MULTNOMAH COUNTY 2006 EMPLOYEE SURVEY

FEBRUARY 2007

REPORT #001-07

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Introduction

History of the Employee Survey
In January 2006, the first Department of County Management (DCM) Employee Survey was distributed and analyzed as a pilot for the rest of the County. The survey included questions about demographics, job characteristics, job satisfaction, organizational commitment, organizational citizenship, supervisor support and communication, training, recognition, customer satisfaction, and a pop quiz about what kinds of services the County provided. Analyses were performed and a report was issued in January to DCM and each division within DCM stating the results.

One year later, on January 3, 2007, the first County-wide Employee Survey was sent out to all Multnomah County employees via email. There were a total of 73 questions which were expected to take less than 15 minutes to answer. The majority of questions expressed an opinion and asked the participant to rate their level of agreement from 1 (strongly disagree) to 7 (strongly agree). Electronic and paper responses were accepted for 4 weeks, and the results were analyzed in February 2007. The County-wide survey included most of the same questions as the prior year's DCM report, but a few questions with insignificant results were not included and some replacements were added. The pop quiz about County services was not included, and a section about performance measurement was added to recognize the heightened attention to performance measurement in the annual budget process and in the creation of a new program called MultStat to regularly monitor progress of programs toward their goals during the year. A section about discrimination was also added.

Methodology
The survey was developed and sent out to all County employees using a software package called Perseus which allows for efficient distribution while still protecting respondents' privacy. Participants respond to the questions within the text of the email, or can print the email and fill out the responses by hand. The resulting dataset of responses is loaded into SPSS, a statistical software package.

Questions included
- demographics (including employee's race/ethnicity and years employed with the County),
- job characteristics (including whether the employee's job provides variety and whether their input is sought),
- supervisor support and communication (including whether they understand their department's goals and whether they can be honest with their supervisor),
- training (including whether they receive trainings and whether the trainings are relevant),
- organizational commitment (including whether they feel a sense of belonging and whether they would be happy to spend the rest of their career at the County),
- organizational citizenship (including whether they help others and whether they offer suggestions),
- job satisfaction (including their satisfaction with the division and with the County),
- recognition (including what they consider to be meaningful recognition and whether they have received it),
- customer satisfaction (including whether and how their division measures customer satisfaction),
- performance measurement (including whether and how their division measures performance), and
- diversity and discrimination (including whether they have heard negative remarks and whether diversity negatively impacts how employees are viewed).

To ensure survey rigor, some of the questions were reverse coded: a strongly agree answer meant that the employee felt that there was a negative trait present. For instance, "I feel intimidated by my supervisor." The responses to these questions were statistically reversed so they would correspond to other questions. All questions are listed in this report with their reverse coding—a high number means high satisfaction. For instance a "strongly disagree" answer to the above question would be reversed and listed as a high number. All reverse-coded questions are labeled.

The response rate is calculated by dividing the number of Employee Survey participants by the number of active Multnomah County staff on January 1, 2007. Specific response rates, such as by age or by department, are calculated by dividing the number of participants in that category by the number of active Multnomah County staff on January 1, 2007 in that category. The County staff data was extracted in mid-January from a SAP dataset as of January 1, 2007. Note that staff may answer differently to a question on a survey than what is reported for them in SAP. This seemed particularly true for the employee's race/ethnicity.

Responses to questions within a scale (such as the five questions about training or the 13 questions about supervisor support and communication) were averaged together to create a general scale value for each topic. Some surveys where participants did not answer enough of the scale questions were not included, so the average of all scale questions does not necessarily equal the scale average. Although questions varied within the topic, responses were sufficiently correlated with each other to form scale values. The exception to this practice was for the Diversity and Discrimination questions which were too varied to create an accurate scale average.

Highlights of Findings

- The overall response rate was fairly high: 33% of all active Multnomah County employees including part-time and temporary employees responded. The response rate varied greatly by department from 15% in the Sheriff's Office to 61% in the Office of School and Community Partnerships.
- The overall satisfaction ratings on survey questions were positive, but with a wide range of responses. Every question received the lowest and the highest rating by at least one person, and there was significantly wide variation by Department.
- Almost all questions correlated with each other, meaning that employees were likely to answer questions in the same pattern. This is one test of whether the questions work well together to determine how satisfied employees are.
- Many more women responded to the survey than men, due in part to County demographics and in part because women's response rate was higher.
- Supervisor Support and Communication was rated highly overall, and the two areas with the lowest ratings could be directly impacted by supervisors: effectively solving work-related issues and clearly communicating the unit's goals to employees.
- Older employees showed a greater sense of commitment to Multnomah County than younger employees.
- On the scale that measured an employee's own behavior—Organizational Citizenship—respondents rated the highest levels of satisfaction. The Training scale received the lowest level of satisfaction—4.82 on a 7 point scale.
- 75% of staff reported receiving training in the last six months, however a few respondents reported not having had training for 5-20 years.
- Overall, the Job Satisfaction scale scored the lowest level of satisfaction from respondents. Participants are more satisfied with how things are going in their job, less so for their division, less so for their department.
- Of all 73 survey questions, the question with the lowest response was whether employees are satisfied with how things are going in Multnomah County at this time—staff rated this question as an average of 3.97 out of 7—similar to a 57% approval rating.
- A new section on discrimination was added, and employees tended to rate these questions very favorably. According to these questions, employees felt very little discrimination in their jobs and at the County.
- The majority of respondents said a verbal thank you constitutes meaningful recognition. Participants were only mildly satisfied with whether they had received meaningful recognition in the last three months—4.49 out of 7.
- Many staff (36%) were either unsure of whether their unit measured customer satisfaction or said that their units did not measure it.

Next Steps

The data in this report, as well as the 2006 Employee Survey reports by Department, can be used to help supervisors target areas of improvement. Some offices have planned to use the results of this survey as one of the performance measures for the annual budget process. Data from the 2006 Employee Survey is available by division in the appendix of every department report, but due to limited time, no reports can be provided.

Budget Office Evaluation will repeat this survey again next year, and results will be compared with the 2006 baseline to see if there has been improvement. Staff who would like to make recommendations about questions to be included in future years, or staff who have further questions about this report can contact Budget Office Evaluation.

Response Rate

- 1860 out of 5563 active employees in Multnomah County responded to the 2006 Employee Survey, constituting a 33% overall response rate.
- The response rate would have been 42% if it included only the 4411 FTE allocated in the 2007 Approved Budget. 20% of Multnomah County staff on January 1, 2007 were temporary or on-call.
- Responses varied greatly by Department. Only 15% of the Sheriff's Office employees responded to the survey while 61% of the Office of School and Community Partnerships employees responded.

Response Rate by Department
Average Response Rate 33%

Response Rate	DA	DCHS	DCJ	DCM	DCS	Health	Library	NonD	OSCP	Sheriff
Response Rate	28%	44%	36%	55%	17%	28%	41%	33%	61%	15%

Response Rate by Position
Average Response Rate 33%

	Management or Elected	Non-Management
Response Rate	46%	30%

Response Rate by Years of Service
Average Response Rate 33%

	Less than 1 Year	1-5 Years	5-10 Years	10-15 Years	15+ Years
Response Rate	15%	27%	36%	37%	41%

Response Rate by Age
Average Response Rate 33%

	18-29	30-39	40-49	50-59	60+
Response Rate	16%	29%	34%	36%	19%

Response Rate by Race
Average Response Rate 33%
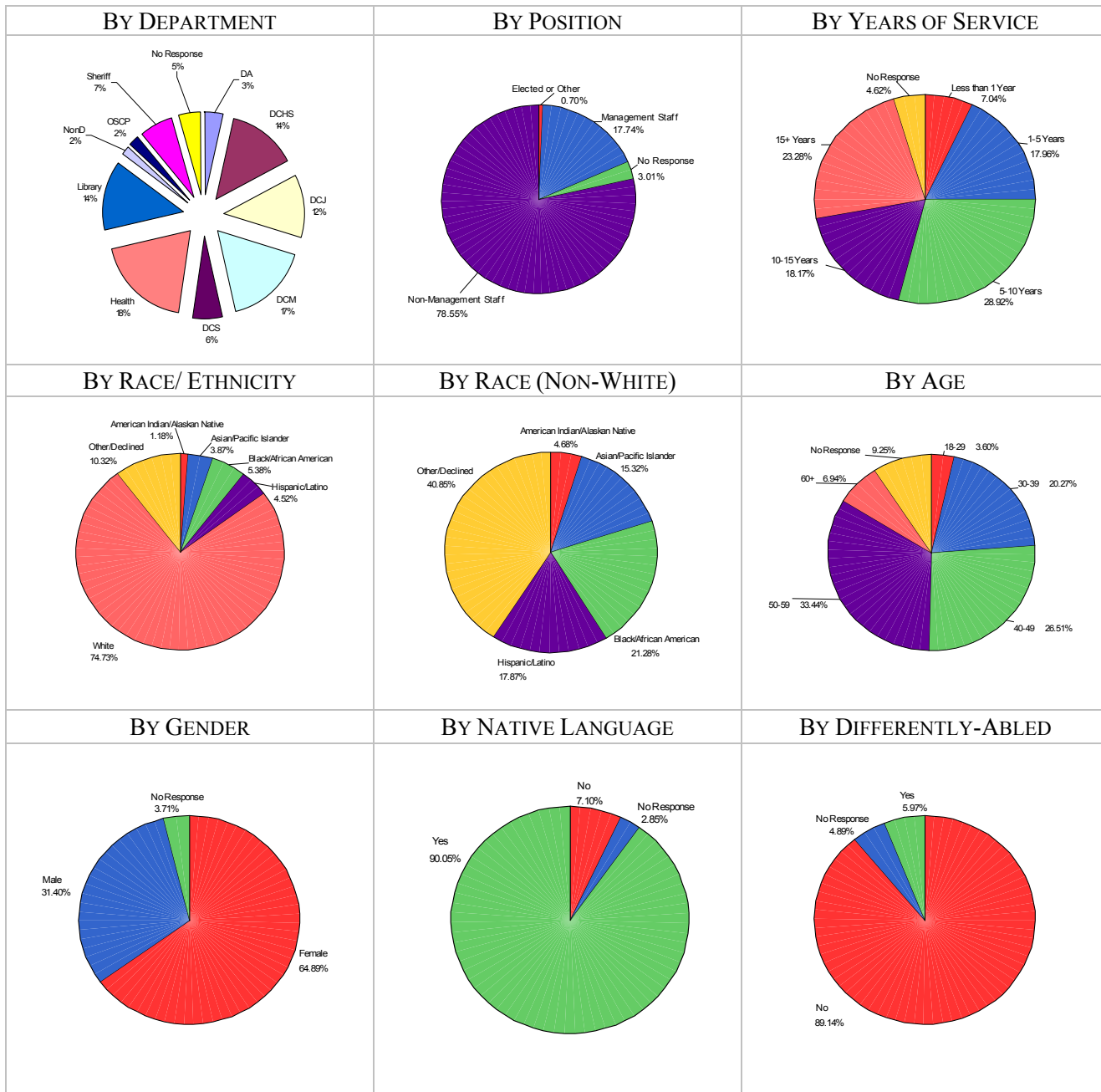
	American Indian/ Alaskan Native	Asian/ Pacific Islander	Black/ African American	Hispanic	White/ Caucasian
Response Rate	46%	25%	26%	25%	31%

Response Rate by Gender
Average Response Rate 33%

	Male	Female
Response Rate	29%	34%

- Women had a slightly higher response rate than men (34% versus 29%).
- Except for employees over 60, the older the employee was, the more likely they were to respond to the survey. In addition, the more experience an employee had meant that they were more likely to respond to the survey.
- Management staff were more likely to respond to the survey than non-management staff. This may be due in part to the fact that non-management staff includes the large number of temporary and on-call staff. The survey didn't record how many of the responses were from temporary or on-call staff, so no separate response rates are available. The response rate may also be due to limited access to email from some non-managerial staff.
- Response rate by race/ethnicity did not show significant variation. American Indian/Alaskan Native employees had a very high response rate, but they were by far the smallest population of employees.

Who responded

1860 Multnomah County staff participated in the 2006 Employee Survey. Those participants do not represent the same proportion of staff in Multnomah County—for instance, 16% of employees have less than a year of experience, but only 7% of employees with less than a year of experience participated in the survey. The percentages of who responded are important to include in this report because answers to the survey questions will vary based on these demographics, not the actual County staff demographics. The Response Rate (previous section) shows what percentage of County staff participated in the survey, Who Responded (this section) shows what percentage of the survey responses were from different types of employees.

BY DEPARTMENT

No Response 5%
DA 3%
DCHS 14%
Sheriff 7%
OSCP 2%
NonD 2%
DCJ 12%
Library 14%
DCM 17%
Health 18%
DCS 6%

BY POSITION

Elected or Other 0.70%
Management Staff 17.74%
No Response 3.01%
Non-Management Staff 78.55%

BY YEARS OF SERVICE

No Response 4.62%
Less than 1 Year 7.04%
15+ Years 23.28%
1-5 Years 17.96%
10-15 Years 18.17%
5-10 Years 28.92%

BY RACE/ ETHNICITY

American Indian/Alaskan Native 1.18%
Asian/Pacific Islander 3.87%
Other/Declined 10.32%
Black/African American 5.38%
Hispanic/Latino 4.52%
White 74.73%

BY RACE (NON-WHITE)

American Indian/Alaskan Native 4.68%
Asian/Pacific Islander 15.32%
Other/Declined 40.85%
Black/African American 21.28%
Hispanic/Latino 17.87%

BY AGE

No Response 9.25%
18-29 3.60%
60+ 6.94%
30-39 20.27%
50-59 33.44%
40-49 26.51%

BY GENDER

No Response 3.71%
Male 31.40%
Female 64.89%

BY NATIVE LANGUAGE

No 7.10%
No Response 2.85%
Yes 90.05%

BY DIFFERENTLY-ABLED

Yes 5.97%
No Response 4.89%
No 89.14%

- The majority of responses were from professional, non-management, non-elected staff. This is not surprising since the majority of staff at the County are non-management.

- A significant majority of responses were from women (65%) as opposed to men (31%). This is due to the fact that women had a higher response rate (see the Response Rate section) and there are more women working for Multnomah County than men.
- Over one-third of survey participants reported being 50-59 years old, while 27% and 20% of respondents were in their 40's and 30's respectively. The average age for survey participants was 47 years old. This was the mean (the statistical average) as well as the median (the age where half of respondents are older and half of respondents are younger).
- The mean of years employed at the County was 11 years, but the median was 9 years. This indicates that the average amount of time worked at Multnomah County is 11 years, but that average is heavily influenced by a few staff members who have a very high number of years of experience with the County.

Survey Questions

47 of the 73 survey questions were divided into six categories to measure various facets of employee attitudes. The six categories are Job Characteristics, Supervisor Support and Communication, Training, Organizational Citizenship, Organizational Commitment, and General Job Satisfaction. The measures are based on a 7-point scale; 1=low and 7=high.
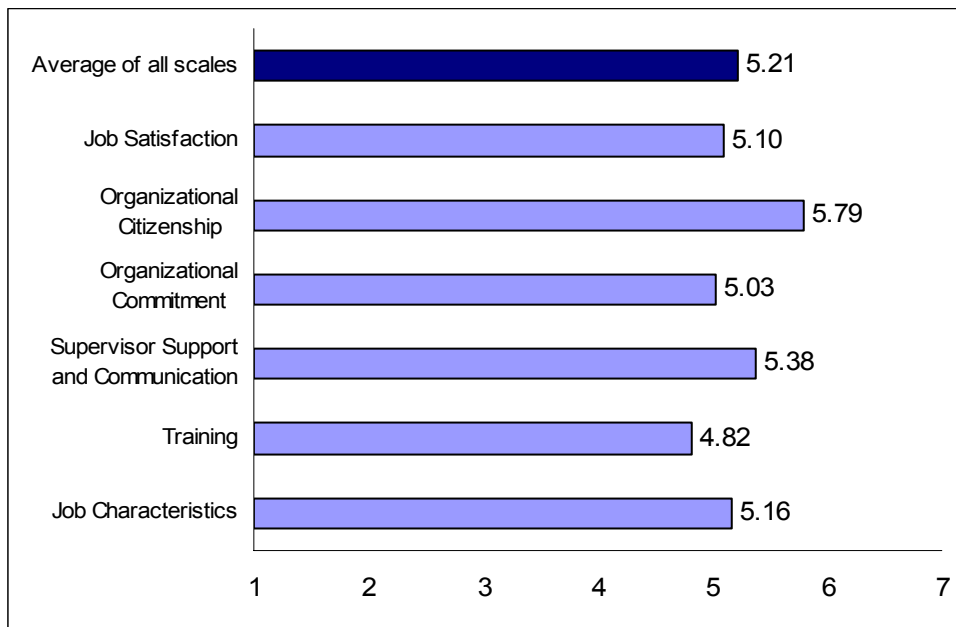
- The Job Characteristics Scale measured general facets of the employee's day-to-day work, including whether the employee's job provides variety and whether their input is sought.
- The Supervisor Support and Communication Scale measured satisfaction with interaction between the employee and their direct supervisor, including whether they understand their department's goals and whether they can be honest with their supervisor.
- The Training Scale measured employees' satisfaction with the usefulness of training opportunities.
- The Organizational Commitment Scale measured each employee's devotion to working at the County, including whether they feel a sense of belonging in their work unit and whether they would be happy to spend the rest of their career at the County.
- The Organizational Citizenship Scale measured how the employee acts at work, including whether they help others and whether they offer suggestions.
- The Job Satisfaction Scale measured general attitude, including employees' satisfaction with their division and with the County.

A breakdown of each of the survey scales by Department is included next. A list of the questions in all six categories, as well as a category breakdown by position type, years of service, race/ethnicity, and age are included in the following section. Sections for Diversity and Discrimination; Meaningful Employee Recognition; Measuring Customer Satisfaction; and Performance Measurement are included at the end of the report. All questions with number of responses and average score are included in the Appendix.

Survey Scales by Department

Job Characteristics

Average Score 5.16

	DA	DCHS	DCJ	DCM	DCS	Health	Library	NonD	OSCP	Sheriff
Job Chctr stcs	5.14	5.11	5.13	4.95	5.06	5.23	5.30	5.23	4.94	4.72

Training

Average Score 4.82

	DA	DCHS	DCJ	DCM	DCS	Health	Library	NonD	OSCP	Sheriff
Training	4.47	4.70	4.86	4.91	4.81	4.99	5.19	4.43	4.78	3.84

Supervisor Support

Average Score 5.38

	DA	DCHS	DCJ	DCM	DCS	Health	Library	NonD	OSCP	Sheriff
Super vsr Suppt	5.39	5.53	5.39	5.27	5.25	5.55	5.64	5.30	5.37	4.67

Organizational Citizenship

Average Score 5.79

	DA	DCHS	DCJ	DCM	DCS	Health	Library	NonD	OSCP	Sheriff
Org. Citizenship	5.95	5.73	5.81	5.81	5.65	5.87	5.76	5.88	5.76	5.73

Job Satisfaction

Average Score 5.10

	DA	DCHS	DCJ	DCM	DCS	Health	Library	NonD	OSCP	Sheriff
Job Satisf .	5.11	5.11	5.15	5.19	5.14	5.33	5.22	5.23	5.31	4.42

Organizational Commitment

Average Score 5.03

	DA	DCHS	DCJ	DCM	DCS	Health	Library	NonD	OSCP	Sheriff
Org. Commtmt	5.05	5.05	4.90	4.69	5.04	5.34	5.37	4.91	4.67	4.63

- The Library and the Health Department were the most highly satisfied departments on four out of six scales. The Health Department was among the top three departments on all six scales.
- The Sheriff's Office had the lowest satisfaction scores on five out of six scales.
- The Training Scale ranked the lowest of all scales and showed the most variation between departments—3.84 in the Sheriff's Office to 5.19 in the Library.
- Each Department will receive an additional report breaking down their survey questions further.

Job Characteristics Questions

The Job Characteristics Scale included general questions that describe the employee's job.

Job Characteristics

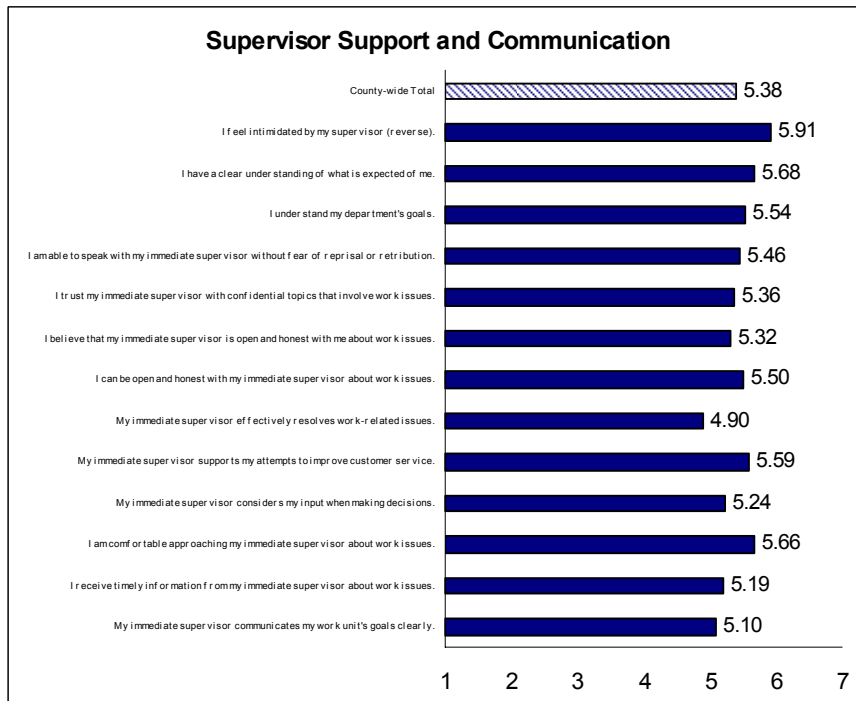| Question	Score
County-wide Total	5.16
I frequently see my input seriously considered by others.	4.97
My input is actively sought in my work unit.	5.06
I am encouraged to join collaborative efforts outside my work unit.	4.65
My job provides feedback on how well I am performing as I am working.	4.60
My job allows me the freedom to determine how best to do my work.	5.26
My job allows me the opportunity to complete work I start.	5.24
My job provides variety.	5.64

- The four Job Characteristic questions dealing with other people (my input is sought, my input is used, I am encouraged to collaborate, I receive feedback) scored the lowest in terms of employee satisfaction while the remaining three questions about individual-based job characteristics scored higher. The two questions that scored the lowest could be directly impacted by supervisors.

BY POSITION

	Score
Total	5.16
Elected/Other	5.56
Non-Management	5.09
Management/Supervisor	5.46

BY YEARS OF SERVICE

	Score
Total	5.16
15+ Years	5.20
10-15 Years	5.13
5-10 Years	5.07
1-5 Years	5.21
Less than 1 Year	5.38

BY RACE/ETHNICITY

	Score
Total	5.16
Other/Declined	4.87
White	5.17
Hispanic/Latino	5.26
Black/African American	5.35
Asian/Pacific Islander	5.19
American Indian/Alaskan Native	5.48

BY AGE

	Score
Total	5.16
60+	5.28
50-59	5.20
40-49	5.17
30-39	5.19
18-29	5.00

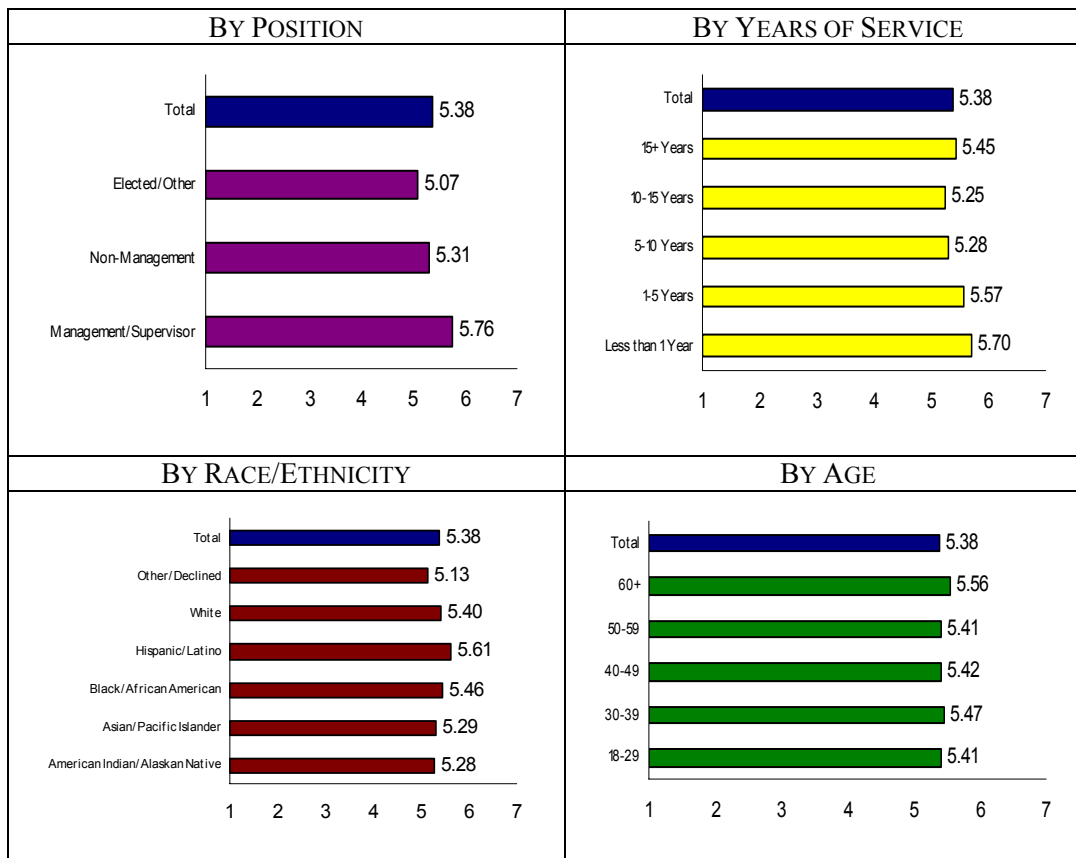- Only minor differences were found when comparing job characteristic responses by years of service, race/ethnicity, and age.
- There was a significant difference between job characteristic responses based on the type of position the employee held. Having differences in job characteristics for different job types was an expected outcome. Elected employees felt they had the most favorable job characteristics.

Supervisor Support and Communication Questions

The Supervisor Support and Communication Scale is a set of questions developed in 2006 as a way to help supervisors understand which areas of support and communication are seen as needing the most improvement.

Supervisor Support and Communication

Question	Score
County-wide Total	5.38
I feel intimidated by my supervisor (reverse).	5.91
I have a clear understanding of what is expected of me.	5.68
I understand my department's goals.	5.54
I am able to speak with my immediate supervisor without fear of reprisal or retribution.	5.46
I trust my immediate supervisor with confidential topics that involve work issues.	5.36
I believe that my immediate supervisor is open and honest with me about work issues.	5.32
I can be open and honest with my immediate supervisor about work issues.	5.50
My immediate supervisor effectively resolves work-related issues.	4.90
My immediate supervisor supports my attempts to improve customer service.	5.59
My immediate supervisor considers my input when making decisions.	5.24
I am comfortable approaching my immediate supervisor about work issues.	5.66
I receive timely information from my immediate supervisor about work issues.	5.19
My immediate supervisor communicates my work unit's goals clearly.	5.10

- Other than the Organizational Citizenship Scale (which measures employees' rating of their own actions), the Supervisor Support and Communication Scale had the highest satisfaction rating among County staff.
- This scale also has the largest amount of questions.
- The two questions that reflected the lowest satisfaction among employees can be directly improved by supervisors: effectively solve work-related issues and clearly communicate the unit's goals to employees.
- The indicator where employees rated the highest satisfaction was whether they were intimidated by their supervisor. This mirrored the high satisfaction of employees with the lack of discrimination in the workplace.

BY POSITION

	Score
Total	5.38
Elected/Other	5.07
Non-Management	5.31
Management/Supervisor	5.76

BY YEARS OF SERVICE

	Score
Total	5.38
15+ Years	5.45
10-15 Years	5.25
5-10 Years	5.28
1-5 Years	5.57
Less than 1 Year	5.70

BY RACE/ETHNICITY

	Score
Total	5.38
Other/Declined	5.13
White	5.40
Hispanic/Latino	5.61
Black/African American	5.46
Asian/Pacific Islander	5.29
American Indian/Alaskan Native	5.28

BY AGE

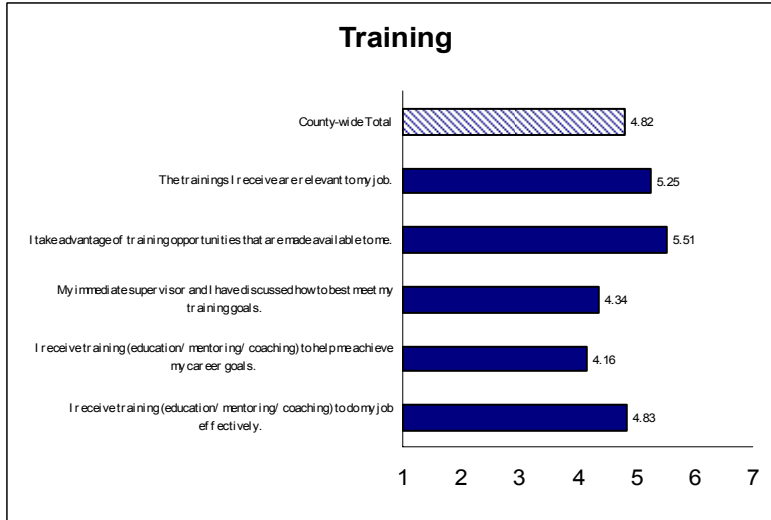|	Score
Total	5.38
60+	5.56
50-59	5.41
40-49	5.42
30-39	5.47
18-29	5.41

- The oldest employees—those over 60—reported the highest satisfaction with this scale. There was no significant difference among other age groups.
- Supervisor Support and Communication was rated most highly by employees with less than a year of experience with the County, followed by employees with 1-5 years' experience and employees with more than 15 years' experience. Employees with 5-15 years' experience rated this scale lower than other experience groups.
- Professionals were less satisfied on Supervisor Support and Communication questions than supervisors, managers, and elected staff. When managers and elected were removed, the scores on each of the questions went down.
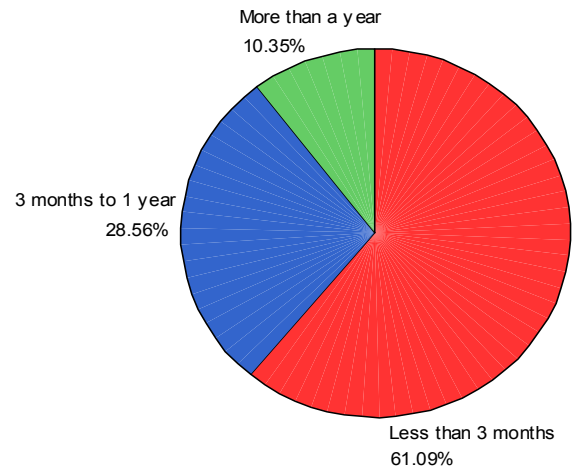
Training Questions

The Training Scale measured employee attitudes toward current levels of training.

Training

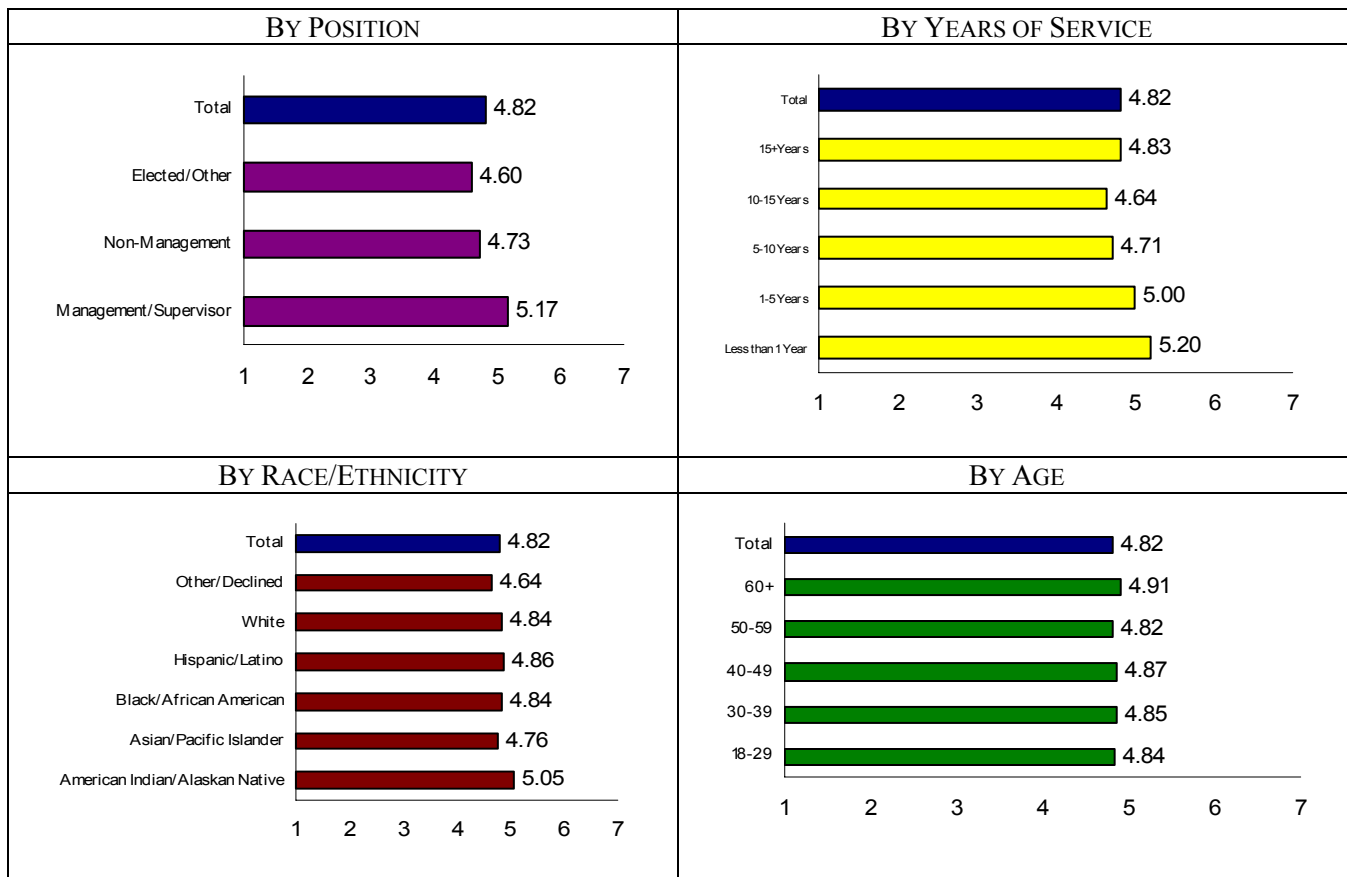|	
County-wide Total	4.82
The trainings I receive are relevant to my job.	5.25
I take advantage of training opportunities that are made available to me.	5.51
My immediate supervisor and I have discussed how to best meet my training goals.	4.34
I receive training (education/ mentoring/ coaching) to help me achieve my career goals.	4.16
I receive training (education/ mentoring/ coaching) to do my job effectively.	4.83

- Training was the scale which employees rated the lowest level of satisfaction—4.8 compared to the other scales that had a rating over 5.
- Newer employees (less than 5 years of service) rated questions on the Training scale higher than employees who have worked at Multnomah County longer.

How long ago did you last receive training?

More than a year 10.35%

3 months to 1 year 28.56%
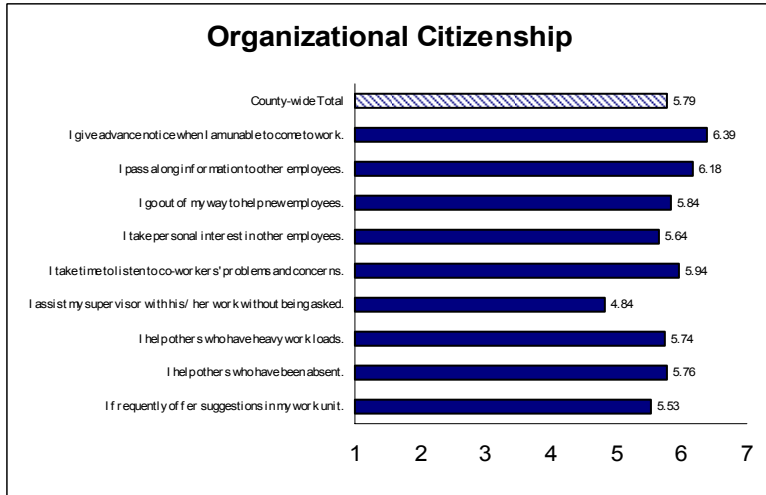
Less than 3 months 61.09%

- In addition to the training scale questions, respondents were asked how long ago they received their last training. Answers ranged from 0 months ago to 20 years ago. The average was 6.5 months ago, and the median was 2 months ago. This reflects the fact that a few respondents who haven't received training in a very long time made the average higher.
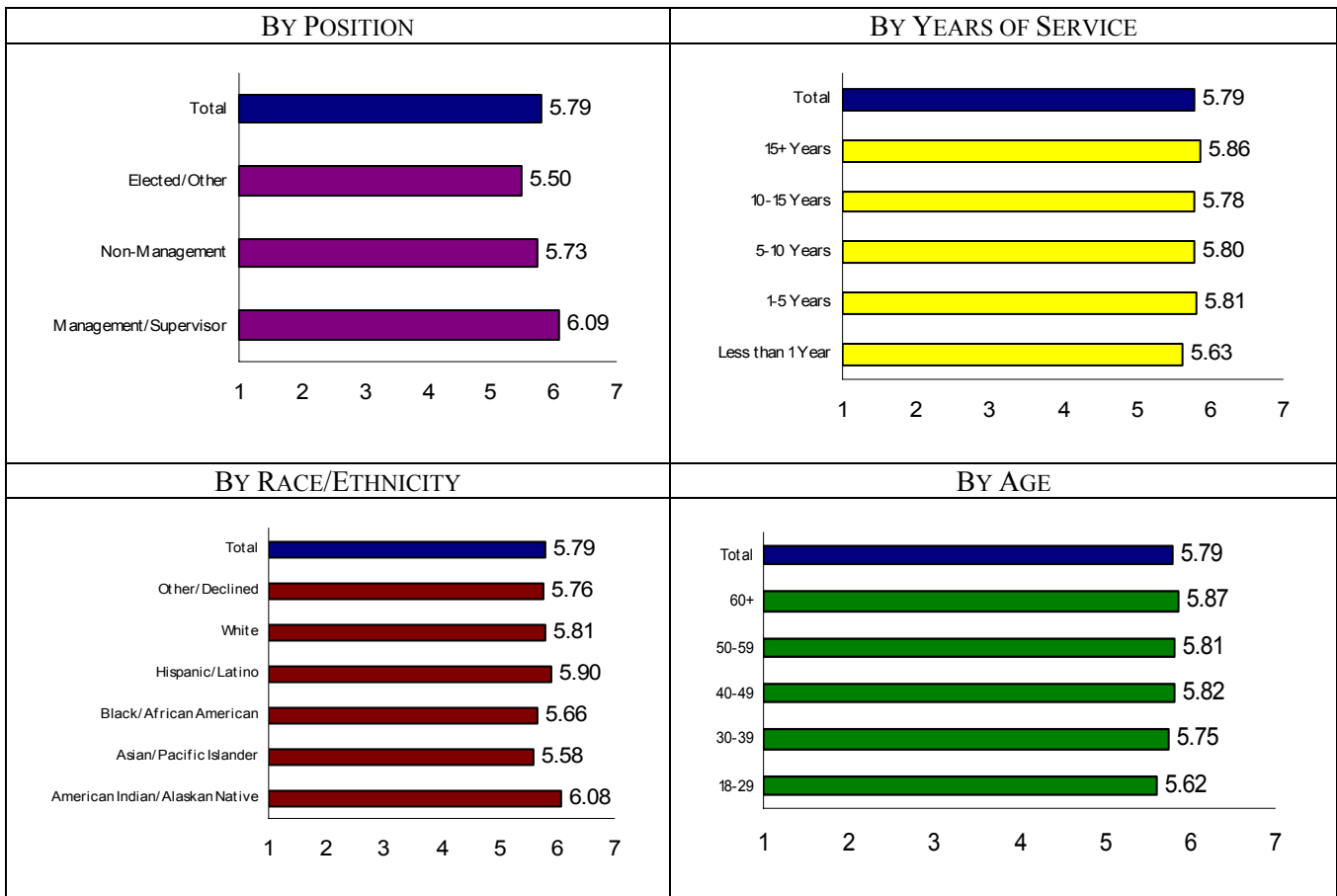
BY POSITION

Total	4.82
Elected/Other	4.60
Non-Management	4.73
Management/Supervisor	5.17

BY YEARS OF SERVICE

Total	4.82
15+ Years	4.83
10-15 Years	4.64
5-10 Years	4.71
1-5 Years	5.00
Less than 1 Year	5.20

BY RACE/ETHNICITY

Total	4.82
Other/Declined	4.64
White	4.84
Hispanic/Latino	4.86
Black/African American	4.84
Asian/Pacific Islander	4.76
American Indian/Alaskan Native	5.05

BY AGE

Total	4.82
60+	4.91
50-59	4.82
40-49	4.87
30-39	4.85
18-29	4.84

Organizational Citizenship Behavior Questions

The Organizational Citizenship Behavior Scale consists of nine questions which measured employees' informal helping behaviors that contribute to the overall health and efficiency of an organization. High levels of citizenship behaviors are correlated with and attributed to high levels of job satisfaction.

Organizational Citizenship

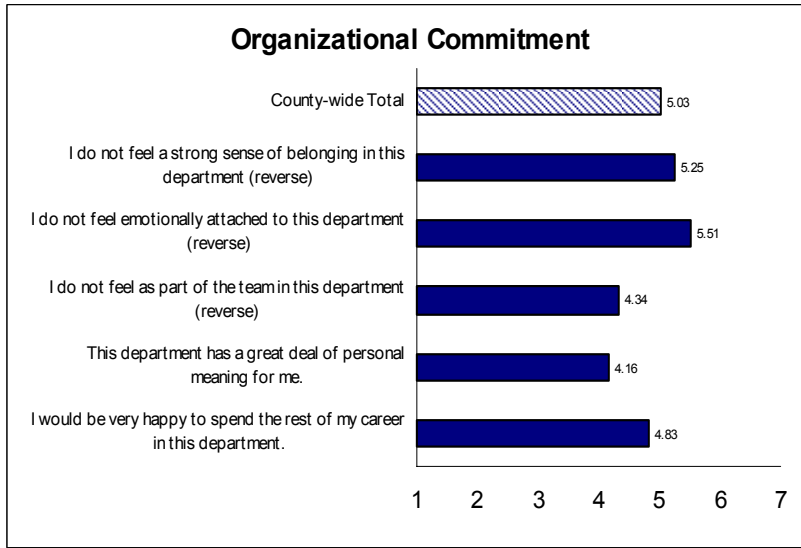|	Value
County-wide Total	5.79
I give advance notice when I am unable to come to work.	6.39
I pass along information to other employees.	6.18
I go out of my way to help new employees.	5.84
I take personal interest in other employees.	5.64
I take time to listen to co-workers' problems and concerns.	5.94
I assist my supervisor with his/her work without being asked.	4.84
I help others who have heavy work loads.	5.74
I help others who have been absent.	5.76
I frequently offer suggestions in my work unit.	5.53

- Overall, employees rated their organizational citizenship as very high—second highest in satisfaction levels to the set of questions about diversity and discrimination.
- One of the nine questions decreased the average significantly: whether employees help their supervisors without being asked.
- The question about whether employees give notice when they cannot come to work scored the highest of all survey questions.

BY POSITION

	Value
Total	5.79
Elected/Other	5.50
Non-Management	5.73
Management/Supervisor	6.09

BY YEARS OF SERVICE

	Value
Total	5.79
15+ Years	5.86
10-15 Years	5.78
5-10 Years	5.80
1-5 Years	5.81
Less than 1 Year	5.63

BY RACE/ETHNICITY

	Value
Total	5.79
Other/Declined	5.76
White	5.81
Hispanic/Latino	5.90
Black/African American	5.66
Asian/Pacific Islander	5.58
American Indian/Alaskan Native	6.08

BY AGE

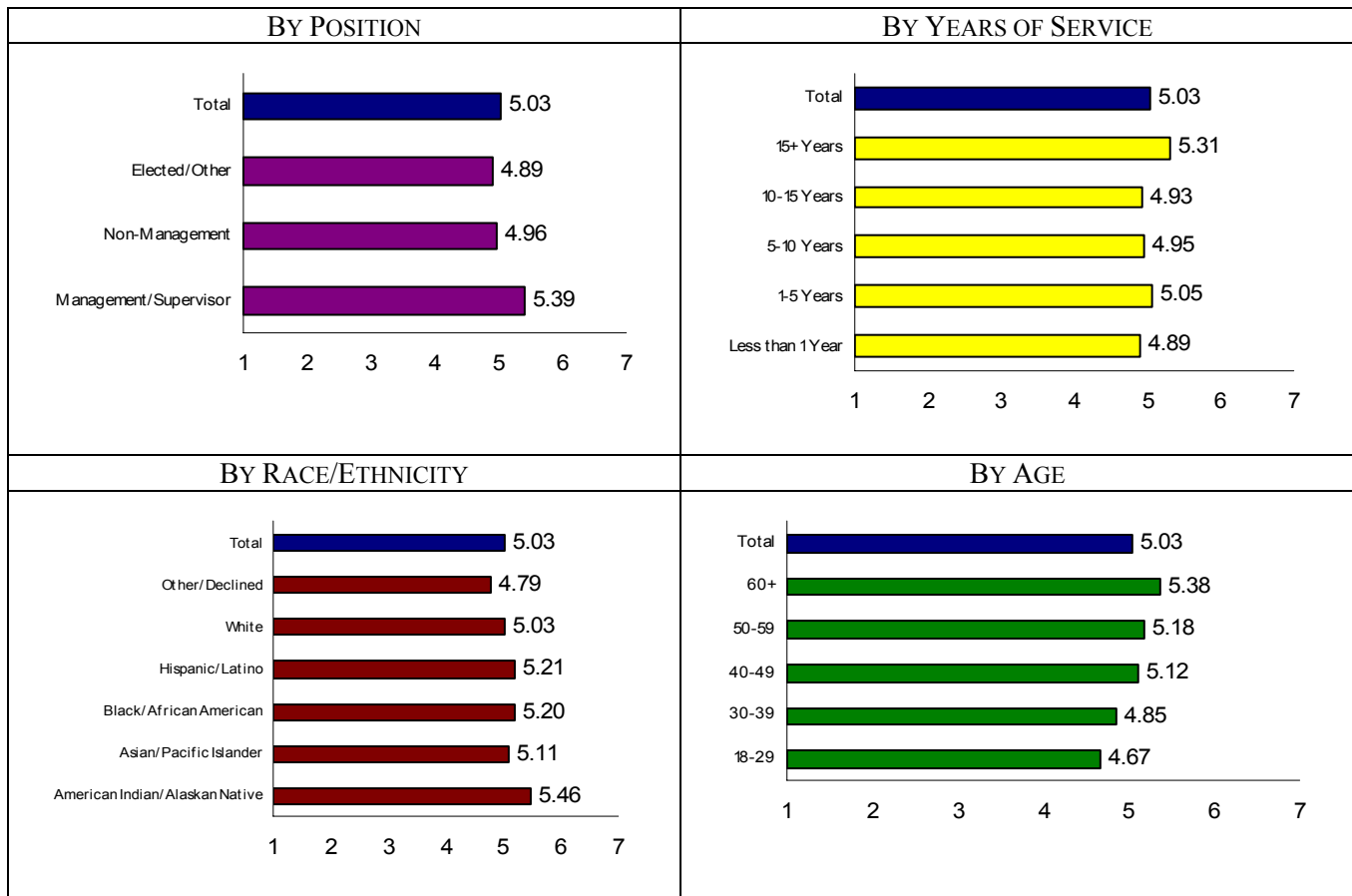|	Value
Total	5.79
60+	5.87
50-59	5.81
40-49	5.82
30-39	5.75
18-29	5.62

- Managers and supervisors rated their own organizational citizenship much higher than other types of employees did—6.1 as compared to 5.7 for non managers/elected officials.
- Organizational citizenship also varied by age—older employees rated their citizenship higher than younger employees.

Organizational Commitment Questions

The Organizational Commitment Scale is a research-based scale which measures an employee's commitment to the organization, which is closely correlated with satisfaction. This scale measures the level of devotion employees have to Multnomah County as an employer.

Organizational Commitment

County-wide Total	5.03
I do not feel a strong sense of belonging in this department (reverse)	5.25
I do not feel emotionally attached to this department (reverse)	5.51
I do not feel as part of the team in this department (reverse)	4.34
This department has a great deal of personal meaning for me.	4.16
I would be very happy to spend the rest of my career in this department.	4.83

- Employees rated their level of organizational commitment fairly low in comparison to other types of questions—4.82 out of 7 was the average level of organizational commitment from employees.
- Questions that were expected to elicit similar responses showed variation. Employees answered more positively on whether they feel a sense of belonging and whether they feel emotionally attached to the department, and answered more negatively on whether they feel part of the team and whether the department has personal meaning for them.

BY POSITION

Total	5.03
Elected/Other	4.89
Non-Management	4.96
Management/Supervisor	5.39

BY YEARS OF SERVICE

Total	5.03
15+ Years	5.31
10-15 Years	4.93
5-10 Years	4.95
1-5 Years	5.05
Less than 1 Year	4.89

BY RACE/ETHNICITY

Total	5.03
Other/Declined	4.79
White	5.03
Hispanic/Latino	5.21
Black/African American	5.20
Asian/Pacific Islander	5.11
American Indian/Alaskan Native	5.46

BY AGE

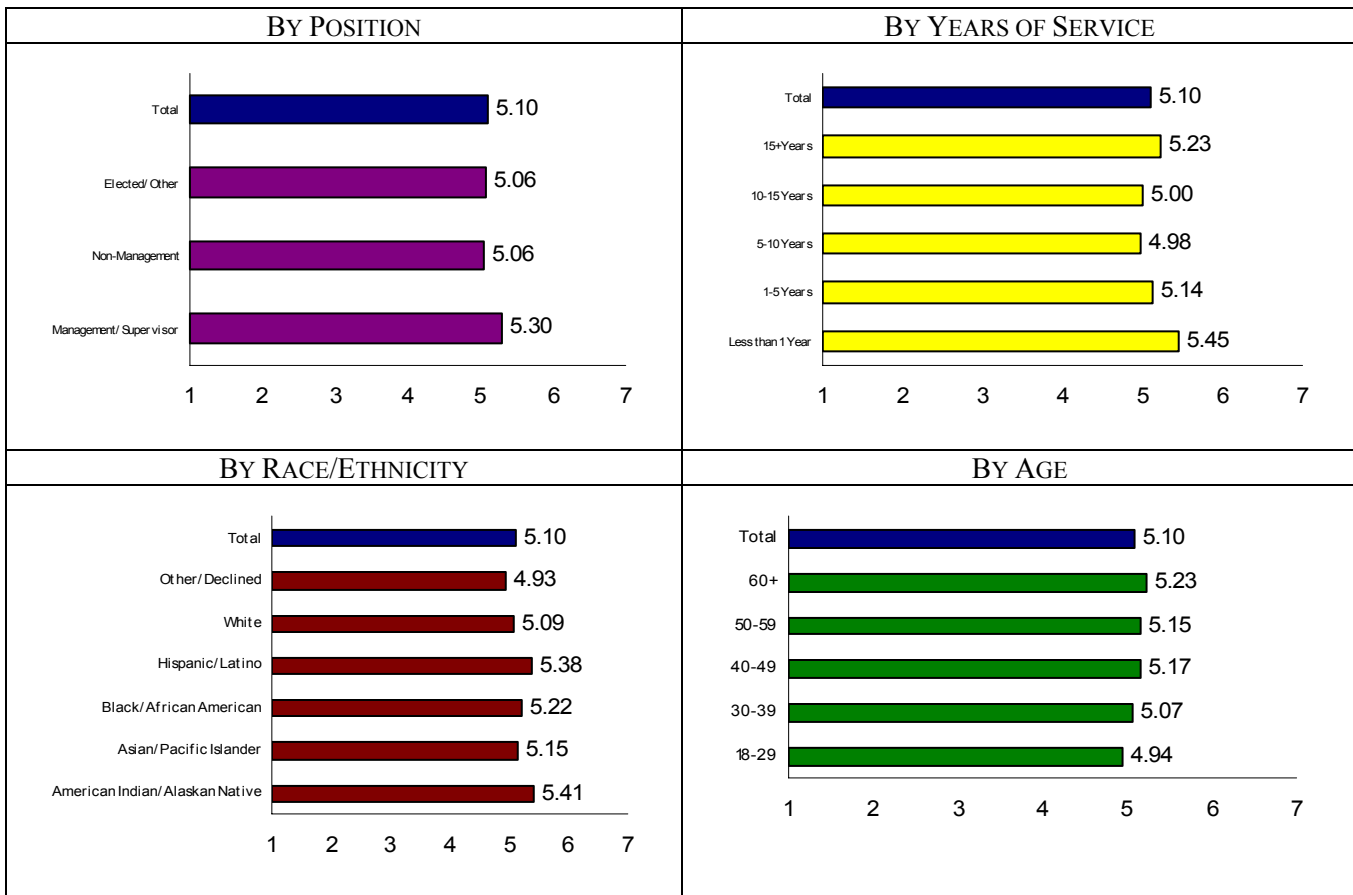|	
Total	5.03
60+	5.38
50-59	5.18
40-49	5.12
30-39	4.85
18-29	4.67

- Managers felt significantly more committed to their departments than professional staff. Managers and professional staff both scored higher on commitment than elected staff, perhaps due to the temporary and non-departmental nature of elected positions.
- Commitment was highly correlated with age—younger employees were less committed than older employees.

Job Satisfaction

The Job Satisfaction Scale is a research-based scale which measures overall employee satisfaction. It is highly correlated with organizational commitment and organizational citizenship.

Job Satisfaction

Question	Score
County-wide Total	5.10
I frequently think of quitting this job (reverse)	5.31
In general, I am satisfied with the way things are going in Multnomah County Government at this time.	3.97
In general, I am satisfied with the way things are going in my department/agency at this time.	4.45
In general, I am satisfied with the way things are going in my division at this time.	4.50
In general, I am satisfied with the way things are going in my program/work unit at this time.	4.75
Most people on this job are very satisfied with this job.	4.40
I am generally satisfied with the kind of work I do in this job.	5.49
Generally speaking, I am very satisfied with this job.	5.18

- Overall, the job satisfaction category of questions scored the lowest level of satisfaction from respondents.
- Participants are more satisfied with how things are going in their job, less so for their division, less so for their department.
- Of all 73 survey questions, the question with the lowest response was whether employees are satisfied with how things are going in Multnomah County at this time—staff rated this question as an average of 3.97 out of 7— similar to a 57% approval rating.

BY POSITION

	Score
Total	5.10
Elected/Other	5.06
Non-Management	5.06
Management/Supervisor	5.30

BY YEARS OF SERVICE

	Score
Total	5.10
15+ Years	5.23
10-15 Years	5.00
5-10 Years	4.98
1-5 Years	5.14
Less than 1 Year	5.45

BY RACE/ETHNICITY

	Score
Total	5.10
Other/Declined	4.93
White	5.09
Hispanic/Latino	5.38
Black/African American	5.22
Asian/Pacific Islander	5.15
American Indian/Alaskan Native	5.41

BY AGE

	Score
Total	5.10
60+	5.23
50-59	5.15
40-49	5.17
30-39	5.07
18-29	4.94

- Newer, older, and management employees rated their job satisfaction higher than their counterparts.
- Employees of color rated their satisfaction higher than those who reported their race as White.

Diversity and Discrimination

The Diversity and Discrimination questions constitute a new section for the Employee Survey. Four out of five of the questions were reverse coded, meaning that they expressed a negative trait and asked respondents to agree or disagree. The answers from those questions have been reversed to show agreement as a positive response. Responses of 1-2 were categorized as "negative", 3-5 as "middle", and 6-7 as "positive".

The responses to these questions were the most positive of all survey questions. Employees who responded felt that there was little discrimination in the workplace. Of the five questions, religious discrimination had the lowest satisfaction score.

	My immediate supervisor does not hold negative stereotypes about people of color, LGBT, and others.	Sometimes a persons religion affects how they are viewed in my work unit (reverse)	Some people in my work unit are not comfortable with women in managerial positions (reverse)	I have heard ethnic and or racist remarks in my work unit (reverse)	I have heard people in my work unit make negative comments about LGBT (reverse)
Negative	4%	8%	7%	6%	6%
Middle	13%	14%	14%	11%	10%
Positive	83%	78%	79%	83%	84%

* LGBT is abbreviated in the chart above but was expressed as "gays/lesbians/bisexuals" in the survey.

Race/Ethnicity
Respondents who identified their race as something other than "White" had a statistically significant difference from those who answered "White" on one of the questions. Respondents who did not answer "White" expressed that they had heard ethnic or racist comments in their work unit more often than those who did answer "White" did.

Gender
There was a statistically significant difference between men and women on the question about gender equity as well. Women agreed more strongly that some people in their work unit are not comfortable with women in managerial positions. Women also felt more strongly than men that their supervisor held negative stereotypes and that they had heard people in their unit make negative comments about gays and lesbians. As a note, of the employees who responded, women were statistically less likely to hold managerial positions than men. Even though there are more female managers than male managers, it does not represent the same high proportion of women to men in the County.

Who answered what
It was not the same respondents who rated their satisfaction with diversity and discrimination low on each question. Many respondents who rated any of the questions with low satisfaction only did so on one of the questions, not all of them. This would suggest that the presence of discrimination is not uniform for all types of discrimination—discrimination based on gender, race/ethnicity, religion, or sexual orientation—but that specific instances of discrimination occur for different employees. More than any other set of questions, respondents were more likely to "polarize" their responses—rating one or two of the questions with the lowest score while rating the other questions with the highest score. For this reason, the questions have not been aggregated together into a discrimination scale. Disaggregation of these responses can be seen in each of the Department reports.

## Meaningful Employee Recognition
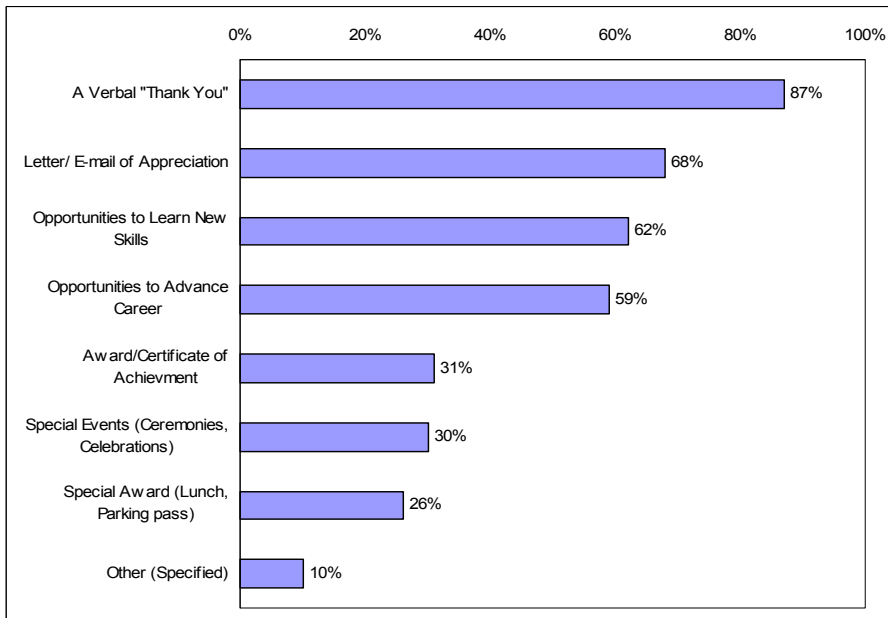
- Meaningful Employee Recognition means different things to different people. A variety of recognition options were given so that respondents could identify what was important to them. More than one option could be selected. The table above shows the percentage of respondents who indicated that the method of recognition is meaningful.
- Generally speaking, meaningful recognition for employees is not compensation related. Although most of the responses to "Other" described financial rewards such as bonuses or raises, only 10% of respondents marked that category.

- The vast majority stated that a simple, verbal "Thank You" is meaningful recognition; also an informal letter or email of appreciation is also considered a valuable form of recognition by most county employees. 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. 62% of respondents believe having the opportunity to learn new skills is a meaningful form of recognition. 59% of respondents think having the opportunity to advance their career is a meaningful form of recognition.
- Items such as special events, special awards and certificates are not particularly meaningful ways of employee recognition.
- OSCP and the Library had the highest scale values when asked if they felt they had been meaningfully recognized in the last three months; the Sheriff's office had the lowest.

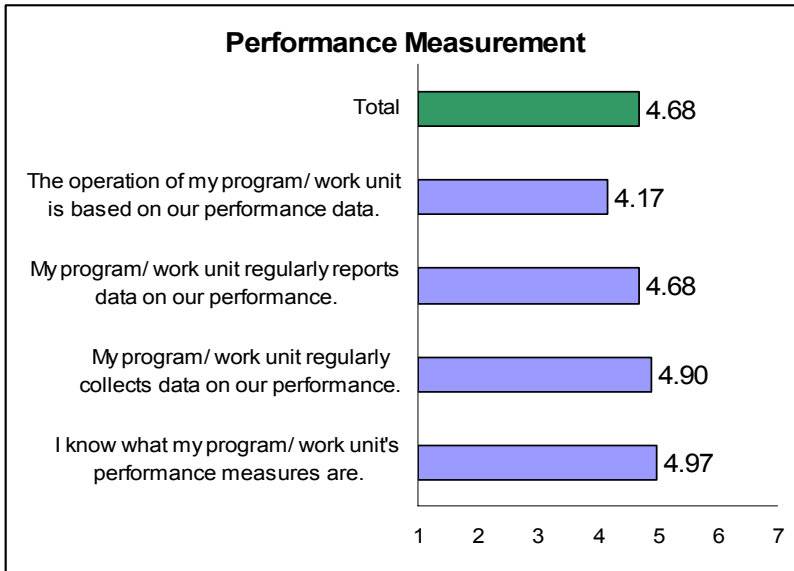**In the last three months I feel I have been meaningfully recognized**
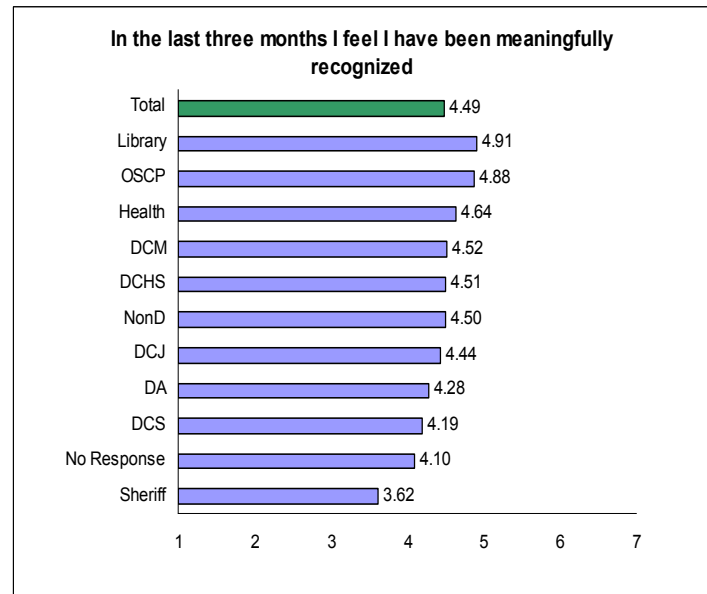
Measuring Customer Satisfaction
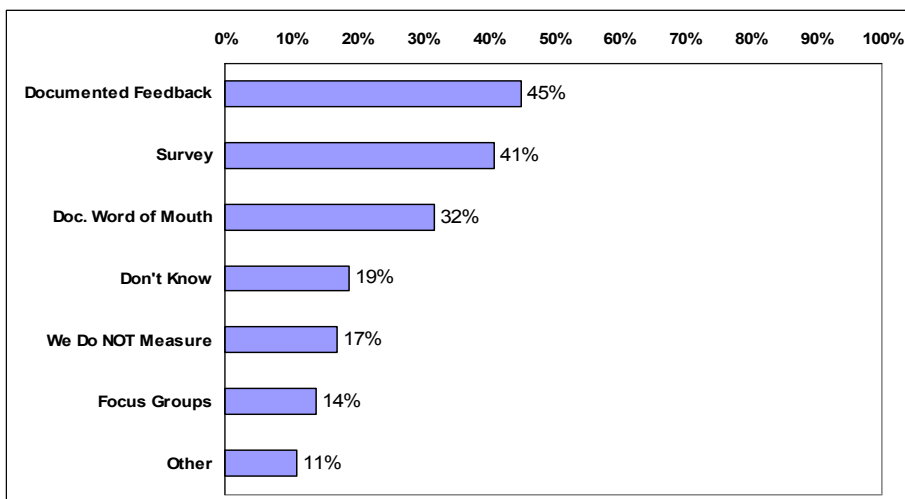
- On a scale of 1 to 7, with 1 being Strongly Disagree and 7 being Strongly Agree, the average response to the statement "Customer service is an important management priority in my work unit" was 5.9.
- The average response to the statement, "I am able to offer my customers the best possible quality service" was 5.5.
- 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. 17% of respondents indicated they did <u>NOT</u> 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.
- 19% 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.

Performance Measurement

Performance Measurement

Total	4.68
The operation of my program/ work unit is based on our performance data.	4.17
My program/ work unit regularly reports data on our performance.	4.68
My program/ work unit regularly collects data on our performance.	4.90
I know what my program/ work unit's performance measures are.	4.97

- The average response on a scale of 1-7 for all Performance Measurement questions was 4.7.
- Total responses showed a strong correlation between Performance Measurement question responses and age.
- Respondents age 50-59 rated Performance Measure questions higher than other age groups.
- Strong correlations were shown between the Performance Measurement question "I know what my program/ work unit's performance measures are" and the two Supervisor Support and Communication questions "My immediate supervisor communicates my work unit's goals clearly." and "I understand my department's goals."

- Of the total responses, Departments that showed an above average response regarding Performance Measurement include DCHS, Library, DCJ, and OSCP, the average being 4.7. Divisions within departments showed variation in their rating of performance measurement. The highest divisions were Health-ICS Dental Services, Library-Outreach Services, and DCM-Budget Office.
- Many departments reported an average or below average response on Performance Measurement questions. The lowest divisions were DCHS-Director's Office and Sheriff-Corrections. The Sheriff's Office was significantly lower than other departments. Some divisions were not large enough to rank.
- Performance measurement reporting was

Performance Measurement by Department

Total	4.68
Health	5.05
DCJ	5.02
DCHS	4.87
OSCP	4.81
Library	4.78
DCM	4.49
DA	4.37
DCS	4.34
NonD	4.32
Sheriff	3.54

standardized and required for the annual budget process for the first time in 2006. In 2007, a significant initiative called MultStat will help decision makers use performance measurement data to manage their programs more effectively. Because of this initiative, it is expected that employee knowledge of performance measurement will increase before the 2008 Employee Survey.
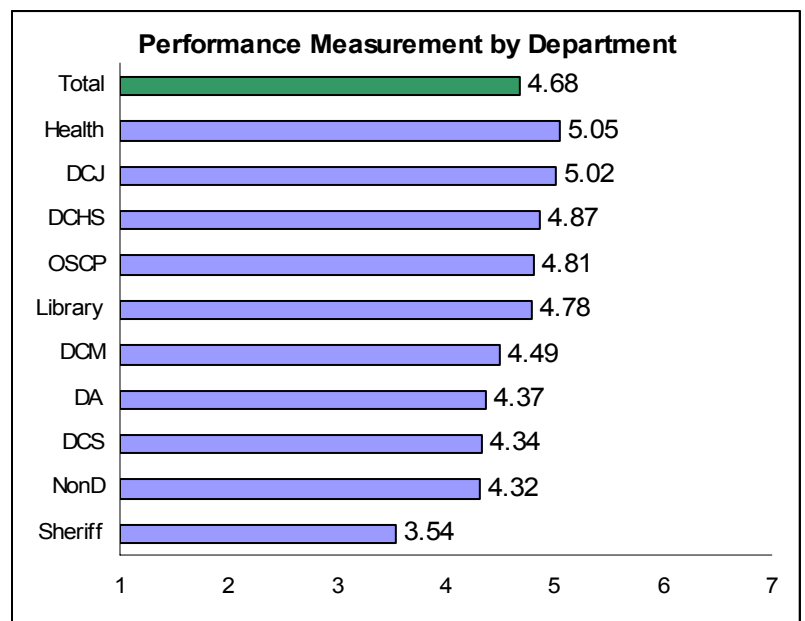
APPENDIX of All Questions with Number of Responses, Average Rating, and Variance (rank ordered by mean)	N[1]	Mean	Std. Dev.
I give advance notice when I am unable to come to work.	1839	6.39	0.94
My immediate supervisor does not hold negative stereotypes about people of color, [LGBT], and/or other diverse groups (reverse)	1839	6.26	1.34
I have heard people in my work unit make negative comments about gays lesbians bisexuals (reverse)	1842	6.24	1.53
I pass along information to other employees.	1829	6.18	0.94
I have heard ethnic and or racist remarks in my work unit (reverse)	1839	6.17	1.57
Some people in my work unit are not comfortable with women in managerial positions (reverse)	1830	6.07	1.62
Sometimes a persons religion affects how they are viewed in my work unit (reverse)	1837	5.99	1.73
I take time to listen to co-workers' problems and concerns.	1838	5.94	1.10
Customer service is an important management priority in my program/ work unit.	1838	5.94	1.47
I feel intimidated by my supervisor (reverse)	1840	5.91	1.71
I go out of my way to help new employees.	1819	5.84	1.17
I help others who have been absent.	1819	5.76	1.30
I help others who have heavy work loads.	1827	5.74	1.28
I have a clear understanding of what is expected of me.	1843	5.68	1.48
I am comfortable approaching my immediate supervisor about work issues.	1848	5.66	1.77
I take personal interest in other employees.	1835	5.64	1.33
My job provides variety.	1842	5.64	1.48
My immediate supervisor supports my attempts to improve customer service.	1831	5.59	1.65
I understand my department's goals.	1844	5.54	1.57
I am able to offer my customers the best possible quality service.	1830	5.53	1.57
I frequently offer suggestions in my work unit.	1841	5.53	1.43
I do not feel as part of the team in this department (reverse)	1841	5.53	1.79
I take advantage of training opportunities that are made available to me.	1849	5.51	1.44
I can be open and honest with my immediate supervisor about work issues.	1844	5.50	1.84
I am generally satisfied with the kind of work I do in this job.	1840	5.49	1.47
I am able to speak with my immediate supervisor without fear of reprisal or retribution.	1834	5.46	1.93
I trust my immediate supervisor with confidential topics that involve work issues.	1841	5.36	1.96
I believe that my immediate supervisor is open and honest with me about work issues.	1843	5.32	1.89
I frequently think of quitting this job (reverse)	1840	5.31	1.91
My job allows me the freedom to determine how best to do my work.	1852	5.26	1.59
I do not feel a strong sense of belonging in this department (reverse)	1842	5.25	1.85
The trainings I receive are relevant to my job.	1831	5.25	1.58
My immediate supervisor considers my input when making decisions.	1839	5.24	1.83
My job allows me the opportunity to complete work I start.	1846	5.24	1.56
I receive timely information from my immediate supervisor about work issues.	1841	5.19	1.76
Generally speaking, I am very satisfied with this job.	1847	5.18	1.66
My immediate supervisor communicates my work unit's goals clearly.	1845	5.10	1.79
I do not feel emotionally attached to this department (reverse)	1838	5.07	1.97
My input is actively sought in my work unit.	1839	5.06	1.81
I frequently see my input seriously considered by others.	1835	4.97	1.77
I know what my program/ work unit's performance measures are.	1845	4.97	1.84
My program/ work unit regularly collects data on our performance.	1828	4.90	1.88
My immediate supervisor effectively resolves work-related issues.	1837	4.90	1.94
I assist my supervisor with his/ her work without being asked.	1809	4.84	1.80
I receive training (education/ mentoring/ coaching) to do my job effectively.	1855	4.83	1.69
In general, I am satisfied with the way things are going in my program/ work unit at this time.	1842	4.75	1.82
I would be very happy to spend the rest of my career in this department.	1843	4.74	2.07
My program/ work unit regularly reports data on our performance.	1823	4.68	1.93
I am encouraged to join collaborative efforts outside my work unit.	1830	4.65	1.95
My job provides feedback on how well I am performing as I am working.	1853	4.60	1.75
This department has a great deal of personal meaning for me.	1837	4.58	1.89
In general, I am satisfied with the way things are going in my division at this time.	1827	4.50	1.81
In the last three months, I feel I have been meaningfully recognized.	1836	4.49	2.03
In general, I am satisfied with the way things are going in my department/ agency at this time.	1833	4.45	1.81
Most people on this job are very satisfied with this job.	1799	4.40	1.61
My immediate supervisor and I have discussed how to best meet my training goals.	1851	4.34	1.99
The operation of my program/ work unit is based on our performance data.	1813	4.17	1.89
I receive training (education/ mentoring/ coaching) to help me achieve my career goals.	1847	4.16	1.88
In general, I am satisfied with the way things are going in Multnomah County Government at this time.	1824	3.97	1.63

[1] N is the number of responses. Not all participants answered every question. Mean is the statistical average of all responses. Standard Deviation is a measure of variance. The greater the Std. Dev., the more widely the responses varied.