Multnomah County Employee Survey January 2001
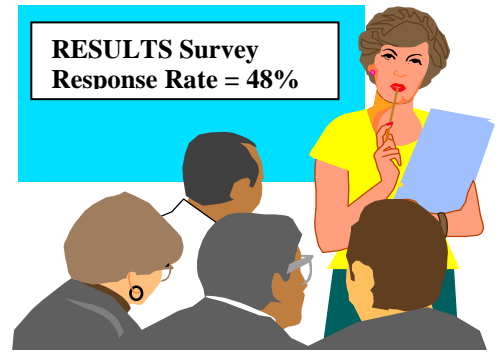
WHO RESPONDED?

TYPE OF STAFF	# OF RESPONDENTS	PERCENT
Non-management/ professional	1665	75%
Managers/Supervisors	366	17%
No response	172	8%
Total	2203	100%

RESULTS Survey Response Rate = 48%

The 2001 response rate of 48% is comparable to 1999's response rate of 51% and 1998's response rate of 48%.

| DEPARTMENT	# OF SURVEYS MAILED	# OF RESPONDENTS	RESPONSE RATE
Aging and Disability Services	398	220	55%
Community and Family Services	440	251	57%
Community Justice	789	352	45%
Health	1450*	572	39%
Library	668	326	49%
Support Services	216	120	56%
Sustainable Community Development	547	332	61%
Non-departmental	86	30	35%
Total	4594	2203	48%

*INCLUDES 513 ON CALL EMPLOYEES
Distribution problems may have contributed to low response from on call employees.

How Long Have They Worked for the County?

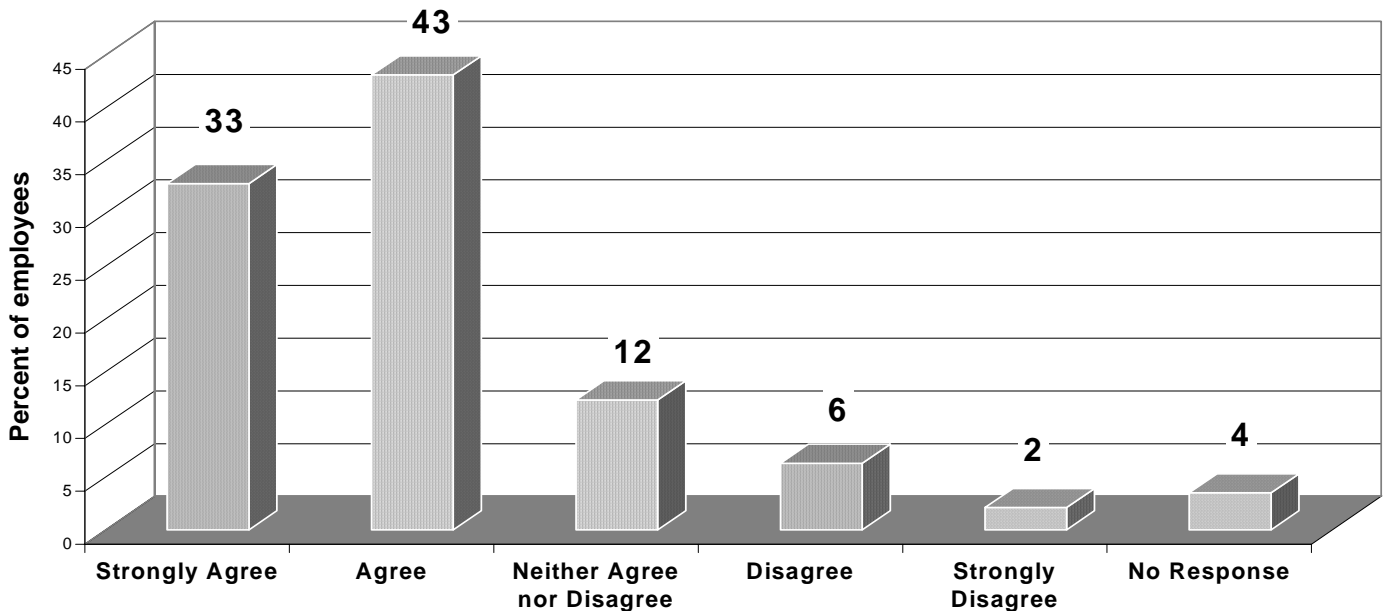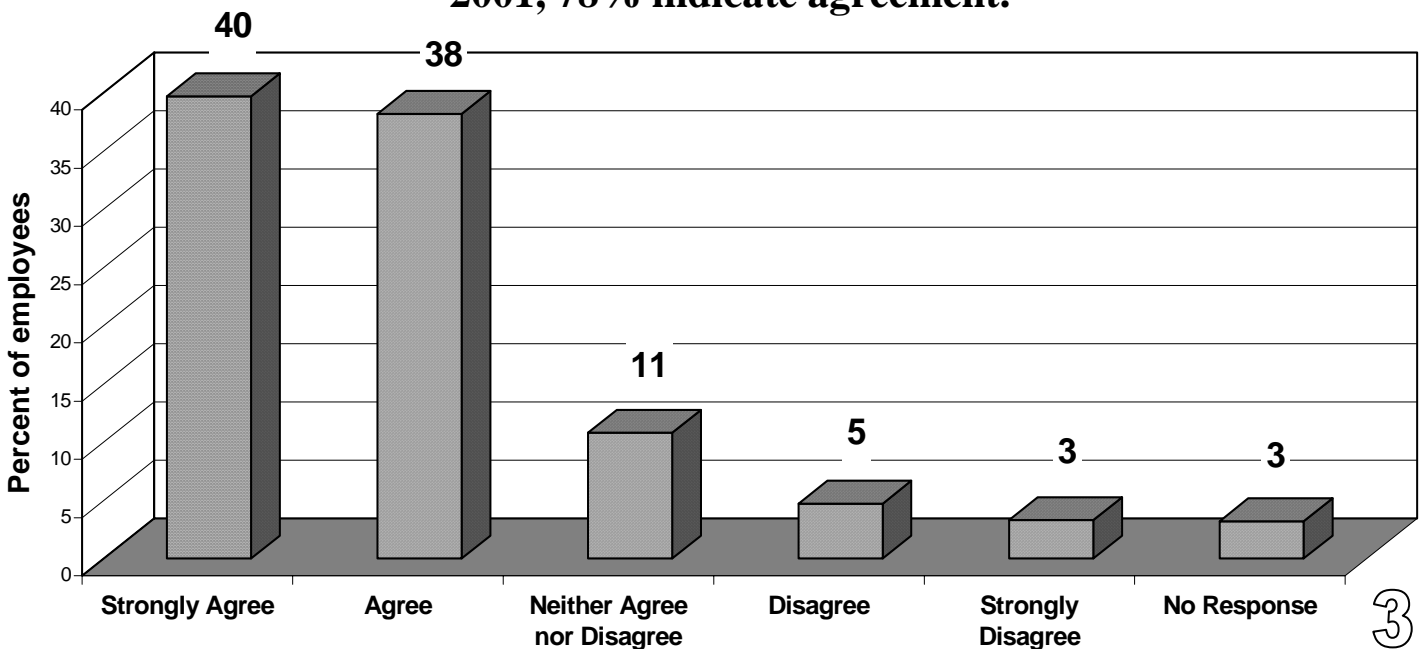| LENGTH OF SERVICE	# OF RESPONDENTS	PERCENT
1-2 years	335	15%
3-5 years	332	15%
6-10 tears	379	17%
11-15 years	243	11%
16-20 years	110	5%
21 or more years	151	7%
No response	653	30%
Total	2203	100%
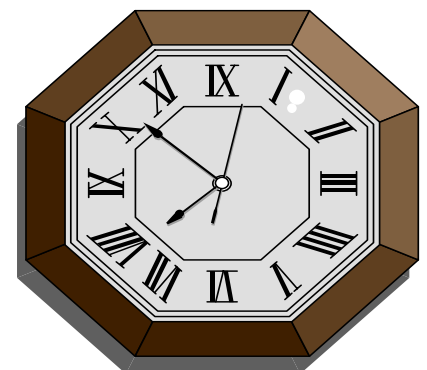
KEY QUESTIONS

The RESULTS vision is:
The people of Multnomah County will receive excellent quality, customer focused services, and good value for their tax dollars. Multnomah County employees will have an excellent place to work.
How well are we achieving this vision?

"In my view, my work unit is providing excellent quality, customer focused services." In 2001, 76% indicate agreement.

Bar chart — Percent of employees:
- Strongly Agree: 33
- Agree: 43
- Neither Agree nor Disagree: 12
- Disagree: 6
- Strongly Disagree: 2
- No Response: 4

"In my view, my work unit is providing good value for tax dollars." In 2001, 78% indicate agreement.

Bar chart — Percent of employees:
- Strongly Agree: 40
- Agree: 38
- Neither Agree nor Disagree: 11
- Disagree: 5
- Strongly Disagree: 3
- No Response: 3

KEY QUESTIONS

Statistical analysis finds that the following 8 questions are the most strongly related to whether employees believe they provide excellent quality customer focused service.

Questions Related to Achieving Excellent Quality Customer Focused Service
(Rank ordered top to bottom from strongest to weakest relationship)

Percent of Respondents: 0% 20% 40% 60% 80% 100%

Question	Agree
In my view, my work unit is providing good value for tax dollars.	78%
In my view, my work unit is an excellent place to work.	68%
My immediate supervisor models commitment to encouraging excellent customer service.	75%
I am able to offer my customers the best possible quality service.	72%
I am actively involved in setting customer service goals.	50%
My immediate supervisor models commitment to valuing employee input.	68%
My department's senior management models commitment to continuously improving our work processes.	47%
My department's senior management models commitment to excellent customer service.	62%

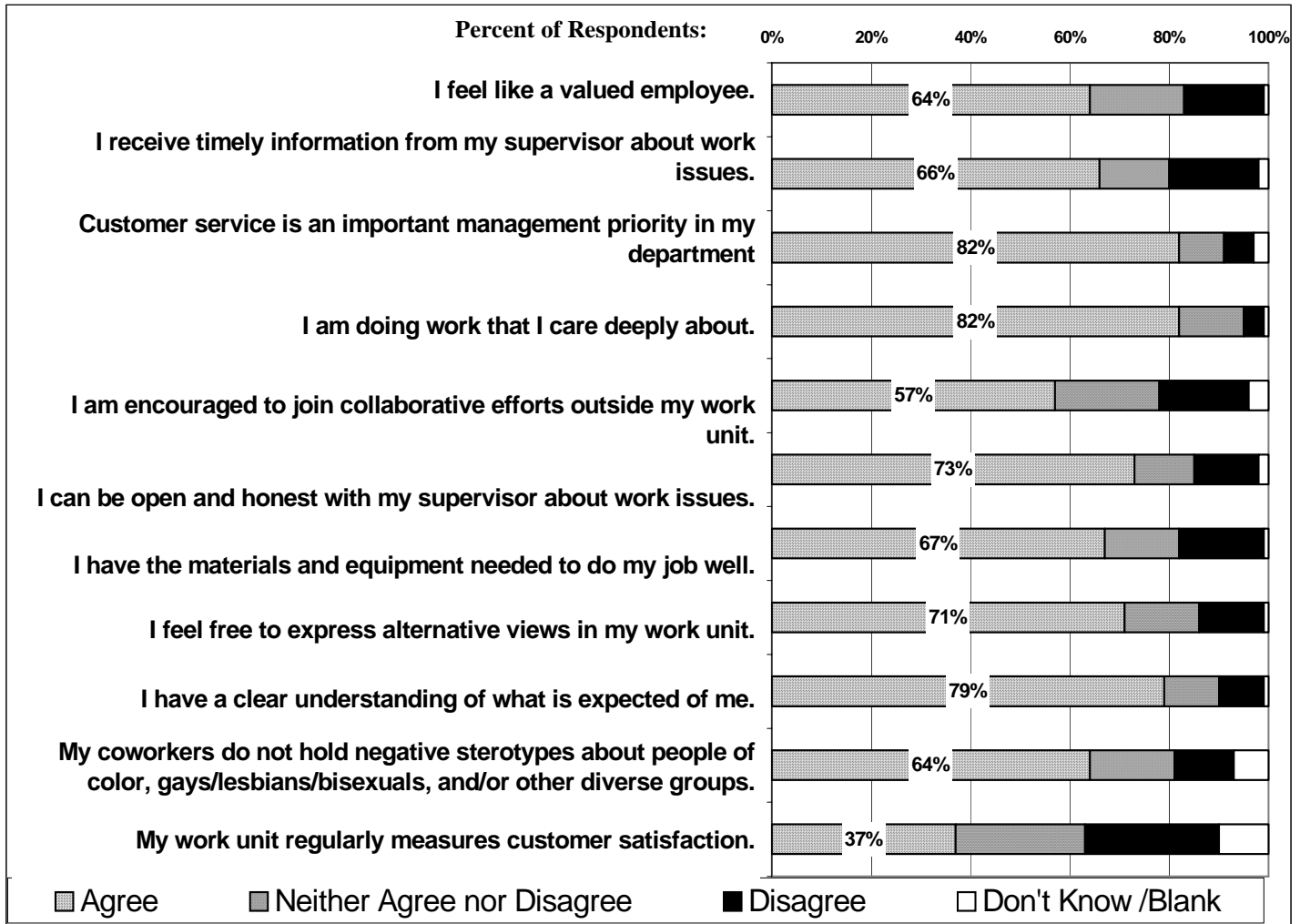☐ Agree ▨ Neither Agree nor Disagree ■ Disagree ☐ Don't Know/Blank

The importance and interrelationship of all three parts of the RESULTS vision--excellent quality customer focused services, a good value for tax dollars, and an excellent place to work--is demonstrated by the above analysis. The top two questions--a good value for tax dollars and having an excellent place to work--have the strongest relationship to an employee's response that they provide excellent quality customer focused service. ***Providing an excellent place to work is more than frill. It is an integral part of a productive customer focused workplace.***

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A similar analysis identifies 11 questions that are strongly related to having an excellent place to work:

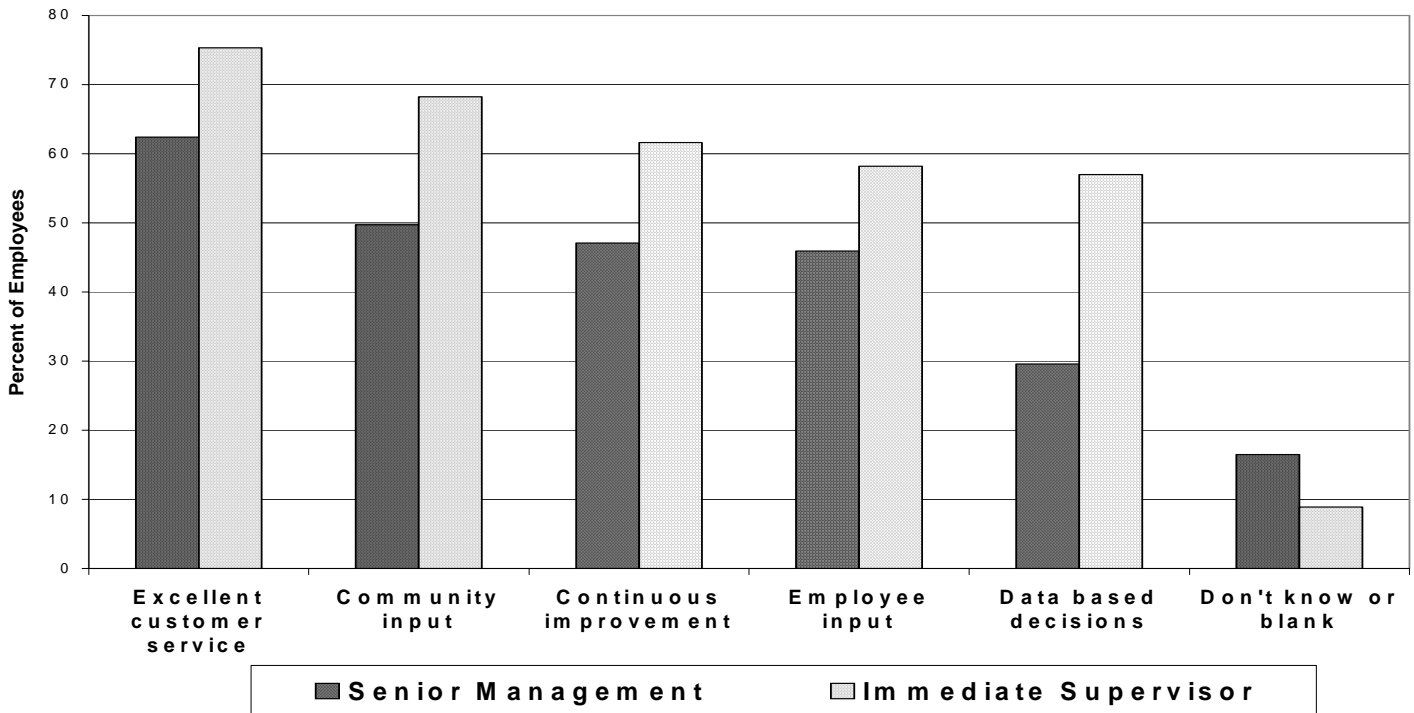## Questions Related to An Excellent Place to Work
(Rank ordered top to bottom from strongest to weakest relationship)

Percent of Respondents:

Question	Agree
I feel like a valued employee.	64%
I receive timely information from my supervisor about work issues.	66%
Customer service is an important management priority in my department	82%
I am doing work that I care deeply about.	82%
I am encouraged to join collaborative efforts outside my work unit.	57%
I can be open and honest with my supervisor about work issues.	73%
I have the materials and equipment needed to do my job well.	67%
I feel free to express alternative views in my work unit.	71%
I have a clear understanding of what is expected of me.	79%
My coworkers do not hold negative sterotypes about people of color, gays/lesbians/bisexuals, and/or other diverse groups.	64%
My work unit regularly measures customer satisfaction.	37%

Legend: □ Agree   ■ Neither Agree nor Disagree   ■ Disagree   □ Don't Know /Blank

An excellent place to work is most related to "feeling like a valued employee." Other factors include: ensuring that employees receive timely information; demonstrating good customer focus; and encouraging collaborative efforts with other work units. The central roles of honest and open communication, meaningful work, enough materials and equipment, and valuing others all are demonstrated in the above analysis. These key questions on pages 4 and 5 are the core of a productive customer-focused workplace.

The key questions include that immediate supervisors and senior management both effectively model specific behaviors. The following graphs show that employees have a more positive view of their immediate supervisor, perhaps because they are in closer contact than with senior management.
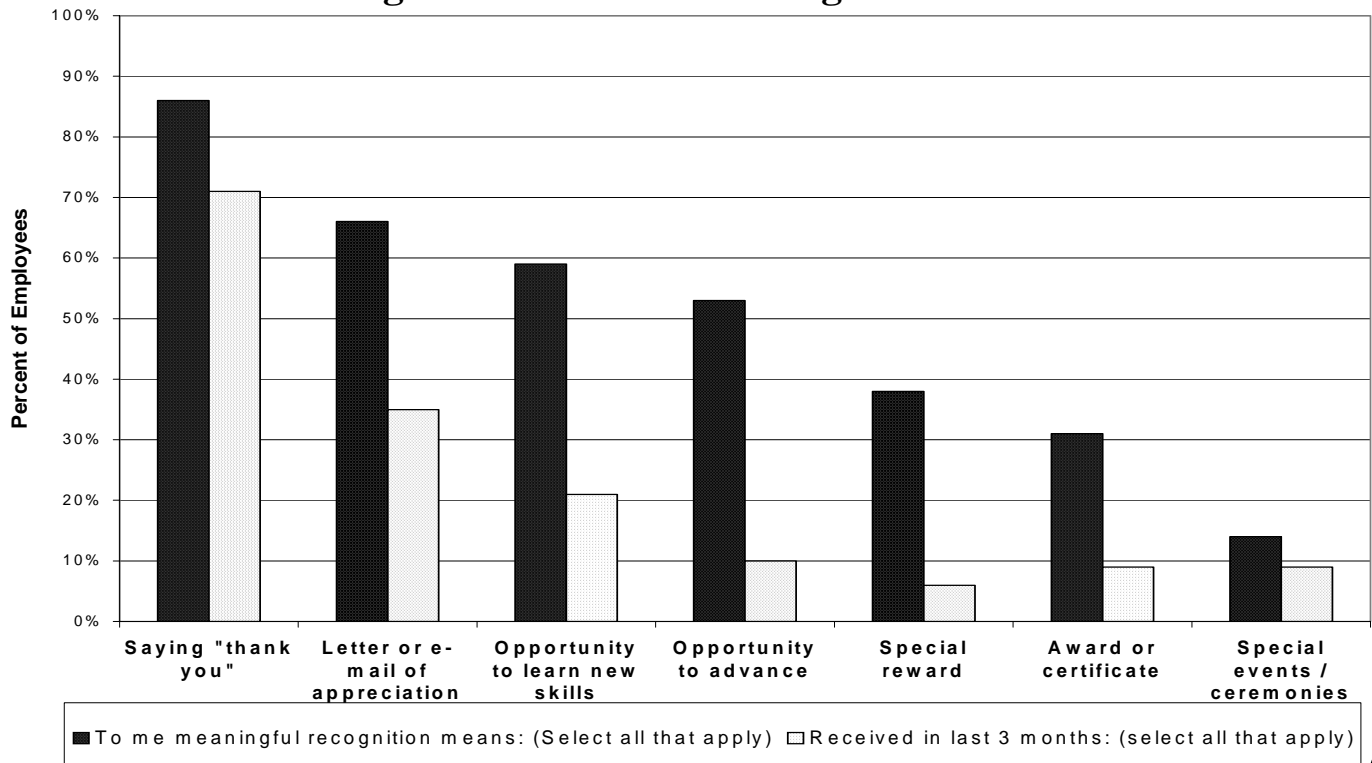
My department's management effectively models the following behaviors.

Chart legend:
- **Senior Management**
- Immediate Supervisor

Categories: Excellent customer service, Community input, Continuous improvement, Employee input, Data based decisions, Don't know or blank

Y-axis: Percent of Employees (0 to 80)

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 and 2001 surveys replaced that question with two others: "To me meaningful recognition means, and "In the last 3 months I have been recognized by". The following graph shows results of those questions in 2001.

Recognition Desired vs. Recognition Received

Chart legend:
- **To me meaningful recognition means: (Select all that apply)**
- Received in last 3 months: (select all that apply)

Categories: Saying "thank you", Letter or e-mail of appreciation, Opportunity to learn new skills, Opportunity to advance, Special reward, Award or certificate, Special events / ceremonies

Y-axis: Percent of Employees (0% to 100%)

⑥

Most employees value and receive "a thank you." There are bigger gaps in most other types of recognition. The amount and type of recognition hasn't changed much in the past 18 months.

Number of Types of Recognition Received in Last 3 Months		
	1999	**2001**
Received no type of recognition or didn't respond to question	20%	19%
Received one type of recognition	31%	33%
Received two types of recognition	24%	27%
Received three types of recognition	17%	12%
Received four types of recognition	8%	8%
Received five or more types of recognition	0%	2%

Note: The types of recognition counted above are: "saying thank you"; letter or e-mail of appreciation; opportunity to learn new skills; etc. See bottom of page 6 for the complete list. The above chart counts the number of different kinds of appreciation received, not total amount.

OTHER QUESTIONS ABOUT RESULTS

"Have you participated in an improvement effort within your department?"

YES	= 54% of employees
NO	= 39% of employees
Don't Know or No Response	= 7% of employees

"If you did participate in an improvement effort, do you agree that it was a good use of your time?"
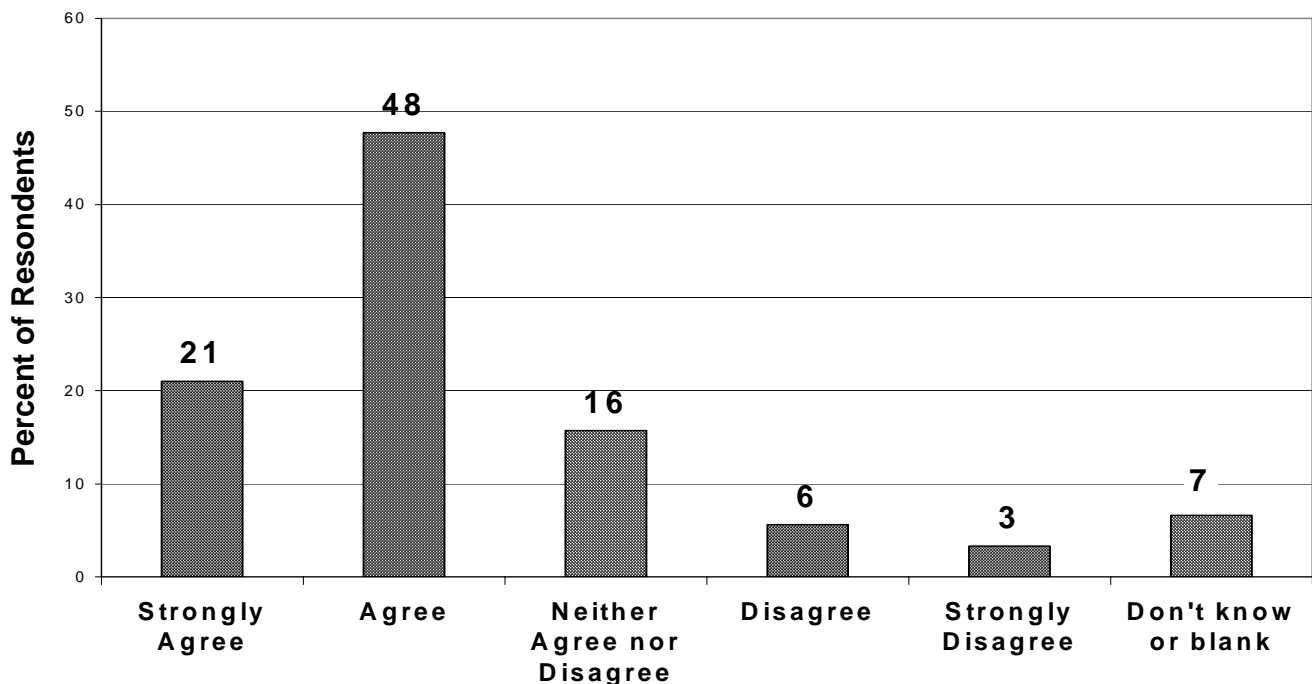
"My work unit regularly measures customer satisfaction."

AGREE	= 37% of employees
NEITHER AGREE NOR DISAGREE	= 26% of employees
Disagree, Don't Know, or No Response	= 37% of employees

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

METHOD OF ASSESSMENT	1999 % OF EMPLOYEES	2001 % OF EMPLOYEES
Informal Feedback	50%	54%
Surveys	44%	35%
Focus Groups	12%	11%
Other	8%	10%

There appears to be a slight trend away from customer surveys toward informal and other feedback methods.

DIVERSITY

Four groups were compared on survey questions that could indicate possible differences in how members of that group have been treated. The groups were based on ethnic background, gender, sexual orientation, and whether or not the respondent replied they have a disability that requires accommodation at work. In addition managers/supervisors were compared with non-managers/ professionals.

During past surveys, comments were received expressing concern that the demographic questions could be used to identify individuals and/or were none of the County's business. This year's survey continued to include demographic questions in order to identify concerns of various groups. However, respondents were invited to leave the demographic questions blank if they felt uncomfortable supplying the information. About 250 individuals—11% of respondents—left most demographic questions blank. A larger number of individuals left some demographic questions blank; for example, about 400 individuals—18% of respondents, left ethnic affiliation 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.

In general, there is more overlap than difference between all these groups. Differences between groups are relatively small. However, some groups do show

differences when compared on average satisfaction across all survey questions. Asian Americans tend to be more satisfied than Euro Americans in their overall response. Native Americans, Hispanics, African Americans and persons with multiracial heritage are about the same as Euro Americans in their overall satisfaction. Those who did not feel comfortable in supplying demographic information have lower overall satisfaction and report receiving a somewhat lower level of recognition than those who supplied demographics. Men and women have the same overall satisfaction. Heterosexuals and persons with other sexual orientations each have about the same overall satisfaction. Managers/ supervisors responded more positively than non-managers/ professionals on most questions. Despite the similarity in overall satisfaction some groups did differ in their response to specific questions. Details are shown in the following sections.

ETHNIC BACKGROUND

Ethnic Group	African American	Asian American	Hispanic American	Native Amer.	Euro American	Other	Multi Racial	No Response
% of respondents	4%	4%	4%	1%	75%	2%	4%	7%
% in workforce*	7%	5%	5%	1%				

* Workforce data is from January 1, 2001 Annual Affirmative Action Plan.

❖ 81% of Euro Americans are comfortable approaching their supervisor about work issues, versus 69% of Native Americans and 88% of Asian Americans.

❖ 74% of Euro Americans agree that they can speak with their supervisor without fear of reprisal or retribution, versus 48% of Native Americans, 63% of African Americans, 64% of Multi-Racial persons, 71% of Hispanic Americans, and 83% of Asian Americans.

❖ 85% of Euro Americans agree that their supervisor supports them taking on new opportunities to advance in the organization, versus 58% of Native Americans, 61% of African Americans, 61% of Hispanic Americans, 67% of Asian Americans, and 68% of Multi-Racial persons.

❖ 85% of Euro Americans agree that their supervisor is open to feedback about his/her actions that might offend others of different backgrounds, versus 54% of Native Americans, 60% of Multi-Racial persons, 67% of African Americans, 68% of Hispanic Americans, and 73% of Asian Americans.

❖ 69% of Euro Americans agree that their input is actively sought in their work unit, versus 56% of Native Americans, 56% of Hispanic Americans, 64% of African Americans, 78% of Multi-Racial persons, and 80% of Asian Americans.

❖ 49% of Euro Americans agree they would benefit from more information and training opportunities to improve their ability to deal with cultural issues in the job, versus 48% of Native Americans, 59% of African Americans, 62% of Multi-Racial persons, 66% of Hispanics, and 67% of Asian Americans.

❖ 86% of Euro Americans agree that their coworkers do not hold negative stereotypes, versus 50% of African Americans, 52% of Multi-Racial persons, 62% of Native Americans, 68% of Hispanic Americans, and 75% of Asian Americans.

PERSONS WITH A DISABILITY

Disability Status	Number of Respondents	Percent of Respondents
I have a disability that requires accommodation at work.	108	5%
I do not have a disability that requires accommodation at work.	1709	78%
No response	386	17%

❖ 26% of persons with disabilities do not agree they receive adequate accommodation
❖ 63% of persons with disabilities agree that they can speak with their supervisor without fear of retribution, versus 75% of other employees.
❖ 18% of persons with disabilities feel intimidated by their supervisor, versus 10% of other employees.
❖ 60% of persons with disabilities agree that their input is actively sought in their work unit, versus 70% of other employees.
❖ 53% of persons with disabilities feel like a valued employee, versus 68% of other employees.
❖ 54% of persons with disabilities agree that their supervisor supports them taking on new responsibilities to advance, versus 68% of other employees.
❖ 38% of persons with disabilities agree they have received education/training to help them achieve their career goals versus 51% of other employees.
❖ 67% of persons with disabilities agree that their supervisor supports their attempts to balance workload and personal/family life, versus 75% of other employees.

SEXUAL ORIENTATION

Sexual Orientation	Number of Respondents	% of Respondents	Percent who view the growing diversity of the workforce as positive:	Percent who agree their coworkers do not hold negative stereotypes:
Bisexual	52	2.4%	96%	58%
Gay	55	2.5%	96%	69%
Heterosexual	1530	69.5%	84%	72%
Lesbian	93	4.2%	94%	67%
Transgender	4	0.2%	Number of respondents is too small to produce a representative percentage.	
No response	469	21.3%	77%	63%
TOTAL	2203	100%	84%	69%

2001 Countywide Employee Survey--Results by Question

Questions are in rank order from most positive to least positive Mean Response. See note on bottom of next page regarding the scale.	% Agree	Neither or Don't Know	% Dis-agree	% No Res-ponse	Mean Response (1-5 scale)
I view the growing diversity of the workforce as positive.	83%	12%	4%	1%	1.74
My supervisor does not hold negative stereotypes about people of color, gays/lesbians/bisexuals and /or other diverse groups.	72%	12%	5%	11%	1.74
I understand how my work relates to my department's goals.	87%	8%	4%	1%	1.74
I DO NOT feel intimidated by my coworkers.	83%	10%	6%	1%	1.76
Customer service is an important management priority in my department.	82%	11%	6%	1%	1.78
I am doing work that I care deeply about.	82%	13%	4%	1%	1.79
Offering diversity training to employees is good for our department.	79%	15%	4%	2%	1.84
I DO NOT feel intimidated by my supervisor.	73%	13%	11%	3%	1.93
My supervisor is open to feedback about his/her actions that might offend others of different backgrounds.	63%	18%	8%	12%	1.94
My supervisor supports my attempts to improve customer service.	74%	14%	8%	4%	1.94
I take advantage of training opportunities that are made available to me.	82%	11%	5%	2%	1.94
I am comfortable approaching my supervisor about work issues.	77%	8%	13%	2%	1.96
I frequently offer suggestions in my work unit.	77%	16%	5%	2%	1.97
I have a clear understanding of what is expected from me.	79%	11%	9%	1%	1.99
In my view, my work unit is providing good value for tax dollars.	78%	11%	8%	3%	2.02
My immediate supervisor models commitment to encouraging excellent customer service.	75%	12%	7%	6%	2.04
My supervisor effectively supports my attempts to balance workload and my personal and family life.	68%	17%	10%	5%	2.07
My coworkers do not hold negative stereotypes about people of color, gays, lesbians, bisexuals and/or other diverse groups.	64%	17%	12%	7%	2.07
I can be open and honest with my supervisor about work issues.	73%	12%	13%	2%	2.09
I am able to offer my customers the best possible quality service.	72%	13%	12%	3%	2.10
In my view, my work unit is providing excellent quality customer-focused services.	76%	12%	8%	4%	2.11
My immediate supervisor models commitment to making data based decisions.	47%	21%	18%	14%	2.15
I am able to speak with my supervisor without fear of reprisal or retribution.	69%	13%	15%	3%	2.15
I trust my supervisor with confidential topics that involve work issues.	67%	14%	16%	3%	2.16
My immediate supervisor models commitment to valuing community input.	58%	22%	8%	12%	2.17
My supervisor considers my input when making decisions.	66%	15%	15%	4%	2.21
My supervisor communicates my unit's work goals clearly.	69%	14%	14%	3%	2.21

Questions are in rank order from most positive to least positive Mean Response. See note on bottom of this page regarding the scale.	% Agree	Neither or Don't Know	% Dis-agree	% No Res-ponse	Mean Response (1-5 scale)
I believe that my supervisor is open and honest with me about work issues.	67%	16%	14%	3%	2.21
My supervisor supports me taking on new responsibilities to advance in this organization.	62%	20%	13%	5%	2.21
My supervisor communicates the County's values clearly.	66%	19%	13%	2%	2.24
My immediate supervisor models commit to valuing employee input.	68%	13%	14%	5%	2.25
In my view, my work unit is an excellent place to work.	68%	17%	12%	3%	2.26
I feel free to express alternative viewpoints in my work unit.	71%	15%	13%	1%	2.26
My input is actively sought in my work unit.	66%	17%	16%	1%	2.26
I receive timely information from my supervisor about work issues.	66%	14%	18%	2%	2.31
I receive education/training to do my job effectively.	68%	15%	16%	1%	2.32
I am encouraged to join collaborative efforts outside my work unit.	57%	21%	18%	4%	2.34
I receive feedback regarding my work performance.	63%	16%	18%	3%	2.36
My immediate supervisor models commitment to continuously improving our work processes.	62%	18%	13%	7%	2.36
I am actively involved in setting customer service goals.	50%	31%	18%	1%	2.36
I have the materials and equipment needed to do my job well.	67%	15%	17%	1%	2.38
I feel like a valued employee.	64%	19%	16%	1%	2.40
My department's senior management models encouraging excellent customer service.	62%	20%	10%	8%	2.46
I frequently see my ideas acted upon.	51%	28%	17%	4%	2.50
My supervisor effectively resolves human relations problems.	52%	20%	23%	5%	2.52
My department's senior management models commitment to valuing community input.	50%	33%	9%	8%	2.53
My department's senior management models commitment to making data based decisions.	44%	36%	12%	8%	2.57
My work unit regularly measures customer satisfaction.	37%	35%	27%	1%	2.60
I receive education/training to help me achieve my career goals.	47%	25%	24%	4%	2.64
I would benefit from more information and training opportunities to improve my ability to deal with cultural issues in my job.	47%	29%	18%	6%	2.71
My supervisor and I have discussed how to best meet my training needs.	44%	22%	30%	4%	2.74
My department has improved as a productive customer-focused workplace this last year.	43%	34%	14%	9%	2.79
My department's senior management models commitment to continuously improving our work processes.	47%	21%	18%	14%	2.79
My department's senior management models commitment to valuing employee input.	46%	24%	23%	7%	2.91

Note: The Mean Response is calculated by averaging all responses. The scale is:
1=Strongly Agree; 2=Agree; 3=Neither Agree nor Disagree; 4=Disagree; 5=Strongly Disagree
This means that a lower mean is a better overall average response.

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