

DEPARTMENT OF COUNTY  
MANAGEMENT 2005  
EMPLOYEE SURVEY

JANUARY 2006

REPORT #001-06

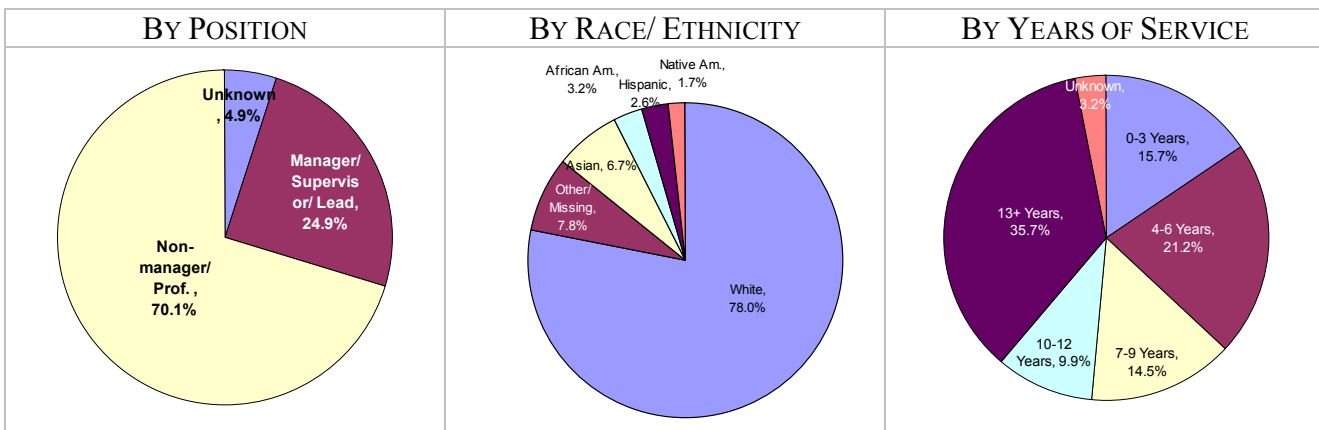
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**Overall Findings**

- There were 345 responses for an outstanding response rate of approximately 56%.<sup>1</sup>
- Measures included *Job Satisfaction, Organizational Commitment, Organizational Citizenship, Supervisor Support and Communication, and Training*. They are correlated with *Job Satisfaction*.
- Overall, most measures were reportedly positively; wide variance was noted by divisions.
- Of all the divisions, Treasury and the Budget Office (including Evaluation) tended to score the most positively on most measures, while HR tended to score the least positively.
- Meaningful employee recognition is important and varied. Those who received meaningful recognition within the last three months also scored significantly higher on nearly all other measures.
- Three-quarters of employees said a verbal ‘thank you’ was the most common form of meaningful employee recognition (of which 60% got it) and recognition that grows an employee’s skills and career.
- 58% of respondents indicated that the opportunity to learn more skills was a meaningful form of recognition; only 17% of respondents indicated they had this opportunity in the last three months.
- Employees who lacked recent training—their last training was more than two years ago—were the most dissatisfied
- Issues related to timely training and employee recognition are more highly concentrated in specific divisions which can be targeted for future improvement.

**Who Responded?**

- The DCM sample consists of 345 surveys, for an overall response rate of approximately 56%, significantly higher than previous employee surveys conducted at the County. The distribution estimates were reasonable across the divisions.
- Slightly more women (52%) responded to the survey than men (48%).
- The vast majority of respondents are White (79%); compared to Multnomah County’s population proportions, Hispanics appeared under represented in the workforce.
- About 7% of respondents indicated that English is not their native language, most of whom are Asian.
- The average age of respondents is 48 years old, with a median age of 50 years old.<sup>2</sup>
- About 8% of respondents indicated that they are differently-abled, of which 30% require accommodation for work.



- The average years worked for Multnomah County is 11.3, with a median of 8.5 years;<sup>3</sup> over a third has worked for Multnomah County for 13 years or more.

<sup>1</sup> Response rates are calculated using the “Adopted FTEs” for DCM and each division. Results may differ for re-organizations occurring after the adopted budget.

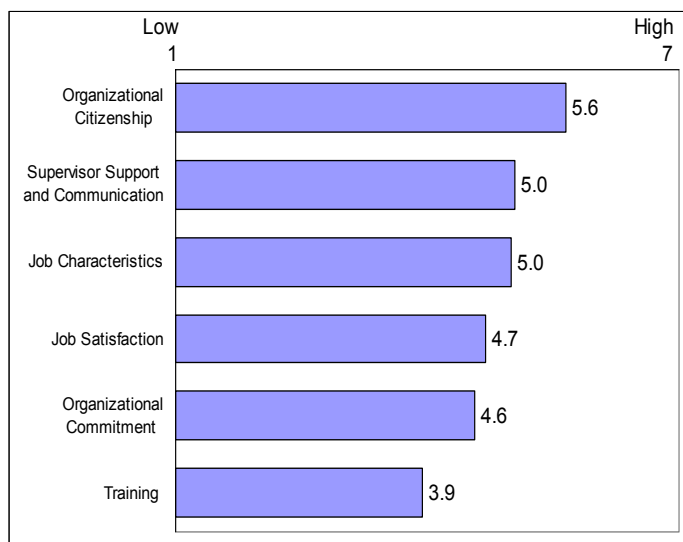
<sup>2</sup> s.d. = 8.74 years, N=306.

<sup>3</sup> s.d.= 7.56 years, N=317

- About 59% indicated they previously worked for the Department of Business and Community Services in the last fiscal year. 22% indicated they worked for the Office of Finance, Budget, Assessment and Taxation. 15% responded “Neither/ Do Not Know.”
- One fourth of the sample is comprised of managers, supervisors and leads.

Divisional Responses (rank ordered)	Responses	Response Rate <sup>4</sup>	Proportion of DCM:	
			Sample	Actual
Information Technology (IT)	86	51%	24.9%	27.2%
Assessment and Taxation	72	53%	20.9%	21.8%
Facilities and Property Management	59	66%	17.1%	14.4%
FREDS <sup>5</sup>	31	57%	9.0%	8.7%
Accounting and Risk Management	23	35%	6.7%	10.5%
Tax Payroll and SAP	23	96%	6.7%	3.9%
CPCA	14	93%	4.1%	2.4%
Human Resources (HR)	13	32%	3.8%	6.5%
Director's Office (incl. Sustainability & AA)	12	75%	3.5%	2.6%
Budget Office and Evaluation	9	100%	2.6%	1.5%
Treasury	3	100%	0.9%	0.5%
<b>Total</b>	<b>345</b>	<b>56%</b>	<b>100.0%</b>	<b>100.0%</b>

### Measures Used



- There were a total of 33 questions which were used to create three scales and two factors used to measure various facets of employee attitudes (rank ordered). The three scales (*General Job Satisfaction*, *Organizational Commitment* and *Organizational Citizenship*) are tested and reliable measures that are commonly used in research. The two factors, *Training and Supervisor Support and Communication*, were developed from this project and are useful in measuring employee attitudes toward current levels of training and relationships with immediate supervisors. The measures are based on a 7-point scale; 1=low and 7=high.

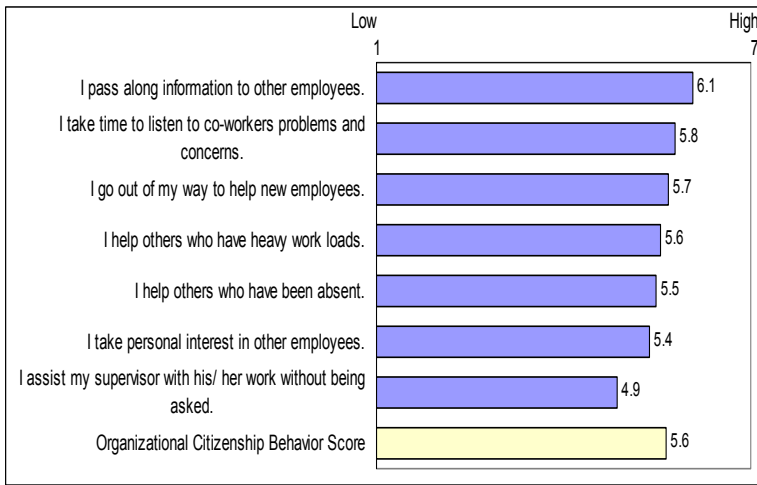
- Management scored significantly higher than others on all measures, except Organizational Citizenship Behavior.
- There were no significant gender differences in any of the measures.
- Overall, there were no significant differences in any of the measures by race, however Hispanics tended to score higher than average while Native American tended to score lower than average on most measures.<sup>6</sup>
- Results for all survey questions are reported in the Appendix.

<sup>4</sup> Estimated response rate based on adopted budgeted FTE.

<sup>5</sup> Fleet, Records, Electronics, Distribution, and Materials Management (FREDS) was inadvertently omitted from the list. To identify them, FREDS employees were asked to leave that question blank.

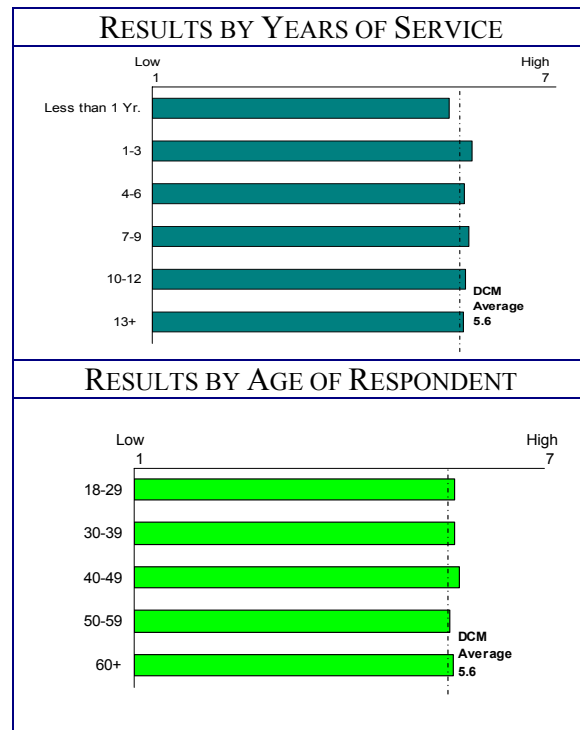
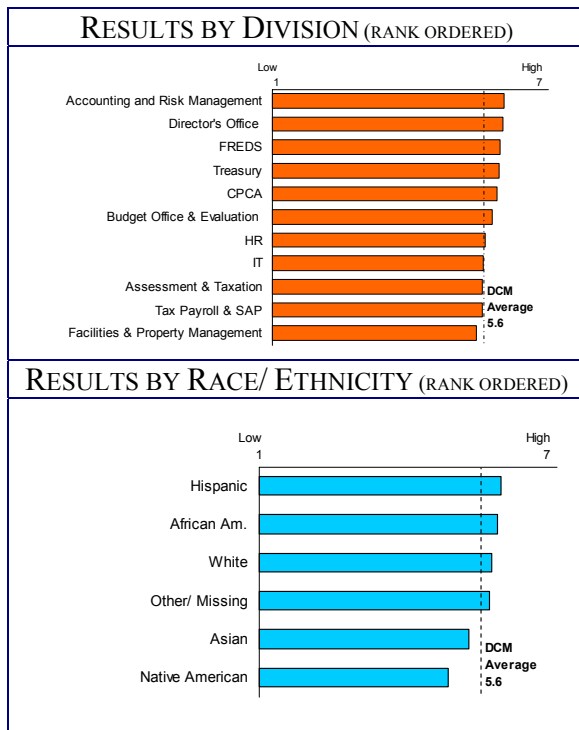
<sup>6</sup> The sample size for these two racial/ ethnic categories was quite small, reducing the likelihood of detecting statistically significant effects. None the less, these differences should be noted.

## Organizational Citizenship Behavior Scale



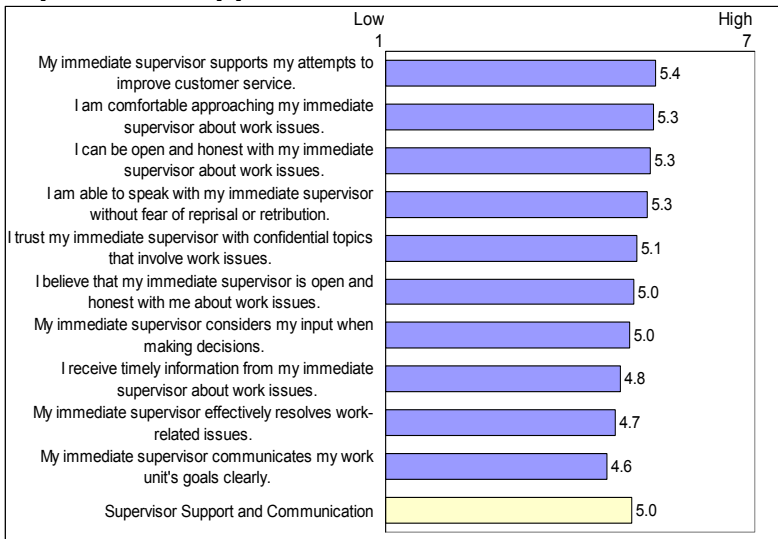
- *Organizational Citizenship Behavior* Scale consists of seven questions (rank ordered) which measure an employee’s informal helping behaviors that contribute to the overall health and efficiency of an organization. High levels of citizenship behaviors are attributed to high levels of job satisfaction.
- Respondents who identified as Native American had the lowest scores (4.8).

- Among divisions, the Director’s Office and Accounting and Risk Management scored the highest on the scale (6.0). Facilities and Property Management scored the lowest (5.4)



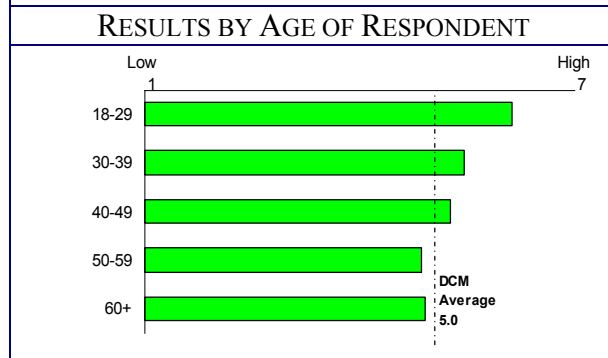
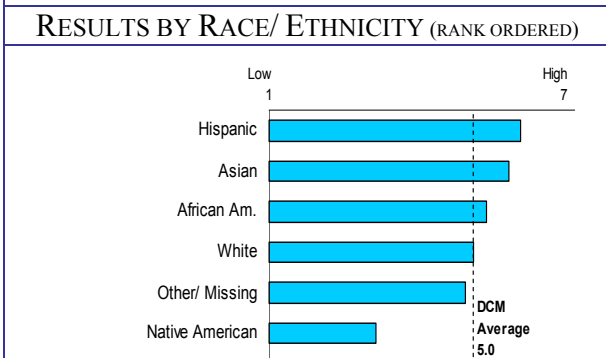
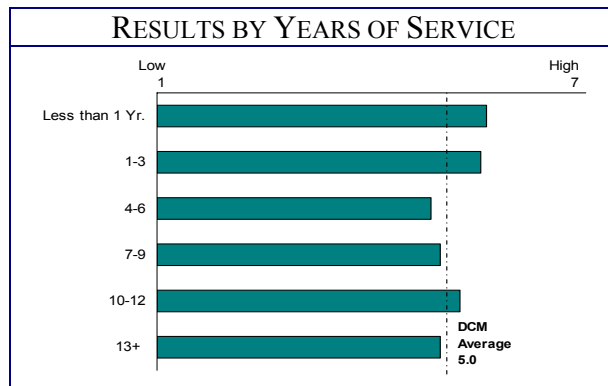
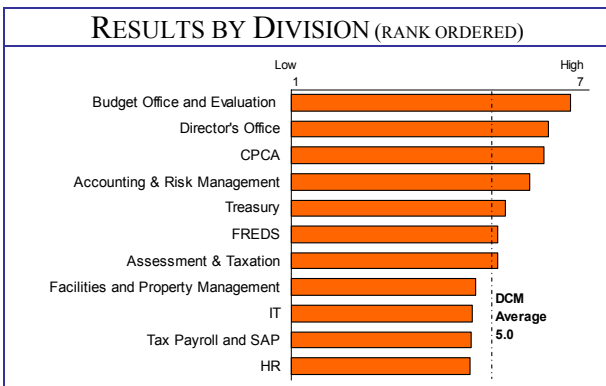
- There is little variance in scores among divisions, age and years of service, implying that most DCM employees think they frequently engage in informal behaviors that ensure cooperation and cohesion in their work units.

## Supervisor Support and Communication Factor



- The *Supervisor Support and Communication Factor* consists of 10 questions (rank ordered) which measure trust, honesty, communication and the overall supportive nature of the relationship between employees and their immediate supervisor.<sup>7</sup>
- Three divisions scored exceptionally high: Director's Office (6.2), Budget and Evaluation (6.6) and CPCA (6.1). The lowest scoring division was HR (4.6).

- Respondents who identified themselves as Hispanic had the highest score (5.9) and Native Americans had the lowest (3.1).
- A positive correlation exists between having a supportive supervisor and satisfaction with training.<sup>8</sup> Additionally, respondents who have not had training in the past two years scored significantly lower on this scale than respondents who had training (see Training Factor)
- Further, employees with supportive supervisors have higher levels of overall job satisfaction.<sup>9</sup>

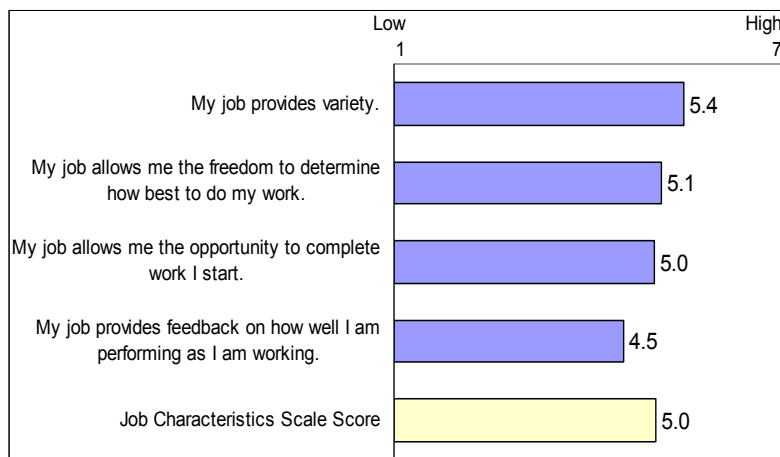


<sup>7</sup> Based on factor analysis and further reliability tests,

<sup>8</sup>  $r = .665, \alpha = .01$  (two-tailed).

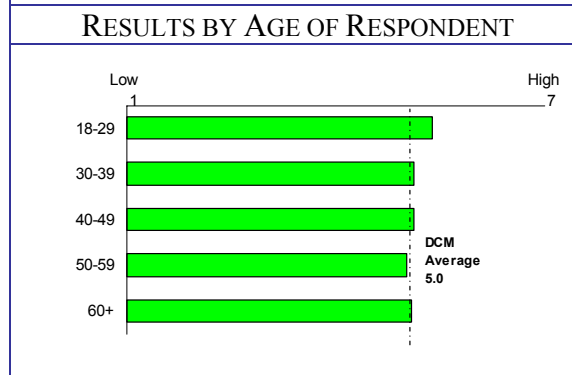
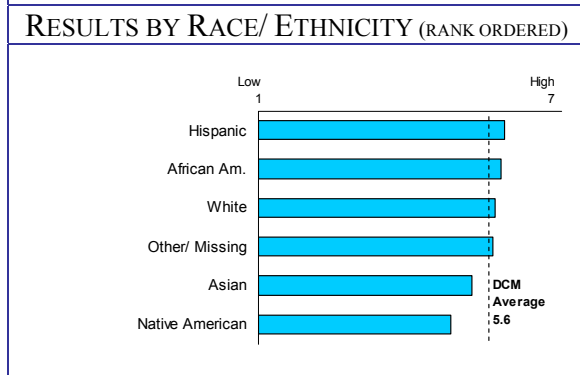
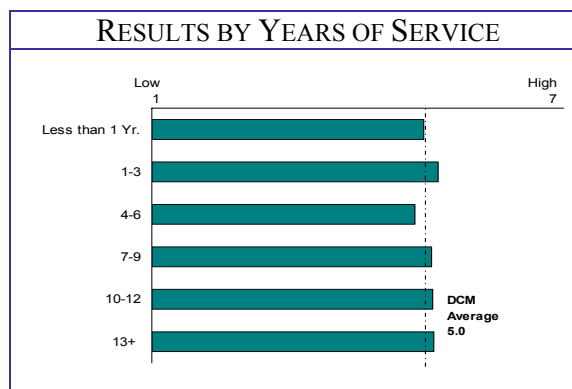
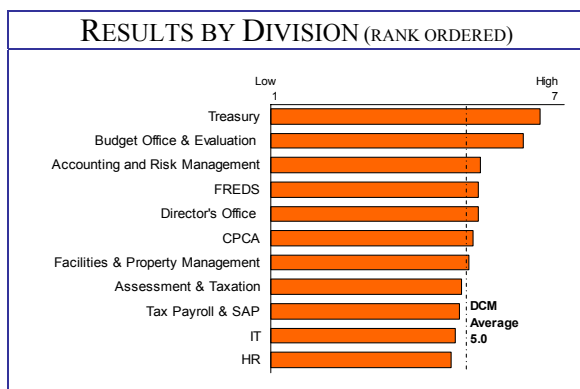
<sup>9</sup>  $r = .591, \alpha = .01$  (two-tailed).

## Job Characteristics Scale



- The *Job Characteristics Scale* consists of four questions (rank ordered) and measures job variety, autonomy and feedback. These characteristics are typically present in higher levels for those with higher levels of job satisfaction.<sup>10</sup>
- The *Job Characteristics Scale* score had the greatest ability to predict job satisfaction when controlling for all other factors.
- Among racial/ ethnic categories, Hispanics had the highest score (5.7) and Native Americans had the lowest (4.0).

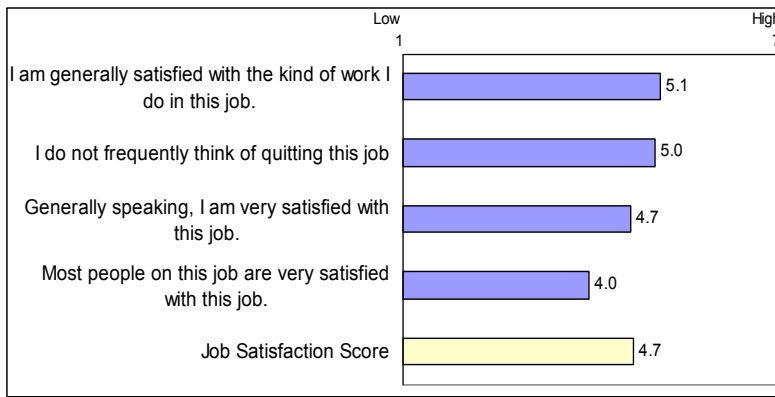
- The highest score on the *Job Characteristics Scale* was for respondents who indicated they worked in Treasury (6.5) and the Budget Office and Evaluation (6.2). The lowest score was HR (4.7).



- Younger employees scored slightly higher on the scale than older employees, implying that they are more satisfied with the level of freedom and variety in their work.
- Management scored significantly higher on the *Job Characteristics Scale* (5.3) than others (4.9).
- Employees who were previously part of FBAT (5.3) scored significantly higher than former DBCS employees (4.9).

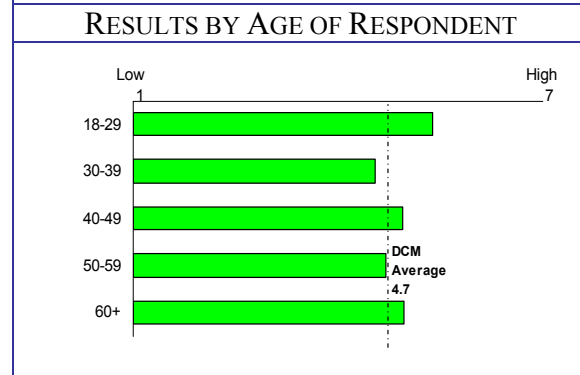
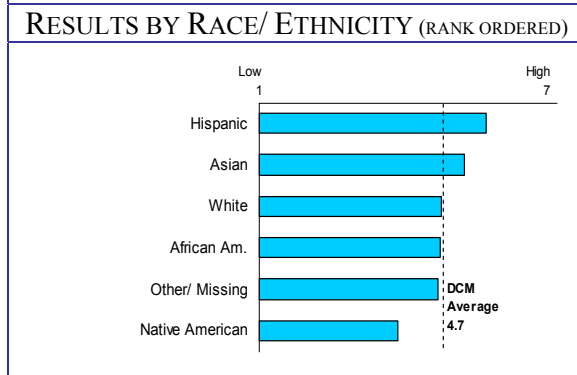
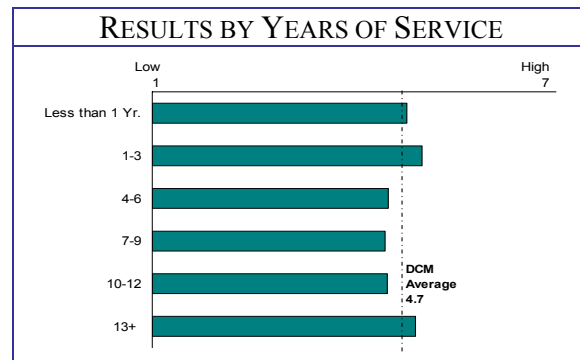
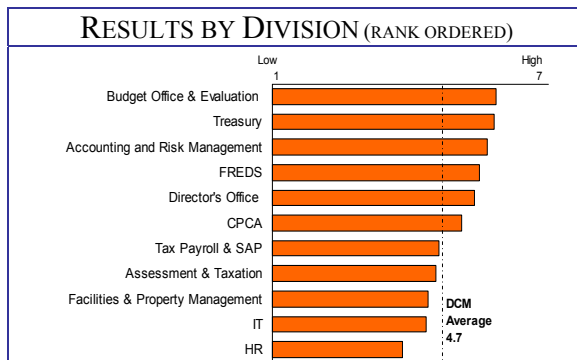
<sup>10</sup>  $r = .670, \alpha = .01$  (two-tailed).

## Job Satisfaction Scale



- The *Job Satisfaction Scale* consists of four questions (rank ordered) and measures the degree to which employees have a positive emotional reaction toward working for the Department of County Management.
- The division with the highest score on the *Job Satisfaction Scale* was the Office of Budget and Evaluation (5.9); the lowest was HR (3.8).

- Job satisfaction is positively correlated with employee's perceived adequacy of training.<sup>11</sup> This means the more satisfied an employee is with their current level of training, the more satisfied they are with their job.
- As can be expected, employees who are satisfied with their job are more likely to be committed to the organization in a positive and meaningful way.<sup>12</sup>

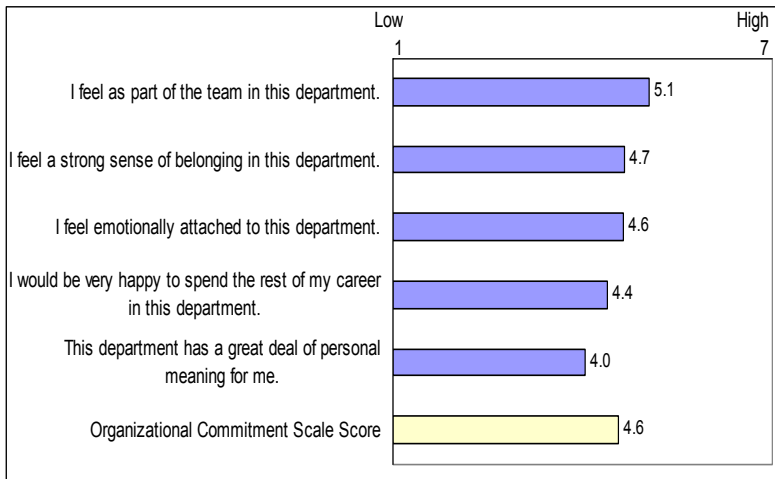


- Among ethnic groups, the highest score was for Hispanics (5.6) and the lowest was for Native Americans (3.8).
- Younger (18-29) and newer employees expressed the highest levels of job satisfaction, which may be related to their initial employment training, mentoring, and coaching is adequate.

<sup>11</sup>  $r = .638, \alpha = .01$  (two-tailed).

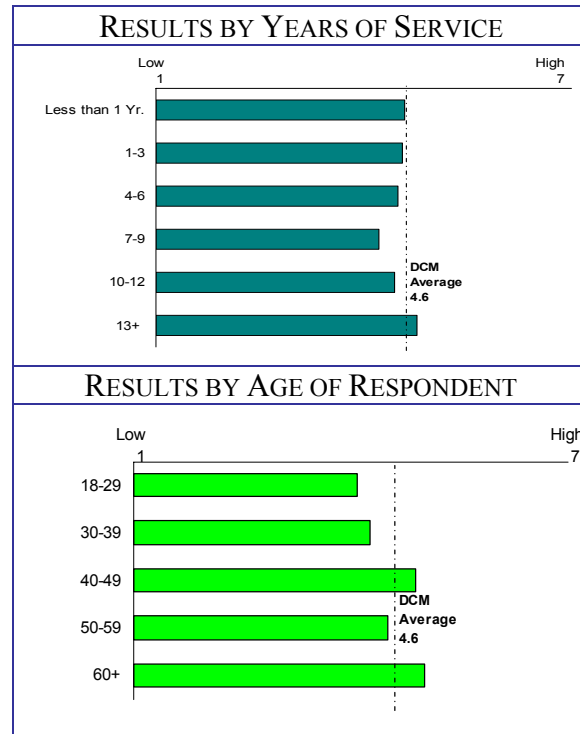
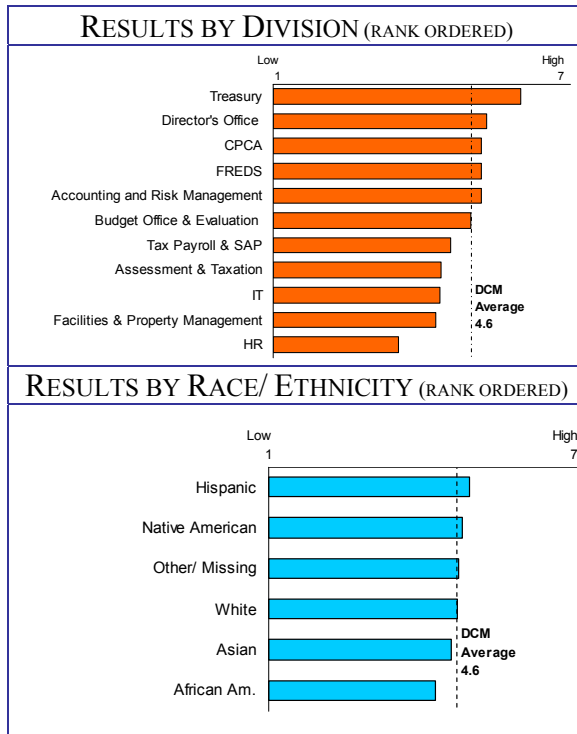
<sup>12</sup>  $r = .706, \alpha = .01$  (two-tailed).

## Organizational Commitment Scale



- The *Organizational Commitment Scale* consists of five questions (rank ordered) and is a measure of employees' commitment to the department, specifically, the extent that an individual identifies with the goals of the organization and desires to remain a part of it.
- Among divisions, the highest scoring were the Director's Office (5.3) and CPCS (5.2). The lowest was HR (3.5).

- Organizational commitment was positively correlated with wanting to remain working for the department.<sup>13</sup>
- Further, employees with higher organizational commitment scores tend to be more satisfied with their job.<sup>14</sup>



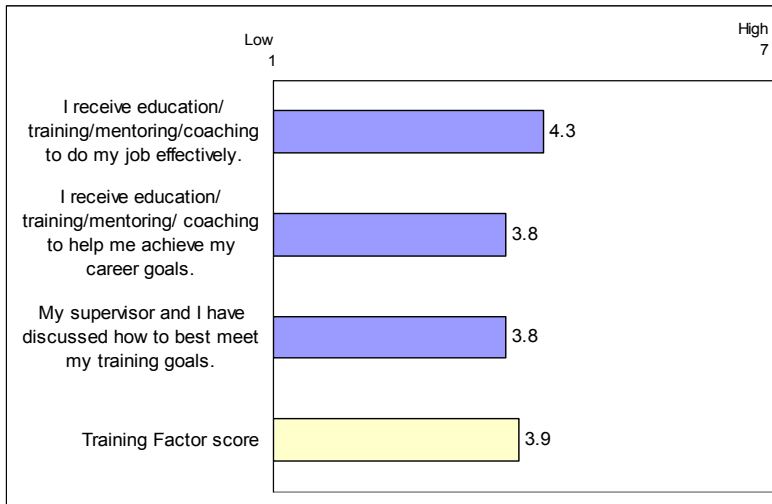
- Older employees (40+) and those with greater years of service (13+) have greater organizational commitment than do either younger or newer employees.

<sup>13</sup>  $r = .632, \alpha = .01$  (two-tailed).

<sup>14</sup>  $r = .706, \alpha = .01$  (two-tailed).

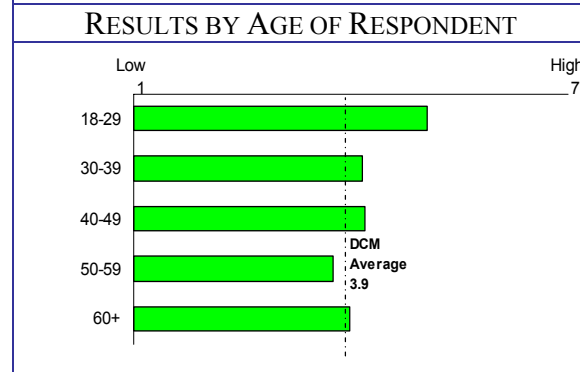
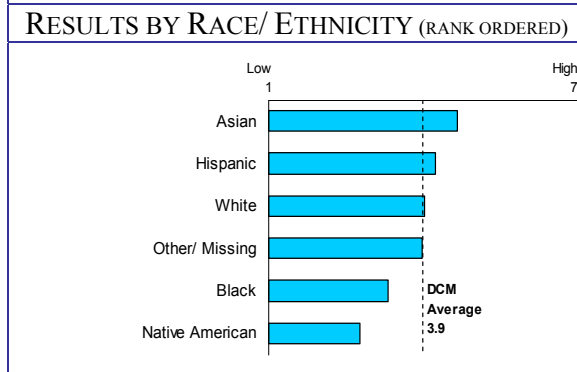
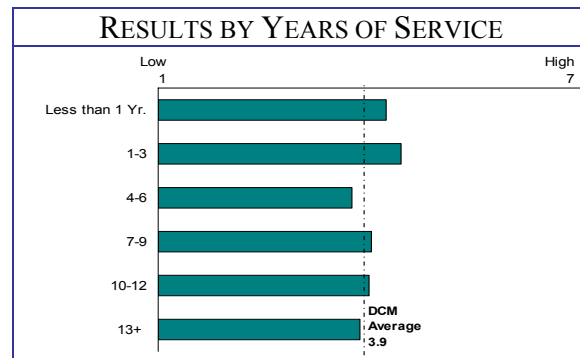
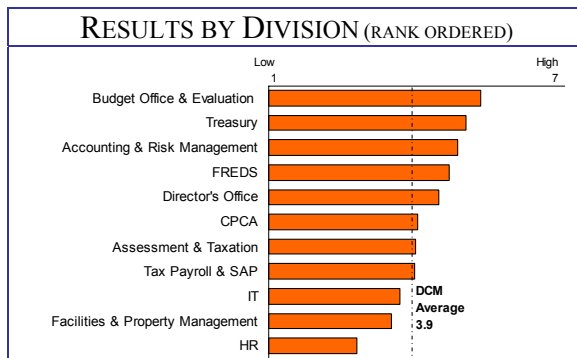


## Training Factor



- The *Training Factor* consists of three questions (rank ordered) and was created to measure the level of perceived adequacy of current levels of training.
- Training factor has a significant positive correlation to levels of job satisfaction, showing that training contributes greatly to job satisfaction.
- 83% of all respondents have had training in last year.
- The average number of months since last training is 8.9 months.<sup>15</sup>

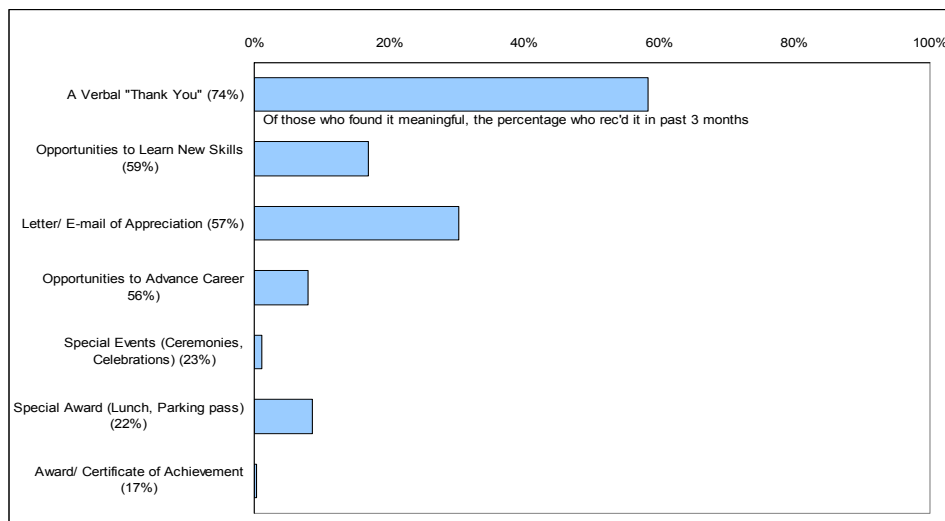
- Training is important: 58.3% of respondents indicated that the opportunity to learn more skills was a meaningful form of recognition. However, only 16.9% of respondents indicated they had this opportunity in the last three months (see the Meaningful Employee Recognition section).



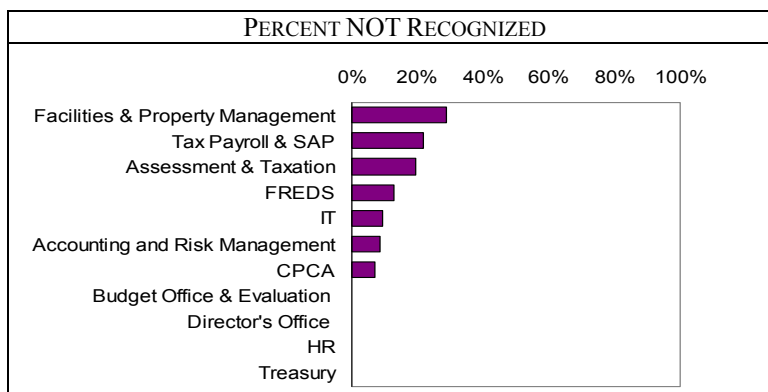
- Younger (18-29) and newer employees (0-3 years of service) expressed the highest levels of training satisfaction, pointing to the adequacy of initial employment training, mentoring, and coaching.
- However, employees who lacked training—the last training was more than two years ago—were the most dissatisfied; higher concentrations of employees without training were located in Facilities and Property Management, Tax Payroll and SAP, and IT. They accounted for about 10% of all DCM respondents.

<sup>15</sup> s.d. = 12.5

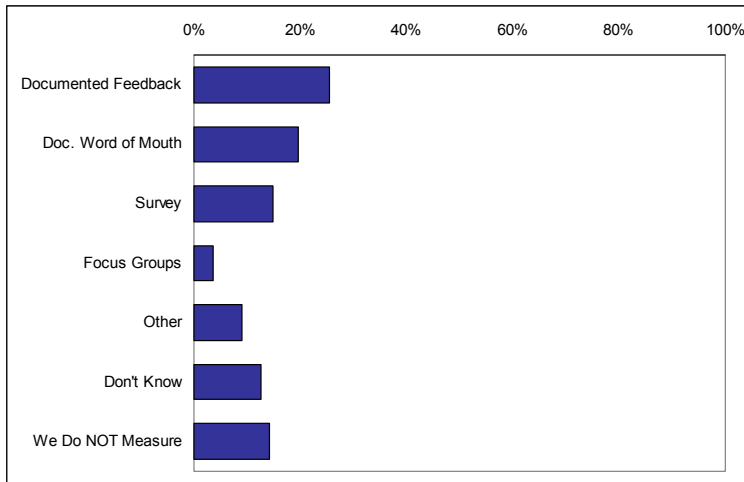
## Meaningful Employee Recognition



- Meaningful Employee Recognition means different things to different people. A variety of recognition options were given so that respondents could identify what was important to them. More than one option could be selected. The table above shows the percentage of respondents who indicated that the method of recognition is meaningful. The bar represents the percentage of those respondents who actually received the recognition within the last three months.
- The vast majority stated that a simple, verbal "Thank You" is sufficient and most employees have received a "Thank You" in the past 3 months. Relatedly, an informal letter or email of appreciation is also considered a valuable form of recognition by most DCM employees, but barely half of respondents indicated they had received an email or letter in the last three months. In both of these cases, there is little or no cost to the organization to provide this form of meaningful recognition.
- Opportunities to learn new skills and opportunities to advance one's career are also important forms of recognition. These categories are where employees have received the least recognition. 58% of respondents believe having the opportunity to learn new skills is a meaningful form of recognition. Only 17% of these respondents reported having the opportunity in the last three months. 56% of respondents think having the opportunity to advance their career is a meaningful form of recognition, but only 8% of those respondents had that opportunity in the last three months.
- Generally speaking, meaningful recognition for DCM employees is not compensation related. Few respondents reported an "other" form of recognition. Most of these responses described financial rewards such as bonuses or raises. However, they made up less than 6% of all responses.
- Items such as special events, special awards and certificates are not particularly meaningful ways of employee recognition.
- 15% of all respondents indicated they had not been recognized in a meaningful way in the last three months.



## Measuring Customer Satisfaction



- On a scale of 1 to 7, with 1 being *Strongly Disagree* and 7 being *Strongly Agree*, the average response to the statement, “*Customer service is an important management priority in my work unit*” was 5.9.
- Many respondents were unclear how customer satisfaction was actually being measured.
- The most common method of measuring customer satisfaction was documented feedback from customers in the form of logged phone calls or documented letters.

- 15% of respondents indicated they did NOT measure customer satisfaction. Many of these respondents indicated that measuring customer satisfaction was not applicable to their division’s function or day to day operations.
- 13% were not sure how their division measure customer satisfaction.
- The category “Other” consists of mostly informal measurements of customer satisfaction such as word of mouth or undocumented complaints or compliments and “*no news is good news.*”

## County Services ‘Pop Quiz’

- Employees were asked if they thought the County provided a number of services. The shaded boxes indicate the correct answer.
- Most employees got the county service correct (30% of all respondents answered all questions correctly), but many were unsure of other jurisdiction’s services. For example, over 20% of respondents were unsure if the County provided or contracted water, garbage, and fire services.
- 111 respondents (32%) answered four or more questions **incorrectly**. Of these, 18% are management, 33% are from Assessment and Taxation and 26% are from IT.

<i>Does the County provide/ contract...?</i>	<b>% Yes</b>	<b>% No</b>	<b>% DK</b>
Primary Health Clinics	91.9%	1.2%	7.0%
Parks	32.8%	54.8%	12.5%
Mental Health Treatment	91.6%	0.9%	7.5%
Water	12.8%	67.0%	20.3%
Bridges	89.3%	2.9%	7.8%
Libraries	95.4%	1.2%	3.5%
Garbage	8.4%	69.6%	22.0%
Buses/ MAX	14.5%	71.9%	13.6%
Jails	95.1%	0.9%	4.1%
Fire	15.1%	65.8%	19.1%
Weatherization/ Energy Assistance	58.0%	14.8%	27.2%
Marriage Licenses	94.5%	0.9%	4.6%
Drug Treatment	88.1%	2.9%	9.0%
Elections	94.8%	0.9%	4.3%

<b>Appendix- All survey questions (rank ordered)</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>
I give advance notice when I am unable to come to work.	341	6.3	1.01
I pass along information to other employees.	340	6.1	1.05
My job is one that may affect a lot of other people by how well the work is performed.	343	6.1	1.12
Customer service is an important management priority in my work unit.	341	5.9	1.46
I do not feel intimidated by my supervisor.*	338	5.9	1.62
My attendance at work is above the norm.	341	5.9	1.42
I take time to listen to co-workers' problems and concerns.	340	5.8	1.20
I go out of my way to help new employees.	337	5.7	1.19
I help others who have heavy work loads.	341	5.6	1.26
I help others who have been absent.	334	5.5	1.26
I take advantage of training opportunities that are made available to me.	337	5.5	1.45
I take personal interest in other employees.	340	5.4	1.49
My immediate supervisor supports my attempts to improve customer service.	342	5.4	1.79
My job provides variety.	341	5.4	1.62
I am able to offer my customers the best possible quality service.	342	5.3	1.62
I am able to speak with my immediate supervisor without fear of reprisal or retribution.	341	5.3	1.99
I am comfortable approaching my immediate supervisor about work issues.	343	5.3	1.90
I can be open and honest with my immediate supervisor about work issues.	342	5.3	1.96
I frequently offer suggestions in my work unit.	342	5.3	1.57
I am generally satisfied with the kind of work I do in this job.	342	5.1	1.60
I feel as part of the team in this department.*	342	5.1	1.92
I have a clear understanding of what is expected of me.	341	5.1	1.78
I trust my immediate supervisor with confidential topics that involve work issues.	341	5.1	2.07
My job allows me the freedom to determine how best to do my work.	343	5.1	1.59
I believe that my immediate supervisor is open and honest with me about work issues.	343	5.0	2.01
I do not frequently think of quitting this job.*	342	5.0	2.00
I think diversity is valued in my department.	343	5.0	1.82
My immediate supervisor considers my input when making decisions.	343	5.0	1.95
My job allows me the opportunity to complete work I start.	343	5.0	1.55
I assist my supervisor with his/ her work without being asked.	335	4.9	1.71
I understand my department's goals.	339	4.9	1.81
I receive timely information from my immediate supervisor about work issues.	343	4.8	1.87
Generally speaking, I am very satisfied with this job.	342	4.7	1.82
I feel a strong sense of belonging in this department.*	340	4.7	1.94
I frequently see my input seriously considered by others.	342	4.7	1.88
My immediate supervisor effectively resolves work-related issues.	341	4.7	2.06
My input is actively sought in my work unit.	341	4.7	1.97
I feel emotionally attached to this department.*	341	4.6	2.00
My immediate supervisor communicates my work unit's goals clearly.	340	4.6	1.93
People do not often think of quitting this job.*	332	4.6	1.72
My job provides feedback on how well I am performing as I am working.	342	4.5	1.67
I would be very happy to spend the rest of my career in this department.	339	4.4	2.10
I am encouraged to join collaborative efforts outside my work unit.	342	4.3	1.93
I receive education/ training/mentoring/coaching to do my job effectively.	342	4.3	1.87
Most people on this job are very satisfied with this job.	335	4.0	1.64
My work unit regularly measures and evaluates our own performance outcomes.	341	4.0	1.82
This department has a great deal of personal meaning for me.	341	4.0	1.95
I really feel as if the department's problems are my own.	339	3.8	1.98
I receive education/ training/mentoring/ coaching to help me achieve my career goals.	342	3.8	1.96
My supervisor and I have discussed how to best meet my training goals.	342	3.8	1.98

\*Questions were reverse coded

