the following pages.

2009 City of Branson Employee Survey Employee-Assessment Matrix

-Communication-

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

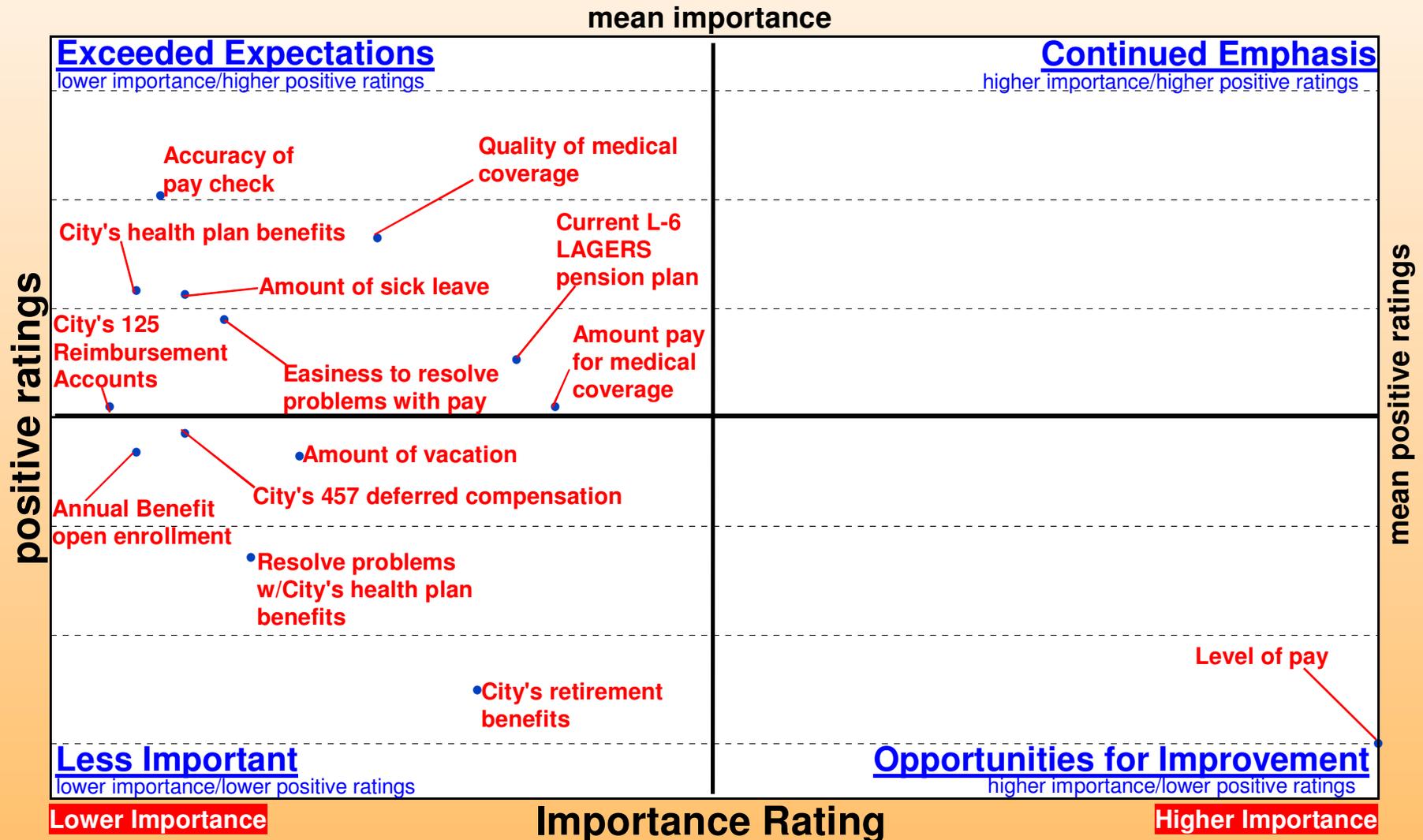


Source: ETC Institute (2009)

2009 City of Branson Employee Survey Employee-Assessment Matrix

-Compensation and Benefits-

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

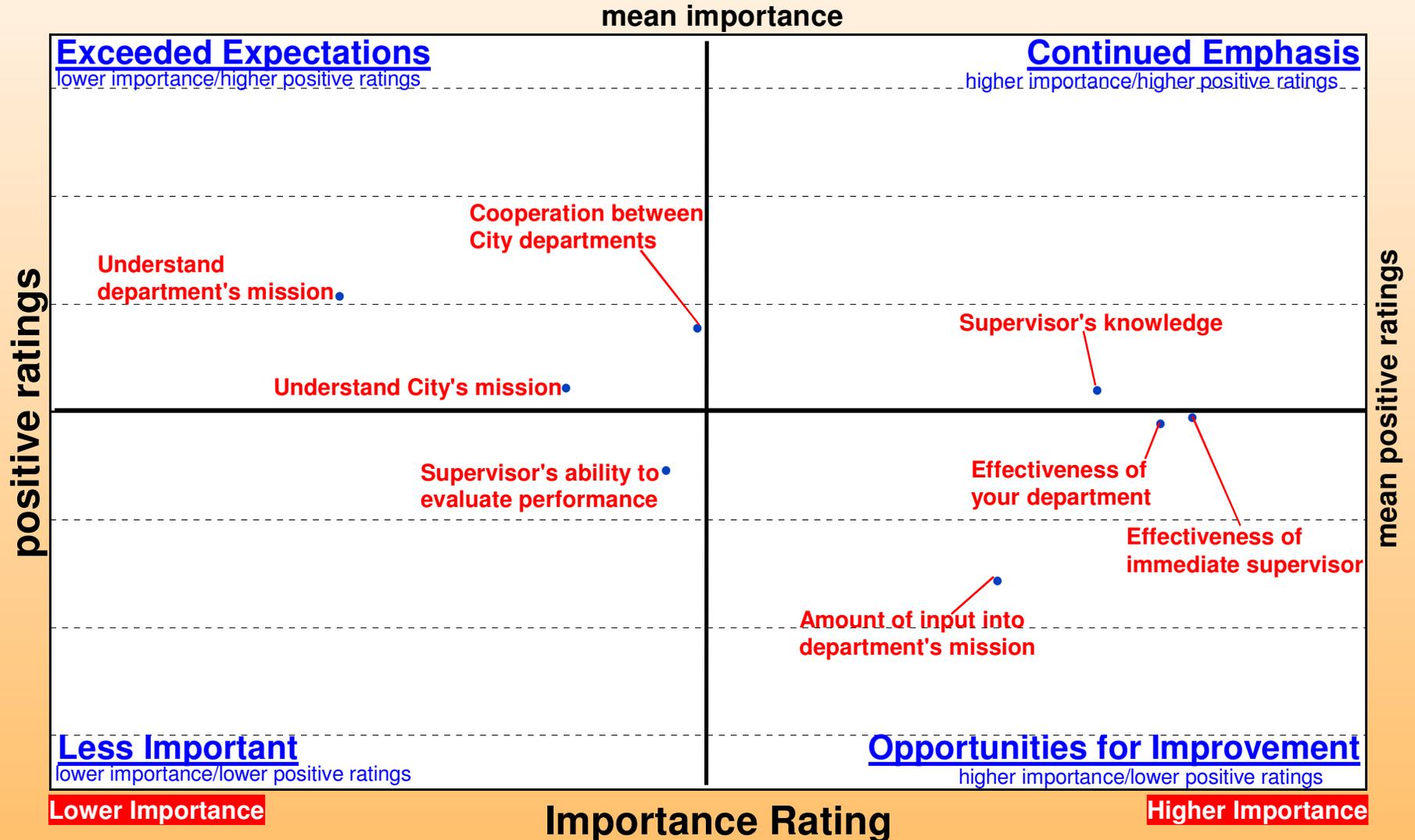


Source: ETC Institute (2009)

2009 City of Branson Employee Survey Employee-Assessment Matrix

-Management, Supervision, and Leadership-

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

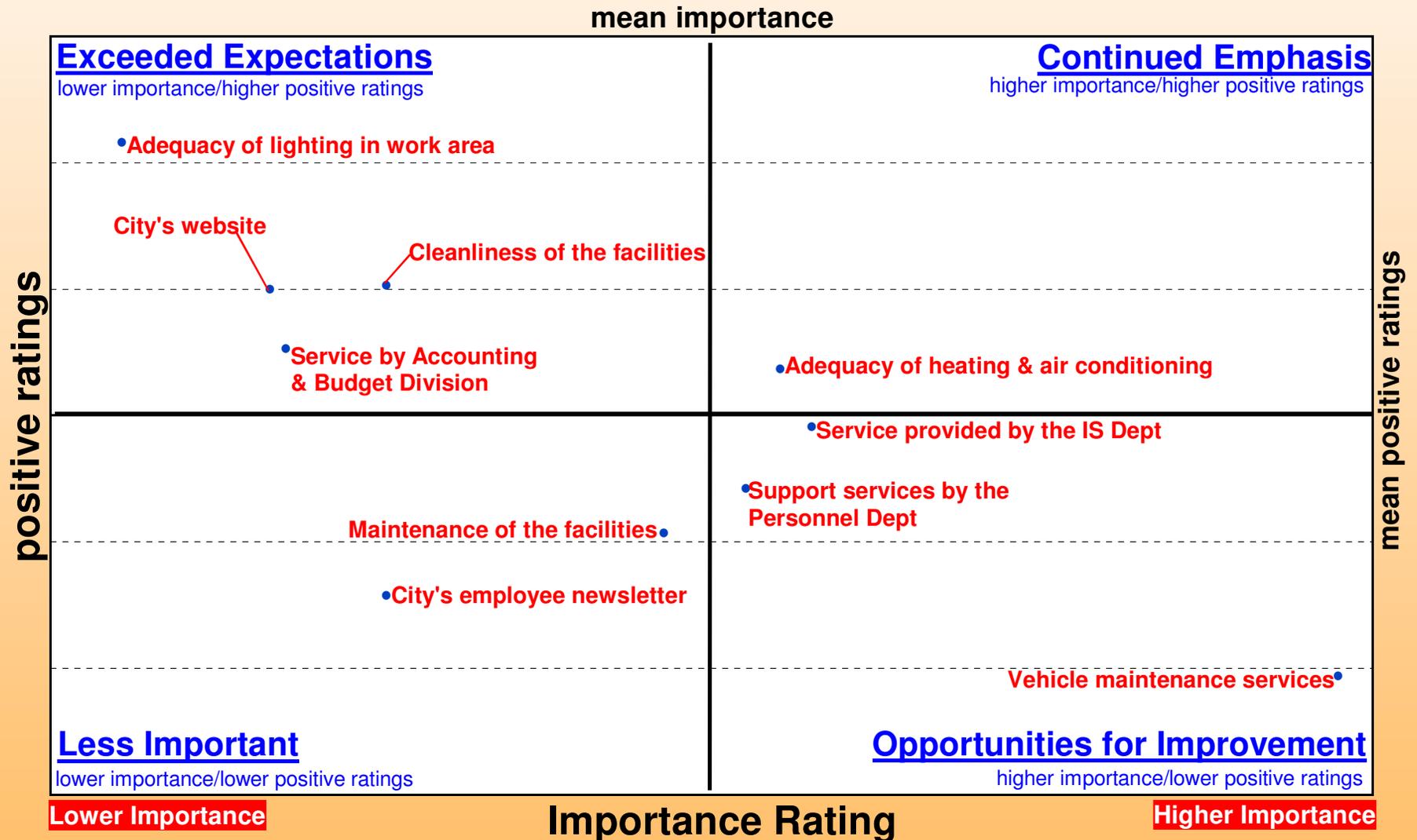


Source: ETC Institute (2009)

2009 City of Branson Employee Survey Employee-Assessment Matrix

-Internal Support Services-

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



Source: ETC Institute (2009)

Section 3: **Gap Analysis**



Gap Analysis

Branson, MO

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.

The tables on the following pages show gaps in the mean ratings of: 1) the perceptions between employees who were satisfied with their current job at the City of Branson and those who were dissatisfied with their current job and 2) the perceptions between employees who believe the work environment at the City of Branson has improved in the past two years and those who believe the work environment has gotten worse. Items with the largest gaps are the most probable causes of disparities in the organization.

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: Employees who are Satisfied with Current Job VS Dissatisfied

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

Rank	Item Rated	Mean Rating for Employees Who are SATISFIED with their current job (Q14)	Mean Rating for Employees Who are DISSATISFIED with their current job (Q14)	GAP
1	Q4a. Receive adequate training	3.72	2.47	1.25
2	Q10g. Supervisor's ability to evaluate performance	3.85	2.93	0.92
3	Q10c. Cooperation between City departments	4.12	3.27	0.85
4	Q1b. Supervisor communicates well	4.05	3.20	0.85
5	Q5g. Resolve City's health plan benefits	3.46	2.62	0.84
6	Q5c. Easiness to resolve problems with pay	3.83	3.00	0.83
7	Q5d. Amount pay for medical coverage	3.82	3.00	0.82
8	Q8c. Poor performance dealt with effectively	3.15	2.33	0.82
9	Q10a. Effectiveness of immediate supervisor	3.94	3.13	0.81
10	Q5a. Level of pay	2.83	2.07	0.76
11	Q4b. Receive constructive feedback	3.84	3.13	0.71
12	Q10h. Supervisor's knowledge	4.10	3.40	0.70
13	Q1a. Receive information in a timely manner	3.56	2.93	0.63
14	Q8a. City employees receive recognition	2.96	2.33	0.63
15	Q8b. Rewards & recognition distributed fairly	2.88	2.27	0.61
16	Q10e. Understand department's mission	4.12	3.53	0.59
17	Q10f. Amount of input into department's mission	3.58	3.00	0.58
18	Q5l. Amount of vacation	3.61	3.07	0.54
19	Q5k. City's retirement benefits	3.05	2.60	0.45
20	Q5e. Quality of medical coverage	3.94	3.53	0.41
21	Q1d. Employees in my dept easy to contact	4.24	3.87	0.37
22	Q5f. City's health plan benefits	3.96	3.60	0.36
23	Q5n. Annual Benefit open enrollment	3.64	3.31	0.33
24	Q10b. Effectiveness of your department	3.92	3.60	0.32
25	Q1f. Informed about issues that affect all employees	3.52	3.20	0.32
26	Q5j. City's 125 Reimbursement Accounts	3.74	3.43	0.31
27	Q5h. Current L-6 LAGERS pension plan	3.70	3.40	0.30
28	Q4c. Orientation programs	3.34	3.08	0.26
29	Q10d. Understand City's mission	3.92	3.67	0.25
30	Q5b. Accuracy of pay check	4.09	3.87	0.22
31	Q5m. Amount of sick leave	3.80	3.60	0.20
32	Q1c. Questions about work related issue	4.18	4.00	0.18
33	Q5i. City's 457 deferred compensation	3.67	3.50	0.17
34	Q1e. Employees in other dept easy to contact	3.49	3.40	0.09



Gap Analysis: Employees who think Work Environment has IMPROVED VS. GOTTEN WORSE
 Items with large gaps are likely to be contributing factors to the differences in satisfaction

Rank	Item Rated	Mean Rating for Employees Who Think the Work Environment, Compared to 2 Years Ago, has IMPROVED (Q15)	Mean Rating for Employees Who Think the Work Environment, Compared to 2 Years Ago, has GOTTEN WORSE (Q15)	GAP
1	Q8c. Poor performance dealt with effectively	3.49	2.26	1.23
2	Q1b. Supervisor communicates well	4.08	3.09	0.99
3	Q10a. Effectiveness of immediate supervisor	3.95	3.09	0.86
4	Q10g. Supervisor's ability to evaluate performance	3.89	3.04	0.85
5	Q10b. Effectiveness of your department	4.05	3.30	0.75
6	Q5a. Level of pay	3.05	2.33	0.72
7	Q10h. Supervisor's knowledge	3.97	3.28	0.69
8	Q1a. Receive information in a timely manner	3.59	2.93	0.66
9	Q4a. Receive adequate training	3.74	3.11	0.63
10	Q4b. Receive constructive feedback	3.74	3.15	0.59
11	Q10e. Understand department's mission	4.26	3.68	0.58
12	Q10c. Cooperation between City departments	4.18	3.62	0.56
13	Q5c. Easiness to resolve problems with pay	4.06	3.53	0.53
14	Q1c. Questions about work related issue	4.21	3.69	0.52
15	Q8a. City employees receive recognition	2.95	2.45	0.50
16	Q1d. Employees in my dept easy to contact	4.28	3.87	0.41
17	Q1f. Informed about issues that affect all employees	3.54	3.13	0.41
18	Q5g. Resolve City's health plan benefits	3.43	3.04	0.39
19	Q8b. Rewards & recognition distributed fairly	2.90	2.51	0.39
20	Q5b. Accuracy of pay check	4.31	3.93	0.38
21	Q10f. Amount of input into department's mission	3.56	3.19	0.37
22	Q1e. Employees in other dept easy to contact	3.54	3.17	0.37
23	Q4c. Orientation programs	3.33	2.96	0.37
24	Q5k. City's retirement benefits	3.23	2.90	0.33
25	Q10d. Understand City's mission	4.08	3.78	0.30
26	Q5l. Amount of vacation	3.62	3.33	0.29
27	Q5m. Amount of sick leave	3.82	3.61	0.21
28	Q5d. Amount pay for medical coverage	3.78	3.60	0.18
29	Q5n. Annual Benefit open enrollment	3.62	3.45	0.17
30	Q5f. City's health plan benefits	3.95	3.80	0.15
31	Q5i. City's 457 deferred compensation	3.71	3.59	0.12
32	Q5e. Quality of medical coverage	3.92	3.85	0.07
33	Q5h. Current L-6 LAGERS pension plan	3.67	3.78	-0.11
34	Q5j. City's 125 Reimbursement Accounts	3.45	3.78	-0.33

Section 4: Tabular Data

Q1. Using a 5-point scale where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements.

(N=161)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Not apply
Q1a. Receive information in a timely manner	10.6%	46.0%	19.9%	18.0%	5.6%	0.0%
Q1b. Supervisor communicates well	34.8%	33.5%	14.3%	10.6%	6.8%	0.0%
Q1c. Questions about work related issue	31.1%	52.2%	8.7%	6.8%	0.6%	0.6%
Q1d. Employees in my dept easy to contact	32.3%	53.4%	8.7%	3.7%	0.6%	1.2%
Q1e. Employees in other dept easy to contact	6.8%	41.0%	36.0%	12.4%	1.2%	2.5%
Q1f. Informed about issues that affect all employees	13.0%	40.4%	28.0%	13.7%	5.0%	0.0%

Excluding Not Apply

Q1. Using a 5-point scale where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements.(without "Not Apply")

(N=161)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q1a. Receive information in a timely manner	10.6%	46.0%	19.9%	18.0%	5.6%
Q1b. Supervisor communicates well	34.8%	33.5%	14.3%	10.6%	6.8%
Q1c. Questions about work related issue	31.3%	52.5%	8.8%	6.9%	0.6%
Q1d. Employees in my dept easy to contact	32.7%	54.1%	8.8%	3.8%	0.6%
Q1e. Employees in other dept easy to contact	7.0%	42.0%	36.9%	12.7%	1.3%
Q1f. Informed about issues that affect all employees	13.0%	40.4%	28.0%	13.7%	5.0%

First Choice**Q2. Which TWO of the COMMUNICATION items listed in Question #1 do you think are most important for the City to emphasize over the next two years?**

Q2. First choice	Number	Percent
A=Receive info in timely manner	48	29.8 %
B=Supervisor communicates well	33	20.5 %
C=Work related questions	6	3.7 %
D=My department employees	5	3.1 %
E=Other department employees	17	10.6 %
F=Informed about citywide issues	37	23.0 %
Z=None needed	15	9.3 %
Total	161	100.0 %

Second Choice**Q2. Which TWO of the COMMUNICATION items listed in Question #1 do you think are most important for the City to emphasize over the next two years?**

Q2. 2nd choice	Number	Percent
A=Receive info in timely manner	25	15.5 %
B=Supervisor communicates well	33	20.5 %
C=Work related questions	12	7.5 %
D=My department employees	2	1.2 %
E=Other department employees	21	13.0 %
F=Informed about citywide issues	40	24.8 %
Z=None selected	28	17.4 %
Total	161	100.0 %

Sum of Both Choices**Q2. Which TWO of the COMMUNICATION items listed in Question #1 do you think are most important for the City to emphasize over the next two years? (Top 2)**

Q2. Sum of Both Choices	Number	Percent
A=Receive info in timely manner	73	45.3 %
B=Supervisor communicates well	66	41.0 %
C=Work related questions	18	11.2 %
D=My department employees	7	4.3 %
E=Other department employees	38	23.6 %
F=Informed about citywide issues	77	47.8 %
Z=None needed	15	9.3 %
Total	294	

Q3. Overall, how satisfied are you with the quality of communication in the department or division where you work?

<u>Q3. Quality of communication in the department</u>	<u>Number</u>	<u>Percent</u>
1=Very Dissatisfied	11	6.8 %
2=Dissatisfied	17	10.6 %
3=Neutral	31	19.3 %
4=Satisfied	74	46.0 %
5=Very satisfied	26	16.1 %
9=Don't know	2	1.2 %
Total	161	100.0 %

Excluding Don't Knows

Q3. Overall, how satisfied are you with the quality of communication in the department or division where you work? (without "don't know")

<u>Q3. Quality of communication in the department</u>	<u>Number</u>	<u>Percent</u>
1=Very Dissatisfied	11	6.9 %
2=Dissatisfied	17	10.7 %
3=Neutral	31	19.5 %
4=Satisfied	74	46.5 %
5=Very satisfied	26	16.4 %
Total	159	100.0 %

Q4. Using a 5-point scale where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements.

(N=161)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Not apply
Q4a. Receive adequate training	16.8%	44.7%	13.7%	17.4%	6.8%	0.6%
Q4b. Receive constructive feedback	19.3%	47.2%	15.5%	11.8%	6.2%	0.0%
Q4c. Orientation programs	10.6%	30.4%	32.9%	15.5%	6.2%	4.3%

Excluding Not Apply

Q4. Using a 5-point scale where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements.(without "Not Apply")

(N=161)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q4a. Receive adequate training	16.9%	45.0%	13.8%	17.5%	6.9%
Q4b. Receive constructive feedback	19.3%	47.2%	15.5%	11.8%	6.2%
Q4c. Orientation programs	11.0%	31.8%	34.4%	16.2%	6.5%

Q5. Using a 5-point scale where "5" means "Very HIGH" and "1" means "Very LOW," please rate the following statements.

(N=161)

	Very High	High	Average	Low	Very low	Don't know
Q5a. Level of pay	6.2%	18.0%	28.0%	26.7%	16.1%	5.0%
Q5b. Accuracy of pay check	32.3%	43.5%	20.5%	3.1%	0.6%	0.0%
Q5c. Easiness to resolve problems with pay	23.6%	33.5%	19.9%	6.8%	5.0%	11.2%
Q5d. Amount pay for medical coverage	26.1%	28.6%	29.8%	11.2%	1.2%	3.1%
Q5e. Quality of medical coverage	26.1%	45.3%	21.1%	4.3%	2.5%	0.6%
Q5f. City's health plan benefits	26.1%	38.5%	26.7%	4.3%	0.6%	3.7%
Q5g. Resolve City's health plan benefits	8.1%	25.5%	33.5%	6.2%	5.6%	21.1%
Q5h. Current L-6 LAGERS pension plan	17.4%	37.3%	26.7%	6.2%	2.5%	9.9%
Q5i. City's 457 deferred compensation	10.6%	19.3%	18.0%	5.6%	1.9%	44.7%
Q5j. City's 125 Reimbursement Accounts	10.6%	16.8%	17.4%	2.5%	1.2%	51.6%
Q5k. City's retirement benefits	6.2%	22.4%	37.9%	19.3%	8.1%	6.2%
Q5l. Amount of vacation	14.3%	37.3%	36.6%	7.5%	3.7%	0.6%
Q5m. Amount of sick leave	16.8%	49.1%	24.8%	6.2%	1.9%	1.2%
Q5n. Annual Benefit open enrollment	11.2%	31.7%	32.3%	4.3%	2.5%	18.0%

Excluding Don't Knows

Q5. Using a 5-point scale where "5" means "Very HIGH" and "1" means "Very LOW," please rate the following statements.(without "don't know")

(N=161)

	Very High	High	Average	Low	Very low
Q5a. Level of pay	6.5%	19.0%	29.4%	28.1%	17.0%
Q5b. Accuracy of pay check	32.3%	43.5%	20.5%	3.1%	0.6%
Q5c. Easiness to resolve problems with pay	26.6%	37.8%	22.4%	7.7%	5.6%
Q5d. Amount pay for medical coverage	26.9%	29.5%	30.8%	11.5%	1.3%
Q5e. Quality of medical coverage	26.3%	45.6%	21.3%	4.4%	2.5%
Q5f. City's health plan benefits	27.1%	40.0%	27.7%	4.5%	0.6%
Q5g. Resolve City's health plan benefits	10.2%	32.3%	42.5%	7.9%	7.1%
Q5h. Current L-6 LAGERS pension plan	19.3%	41.4%	29.7%	6.9%	2.8%
Q5i. City's 457 deferred compensation	19.1%	34.8%	32.6%	10.1%	3.4%
Q5j. City's 125 Reimbursement Accounts	21.8%	34.6%	35.9%	5.1%	2.6%
Q5k. City's retirement benefits	6.6%	23.8%	40.4%	20.5%	8.6%
Q5l. Amount of vacation	14.4%	37.5%	36.9%	7.5%	3.8%
Q5m. Amount of sick leave	17.0%	49.7%	25.2%	6.3%	1.9%
Q5n. Annual Benefit open enrollment	13.6%	38.6%	39.4%	5.3%	3.0%

First Choice**Q6. Which TWO of the COMPENSATION AND BENEFITS items listed in Question #5 do you think are most important for the City to emphasize over the next two years?**

Q6. First choice	Number	Percent
A=Level of pay	85	52.8 %
B=Accuracy of pay check	1	0.6 %
C=Resolve problems with pay	4	2.5 %
D=Amount pay for medical	11	6.8 %
E=Quality of medical coverage	8	5.0 %
F=City's health plan benefits	1	0.6 %
G=Resolve problems with City's health plan benefits	7	4.3 %
H=Current L-6 LAGERS	9	5.6 %
K=Retirement benefits	12	7.5 %
L=Vacation	8	5.0 %
M=Sick leave	1	0.6 %
N=Annual benefit open enrollment	2	1.2 %
Z=None needed	12	7.5 %
Total	161	100.0 %

Second Choice**Q6. Which TWO of the COMPENSATION AND BENEFITS items listed in Question #5 do you think are most important for the City to emphasize over the next two years?**

Q6. 2nd choice	Number	Percent
A=Level of pay	16	9.9 %
B=Accuracy of pay check	4	2.5 %
C=Resolve problems with pay	6	3.7 %
D=Amount pay for medical	25	15.5 %
E=Quality of medical coverage	14	8.7 %
F=City's health plan benefits	2	1.2 %
G=Resolve problems with City's health plan benefits	5	3.1 %
H=Current L-6 LAGERS	24	14.9 %
I=City's 457 Deferred compensation	7	4.3 %
J=City's 125 reimbursement Accounts	1	0.6 %
K=Retirement benefits	18	11.2 %
L=Vacation	8	5.0 %
M=Sick leave	6	3.7 %
N=Annual benefit open enrollment	1	0.6 %
Z=None selected	24	14.9 %
Total	161	100.0 %

Sum of Both Choices**Q6. Which TWO of the COMPENSATION AND BENEFITS items listed in Question #5 do you think are most important for the City to emphasize over the next two years? (Top 2)**

<u>Q6. Sum of Both Choices</u>	<u>Number</u>	<u>Percent</u>
A=Level of pay	101	62.7 %
B=Accuracy of pay check	5	3.1 %
C=Resolve problems with pay	10	6.2 %
D=Amount pay for medical	36	22.4 %
E=Quality of medical coverage	22	13.7 %
F=City's health plan benefits	3	1.9 %
G=Resolve problems with City's health plan benefits	12	7.5 %
H=Current L-6 LAGERS	33	20.5 %
I=City's 457 Deferred compensation	7	4.3 %
J=City's 125 reimbursement Accounts	1	0.6 %
K=Retirement benefits	30	18.6 %
L=Vacation	16	9.9 %
M=Sick leave	7	4.3 %
N=Annual benefit open enrollment	3	1.9 %
Z=None needed	12	7.5 %
Total	298	

Q7. Overall, do you think you are fairly compensated by the City of Branson for the work that you do?

Q7. Fairly compensated by the City of Branson	Number	Percent
Yes	94	58.4 %
No	62	38.5 %
Don't know	5	3.1 %
Total	161	100.0 %

Q8. Using a 5-point scale where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements.

(N=161)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Not apply
Q8a. City employees receive recognition	4.3%	29.2%	23.6%	28.6%	14.3%	0.0%
Q8b. Rewards & recognition distributed fairly	4.3%	23.0%	31.1%	26.7%	14.9%	0.0%
Q8c. Poor performance dealt with effectively	6.8%	31.1%	26.1%	16.1%	17.4%	2.5%

Excluding Not Apply**Q8. Using a 5-point scale where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements. (without "Not Apply")**

(N=161)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q8a. City employees receive recognition	4.3%	29.2%	23.6%	28.6%	14.3%
Q8b. Rewards & recognition distributed fairly	4.3%	23.0%	31.1%	26.7%	14.9%
Q8c. Poor performance dealt with effectively	7.0%	31.8%	26.8%	16.6%	17.8%

Q9. Which ONE of the REWARDS AND RECOGNITION items listed in Question #8 do you think are most important for the City to emphasize over the next two years?

Q9. Top choice	Number	Percent
A=Employees receive recognition	59	36.6 %
B=Rewards/recognition distributed fairly	33	20.5 %
C=Poor performance dealt with effectively	47	29.2 %
Z=None needed	21	13.0 %
Total	160	99.4 %

Q10. Using a 5-point scale where "5" means "EXCELLENT" and "1" means "VERY POOR," please rate the following statements.

(N=161)

	Excellent	Good	Average	Poor	Very poor	Don't know
Q10a. Effectiveness of immediate supervisor	29.2%	36.6%	14.3%	11.2%	7.5%	1.2%
Q10b. Effectiveness of your department	29.2%	36.0%	21.1%	7.5%	5.0%	1.2%
Q10c. Cooperation between City departments	29.8%	44.7%	18.0%	4.3%	2.5%	0.6%
Q10d. Understand City's mission	23.6%	45.3%	26.1%	3.1%	1.2%	0.6%
Q10e. Understand department's mission	31.1%	46.0%	14.3%	5.0%	2.5%	1.2%
Q10f. Amount of input into department's mission	22.4%	28.6%	24.8%	15.5%	7.5%	1.2%
Q10g. Supervisor's ability to evaluate performance	27.3%	32.9%	18.0%	11.2%	8.1%	2.5%
Q10h. Supervisor's knowledge	42.9%	25.5%	14.3%	7.5%	8.7%	1.2%

Excluding Don't Knows

Q10. Using a 5-point scale where "5" means "EXCELLENT" and "1" means "VERY POOR," please rate the following statements. (without "Don't Know")

(N=161)

	Excellent	Good	Average	Poor	Very poor
Q10a. Effectiveness of immediate supervisor	29.6%	37.1%	14.5%	11.3%	7.5%
Q10b. Effectiveness of your department	29.6%	36.5%	21.4%	7.5%	5.0%
Q10c. Cooperation between City departments	30.0%	45.0%	18.1%	4.4%	2.5%
Q10d. Understand City's mission	23.8%	45.6%	26.3%	3.1%	1.3%
Q10e. Understand department's mission	31.4%	46.5%	14.5%	5.0%	2.5%
Q10f. Amount of input into department's mission	22.6%	28.9%	25.2%	15.7%	7.5%
Q10g. Supervisor's ability to evaluate performance	28.0%	33.8%	18.5%	11.5%	8.3%
Q10h. Supervisor's knowledge	43.4%	25.8%	14.5%	7.5%	8.8%

First Choice**Q11. Which TWO of the MANAGEMENT, SUPERVISION, AND LEADERSHIP items listed in Question #10 do you think are most important for the City to emphasize over the next two years?**

Q11. First choice	Number	Percent
A=Effectiveness of supervisor	31	19.3 %
B=Effectiveness of department	19	11.8 %
C=Cooperation between departments	12	7.5 %
D=Understanding City's mission	16	9.9 %
E=Understanding department's mission	3	1.9 %
F=Input into department's mission	17	10.6 %
G=Supervisor's ability to evaluate performance	10	6.2 %
H=Supervisor's knowledge	15	9.3 %
Z=None needed	38	23.6 %
Total	161	100.0 %

Second Choice**Q11. Which TWO of the MANAGEMENT, SUPERVISION, AND LEADERSHIP items listed in Question #10 do you think are most important for the City to emphasize over the next two years?**

Q11. 2nd choice	Number	Percent
A=Effectiveness of supervisor	8	5.0 %
B=Effectiveness of department	19	11.8 %
C=Cooperation between departments	12	7.5 %
D=Understanding City's mission	4	2.5 %
E=Understanding department's mission	10	6.2 %
F=Input into department's mission	16	9.9 %
G=Supervisor's ability to evaluate performance	13	8.1 %
H=Supervisor's knowledge	21	13.0 %
Z=None selected	58	36.0 %
Total	161	100.0 %

Sum of Both Choices**Q11. Which TWO of the MANAGEMENT, SUPERVISION, AND LEADERSHIP items listed in Question #10 do you think are most important for the City to emphasize over the next two years? (Top 2)**

Q11. Top choice	Number	Percent
A=Effectiveness of supervisor	39	24.2 %
B=Effectiveness of department	38	23.6 %
C=Cooperation between departments	24	14.9 %
D=Understanding City's mission	20	12.4 %
E=Understanding department's mission	13	8.1 %
F=Input into department's mission	33	20.5 %
G=Supervisor's ability to evaluate performance	23	14.3 %
H=Supervisor's knowledge	36	22.4 %
Z=None needed	38	23.6 %
Total	264	

Q12. Do you generally think the City is a good place to work?

<u>Q12. City as a good place to work</u>	<u>Number</u>	<u>Percent</u>
Yes	158	98.1 %
No	2	1.2 %
Not provided	1	0.6 %
Total	161	100.0 %

Q13. Would you recommend employment at the City to a friend or relative?

<u>Q13. Recommend employment at the City</u>	<u>Number</u>	<u>Percent</u>
Yes	152	94.4 %
No	9	5.6 %
Total	161	100.0 %

Q14. Overall, how satisfied are you with your current job?

<u>Q14. Satisfaction with current job</u>	<u>Number</u>	<u>Percent</u>
Dissatisfied	15	9.3 %
Neutral	18	11.2 %
Satisfied	83	51.6 %
Very satisfied	43	26.7 %
Don't Know	2	1.2 %
Total	161	100.0 %

Excluding Don't Knows**Q14. Overall, how satisfied are you with your current job? (without "don't know")**

<u>Q14. Satisfaction with current job</u>	<u>Number</u>	<u>Percent</u>
Dissatisfied	15	9.4 %
Neutral	18	11.3 %
Satisfied	83	52.2 %
Very satisfied	43	27.0 %
Total	159	100.0 %

Q15. Compared to 2 years ago, would you say that the work environment at the City of Branson has?

<u>Q15. Work environment at the City of Branson</u>	<u>Number</u>	<u>Percent</u>
Improved	39	24.2 %
Stayed about the same	50	31.1 %
Gotten worse	55	34.2 %
Don't know	17	10.6 %
Total	161	100.0 %

Question 15a – Why do you feel that way?

For question 15 of the survey, respondents were asked “Compared to 2 years ago, would you say that the work environment at the City of Branson has improved, stayed about the same, or gotten worse ” After question 15 respondents were given the option of providing written comments in response to the question “Why do you feel that way?” While the summarizations of these comments are not statistically valid, they provide useful insights for interpreting the reasons employees think various issues are important.

The approximate number of comments about various issues is listed below.

More than 20 comments

- Communication with administration/management

10- 20 comments

- Budget issues
- Need for new equipment
- Satisfaction with administration/management
- No changes have been made
- Trust issues with management
- Pressure at work

Fewer than 10 comments

- Positive changes have been made

Q16. Compared to other cities, do you think Branson is a better place to work, about the same, or a worse place to work?

<u>Q16. A place to work</u>	<u>Number</u>	<u>Percent</u>
Better place to work	63	39.1 %
About the same	45	28.0 %
Worse place to work	12	7.5 %
Don't know	41	25.5 %
Total	161	100.0 %

Q17. How would you rate the overall quality of work environment at the City of Branson?

<u>Q17. Quality of work environment at the City</u>	<u>Number</u>	<u>Percent</u>
Excellent	16	9.9 %
Good	73	45.3 %
Average	55	34.2 %
Poor	14	8.7 %
Very poor	3	1.9 %
Total	161	100.0 %

Q18. Using a 5-point scale where "5" means "EXCELLENT" and "1" means "VERY POOR," please rate the following statements.

(N=161)

	Excellent	Good	Average	Poor	Very poor	Don't know
Q18a. Support services by the Personnel Dept	6.8%	27.3%	44.1%	11.8%	3.7%	6.2%
Q18b. Service provided by the IS Dept	15.5%	21.1%	30.4%	13.0%	8.7%	11.2%
Q18c. Service by the Accounting & Budget Division of the Finance Dept	6.8%	34.8%	33.5%	9.3%	3.1%	12.4%
Q18d. City's employee newsletter	6.8%	18.0%	37.3%	18.0%	8.7%	11.2%
Q18e. City's website	8.7%	35.4%	36.0%	2.5%	1.9%	15.5%
Q18f. Vehicle maintenance services	3.1%	16.8%	26.1%	23.0%	23.0%	8.1%
Q18g. Maintenance of the facilities	7.5%	24.8%	37.9%	20.5%	7.5%	1.9%
Q18h. Cleanliness of the facilities	16.8%	35.4%	30.4%	11.8%	5.0%	0.6%
Q18i. Adequacy of lighting in work area	19.9%	43.5%	29.2%	5.6%	1.2%	0.6%
Q18j. Adequacy of heating & air conditioning	12.5%	33.1%	25.0%	18.1%	10.6%	0.6%

Excluding Don't Knows**Q18. Using a 5-point scale where "5" means "EXCELLENT" and "1" means "VERY POOR," please rate the following statements. (without "don't know")**

(N=161)

	Excellent	Good	Average	Poor	Very poor
Q18a. Support services by the Personnel Dept	7.3%	29.1%	47.0%	12.6%	4.0%
Q18b. Service provided by the IS Dept	17.5%	23.8%	34.3%	14.7%	9.8%
Q18c. Service by the Accounting & Budget Division of the Finance Dept	7.8%	39.7%	38.3%	10.6%	3.5%
Q18d. City's employee newsletter	7.7%	20.3%	42.0%	20.3%	9.8%
Q18e. City's website	10.3%	41.9%	42.6%	2.9%	2.2%
Q18f. Vehicle maintenance services	3.4%	18.2%	28.4%	25.0%	25.0%
Q18g. Maintenance of the facilities	7.6%	25.3%	38.6%	20.9%	7.6%
Q18h. Cleanliness of the facilities	16.9%	35.6%	30.6%	11.9%	5.0%
Q18i. Adequacy of lighting in work area	20.0%	43.8%	29.4%	5.6%	1.3%
Q18j. Adequacy of heating & air conditioning	12.6%	33.3%	25.2%	18.2%	10.7%

First Choice**Q19. Which TWO of the INTERNAL SUPPORT SERVICES listed in Question #18 do you think are most important for the City to emphasize over the next two years?**

Q19. First choice	Number	Percent
A=Support service by Personnel	22	13.7 %
B=Service by IS Dept	20	12.4 %
C=Service by Finance Dept	5	3.1 %
D=Employee newsletter	11	6.8 %
E=City's website	4	2.5 %
F=Vehicle maintenance services	53	32.9 %
G=Maintenance of the facilities	12	7.5 %
H=Cleanliness of the facilities	8	5.0 %
J=Heating & air conditioning	18	11.2 %
Z=None	8	5.0 %
Total	161	100.0 %

Second Choice**Q19. Which TWO of the INTERNAL SUPPORT SERVICES listed in Question #18 do you think are most important for the City to emphasize over the next two years?**

Q19. 2nd choice	Number	Percent
A=Support service by Personnel	17	10.6 %
B=Service by IS Dept	23	14.3 %
C=Service by Finance Dept	6	3.7 %
D=Employee newsletter	6	3.7 %
E=City's website	6	3.7 %
F=Vehicle maintenance services	22	13.7 %
G=Maintenance of the facilities	22	13.7 %
H=Cleanliness of the facilities	9	5.6 %
I=Lighting in work area	1	0.6 %
J=Heating & air conditioning	23	14.3 %
Z=None selected	26	16.1 %
Total	161	100.0 %

Sum of Both Choices**Q19. Which TWO of the INTERNAL SUPPORT SERVICES listed in Question #18 do you think are most important for the City to emphasize over the next two years? (Top 2)**

Q19. Sum of Both Choices	Number	Percent
A=Support service by Personnel	39	24.2 %
B=Service by IS Dept	43	26.7 %
C=Service by Finance Dept	11	6.8 %
D=Employee newsletter	17	10.6 %
E=City's website	10	6.2 %
F=Vehicle maintenance services	75	46.6 %
G=Maintenance of the facilities	34	21.1 %
H=Cleanliness of the facilities	17	10.6 %
I=Lighting in work area	1	0.6 %
J=Heating & air conditioning	41	25.5 %
Z=None	8	5.0 %
Total	296	

Q20. How would you rate the availability of quality tools and resources to successfully do your job?

<u>Q20. Availability of quality tools & resources</u>	<u>Number</u>	<u>Percent</u>
Excellent	17	10.6 %
Good	54	33.5 %
Average	47	29.2 %
Poor	28	17.4 %
Very poor	14	8.7 %
Don't know	1	0.6 %
Total	161	100.0 %

Question 21 – If you do not think you have adequate tools or resources, what do you need?

For question 21 of the survey, respondents were given the option of providing written comments in response to the question “If you do not think you have adequate tools or resources, what do you need?” While the summarizations of these comments are not statistically valid, they provide useful insights for interpreting the reasons employees think various issues are important.

The approximate number of comments about various issues is listed below.

More than 50 comments

- Equipment/Facility improvement

Fewer than 10 comments

- Training/hiring issues
- Compensation
- Budget issues

Question 22 – If the city of Branson were to do ONE thing to improve the work environment for employees, what should it do?

For question 22 of the survey, respondents were given the option of providing written comments in response to the question “If the city of Branson were to do ONE thing to improve the work environment for employees, what should it do?” While the summarizations of these comments are not statistically valid, they provide useful insights for interpreting the reasons employees think various issues are important.

The approximate number of comments about various issues is listed below.

41-50 comments

- Communication with Supervisors

31-40 comments

- Equipment/Facility improvements

21-30 comments

- Compensation

Fewer than 10 comments

- Training/hiring issues
- Budget issues
- Hours/scheduling issues

Question 23 – If the city of Branson were to do ONE thing to improve the productivity of employees, what should it do?

For question 23 of the survey, respondents were given the option of providing written comments in response to the question “If the city of Branson were to do ONE thing to improve the productivity of employees, what should it do?” While the summarizations of these comments are not statistically valid, they provide useful insights for interpreting the reasons employees think various issues are important.

The approximate number of comments about various issues is listed below.

41- 50 comments

- Communication with Supervisors

31-40 comments

- Compensation

21- 30 comments

- Equipment/Facility improvements

10-20 comments

- Training/hiring issues

Fewer than 10 comments

- Hours/ scheduling issues

First Choice

Q24. If the City were to make improvements in the areas listed below, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better?

Q24. First choice	Number	Percent
A=Communication	26	16.1 %
B=Professional development	15	9.3 %
C=Rewards and recognition	21	13.0 %
D=Management/supervision/leadership	40	24.8 %
E=Resources & work environment	39	24.2 %
F=Internal support services	13	8.1 %
Z=None needed	7	4.3 %
Total	161	100.0 %

Second Choice

Q24. If the City were to make improvements in the areas listed below, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better?

Q24. 2nd choice	Number	Percent
A=Communication	31	19.3 %
B=Professional development	26	16.1 %
C=Rewards and recognition	25	15.5 %
D=Management/supervision/leadership	17	10.6 %
E=Resources & work environment	31	19.3 %
F=Internal support services	14	8.7 %
Z=None selected	17	10.6 %
Total	161	100.0 %

Sum of Both Choices

Q24. If the City were to make improvements in the areas listed below, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better? (Top 2)

Q24. Sum of Both Choices	Number	Percent
A=Communication	57	35.4 %
B=Professional development	41	25.5 %
C=Rewards and recognition	46	28.6 %
D=Management/supervision/leadership	57	35.4 %
E=Resources & work environment	70	43.5 %
F=Internal support services	27	16.8 %
Z=None needed	7	4.3 %
Total	305	

Q25. In which City Department do you work?

<u>Q25. Which City Department</u>	<u>Number</u>	<u>Percent</u>
Administration/IS/Court/City Clerk	12	7.5 %
Engineering	7	4.3 %
Finance/Personnel	7	4.3 %
Fire	27	16.8 %
Parks and Recreation	9	5.6 %
Planning & Development	10	6.2 %
Police	33	20.5 %
Public Works	53	32.9 %
Other	3	1.8 %
Total	161	100.0 %

Q25. Other.

Q25 Other

AFRAID OF RETALIATION

RECYCLE

WATER TREATMENT

Q26. What is your current age?

<u>Q26. Age</u>	<u>Number</u>	<u>Percent</u>
Under 30	11	6.8 %
30-39	39	24.2 %
40-49	40	24.8 %
50-59	30	18.6 %
60+	5	3.1 %
Not provided	36	22.4 %
Total	161	100.0 %

Q27. What is your gender?

<u>Q27. Gender</u>	<u>Number</u>	<u>Percent</u>
Male	104	64.6%
Female	27	16.8 %
Not provided	30	18.6%
Total	161	100.0 %

Q28. What is your current employment status?

<u>Q28. Employment status</u>	<u>Number</u>	<u>Percent</u>
Non-supervisor	92	57.1 %
Supervisor	40	24.8 %
Not provided	29	18.0 %
Total	161	100.0 %

Q29. How many years have you worked for the City of Branson?

<u>Q29. Years worked for the City of Branson</u>	<u>Number</u>	<u>Percent</u>
0-4	49	30.4 %
5-9	32	19.9 %
10-19	42	26.1 %
20+	11	6.8 %
Not provided	27	16.8 %
Total	161	100.0 %

Optional – Please share any other comments or suggestions for improvement.

At the end of the survey, respondents were given the option of providing any additional written comments. While the summarizations of these comments are not statistically valid, they provide useful insights for interpreting the reasons employees think various issues are important.

The approximate number of comments about various issues is listed below.

More than 20 comments

- Communication with management
- Compensation

10-20 comments

- Positive work environment
- Satisfaction with job
- Budget issues
- Equipment issues
- Treatment of the employees

Fewer than 10 comments

- Trust issues
- Pressure at work
- Safety issues
- Lack of training

Section 5:

Survey Instrument

City of Branson Employee Survey

The City of Branson would like to know how you feel about your job. Your cooperation in completing this survey would be greatly appreciated. To ensure the objectivity of this survey, the responses of employees who complete the survey will remain anonymous. The results of the survey, including open-end comments, will be reported in a way that does not reveal the identity of individual respondents, so only you will know how you respond to the questions on this form.

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

Thank you for your assistance.

COMMUNICATION

1. Using a 5-point scale, where “5” means “Strongly AGREE” and “1” means “Strongly DISAGREE,” please indicate how much you agree with each of the following statements by circling the corresponding number below. [If a statement does not apply, circle “NA”]

	<u>Strongly</u> <u>Agree</u>	<u>Agree</u>	<u>Neutral</u>	<u>Disagree</u>	<u>Strongly</u> <u>Disagree</u>	<u>Not</u> <u>Apply</u>
(A) I receive information about things that affect me in a timely manner	5	4	3	2	1	NA
(B) My immediate supervisor communicates well with me	5	4	3	2	1	NA
(C) I know where to go when I have questions about a work related issue	5	4	3	2	1	NA
(D) Employees in my department are easy to contact	5	4	3	2	1	NA
(E) Employees in other departments are easy to contact	5	4	3	2	1	NA
(F) I am well informed about citywide issues that affect all employees.....	5	4	3	2	1	NA

2. Which TWO of the communication items listed above do you think are most important for the City to emphasize over the next two years? [Write the letters below for your 1st and 2nd choices using the letters from the list in question #1.]

1st: _____

2nd: _____

NONE NEEDED

3. Overall, how satisfied are you with the quality of communication in the department or division where you work? (Check ONE)

___(5) Very Satisfied

___(2) Dissatisfied

___(4) Satisfied

___(1) Very Dissatisfied

___(3) Neutral

___(9) Don't know

PROFESSIONAL DEVELOPMENT

4. Using a 5-point scale, where “5” means “Strongly AGREE” and “1” means “Strongly DISAGREE,” please indicate how much you agree with each of the following statements by circling the corresponding number below. [If a statement does not apply, circle “NA”]

	<u>Strongly</u> <u>Agree</u>	<u>Agree</u>	<u>Neutral</u>	<u>Disagree</u>	<u>Strongly</u> <u>Disagree</u>	<u>Not</u> <u>Apply</u>
(A) I receive adequate training to perform my job responsibilities.....	5	4	3	2	1	NA
(B) I receive constructive feedback on my work performance from my immediate supervisor.....	5	4	3	2	1	NA
(C) Orientation programs for new employees are effective.....	5	4	3	2	1	NA

COMPENSATION & BENEFITS

5. Using a 5-point scale, where “5” means “very high” and “1” means “very low,” please rate the following by circling the number below. “Very High” is a positive rating; for example, you think your level of pay is good compared to other agencies. “Very Low” is a negative rating; for example, you do NOT think your level of pay is good compared to other agencies. [If you Don’t Know, circle “NA”]

	<u>Very</u> <u>High</u>	<u>Average</u>	<u>Very</u> <u>Low</u>	<u>Don’t</u> <u>Know</u>		
(A) The level of pay you receive compared to outside agencies or companies.....	5	4	3	2	1	NA
(B) The accuracy of your pay check.....	5	4	3	2	1	NA
(C) How easy it is to resolve problems with pay.....	5	4	3	2	1	NA
(D) The amount you pay for medical coverage.....	5	4	3	2	1	NA
(E) The overall quality of your medical coverage.....	5	4	3	2	1	NA
(F) How easy the City’s health plan benefits are to use.....	5	4	3	2	1	NA
(G) How easy problems with the City’s health plan benefits are to resolve.....	5	4	3	2	1	NA
(H) The current L-6 LAGERS pension plan.....	5	4	3	2	1	NA
(I) The City’s 457 deferred compensation.....	5	4	3	2	1	NA
(J) The City’s 125 Reimbursement Accounts for Dependent Care and/or Medical expenses ..	5	4	3	2	1	NA
(K) How well informed I am about the City’s retirement benefits.....	5	4	3	2	1	NA
(L) The amount of vacation you receive.....	5	4	3	2	1	NA
(M) The amount of sick leave you accrue.....	5	4	3	2	1	NA
(N) The annual Benefit open enrollment communication & the annual Wellness Fair.....	5	4	3	2	1	NA

6. Which TWO of the compensation and benefits items listed above do you think are most important for the City to emphasize over the next two years? [Write the letters below for your 1st and 2nd choices using the letters from the list in question #5.]

1st: _____ 2nd: _____ NONE NEEDED

7. Overall, do you think you are fairly compensated by the City of Branson for the work that you do? (Check ONE)
- ___(1) Yes
___(2) No

REWARDS & RECOGNITION

8. Using a 5-point scale, where “5” means “Strongly AGREE” and “1” means “Strongly DISAGREE,” please indicate how much you agree with each of the following statements by circling the corresponding number below. [If a statement does not apply, circle “NA”]

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Neutral</u>	<u>Disagree</u>	<u>Strongly Disagree</u>	<u>Not Apply</u>
(A) City employees who perform well receive adequate recognition.....	5	4	3	2	1	NA
(B) Rewards and recognition are distributed fairly	5	4	3	2	1	NA
(C) Poor job performance is dealt with effectively by managers in my work unit	5	4	3	2	1	NA

9. Which ONE of the rewards and recognition items listed above do you think are most important for the City to emphasize over the next two years. [Write the letters below for your 1st choice using the letters from the list in question #8.]

1st: _____ NONE NEEDED

MANAGEMENT, SUPERVISION, LEADERSHIP

10. Using a 5-point scale, where “5” means “Excellent” and “1” means “Very Poor,” please rate the following by circling the number below. [If you Don’t Know, circle “NA”]

	<u>Excellent</u>	<u>Good</u>	<u>Average</u>	<u>Poor</u>	<u>Very Poor</u>	<u>Don’t Know</u>
(A) The overall effectiveness of your immediate supervisor	5	4	3	2	1	NA
(B) The overall effectiveness of your department	5	4	3	2	1	NA
(C) How well your department cooperates with other city departments	5	4	3	2	1	NA
(D) How well you understand the <u>City’s</u> mission, goals, and objectives	5	4	3	2	1	NA
(E) How well you understand <u>your department’s</u> mission, goals, and objectives.....	5	4	3	2	1	NA
(F) The amount of input you have into your department’s mission, goals, & objectives.....	5	4	3	2	1	NA
(G) Your supervisor’s ability to adequately evaluate your performance	5	4	3	2	1	NA
(H) Your immediate supervisor’s overall knowledge, skills, and ability to perform his/her job	5	4	3	2	1	NA

11. Which TWO of the management, supervision, and leadership items listed above do you think are most important for the City to emphasize over the next two years. [Write the letters below for your 1st and 2nd choices using the letters from the list in question #10.]

1st: _____ 2nd: _____ NONE NEEDED

OVERALL PERCEPTIONS OF YOUR EMPLOYMENT WITH THE CITY

12. Do you generally think the City is a good place to work? (Check ONE)

(1) Yes

(2) No

13. Would you recommend employment at the City to a friend or relative? (Check ONE)

(1) Yes

(2) No

14. Overall, how satisfied are you with your current job? (Check ONE)

(5) Very Satisfied

(4) Satisfied

(3) Neutral

(2) Dissatisfied

(1) Very Dissatisfied

(9) Don't know

15. Compared to 2 years ago, would you say that the work environment at the City of Branson has? (Check ONE)

(1) Improved

(2) Stayed about the same

(3) Gotten worse

(9) Don't know

15a. Why do you feel that way?

16. Compared to other cities, do you think Branson is a better place to work, about the same, or a worse place to work? (Check ONE)

(1) Better place to work

(2) About the same

(3) Worse place to work

(9) Don't know

17. How would you rate the overall quality of work environment at the City of Branson? (Check ONE)

(1) Excellent

(2) Good

(3) Average

(4) Poor

(5) Very poor

(9) Don't know

INTERNAL SUPPORT SERVICES

18. Using a 5-point scale, where “5” means “Excellent” and “1” means “very poor,” please rate the following by circling the number below. [If you Don’t Know, circle “NA”]

	<u>Excellent</u>	<u>Good</u>	<u>Average</u>	<u>Poor</u>	<u>Very Poor</u>	<u>Don’t Know</u>
(A) The support services provided by the Personnel Department	5.....	4.....	3.....	2.....	1.....	NA
(B) The overall service provided by the IS Department (network, computer, and cell phone support)	5.....	4.....	3.....	2.....	1.....	NA
(C) The overall service provided by the Accounting & Budget Division of the Finance Dept.....	5.....	4.....	3.....	2.....	1.....	NA
(D) The City’s employee newsletter	5.....	4.....	3.....	2.....	1.....	NA
(E) The City’s Web site.....	5.....	4.....	3.....	2.....	1.....	NA
(F) Vehicle maintenance services	5.....	4.....	3.....	2.....	1.....	NA
(G) Maintenance of the facilities where you work ..	5.....	4.....	3.....	2.....	1.....	NA
(H) Cleanliness of the facilities where you work ...	5.....	4.....	3.....	2.....	1.....	NA
(I) Adequacy of lighting in your work area.....	5.....	4.....	3.....	2.....	1.....	NA
(J) Adequacy of heating and air conditioning in your work area.....	5.....	4.....	3.....	2.....	1.....	NA

19. Which TWO of the internal support services items listed above do you think are most important for the City to emphasize over the next two years? [Write the letters below for your 1st and 2nd choices using the letters from the list in question #18]

1st: _____ 2nd: _____ None

RESOURCES

20. How would you rate the availability of quality tools and resources to successfully do your job? (Check ONE)

- ___ (1) Excellent
- ___ (2) Good
- ___ (3) Average
- ___ (4) Poor
- ___ (5) Very poor
- ___ (9) Don’t know

21. If you do not think you have adequate tools or resources, what do you need?

IMPROVEMENTS

22. If the City of Branson were to do ONE thing to improve the work environment for employees, what should it do?

23. If the City of Branson were to do ONE thing to improve the productivity of employees, what should it do?

24. If the City were to make improvements in the areas listed below, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better? If you do not think improvements are needed in any of these areas, please circle NONE NEEDED. [Write the letters below for your 1st and 2nd choices using the letters from the list below]

- A. Communication
- B. Professional Development
- C. Rewards and Recognition
- D. Management, Supervision, & Leadership
- E. Resources and Work Environment
- F. Internal Support Services

1st Choice

2nd Choice

None Needed

DEMOGRAPHICS

In order to ensure that we have a representative sample of employees, please provide the information below. **ALL RESPONSES WILL BE KEPT CONFIDENTIAL.**

25. In which City Department do you work?

- ___ (1) Administration/IS/Court/City Clerk
- ___ (2) Engineering
- ___ (3) Finance/Personnel
- ___ (4) Fire
- ___ (5) Parks and Recreation
- ___ (6) Planning and Development
- ___ (7) Police
- ___ (8) Public Works
- ___ (9) Other: _____

OPTIONAL DEMOGRAPHICS

The demographic questions below do not need to be answered, but your responses will help us better understand the needs of employees. Feel free to answer only some of the questions.

26. What is your current age? (check one)

(1) Under 30

(4) 50-59 years

(2) 30-39 years

(5) 60 years and older

(3) 40-49 years

27. What is your gender? (1) Male (2) Female

28. What is your current employment status?

(1) Non-Supervisor

(2) Supervisor

29. How many years have you worked for the City of Branson?

(1) 0 - 4 years

(3) 10 - 19 years

(2) 5 - 9 years

(4) 20 years or more

OTHER COMMENTS OR SUGGESTIONS

In the space provided below, please share any other comments or suggestions for improvement.

**The City of Branson Thanks You For Your Time - This Concludes the Survey.
Please return your completed survey in the enclosed self addressed envelope to:
ETC Institute, 725 W. Frontier Circle, Olathe, Kansas 66061**