



The Survey Says...

City of Kent Employee Survey Results
October 24, 2005

Great organizations know where they going and have the discipline to stay focused on what's important. They anticipate, spot trends and adapt fast. They ask the right questions and get things done. They are places where talented employees are given a chance to do what they do best. Yet as good as they are, they take nothing for granted and continuously track progress towards their goals. They learn from failures, stay close to their customers, and keep watch on their competitors. And everything they do, they do with passion and unwavering integrity.

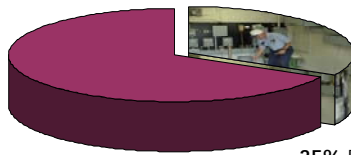
It's not so much what they do,
it's **HOW** they do it.

There are no shortcuts when it comes to high performance but one thing is certain, all of these organizations communicate exceptionally well. They have candid conversations every day about what is working and what they need to work on. They face challenges head-on and create opportunities to find new solutions to old problems.

The 2005 Employee Survey started this conversation among Kent city employees. The results in this report provide a snapshot of what Kent's employees think they do well and what needs to improve. This data sets the bar for 2005 and gives the organization something to shoot for in 2006.

EXECUTIVE SUMMARY

185 Surveys Sent Out
64 Surveys Returned



35% Employee Participation Rate

THE SURVEY

In October work surveys were made available to all full-time city employees (185). Over the course of the next 2 months 64 surveys were returned, representing a response rate of 35%. As a voluntary survey, the 35% response rate was considered a good turn-out for a first time effort.

The survey had 36 multiple choice questions that were divided into 6 categories: 1)Leadership; 2)Strategy; 3)Metrics; 4)People; 5)Processes; and 6)Culture. These categories match-up with the Ohio Excellence Award criteria recognizing those functions that exceptional organizations consistently perform.

OVERALL RESULTS

In reviewing the answers to the questions by category, the Work Culture group had the lowest combined score (64/100) while the Leadership group came out on top (73/100). But with less than 2 percentage points separating the scores for 5 of the 6 categories, there was nothing to indicate a particular problem trend with any one category; they all have room for improvement.

The Leadership category included both the highest score for any question in the survey at 91/100 (employee pride in work) and a low of 56/100 for another question (is information shared). This suggests that while leadership shows signs of strength there is still work to be done in the fulfillment of leadership function.

Overall, the categories were tightly bunched around an average of 66/100 with the average range between high and low scores across all the categories at 19 percentage points. The fairly high range result suggests inconsistent performance within the organization functions that must improve.

THE HIGHS

Employee pride in their work topped the list with a 91/100 score and organizational trust was rated good.

THE LOWS

Employees perceive a low tolerance for trying new things and taking risks with the organization itself viewed at times as an impediment to progress. Communication is also rated low.

THE MIDDLE

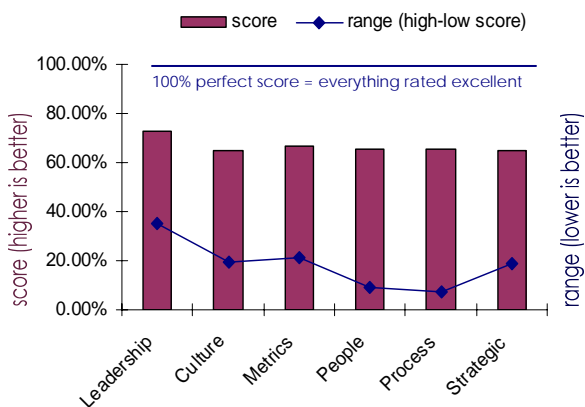
Most employees rate their supervisors as fair and professional, and they feel that they make a difference in serving Kent residents. The employees demonstrate an appreciation for customer service, data management, and the generally feel valued for what they do.

COMPARING THE DATA

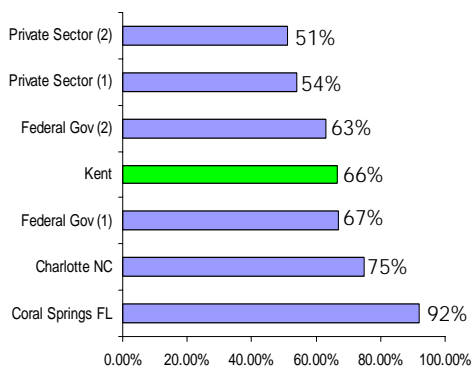
With an average of 66/100, how does Kent compare to other organizations? Surveys of private sector, federal government and 2 other cities suggests that Kent is fairly typical with a first year score right in the middle of the pack. It should be noted that Coral Springs, Florida also started with ratings in the low 70's, so Kent has every reason to believe that it can improve its results in the years to come.

WHY IMPROVE? Employee satisfaction and customer satisfaction have been found to be directly correlated, so improving employee satisfaction not only means better performance but also happier customers – which is what our business is all about.

Survey Results by Category



Comparing Average Survey Score Results



higher is better

Overall Results Summary

<u>QUESTION STATEMENT</u>	<u>RELATIVE RANKING</u> (out of 100)	<u>QUESTION NUMBER</u>	HIGHEST SCORE
I am proud of my work.	91.43%	1.b	
I use data/facts to make decisions.	79.05%	3.b	
I know how to measure the quality of my work.	78.39%	3.a	
I make a difference in this organization.	76.51%	1.d	
My supervisor is fair and professional.	74.92%	1.f	
My customers/residents tell me what they want.	74.24%	2.e	
I can make decisions to solve problems for Kent residents.	73.44%	2.g	
My organization trusts me.	73.33%	6.d	
My customers/residents are satisfied with my work.	71.53%	2.f	
I am able to make changes that will improve my work.	70.94%	4.a	
I know what is important to this organization.	70.49%	1.e	
The people I work with cooperate and work as a team.	69.84%	4.b	
We'll take extra time to get things done right the first time.	69.52%	6.e	
It's alright to make honest mistakes in my organization.	68.13%	6.b	
I understand why we have the processes that we have.	67.87%	5.d	
I can get what I need to do my job.	67.81%	5.a	
The city has high standards and ethics.	67.62%	6.c	
I have control over my work processes.	67.38%	5.c	
The city's mission is clear to me.	66.77%	1.a	
The organization encourages learning new skills.	65.08%	4.e	
Good employees succeed in my organization.	64.44%	4.c	
The organization encourages learning new skills.	63.23%	4.g	
I am recognized for my work.	63.13%	4.d	
Our processes are clear and easy to use.	62.50%	5.b	
The organization cares about me.	61.59%	4.f	
We have changed processes with changing times.	60.65%	5.e	
I know how well my organization is doing.	60.63%	3.e	
My organization makes smart decisions.	60.32%	2.d	
We do our homework before making decisions.	60.31%	2.c	
My organization asks for my ideas.	60.00%	2.a	
I know the city's overall measures of success.	58.06%	3.c	
I routinely compare my work with other cities.	57.10%	3.d	
Information about the city organization is shared.	56.51%	1.c	
Appropriate risk taking is encouraged by the city.	55.48%	6.f	
I know the city's plans for the future.	55.36%	2.b	
My organization removes things that block progress.	53.97%	6.a	
			LOWEST SCORE

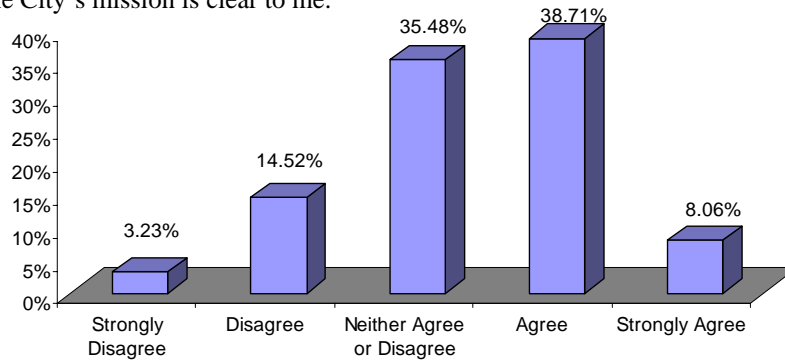
Employee Survey

Completed October 24, 2005

1. Leadership & Purpose

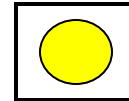
Do we know what we need to do? Do we do what needs to be done when it needs to be done?

a. The City's mission is clear to me.

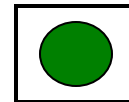
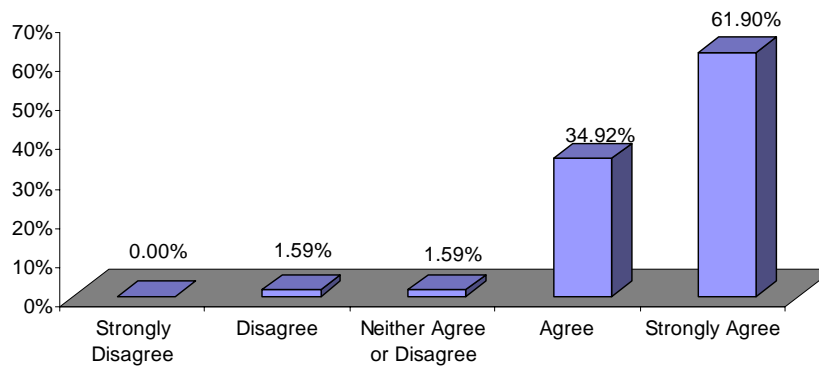


Color Code

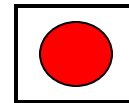
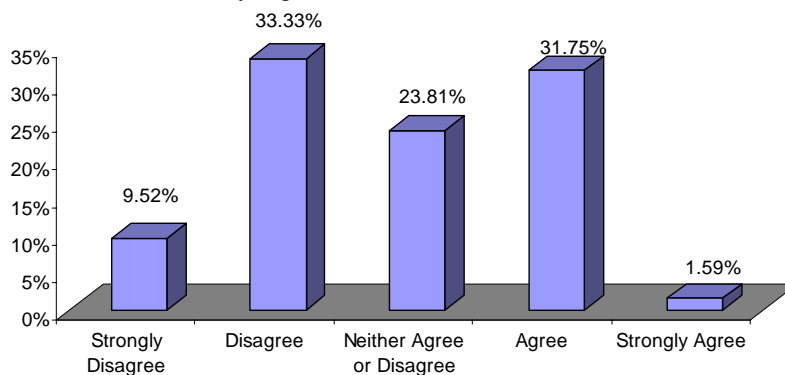
Green = good shape
Yellow = early warning
Red = problem



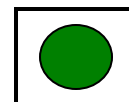
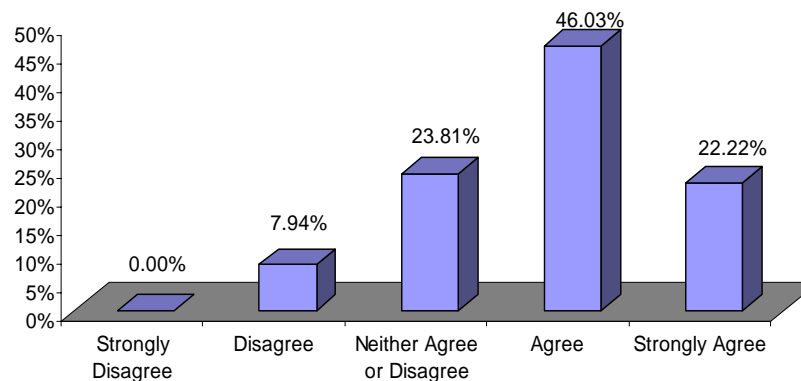
b. I am proud of my work.



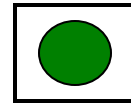
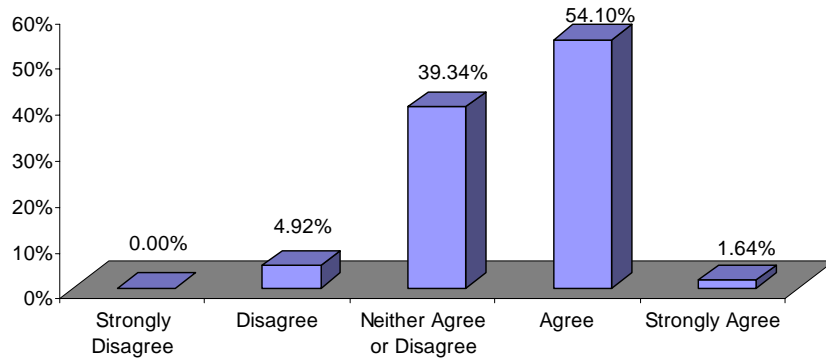
c. Information about the city organization is shared.



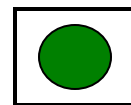
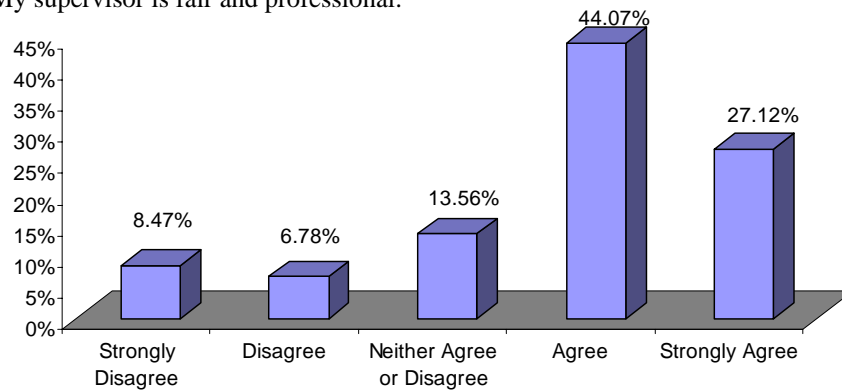
d. I make a difference in this organization.



I know what is important to this organization.

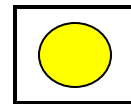
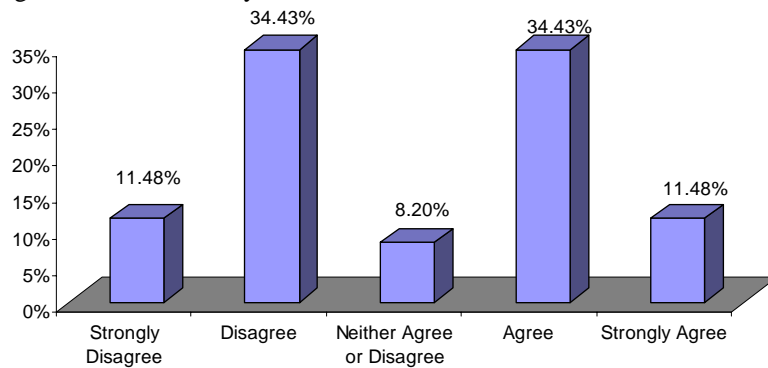


e. My supervisor is fair and professional.

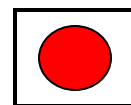
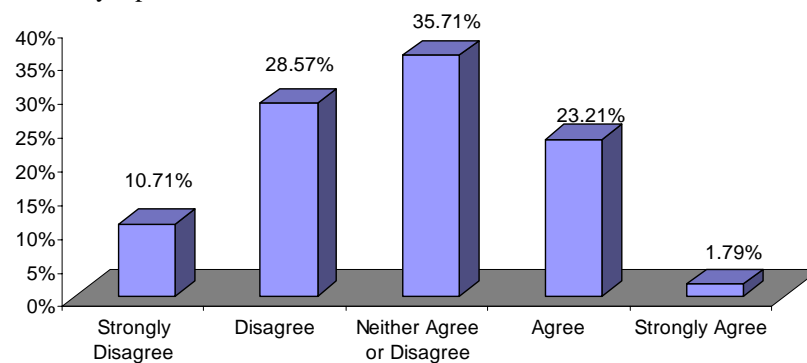


2. Strategy How do we do make decisions and how do we execute them?

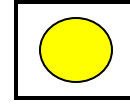
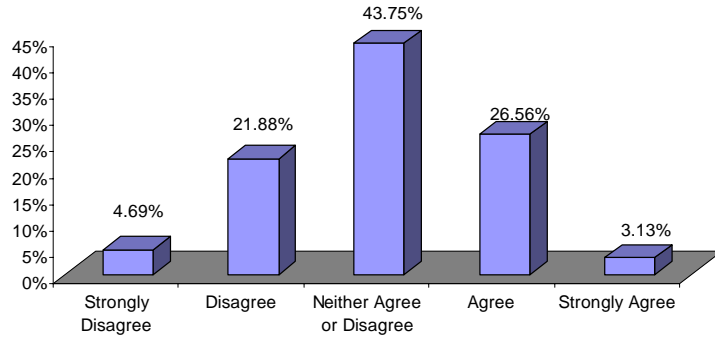
a. My organization asks for my ideas.



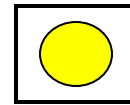
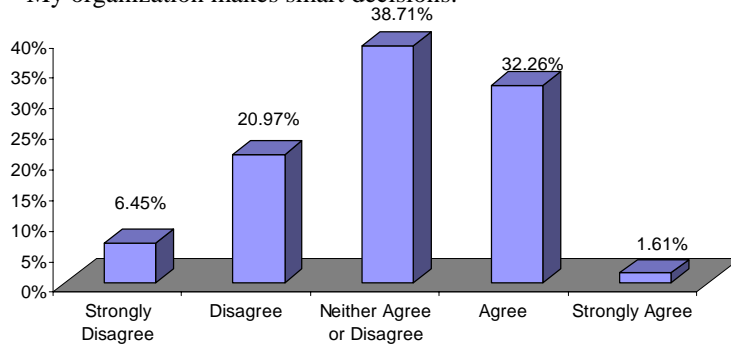
b. I know the city's plans for the future.



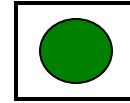
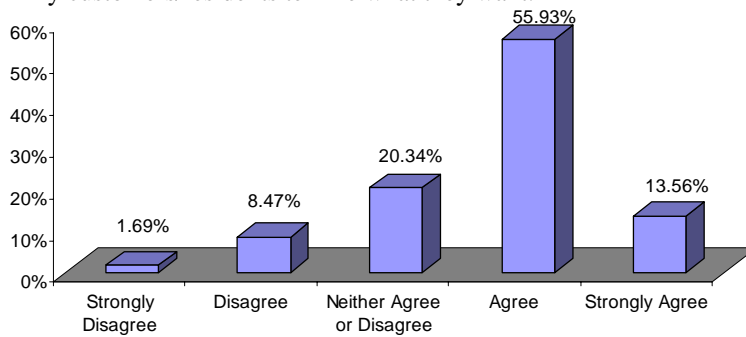
c. We do our homework before making decisions.



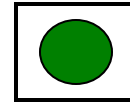
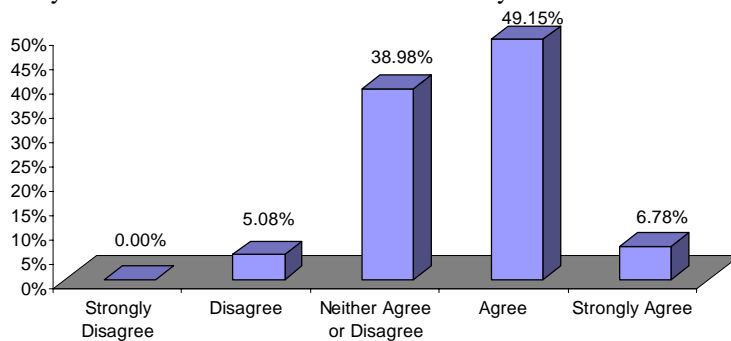
d. My organization makes smart decisions.



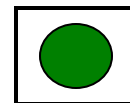
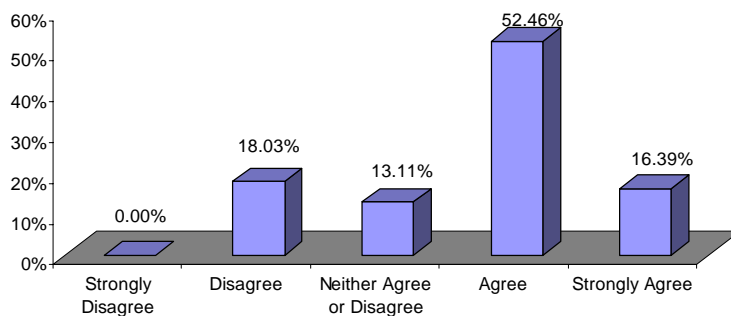
e. My customers/residents tell me what they want.



f. My customers/residents are satisfied with my work.

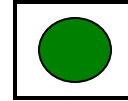
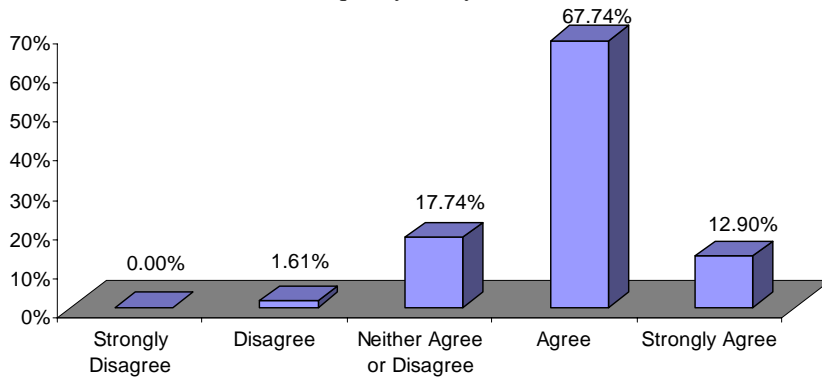


g. I can make decisions to solve problems for Kent residents.

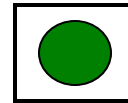
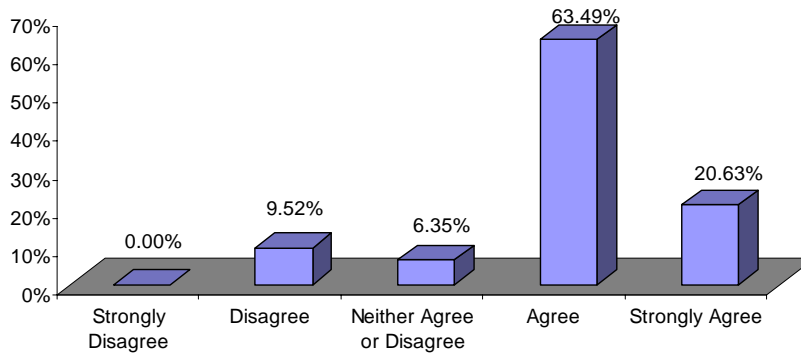


3. Metrics How do we track whether we are where we need to be?

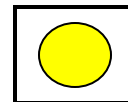
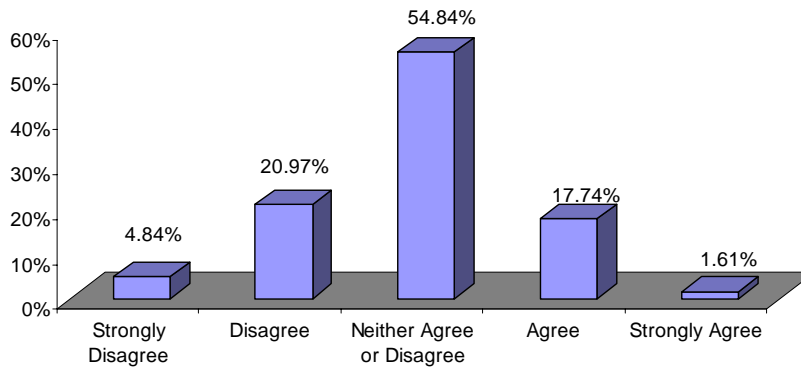
a. I know how to measure the quality of my work.



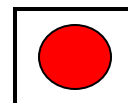
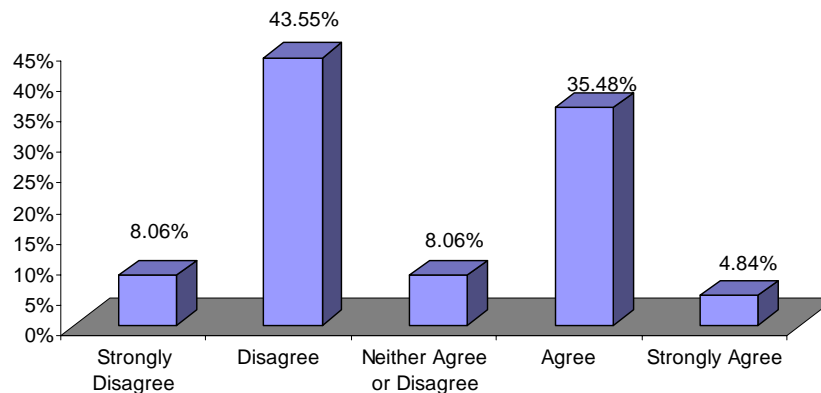
b. I use data/facts for making decisions about my work.



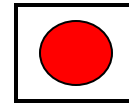
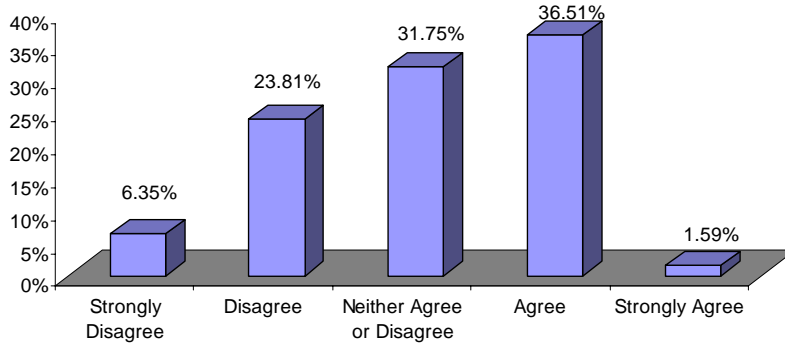
c. I know the city's overall measures of success.



d. I routinely compare my work with other cities.

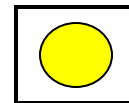
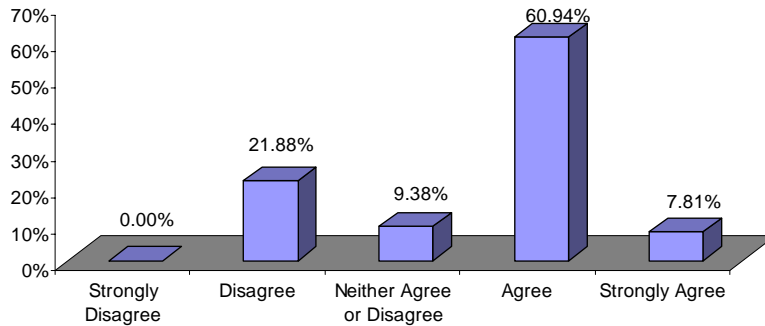


e. I know how well my organization is doing.

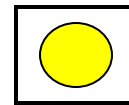
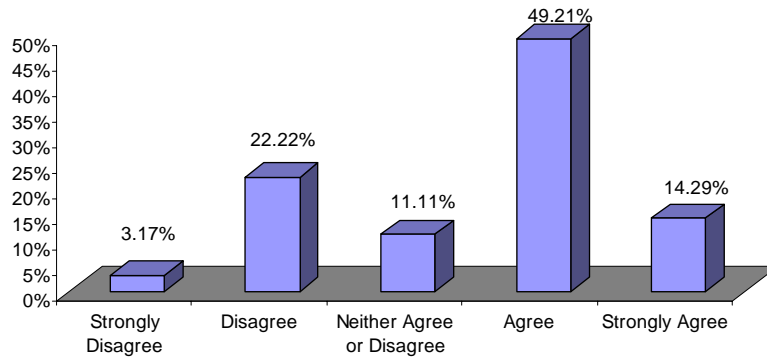


4. People Do we have the right people in the right jobs and do they have what they need to succeed?

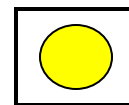
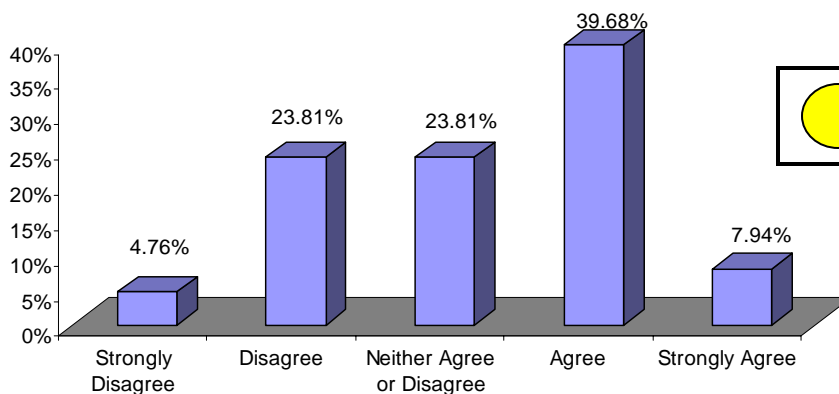
a. I am able to make changes that will improve my work.



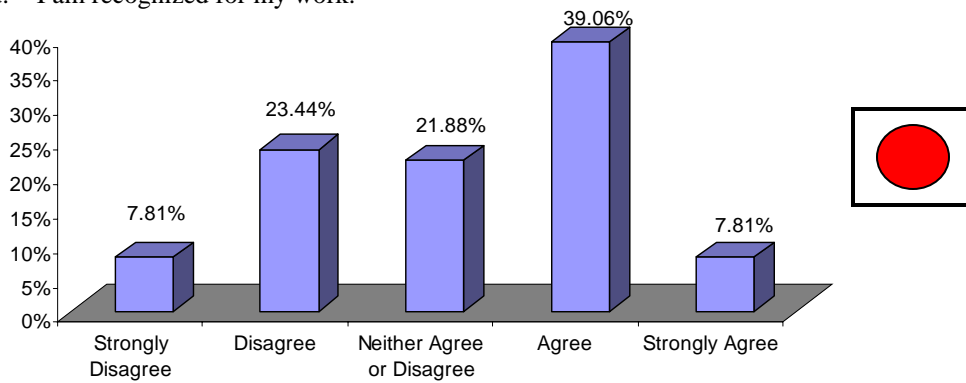
b. The people I work with cooperate and work as a team.



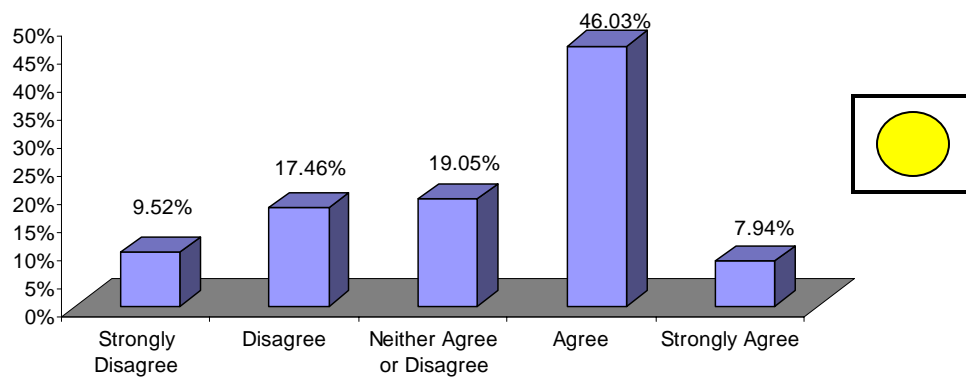
c. Good employees succeed in my organization.



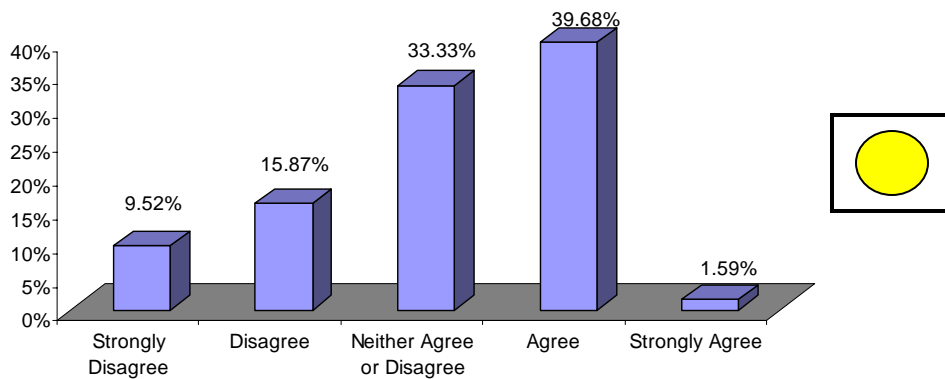
d. I am recognized for my work.



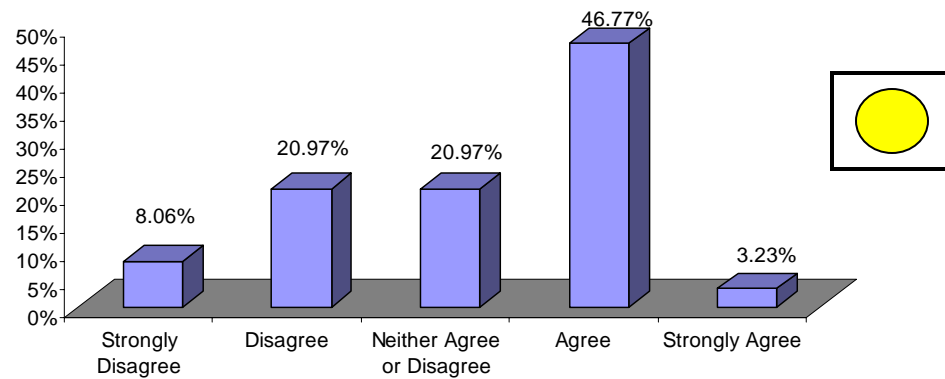
e. The organization encourages learning new skills.



f. The organization cares about me.

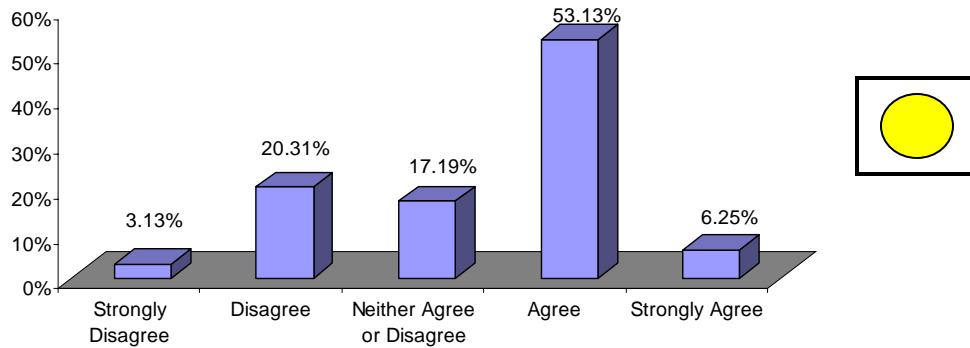


g. The organization uses my time and talents well.

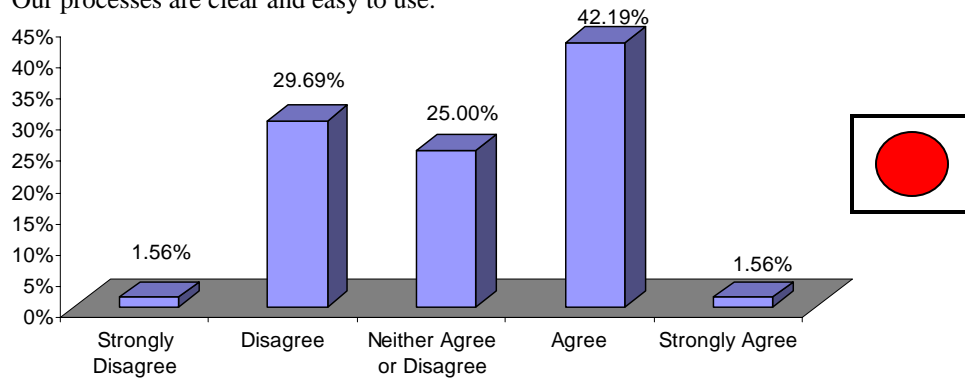


5. Process Management What systems do we use (e.g., purchasing, payroll, IT, administration) and are they working for us or against us?

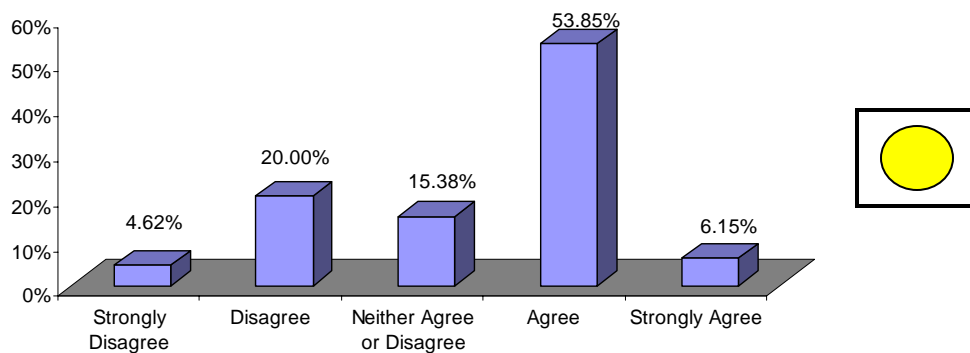
a. I can get what I need to do my job.



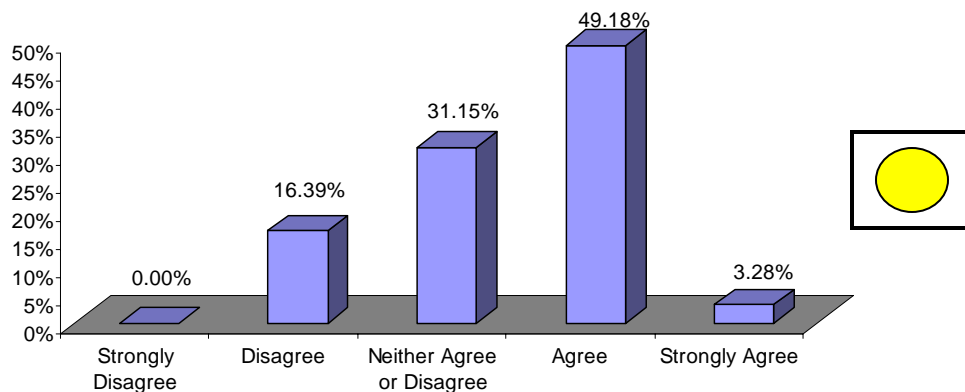
b. Our processes are clear and easy to use.



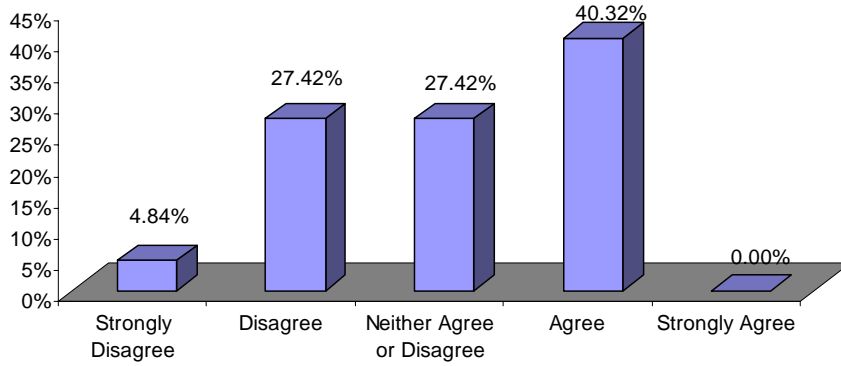
c. I have control over my work processes.



d. I understand why we have the processes that we have.

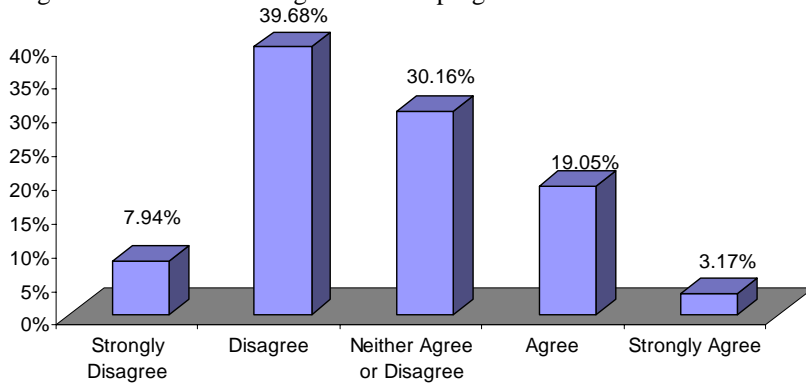


e. We have changed processes with changing times.

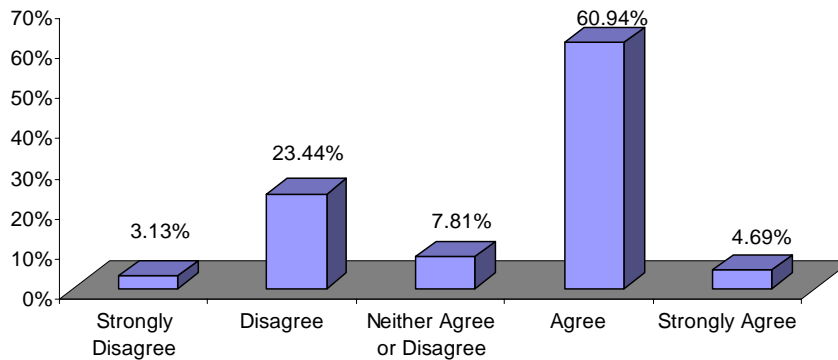


6. Culture The unwritten ground rules that effect the way things get done.

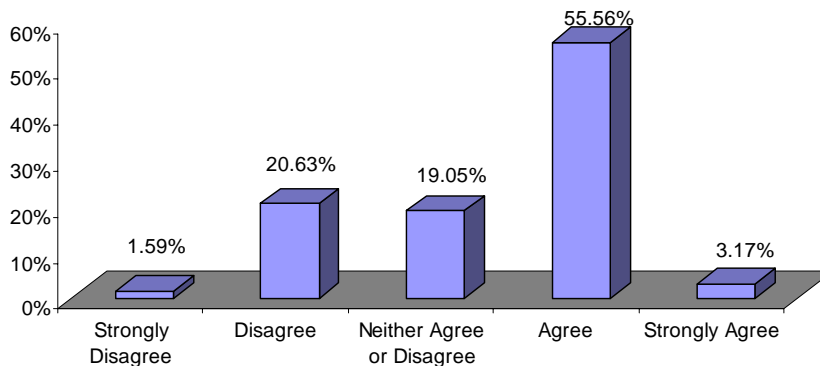
a. The organization removes things that block progress.



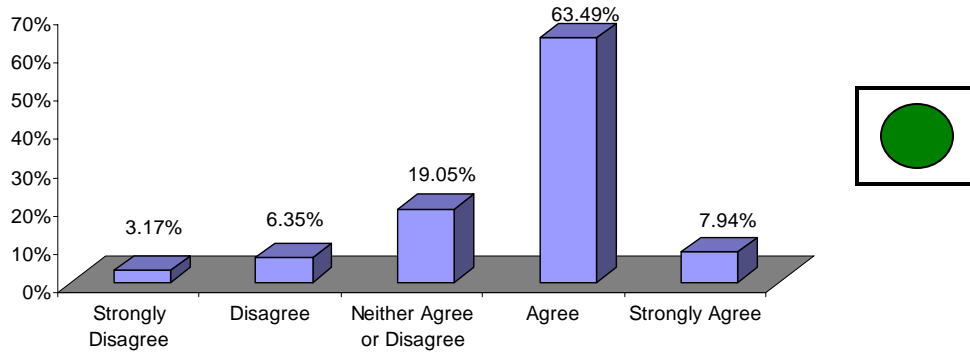
b. It's alright to make honest mistakes.



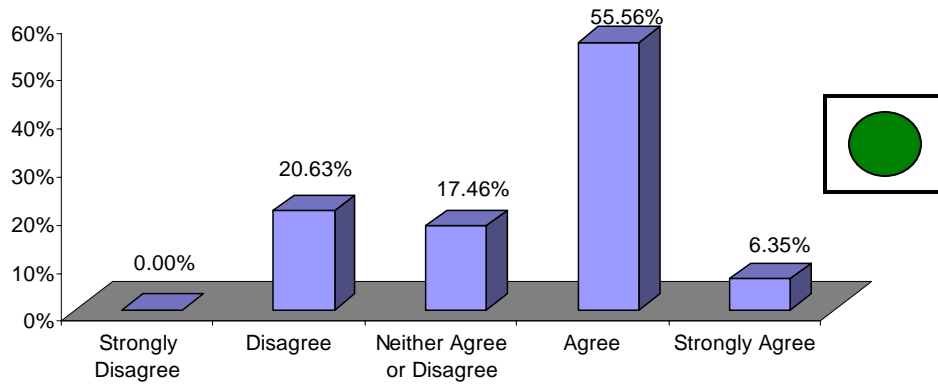
c. The city has high standards and ethics.



d. My organization trusts me.



e. We'll take extra time to get things done right the first time.



f. Appropriate risk taking is encouraged by the city.

