

2016

City of Clinton Employee Satisfaction Survey 2016

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2016 City of Clinton Employee Satisfaction Survey

Executive Memo

Overview:

The purpose of this memo is to reveal the results of the Employee Satisfaction Survey given to the employees of the City of Clinton. The purpose of the survey was to evaluate employee happiness and satisfaction while working for the City of Clinton. We believe that with a higher the job satisfaction, employees will be more productive in their organization.

Problem:

A couple of challenges were experienced while going into this survey. The first challenge arose due to the fact that an employee satisfaction survey has never been given out to the city's employees before, so we did not know what to expect in terms of the response rate. Another anticipated challenge dealt with the fact that employees would have the option to abstain from identifying which department they worked in (see Graph 7). For some employees, identifying a department may have been perceived as an attempt to identify the individual, since some departments within the city are much smaller than others. Categorizing and analyzing results within specific departments proved to be more difficult in situations in which the department was unidentifiable, and the opinions provided were merely used to assess those employees' satisfaction as a whole, as opposed to their satisfaction within their departments.

Solution:

Since our goal was to find out whether or not the employees of Clinton are satisfied overall with their work and work environment, we thought that the best way to achieve our goal would be to conduct a survey with questions directly related to those points. With the use of reliable and valid questions via an anonymous survey, we would get an accurate representation of the employee's actual feelings about working for the City of Clinton. With these results revealed, the City can begin to focus on these opportunities for improvement, thus improving the organization as a whole.

Support:

We feel as though the best way we can present our data is to analyze it by the sections of our survey, and then go into detail about those different sections. We are also going to analyze the specific departments and the questions designed for those departments. The survey contained six broad sections, including Satisfaction, Wellness, Company Culture, Employee Recognition, Safety, and finally Compensation and Benefits. We also received many comments following these sections, which provided us with a richness and depth to the feedback not attainable with a Likert scale. After analyzing the data, we can highlight some of the major themes discussed in the various comments.

Overall, we received 124 responses, constituting a 54% response rate out of approximately 230 total employees (see Graph 7). The target for this survey was set at 50% to ensure that the majority of opinions and views regarding the City of Clinton were represented.

Now, we would like to present our information that was pertinent to finding out the overall well-being of the Clinton employees.

Satisfaction:

In general, the employees of Clinton were fairly happy with their current job. About 90% of the employees listed themselves as somewhat agree or strongly agree with the statement: "Overall, I am happy with my job" (see Graph 1). We assumed that since the majority of people were happy with their job, the rest of the answers to the survey would be fairly positive. Since this was the case, any overly negative responses were red flags and should be investigated further, not only by us, but by the city as well. We also had an overwhelming 90% of the employees say that they found their own job to be challenging. If we were to send out another survey or do it again next year, we would want to determine if employees perceived "challenging" positively or negatively.

Despite the overwhelming positivity, not all feedback was positive in this section. About 50% of the employees who took the survey responded neutral, somewhat agree, or strongly agree to encouraging friends and family to work for the City of Clinton. There were themes in the comments that provided clues to the results of this question that we thought were noteworthy. For one, most of the people who commented believed there needs to be more staffing and that more employees should be hired. We thought that by spreading out the work more fairly or changing job roles and job descriptions may provide the City with an opportunity for improvement within this area. It would be tough, however, to change this since most people already think that their job is challenging, and adding more responsibility to their job may not solve the issue at hand. Many

people were also claiming that there have been too many job cuts. If it is within the ability of the City, a possible option may be to analyze the workloads of employees and consider redistributing the work between people in a way that is perceived to be more even. Another concern that was expressed was the lack of communication between the City Council and its employees. Most people felt as though the Council needs to put themselves in the shoes of their employees. The City may wish to consider examining its current mechanisms for communication to see if there is an opportunity to improve both their frequency and effectiveness.

Wellness:

As for wellness, 90% of the responses indicated that employee wellness needs to be a concentration for the future. This is definitely something that the City will want to investigate further, since there is an interest for some kind of wellness program or incentive for employees being active. 76% of people would be interested in some kind of wellness program, so the employees seem like they would be willing to participate in it as well. We see a lot more companies focusing on this aspect of their employees because it helps with their work-life balance, and contributes to their overall well being, both inside and outside of the company.

Company Culture

There were a couple of questions which stood out to us in the company culture section. 78% of people felt as if they were treated with respect within the city, which is obviously a good sign (see Graph 4). However, when reading some of the comments, we got the sense that there were a few individuals who felt as though they were not treated with

respect. Some of the comments indicated that the employees believed they were being “treated like children and not like adults.” Others claimed that they were seen merely “as numbers” instead of as people, and that the city didn’t care about them as much as they should. It would be interesting to dig deeper to find out what, in particular, is leading to the perceptions that the City does not respect employees. While we cannot determine this from the current results, we suggest further investigation. If it is decided to repeat this survey next year, a follow-up question may be used to understand this better. About 60% of people also thought neutral or negative about the way the city is handling and caring about their work life balance. In order to improve in this area, the City could use their opportunity to implement a wellness program, as stated before, to ensure this improvement. Although funding this type of program could be expensive, it could increase employee wellness and help employees enjoy their jobs a lot more in the long run.

Lastly, we thought it was important to note that 83% of employees said that they would be willing to take on more responsibilities within their jobs. Also, it came as no surprise that 82% of people would take on a leadership role if given the opportunity, which we perceived as meaning that most people are motivated to advance within the City organization.

Employee Recognition

Overall, many employees did not seem to agree with the fact that the city of Clinton finds value in their work (see Graph 2). Due to the individualistic nature of recognition in the workplace in the United States, most people want some kind of prize or recognition

for the work that they provide. However, every employee is different, and some want recognition more than others. It can be hard to find the optimal balance. A solution might be to include a reward system, tailored to individual departments, in order to help employees reach their goals and feel as though their work is valued. Such a system may cause an increase in this statistic in the future.

Many other responses were neutral when it came to employees being properly rewarded for the work that they do. This might mean that employees don't think they should be rewarded, or that their pay does not reflect their workload. In many of the comments, people feel as though they are being underpaid for the amount of work and the type of work that they do. A possible explanation for this could be that employees want to be paid in accordance to the perceived difficulty of their workloads.

Safety:

A high percentage of workers do feel safe working in the City of Clinton, but feel that the environment around them is not changing or adapting to their needs. There are some concerns that the City of Clinton is not working diligently enough to improve their safety regulations, especially for new workers. However, a majority of the employees agreed that the safety committee does a good job of keeping them safe (see Graph 3).

Everyone should feel safe in their work environments, but most of the concerns were specifically regarding new employees. 56% of people believed that a new employee would feel unsafe, unless they were mentored by someone who has been working there previously (see Graph 5). Coming into a new work environment is intimidating and frightening for many people in many contexts, yet the safety committee should take

these perceptions into account, and recognize new-employee safety as an opportunity for improving the overall well-being of the individuals working for the City. A solution to this problem could be to have veteran employees, new employees, and the safety committee meet together to discuss their reasons for feeling unsafe on the job. From those comments, the safety committee can work to improve specific the areas that stand out the most. In many ways, the City of Clinton does provide a safe work environment, but also has many opportunities for improvement. Many people suggested that an upgrade in technology and facilities could help with the safety of the workplace, especially within the police and fire department. Some comments suggested that new police vehicles would be beneficial, as well as upgraded software and computers. The fire department thought that an upgrade to their facility would be extremely beneficial, due to the amount of staff that they have.

Lastly, one of the most interesting comments said “we are here to protect the city of Clinton, but who is here to protect us?” This was a hard question to answer right off the bat. As we considered it, we began to think that all the employees and departments are supposed to be there for each other and lean on one another. If more people start feeling as if the departments don’t work well together, it could contribute to a lack of pride for working for the city, as well as a lack of unity within the company. Although these issues could stem from many different sources, we believe that a main contributor may be a lack of communication, which was discussed before, not only within departments but also interdepartmentally.

Compensation and Benefits:

After reviewing the survey, there was an average consensus when it came to the benefits package. It was not really swaying one way or another, which is neither good nor bad. Most employees actually liked their package, but it was just a little over 50% (see Graph 6). There were also comments about wanting vision added to the benefits package. Adding vision to the package would be a great opportunity for the City to increase the employee's satisfaction with their benefits if the City has the flexibility to do so. Although pleasing every single employee is extremely difficult, and perhaps unattainable, the City of Clinton can begin to see where they may be lacking in the benefit packages, and adjust accordingly, by asking for feedback from the employees. They can do this yearly or every couple of years, and have meetings with a committee to see where exactly they should adjust the benefits package to satisfy their employees' needs.

In addition, most of the workforce felt that their job was difficult and that they would like to be compensated accordingly. However, many feel as if their pay does not reflect their workload. Almost fifty percent of the workers feel that they are under-compensated for their work. Reading through the comments, it is apparent that not only do a majority of those commenting feel that they are being underpaid, but they also feel as if they are working more compared to other cities that are the same size as Clinton. They also said that their pay wasn't fair for the amount of work they've been required to do. While it is often very difficult to battle perceptions of compensation fairness, it may be advisable to benchmark other cities of similar size to see if there is truly a compensation disparity. If

you find that there isn't, this information may prove to be a useful communication tool for resetting employee expectations.

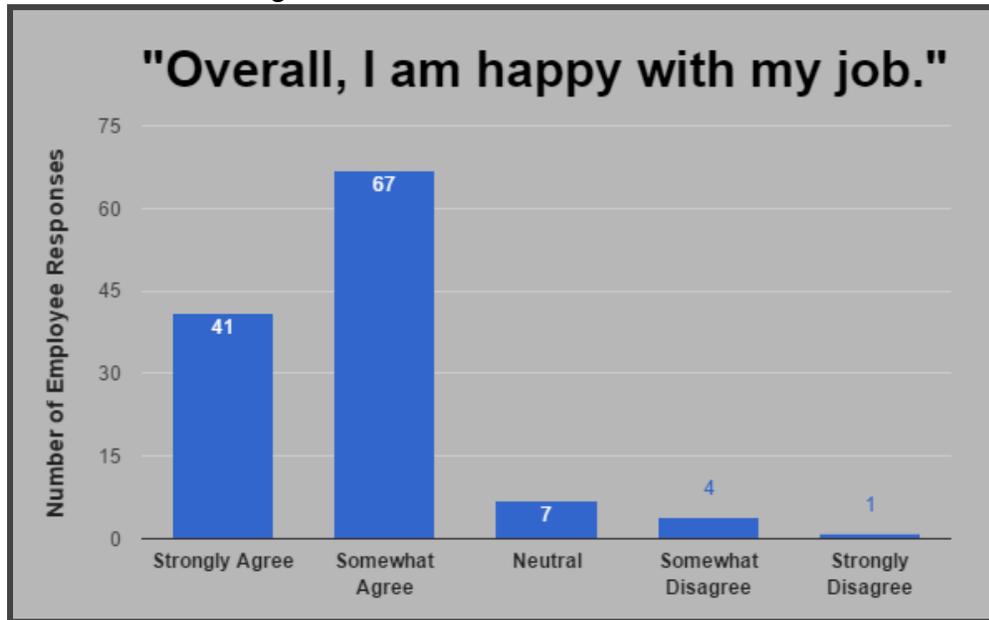
There were also a few comments which suggested that pay raises should not be done on a yearly basis and by a set amount, but rather, raises should be done based on performance. We thought that this could be a beneficial way for the City to solve the issue of perceived under-compensation. It would most likely make employees happier across the board, since most of the reasons for not liking their pay is that they feel over-stressed by their workload and think that they are being underpaid for the amount of work they put in. If raises are based on performance, employees might be fine with their same workload because their pay raise will reflect the amount of work they have been doing.

It also came to our attention that, over the past couple months the city has started making their employees pay premiums. Although the employees were aware of this ahead of time, many of them have not yet adjusted to the change. This could also be a reason as to why some employees did not respond positively with the questions that related to compensation and benefits.

Data:

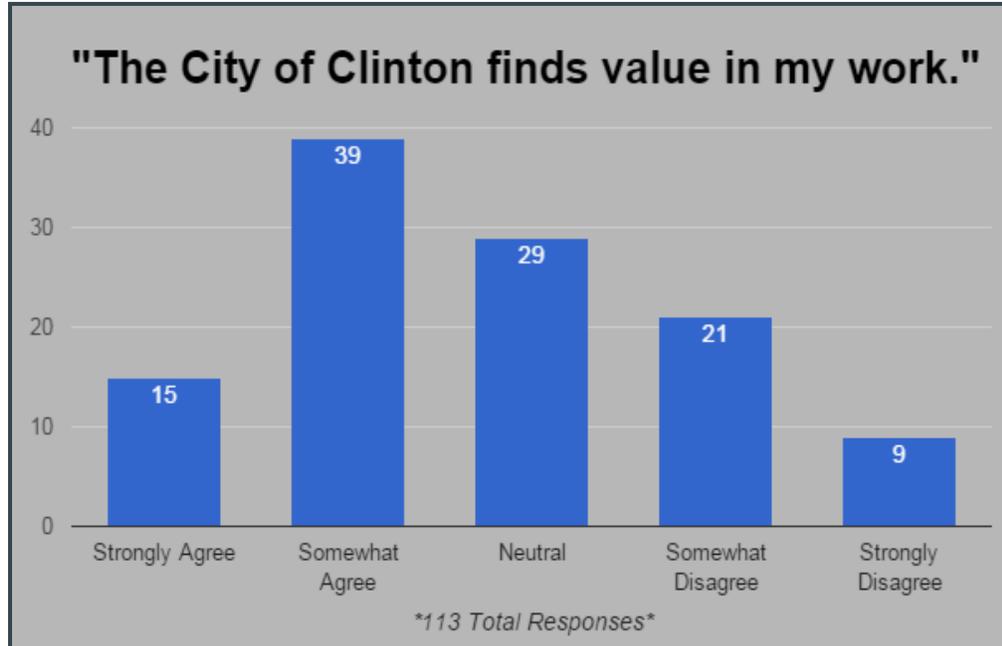
Graph 1

Satisfaction Findings



Graph 2

Recognition Findings



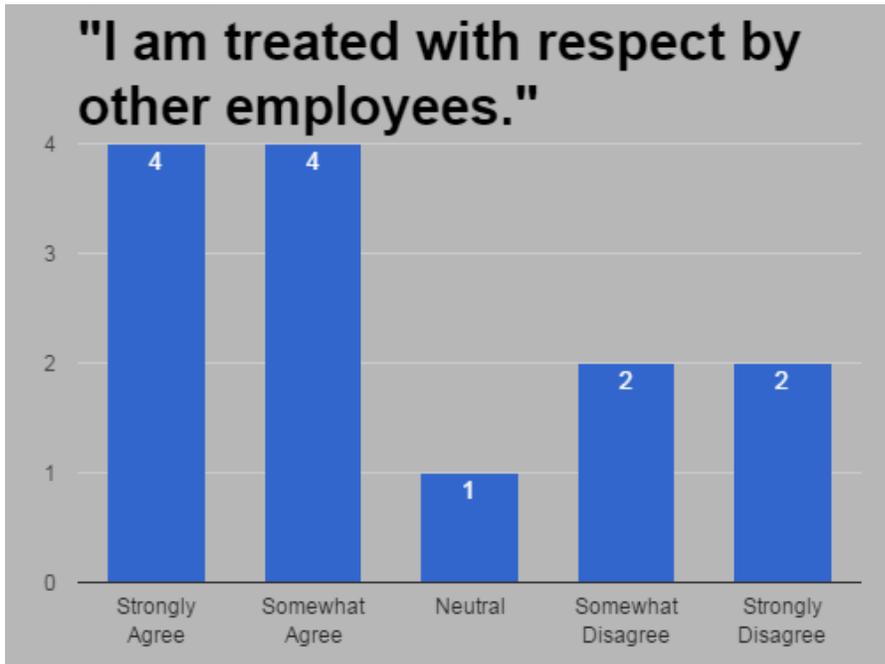
Graph 3

Safety Findings



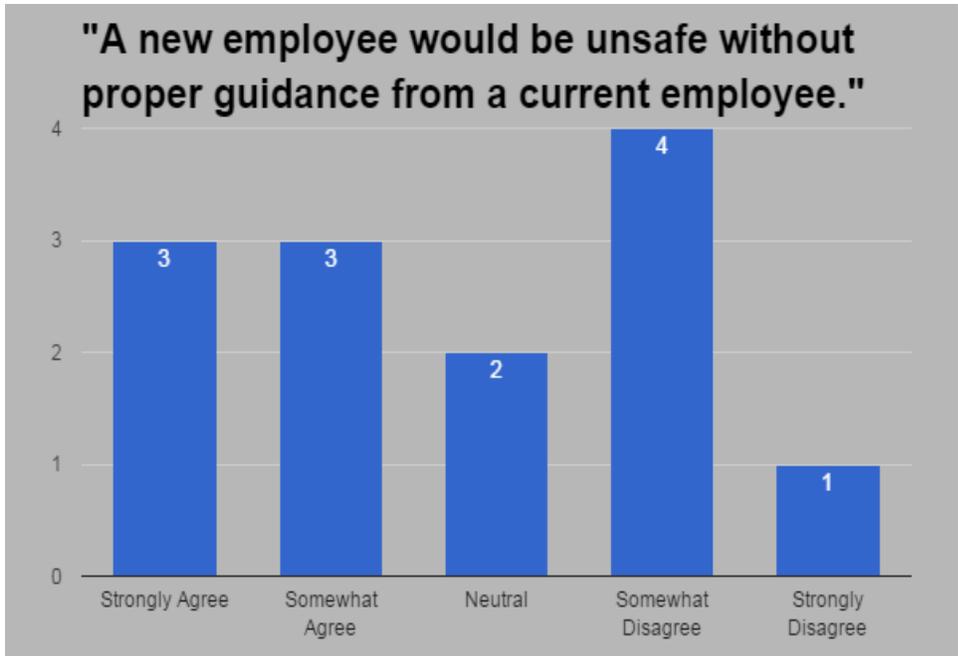
Graph 4

Library - Safety

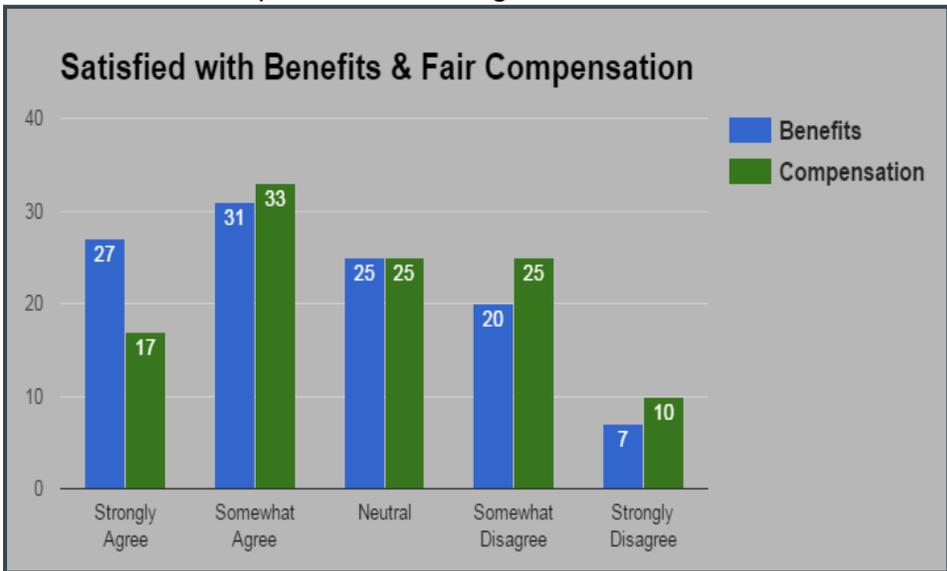


Graph 5

Library - Safety

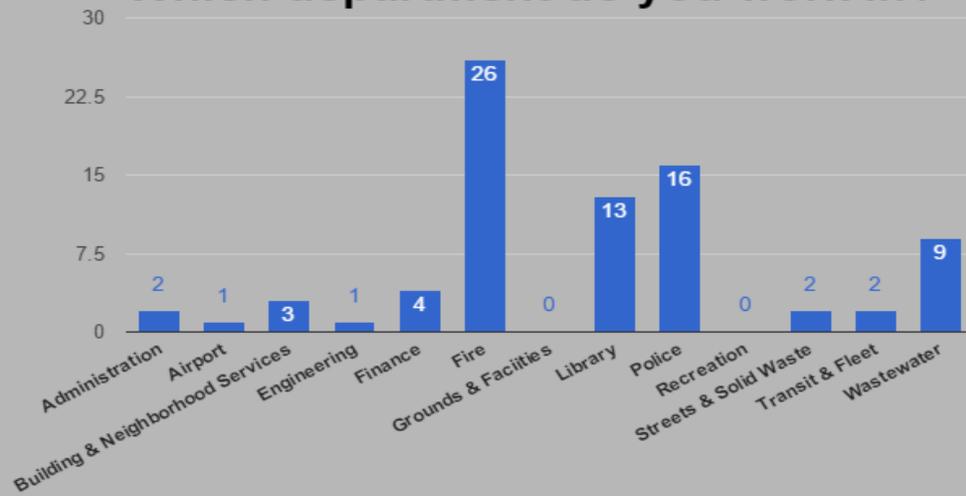


Graph 6
Benefits and Compensation Findings



Graph 7
Responses per Department

Which department do you work in?



79 Responses Total, 45 participants did not answer