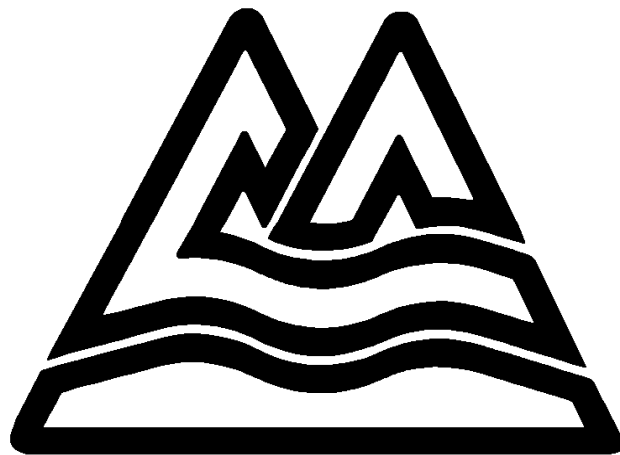


Multnomah County

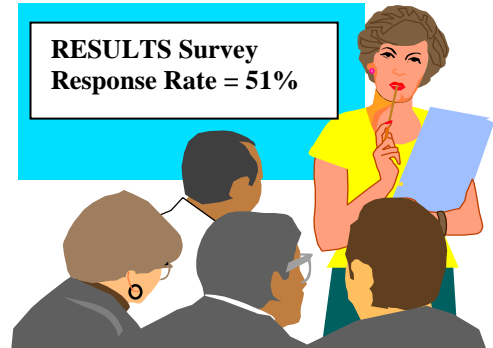
RESULTS Survey

June 1999



WHO RESPONDED?

TYPE OF STAFF	# OF EMPLOYEES	%
Non-management/professional	1352	78%
Managers/Supervisors	264	15%
No response	125	7%
Total	1741	100%



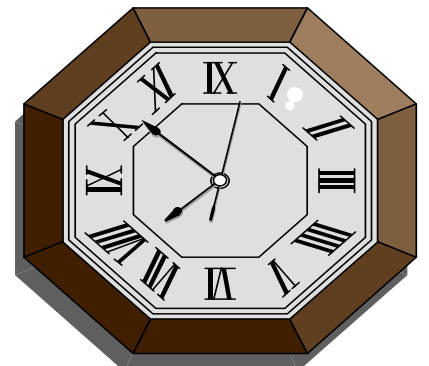
1999's response rate of 51% is slightly better than the 1998 response rate of 48%.

DEPARTMENT	# OF RESPONDENTS
Aging and Disability Services	177
Community and Family Services	195
Community Justice	285
Environmental Services	253
Health	396
Library	226
Support Services	112
Non-departmental	38
No response	59
Total	1741

Average scores on 12 leadership questions and 24 work environment questions were compared across departments. The worst departmental average leadership score was 2.6; the highest was 2.2. The worst departmental average work environment score was 2.7; the best was 2.4. This shows that there are no large **overall** differences between departments. Departments show more variation on individual questions.

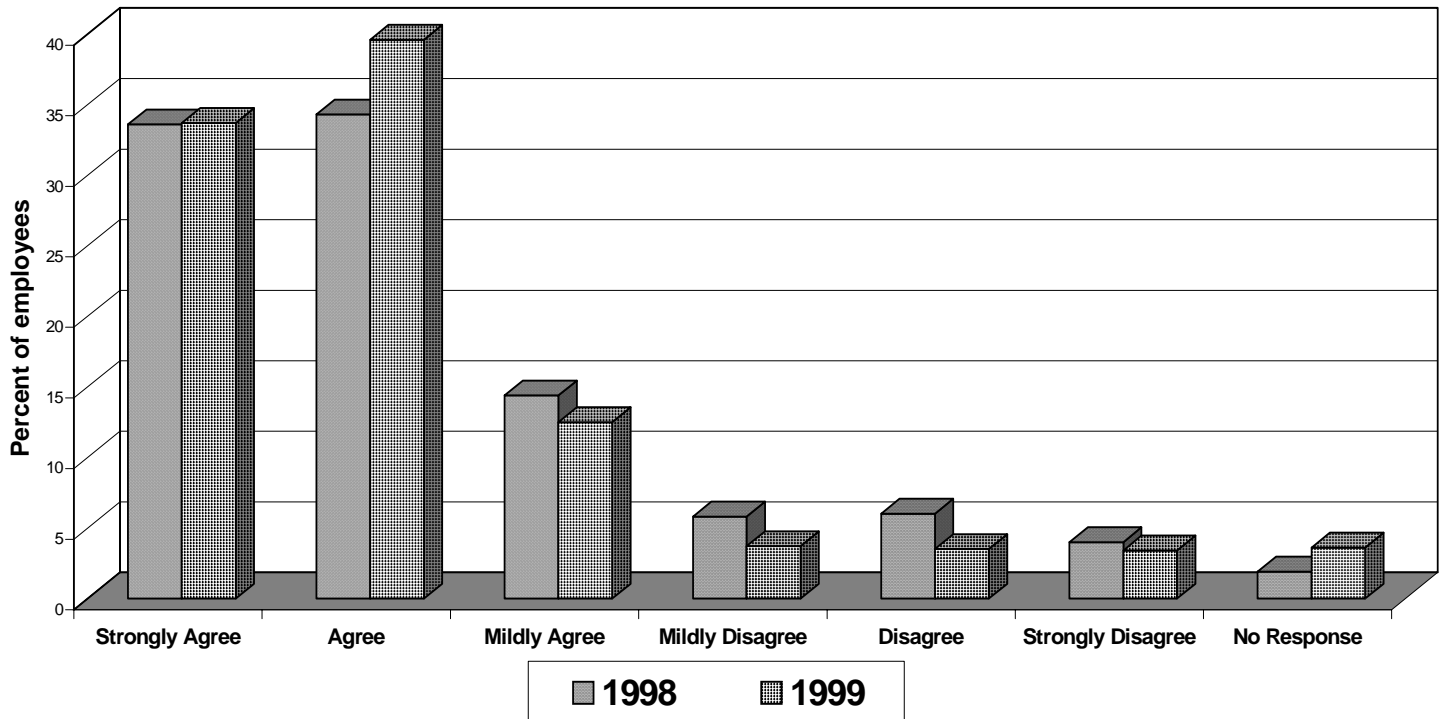
How Long Have They Worked for the County?

LENGTH OF SERVICE	# OF RESPONDENTS	%
Less than 1 year	208	12%
1-2 years	247	14%
3-4 years	196	11%
5 or more years	947	55%
No response	143	8%
Total	1741	100%

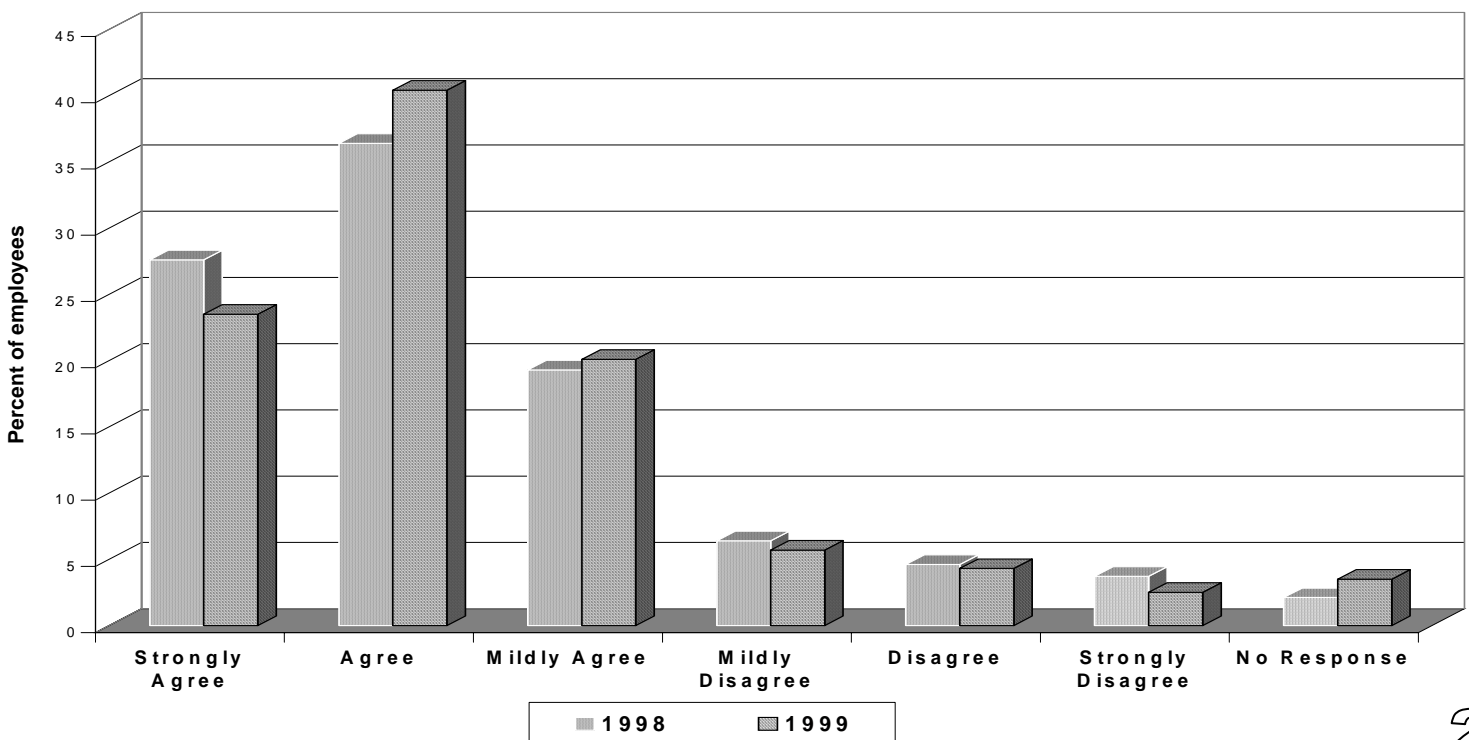


KEY QUESTIONS

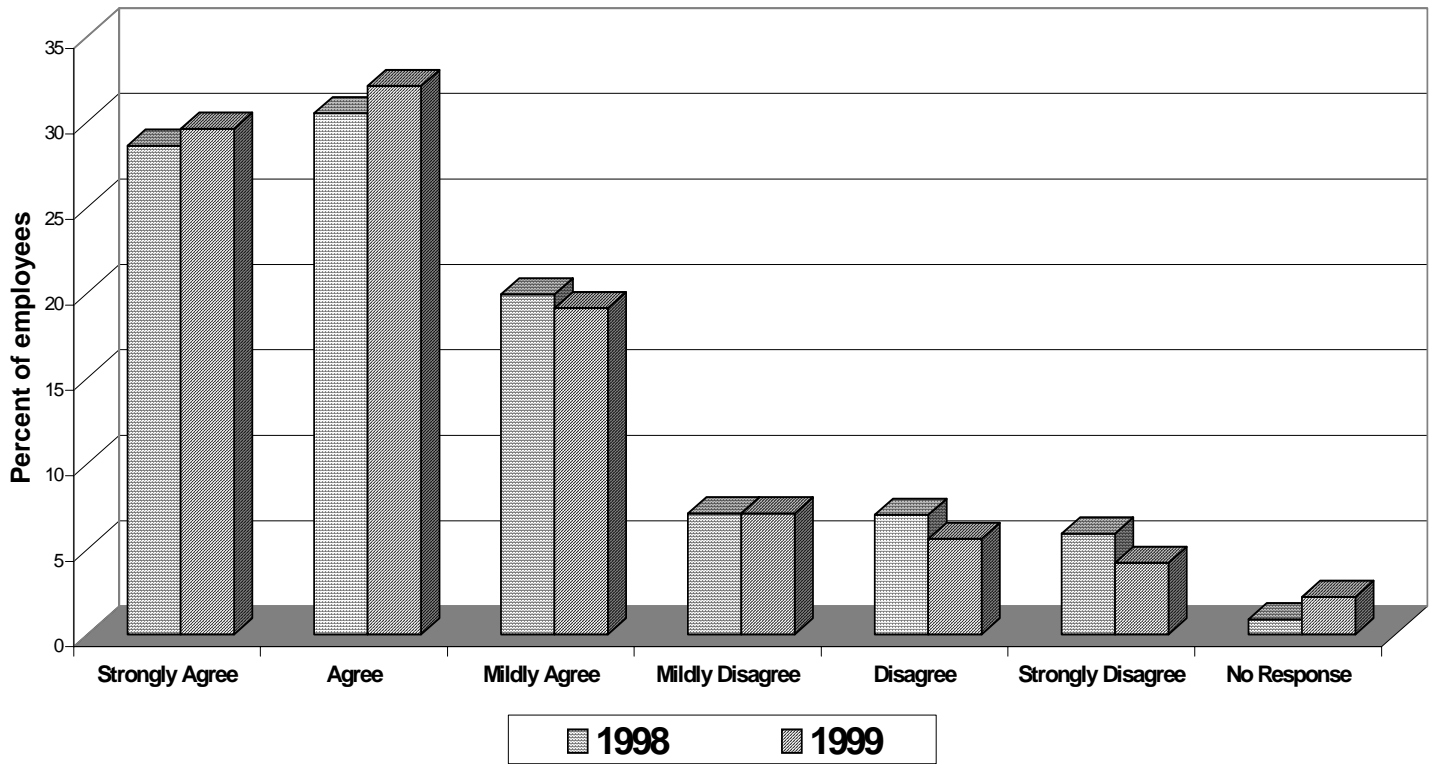
"In my view, my work unit is providing good value for tax dollars." In 1999, 86% indicate agreement.



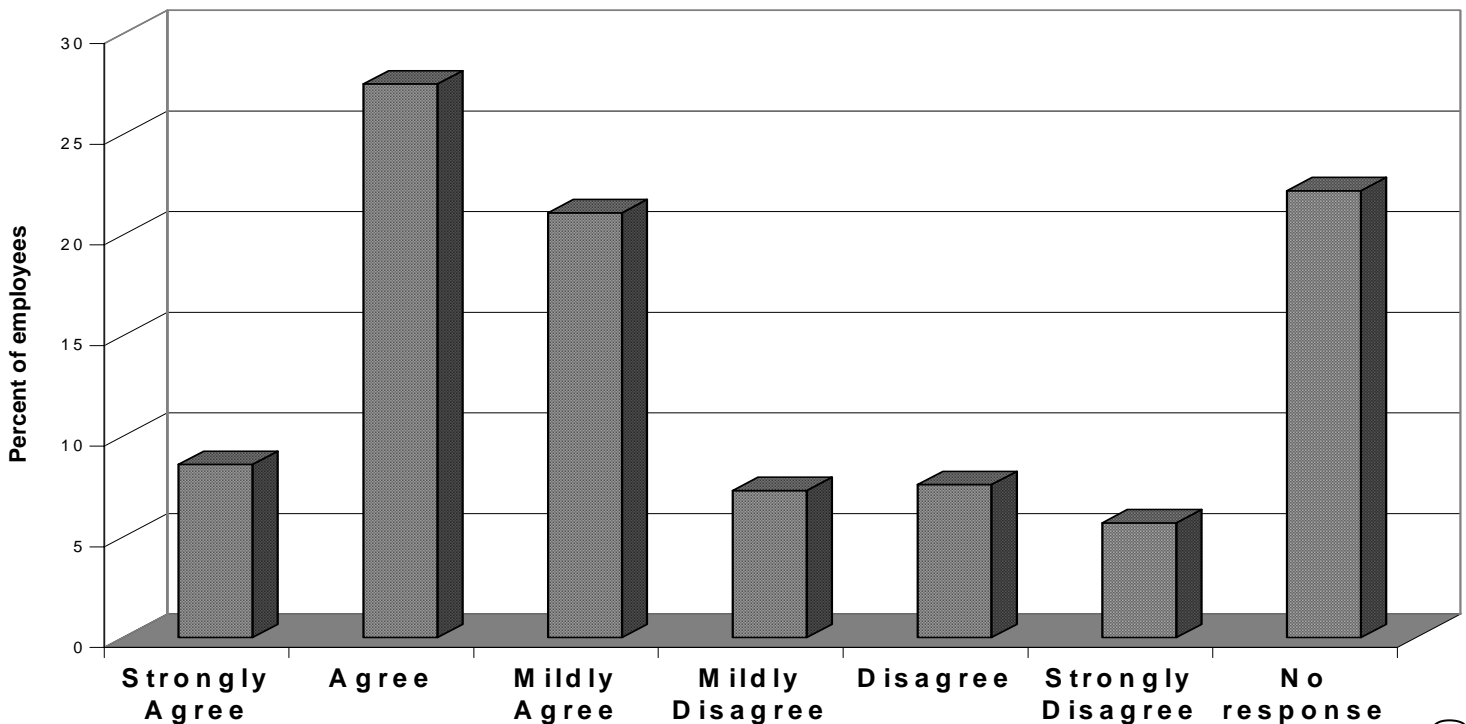
"In my view, my work unit is providing excellent quality, customer focused services." In 1999, 84% indicate agreement.



**"In my view, my work unit is an excellent place to work."
In 1999, 81% indicate agreement.**



"In my work unit, the RESULTS vision has been implemented." In 1999, 57% indicate agreement.



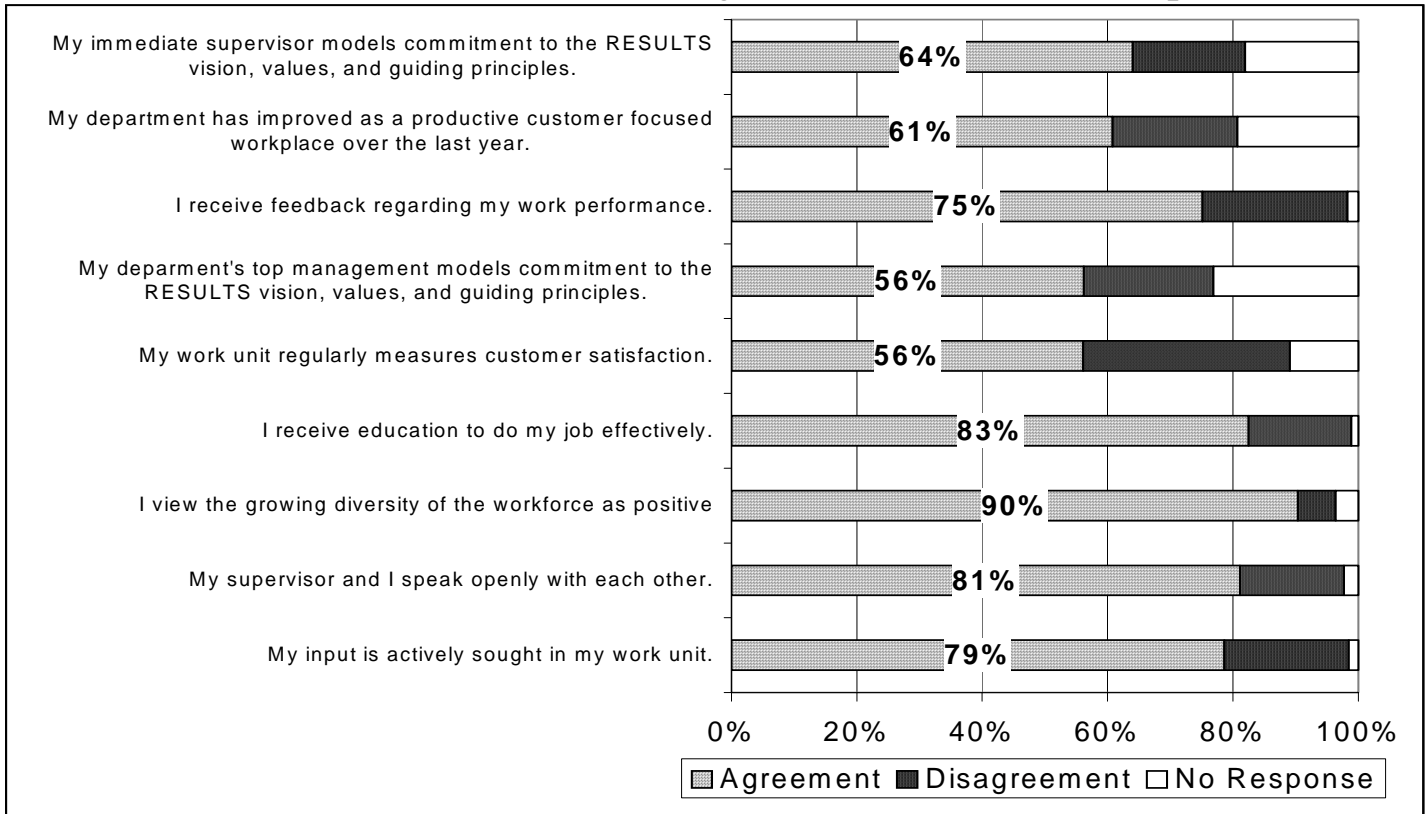
The RESULTS vision statement is:

The people of Multnomah County will receive excellent quality, customer focused service, and good value for their tax dollars. Multnomah County employees will have an excellent place to work.

The previous graphs show most employees agree to some extent that the elements of the vision have been attained. So why do fewer employees agree with the statement that "The RESULTS vision is implemented in my work unit?"

Analysis shows that by far the strongest relationship of whether or not employees agree that the RESULTS vision has been implemented is with the question -- "My immediate supervisor models commitment to the RESULTS vision, values, and guiding principles." This and 8 other questions that employees associate with achieving the RESULTS vision are shown in the following graph.

Questions Related to Achieving the RESULTS Vision (rank ordered from strongest to weakest relationship)



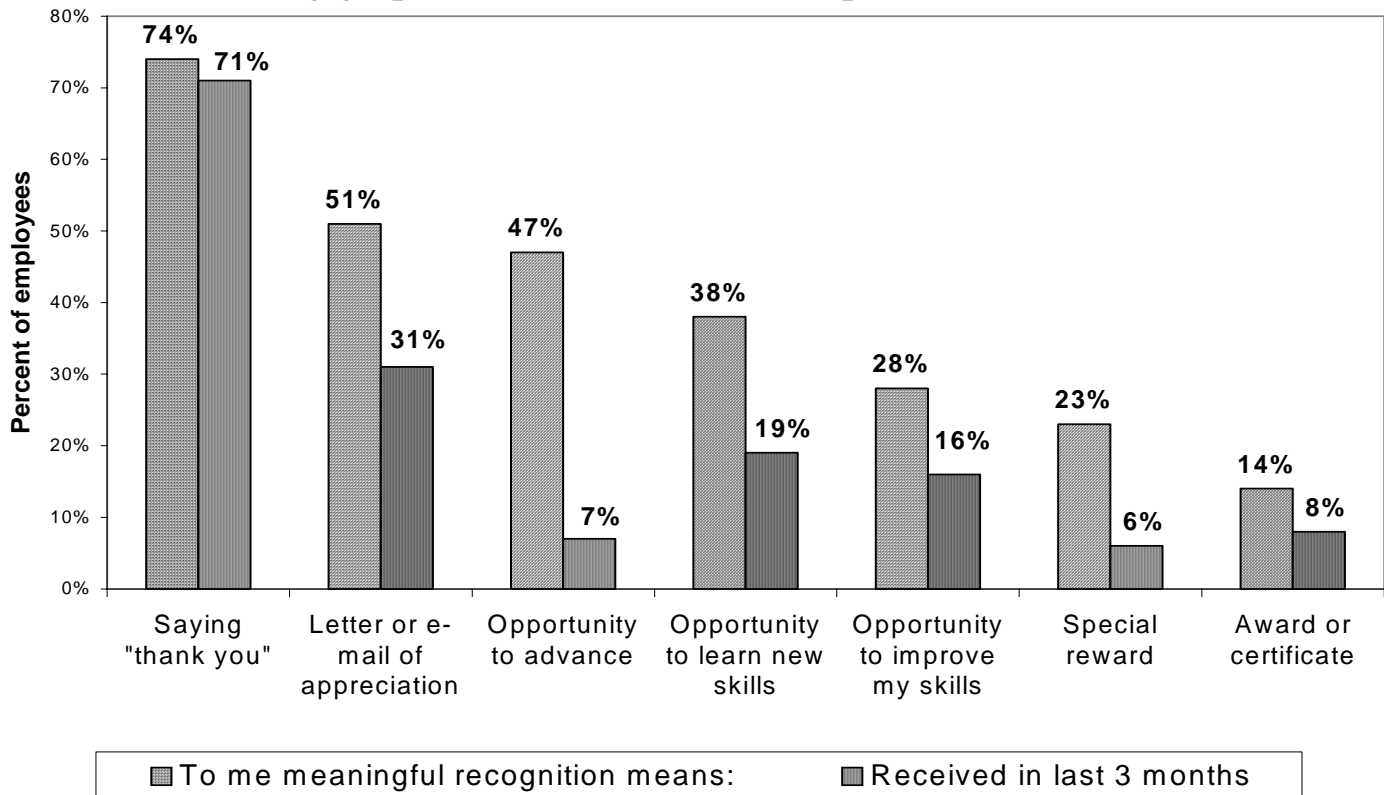
EMPLOYEE RECOGNITION

In the 1998 survey only 51% of employees agreed that "We receive meaningful recognition when we achieve quality and customer service goals." This was the lowest ranking question. The 1999 survey replaced that question with two others:

"To me meaningful recognition means (*select up to 3*)", and

"In the last 3 months I have been recognized by (*check any or all that apply*)"

The following graph shows results of those questions.



Most employees value and receive "a thank you." There are bigger gaps in other types of recognition.

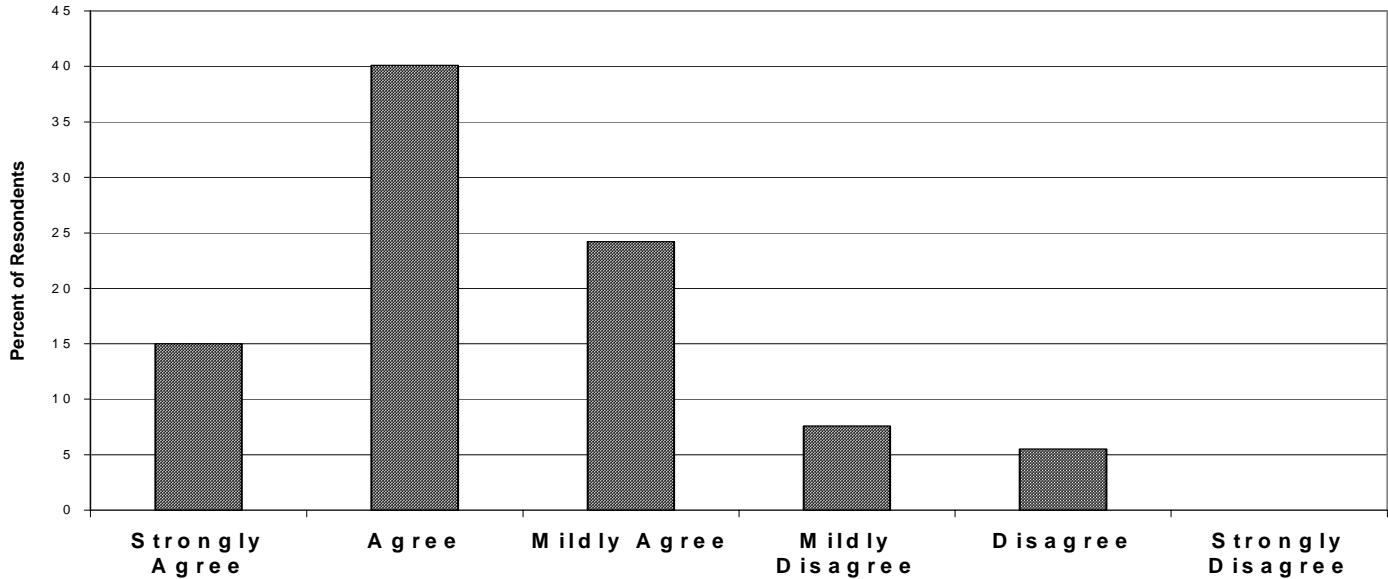
Number of Types of Recognition Received in Last 3 Months		
	# OF EMPLOYEES	%
Received no type of recognition or didn't respond to question	351	20%
Received one type of recognition	536	31%
Received two types of recognition	427	24%
Received three types of recognition	293	17%
Received four types of recognition	132	8%
Received five types of recognition	2	---

OTHER QUESTIONS ABOUT RESULTS

"Have you participated in a process improvement team?"

YES = 43% of employees	NO = 57% of employees
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"If you did participate in a process improvement team, do you agree that it was a good use of your time?"



"My work unit regularly measures customer satisfaction."

AGREE = 56% of employees
DISAGREE, DON'T KNOW OR NO RESPONSE = 44% of employees

"Through what process does your work unit assess customer satisfaction?"

METHOD OF ASSESSMENT	% OF RESPONDENTS
Feedback	50%
Word of Mouth	48%
Surveys	44%
Focus Groups	12%
Other	8%

DIVERSITY

Five groups were compared on 38 survey questions that could indicate possible differences in how members of that group are treated. The groups were based on: age, ethnic background, gender, sexual orientation, and whether or not the respondent replied that they are differently abled. In addition managers/supervisors were compared with non-managers/professionals.

In general, there is more overlap than difference between all these groups. Differences between groups are relatively small. Differences between the differently abled versus other employees and managers/supervisors versus non-managers/professionals tend to be larger than between remaining groups.

Comments were received expressing concern about some of the demographic questions. A relatively large number of respondents left some demographic questions blank. Therefore, the following conclusions only apply to those who felt comfortable in identifying themselves as a member of a group. No conclusions can be drawn about individuals who did not feel comfortable identifying themselves as part of that group or who did not return a questionnaire.

AGE

AGE GROUP	20-29	30-39	40-49	50-59	60+	NO RESPONSE
% of respondents	9%	18%	29%	22%	2%	20%

- ❖ There are very few differences between age groups.
- ❖ 67% of those age 30-39 feel they receive education/training to help them achieve their career goals versus about 80% of employees age 50 or above.
- ❖ Younger workers are more likely to agree that "regardless of my ethnicity, gender, sexual orientation, race, or religion, my supervisor supports me taking on new responsibilities to further my career" (92% of age 20-29 agree versus 80% of age 50 or above).

ETHNIC BACKGROUND

Ethnic Group	African American	Asian American	Hispanic American	White	Other	Multi Racial	No Response
% of respondents	4%	4%	4%	75%	2%	4%	7%

Eleven Native Americans responded making it difficult to draw statistically valid conclusions about this group.

- ❖ 79% of Whites trust their supervisor with confidential topics, versus 66% of African Americans and 90% of Asian Americans.
- ❖ 46% of Whites think their workload is higher than others in their work unit versus 52% of African Americans, 53% of Multi-Racial persons, 60% of Asian Americans, and 67% of Hispanic Americans.
- ❖ About 55% of Hispanic Americans and Native Americans feel they receive education/training to help them achieve career goals versus 86% for Asian Americans and 70-76% for Whites, African Americans, Multi-Racial persons, and persons identifying themselves as "Other".
- ❖ 59% of those who chose "Other" feel safe/secure from emotional harm in the workplace versus 70% for African Americans and the Multi-Racial, 78-80% for Asian Americans, Whites, and Native Americans, and 85% for Hispanic Americans.
- ❖ Native Americans and those identifying themselves as "Other" disagreed more often than other groups on questions concerning whether or not their supervisor listens to their input, whether they see their ideas acted upon, and whether they feel they have adequate resources to perform their job well.
- ❖ There is fairly uniform agreement (range of response = 87-92%) across ethnic groups that their supervisor does not hold negative stereotypes about people of color, gays/lesbians/ bisexuals/transgender and other groups.

GENDER

MALE = 29% of respondents	FEMALE = 65% of respondents	NO RESPONSE = 6% of respondents
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- ❖ 82% of males trust their supervisor with confidential topics versus 77% of females.
- ❖ 83% of males are able to speak with their supervisor without fear of reprisal or retribution versus 78% of females.
- ❖ 86% of males do not feel intimidated by their supervisor versus 80% of females
- ❖ 80% of males feel safe/secure from emotional harm in the workplace versus 75% of females.
- ❖ 96% of females view the growing diversity of the workforce as positive versus 91% of males.
- ❖ 52% of males feel their workload is higher than others in their work unit versus 46% of females.

- ❖ 86% of females feel they are able to offer their customers the best possible quality service versus 81% of males.

DIFFERENTLY ABLED

DIFFERENTLY ABLED = 4% of respondents	OTHERS = 69% of respondents	NO RESPONSE = 27% of respondents
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- ❖ 26% of the differently abled feel intimidated by their supervisor versus 17% of other employees.
- ❖ 81% of the differently abled have a clear understanding of what is expected of them versus 89% of other employees.
- ❖ 71% of the differently abled agree that their input is actively sought in their work unit versus 83% of other employees.
- ❖ 61% of the differently abled frequently see their ideas acted on versus 76% of other employees.
- ❖ 62% of the differently abled feel safe/secure from emotional harm at the workplace versus 78% of other employees.
- ❖ 81% of the differently abled agree that their supervisor does not hold negative stereotypes about people of color, gays/lesbians/bisexuals/transgender, and/or other diverse groups versus 92% of all others (not quite statistically significant).

SEXUAL ORIENTATION

Gay/Lesbian/Bisexual/ Transgender = 9% of respondents	Heterosexual = 75% of respondents	NO RESPONSE = 16% of respondents
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- ❖ There is only one statistically significant difference between the Gay/Lesbian/Bisexual/Transgender (G/L/B/T) group and heterosexuals--83% of the G/L/B/T group is encouraged to join, and participates in, collaborative efforts outside their work unit versus 75% for heterosexuals.
- ❖ 88% of gays/lesbians/bisexuals/transgender individuals and 92% of heterosexuals agree their supervisor does not hold negative stereotypes about people of color, gays/lesbians/bisexuals/transgender (not a statistically significant difference).

MANAGEMENT/SUPERVISORS VS. NON-MANAGEMENT/PROFESSIONALS

Management/Supervisors = 15% of respondents	Non-management/ professionals = 78% of respondents	NO RESPONSE = 7% of respondents
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- ❖ Managers/Supervisors responded more positively to nearly every question. Their average response was 90% agreement versus 79% agreement for non-managers/professionals.
- ❖ The only question counter to this trend is that 69% of managers/supervisors believe that their workload is higher compared to others in their work unit versus 44% of non-management employees who believe their workload is higher.

1999 Countywide Employee Survey--Results by Question

Questions in rank order from most positive to least positive Mean Response. See note on bottom of next page regarding the scale.	% Agree	% Dis- agree	% No Res- ponse	Mean Response (1-6 scale)
My supervisor does not hold negative stereotypes about people of color, gays/lesbians/bisexuals and /or other diverse groups.	79%	8%	13%	1.83
I view the growing diversity of the workforce as positive.	90%	6%	4%	1.87
I DO NOT feel intimidated by my coworkers.	88%	10%	2%	1.89
I am doing work that I care deeply about.	93%	6%	1%	1.90
Customer service is an important management priority in my department.	89%	9%	2%	1.97
I understand how my work relates to my department's goals.	90%	8%	2%	2.05
My supervisor supports my attempts to improve customer service.	84%	11%	5%	2.09
I DO NOT feel intimidated by my supervisor.	80%	17%	3%	2.10
In my view, my work unit is providing good value for tax dollars.	86%	10%	4%	2.11
I am comfortable approaching my supervisor about concerns related to my work.	82%	16%	2%	2.20
I feel safe/secure from physical harm at my workplace.	84%	14%	2%	2.23
I have a clear understanding of what is expected from me.	87%	13%	--	2.24
I believe that my supervisor is honest with me.	80%	16%	4%	2.31
My supervisor and I speak openly with each other.	81%	17%	2%	2.32
In my view, my work unit is providing excellent quality, customer focused services.	84%	12%	4%	2.32
Regardless of my ethnicity, gender, sexual orientation, race, or religion, my supervisor supports me taking on new responsibilities to further my career.	76%	15%	9%	2.36
In my view, my work unit is an excellent place to work.	81%	17%	2%	2.38
My supervisor listens to my input and takes it into consideration in making decisions.	78%	18%	4%	2.38
I am able to speak with my supervisor without fear of reprisal or retribution.	75%	20%	5%	2.42
My manager is open to feedback about their actions that might offend others of different backgrounds.	68%	15%	17%	2.44
I am able to offer my customers the best possible quality service.	82%	16%	2%	2.45
I receive education/training to do my job effectively.	83%	16%	1%	2.47

Questions in rank order from most positive to least positive Mean Response.	% Agree	% Dis-agree	% No Res-ponse	Mean Response (1-6 scale)
My supervisor communicates the County's values clearly.	80%	16%	4%	2.49
My supervisor communicates my work unit's goals clearly.	78%	19%	3%	2.50
I feel free to express alternative viewpoints in my work unit.	80%	18%	2%	2.50
I trust my supervisor with confidential topics.	74%	22%	4%	2.51
I am actively involved in setting quality and customer service goals.	77%	20%	3%	2.55
My input is actively sought in my work unit.	79%	20%	1%	2.60
I receive timely information from my supervisor about work issues.	75%	22%	3%	2.62
I feel safe/secure from emotional harm at my workplace.	74%	23%	3%	2.66
My immediate supervisor models commitment to the RESULTS vision, values, and guiding principles.	64%	18%	18%	2.67
I am encouraged to join, and I participate in, collaborative efforts outside my work unit.	70%	23%	7%	2.71
I receive feedback regarding my work performance.	75%	23%	2%	2.79
My department's top management models commitment to the RESULTS vision, values, and guiding principles.	56%	21%	23%	2.84
I receive education/training to help me achieve my career goals.	70%	27%	3%	2.88
My department has improved as a productive customer focused workplace over the last year.	61%	20%	19%	2.88
My supervisor deals directly with human relations conflicts and resolves problems well.	66%	28%	6%	2.90
In my work unit, the RESULTS vision has been implemented.	57%	21%	22%	2.94
I have adequate resources (e.g. supplies, time, etc.) to perform my job well.	69%	30%	1%	2.94
I frequently see my ideas acted on.	69%	27%	4%	2.96
My work unit regularly measures customer satisfaction.	56%	33%	11%	3.23
My supervisor and I have discussed how to best meet my training needs.	60%	36%	4%	3.24
Compared to others in my work unit, my workload IS NOT significantly higher.	49%	44%	6%	3.45

Note: The Mean Response is calculated by averaging all responses. The scale is: 1=Strongly Agree; 2=Agree; 3=Mildly Agree; 4=Mildly Disagree; 5=Disagree; 6=Strongly Disagree This means that a lower mean is a better overall average response.