



# NapaSan 2017 Employee Survey Results Summary & 2010-2011-2014- 2017 Overall Results Comparison **PROJECT FINAL REPORT**

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# Survey Background

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## Historical and Current Survey Summary

### 2017 Employee Survey Content and Process

- The 2017 employee survey was the 4<sup>th</sup> administration of the survey. The initial survey was conducted in 2010, repeated in 2011 with no changes, and a third time in 2014 which included 2 new statements regarding the new location, the existence or seeking of a second job, and a follow-up question asking for a reason if respondents indicated a likelihood to seek external employment in the next year.
- The 2017 survey included several small changes:
  - Change of organizational name from NSD/Napa Sanitation District to NapaSan due to rebranding efforts
  - Addition of 2 new statements regarding management meeting commitments and management encouraging teamwork/commitment
  - Addition of six standardized employee engagement statements to compare the NapaSan work environment to similar public agencies
  - Replacement of open-ended questions with new questions focusing on opportunities for improved organizational effectiveness (increase revenue, improve service, general productivity), top priorities if respondent were in charge, and the sources of appreciation and frustration working at NapaSan.
- 2017 survey included 81+1<sup>1</sup> scaled survey statements requesting a degree of agreement or disagreement on a scale with the options: *strongly agree/agree/neither agree or disagree/disagree/strongly disagree +N/A*.
- 2017 survey included 6 benchmark statements requesting a degree of agreement or disagreement on a scale with the options: *strongly agree/agree/neither agree or disagree/disagree/strongly disagree + Don't Know* for comparison to other agencies.
- 2017 survey included 5 open-ended questions with an optional short written response.
- All employees were sent the survey as a link in an email to their NapaSan email address.

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<sup>1</sup> One “skip logic” item involved an automatic follow-up question triggered by a “strongly agree” or “agree” response to the initial statement.

- 80.9% of employees completed the survey in the three week period—a strong response rate overall.

## Survey Terminology in Reporting Results

- **Frequency** = the number of responders who selected one of the five choices to react to the survey statement
- **Mean** = the arithmetical average of all responders score based on the 5-point scale used
  - 3.0 = a “neutral” result; <3.0 approaches “unfavorable”; >3.0 approaches “favorable”
- **Standard Deviation** (SD) = a statistical measure of how similar all responses are to the mean response—lower SD = more similar; higher SD = less similar
- **“N”** = total number of responders
- A **“scaled item”** is a survey question or statement that requires a response using a provided scale of possible responses, often a degree of agreement/disagreement, a degree of frequency, or a ranking order—in this survey the scale (Likert-type scale) is a level of agreement or disagreement
- **“Negatively stated items”** and reverse scoring: **Red text** indicates reverse stated and reverse scored survey items—while most survey statements are *positively* worded (e.g., “I have the tools I need to do my job well”), some *negatively* worded statements (e.g., “I do not have the tools to do my job well”), are also used to prompt responder attention to the survey and to prevent “automatic” responses—the calculation of the response on the 1-5 scale has to be reversed for reporting comparison to the other statements. Disagreement with a negatively stated statement is “favorable; agreement with such a statement is “unfavorable.”

## Summarized Key Results

- Highest mean survey statement score = 4.55; lowest mean statement score = 3.03
- Comparison of overall results changes from 2014 to 2017:

Number of Statements	2014 Survey	2017 Survey
Average Rating 4.0 or higher	27 of 79	44 of 81
Average Rating from 3.5 to 3.99	41 of 79	32 of 81
Average Rating from 3.0 to 3.49	10 of 79	5 of 81
Average Rating below 3.0	1 of 79	0 of 81

- In general, the overall ratings continue to improve with each administration of the survey with the following highlights.
  - 67 of the 81 statements had a higher average rating compared to the 2014 average ratings with the maximum increase being 0.46 on the statement pertaining to the opportunity for growth and learning;
  - 11 of the 81 statements had a lower average rating with the largest decrease being 0.80 on the statement pertaining to being fairly compensated.
  - Overall higher favorable responses than the norm for comparable organizations that CPS HR has surveyed in the last five years
- Open-ended question responses reflect significant amounts of overall high employee satisfaction (especially with high caliber of co-workers, mission commitment, and continuous improvement focus), some clusters of lower satisfaction (need for equipment/technology upgrades, perception of less competitive pay, management better addressing selected employee performance or conduct issues ), and a general willingness to continue to offer balanced feedback to NapaSan
- Overall survey results point to generally strong employee job satisfaction, good team relations, effective internal communications, and productive supervisor-employee relations, but with the qualification that sustaining this success is an ongoing process of soliciting employee feedback and using it to work toward improvement

## **2017 Survey Overall Scaled Statement Results**

Overall 2017 scaled items results tables begin in the next pages. The tables report how many responders selected each of the response choices (frequency), the average/mean score based on the five point scale, the number of total responders, and the standard deviation of responses compared to the mean score.

*NapaSan Final Report: 2017 Employee Survey Results Summary  
and 2010-2011-2014-2017 Overall Results Comparison*

#	Question	Not Applicable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation	Total Responses
1	The NapaSan is focused on continuous improvement to our business processes and procedures.	0	0	1	2	23	12	4.21	0.66	38
2	Changes needed in my work unit to improve work processes/procedures are implemented quickly.	1	0	5	10	17	5	3.59	0.90	37
3*	I work with processes/procedures on a daily basis that significantly reduce my productivity.	0	6	15	10	6	1	3.50	1.03	38
4*	My productivity is reduced by the tools and equipment I have to use on the job.	0	10	18	4	5	1	3.82	1.06	38
5	The processes used for personnel decisions (e.g., promotions, hiring, discipline) are fair.	0	2	8	8	16	4	3.32	1.09	38
6	The forms and processes used for annual employee performance evaluations are user friendly.	1	2	4	10	16	5	3.49	1.04	37
7	I can trust my direct supervisor to look out for my best interest.	0	0	2	4	18	14	4.16	0.82	38
8	I have discussed my training and development needs with my direct supervisor in the last six months.	1	1	3	6	15	12	3.92	1.04	37

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#	Question	Not Applicable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation	Total Responses
9	I receive feedback from my direct supervisor that helps me to improve my job performance.	0	0	2	5	17	14	4.13	0.84	38
10	I understand what my direct supervisor expects of me.	0	0	0	4	17	17	4.34	0.67	38
11	My direct supervisor encourages my input on work issues and decisions.	0	0	2	3	13	20	4.34	0.85	38
12*	My direct supervisor does not recognize my potential.	0	16	12	5	3	2	3.97	1.17	38
13	My direct supervisor delegates responsibility to me.	1	1	0	3	20	13	4.19	0.81	37
14	My direct supervisor encourages employees to openly air their concerns about issues or changes.	0	0	4	3	19	12	4.03	0.91	38
15	My direct supervisor evaluates my job performance fairly.	1	0	0	5	19	13	4.22	0.67	37
16	My direct supervisor has given me recognition or positive feedback in the last two weeks.	0	0	2	5	17	14	4.13	0.84	38
17	My direct supervisor is available when I need to meet with him/her.	0	0	1	3	16	18	4.34	0.75	38
18*	My direct supervisor does not understand my job problems and needs.	0	19	11	6	2	0	4.24	0.91	38

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#	Question	Not Applicable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation	Total Responses
19	My direct supervisor supports my career growth at NapaSan.	1	0	2	4	17	14	4.16	0.83	37
20	My co-workers are committed to doing quality work.	0	0	0	4	9	25	4.55	0.69	38
21	My co-workers are competent in performing their work.	0	0	0	4	17	17	4.34	0.67	38
22	My co-workers are willing to help me complete important work.	1	0	0	4	12	21	4.46	0.69	37
23	My co-workers treat me with respect.	0	0	1	4	17	16	4.26	0.76	38
24	Customer needs are clearly understood within my work unit.	1	0	0	2	16	19	4.46	0.61	37
25	Employee diversity is valued in my work unit.	0	0	0	10	18	10	4.00	0.74	38
26	Employee safety is an important concern in my work unit.	0	0	0	0	19	19	4.50	0.51	38
27	I have received all of the training necessary to complete my work efficiently.	0	0	5	4	15	14	4.00	1.01	38
28	I have the work tools and resources I need to do my job.	0	1	2	5	18	12	4.00	0.96	38



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#	Question	Not Applicable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation	Total Responses
29	I receive the direction I need in order to do my job successfully.	1	0	1	4	16	16	4.27	0.77	37
30	I tell others that NapaSan is a great organization in which to work.	2	0	4	4	10	18	4.17	1.03	36
31	Work units within NapaSan work well together toward reaching overall NapaSan goals/objectives.	1	0	0	7	15	15	4.22	0.75	37
32	I am able to schedule time off from work when needed.	0	0	1	1	20	16	4.34	0.67	38
33*	I do not have enough time to do what is expected of me at work.	0	8	11	11	8	0	3.50	1.06	38
34	I have the flexibility I need at work to meet my family obligations.	0	0	0	6	16	16	4.26	0.72	38
35	I do many things on the job that require me to use a variety of skills and talents.	0	0	0	1	17	20	4.50	0.56	38
36	I feel I am valued by my work unit.	0	0	3	2	16	17	4.24	0.88	38
37	I have a clear understanding of the goals and objectives of my unit.	0	0	0	4	17	17	4.34	0.67	38
38*	I spend too much time completing work that is not part of my core job responsibilities.	0	10	15	12	1	0	3.89	0.83	38
39	I understand how my work contributes to the overall success of NapaSan.	1	0	0	1	20	16	4.41	0.55	37

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#	Question	Not Applicable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation	Total Responses
40*	I will look for work outside NapaSan in the next year.	0	15	7	8	7	1	3.74	1.25	38
41*	Most of my work is repetitive and routine.	0	3	14	7	12	2	3.11	1.11	38
42*	My physical work environment hinders my productivity.	0	13	17	7	1	0	4.11	0.80	38
43	My physical work environment is pleasant and comfortable.	0	2	4	6	14	12	3.79	1.17	38
44	My role and responsibilities at work are clear; I know what is expected of me.	0	0	0	3	19	16	4.34	0.63	38
45*	I have a second job outside NapaSan or intend to look for a second job outside NapaSan in the next year.	0	15	11	8	4	0	3.97	1.03	38
46	My work gives me a personal feeling of accomplishment.	0	1	2	1	22	12	4.11	0.89	38
47	The work I do is very important to my work unit.	0	0	0	3	23	12	4.24	0.59	38
48	Employees are encouraged to share ideas about improving the way things are done on the job.	0	1	1	4	18	14	4.13	0.91	38
49	Employees are encouraged to voice their issues and concerns to management.	1	1	4	8	13	11	3.78	1.08	37

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#	Question	Not Applicable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation	Total Responses
50	I am not afraid to bring up work issues or concerns to management.	0	1	3	5	18	11	3.92	1.00	38
51	I believe that consistent rules and procedures are used by management to make decisions that affect my work unit.	0	1	3	10	17	7	3.68	0.96	38
52	I believe that my viewpoints/concerns will be considered by management with an open mind.	0	2	3	14	12	7	3.50	1.06	38
53	I have confidence in the decisions made by management.	0	2	3	11	14	8	3.61	1.08	38
54	I have the opportunity to express my views and concerns to management.	0	1	1	5	20	11	4.03	0.88	38
55	I am satisfied with the communications I receive from management about issues/changes that may affect me.	0	0	6	7	17	8	3.71	0.98	38
56	Management clearly explains the reasons for changes and major decisions.	0	0	6	6	22	4	3.63	0.88	38
57	Management has clearly articulated the mission and goals of the NapaSan.	0	0	3	3	23	9	4.00	0.81	38
58	Management provides clear direction on where the organization is headed.	0	0	3	10	17	8	3.79	0.87	38

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#	Question	Not Applicable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation	Total Responses
59*	My job is made more difficult due to a lack of communication between my division and other divisions.	0	10	15	5	8	0	3.71	1.09	38
60	The relocation of Collections, Administration and Engineering to the new facility has improved communications among the divisions within NapaSan.	3	0	2	10	10	13	3.97	0.95	35
61	My work unit holds regular meetings to share NapaSan-wide information/updates.	0	0	1	1	22	14	4.29	0.65	38
62	I am given the freedom to determine how to best complete my job responsibilities.	0	1	0	4	17	16	4.24	0.85	38
63	Management delegates sufficient authority to employees to make work related decisions.	0	1	2	6	22	7	3.84	0.89	38
64	The relocation of Collections, Administration and Engineering to the new facility has improved overall productivity within NapaSan.	3	0	5	8	11	11	3.80	1.05	35
65	Management demonstrates trust in employees' ability to make routine decisions.	0	2	3	9	16	8	3.66	1.07	38
66	Management is ethical and reliable in meeting commitments.	0	1	2	11	12	12	3.84	1.03	38

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#	Question	Not Applicable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation	Total Responses
67	I am aware of career development opportunities available to me within NapaSan.	1	2	0	4	22	9	3.97	0.93	37
68	I believe that high job performance is rewarded at NapaSan.	1	3	2	13	15	4	3.41	1.04	37
69	I have a current description of my work goals and training and development objectives.	1	0	0	5	23	9	4.11	0.61	37
70	I have the opportunity to grow and learn at NapaSan.	2	2	0	4	19	11	4.03	0.97	36
71	Issues and questions regarding the NapaSan benefits program are explained and resolved by staff.	0	0	3	6	21	8	3.89	0.83	38
72	My perception is that, compared to employees doing the same work as mine in other sanitation agencies, I am fairly compensated for my work.	1	4	9	8	14	2	3.03	1.14	37
73	My perception is that, compared to other NapaSan employees, I am fairly compensated for my work.	0	1	3	9	20	5	3.66	0.91	38
74	I participate in a formally structured work team that has clearly defined roles and responsibilities.	0	0	1	4	22	11	4.13	0.70	38

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#	Question	Not Applicable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation	Total Responses
75	My experience of team work at NapaSan is usually situation specific - a problem or challenge arises, we bring together the best people to find a solution, we recommend a solution and we each go back to our regular work.	1	1	1	8	20	7	3.84	0.87	37
76	Management encourages teamwork and commitment among employees.	0	2	0	4	22	10	4.00	0.93	38
77	My perception is that NapaSan's customers believe that their needs are being well-served.	1	0	1	4	19	13	4.19	0.74	37
78	The decisions and priorities of the NapaSan Board of Directors are effectively communicated throughout the entire organization.	1	1	2	8	22	4	3.70	0.85	37
79	The NapaSan Board of Directors provides leadership regarding the mission, vision, goals and priorities of the District.	0	1	2	11	21	3	3.61	0.82	38
80	Efforts are being made at NapaSan to capture the critical institutional knowledge that may be held by one employee in order to reduce the risk of losing that knowledge all together should the employee leave.	0	1	3	8	21	5	3.68	0.90	38

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#	Question	Not Applicable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation	Total Responses
81	I am confident the results of the All Employee Survey will be used to make NapaSan a better place to work.	0	2	3	13	12	8	3.55	1.08	38

\*This item was negatively worded in the survey. The frequency of each response reflects the actual response while the mean and standard deviation reflect recoded values to maintain consistency in which higher averages on all the survey items reflected a more positive opinion of the Napa Sanitation District. When interpreting this statement, please note the higher the mean, the more the respondents disagreed with the statement where disagreement is indicative of a positive view of the Napa Sanitation District.

***Benchmarked Items (Results can be compared to other public agencies)***

#	Standardized Employee Engagement Statements	Don't Know	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation	Total Responses
82	I recommend NapaSan as a good place to work.	0	0	3	3	15	17	4.21	0.91	38
83	I am proud when I tell others I am part of NapaSan.	0	0	0	5	15	18	4.34	0.71	38
84	I feel a strong personal attachment to NapaSan.	0	0	1	7	12	18	4.24	0.85	38
85	NapaSan inspires me to do the best in my job.	0	2	5	20	11	0	4.05	0.80	38
86	I feel comfortable being myself at work.	0	0	2	3	19	14	4.18	0.80	38
87	NapaSan motivates me to help achieve its objectives.	0	0	2	7	15	14	4.08	0.88	38

## High and Low Statements

The 10 most favorably (13 due to a tied rating for the 10<sup>th</sup> place) and 10 least favorably statements are presented in the following table.

#	Statement	Not Applicable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation	Total Responses
<b>Top 13 Most Favorably Rated Statements</b>										
20	My co-workers are committed to doing quality work.	0	0	0	4	9	25	4.55	0.69	38
26	Employee safety is an important concern in my work unit.	0	0	0	0	19	19	4.5	0.51	38
35	I do many things on the job that require me to use a variety of skills and talents.	0	0	0	1	17	20	4.5	0.56	38
22	My co-workers are willing to help me complete important work.	1	0	0	4	12	21	4.46	0.69	37
24	Customer needs are clearly understood within my work unit.	1	0	0	2	16	19	4.46	0.61	37
39	I understand how my work contributes to the overall success of NapaSan.	1	0	0	1	20	16	4.41	0.55	37
10	I understand what my direct supervisor expects of me.	0	0	0	4	17	17	4.34	0.67	38
11	My direct supervisor encourages my input on work issues and decisions.	0	0	2	3	13	20	4.34	0.85	38
17	My direct supervisor is available when I need to meet with him/her.	0	0	1	3	16	18	4.34	0.75	38



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#	Statement	Not Applicable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation	Total Responses
21	My co-workers are competent in performing their work.	0	0	0	4	17	17	4.34	0.67	38
32	I am able to schedule time off from work when needed.	0	0	1	1	20	16	4.34	0.67	38
37	I have a clear understanding of the goals and objectives of my unit.	0	0	0	4	17	17	4.34	0.67	38
44	My role and responsibilities at work are clear; I know what is expected of me.	0	0	0	3	19	16	4.34	0.63	38
<b>Bottom 10 – Least Favorably Rated Statements</b>										
2	Changes needed in my work unit to improve work processes/procedures are implemented quickly.	1	0	5	10	17	5	3.59	0.9	37
81	I am confident the results of the All Employee Survey will be used to make NapaSan a better place to work.	0	2	3	13	12	8	3.55	1.08	38
3*	I work with processes/procedures on a daily basis that significantly reduce my productivity.	0	6	15	10	6	1	3.5	1.03	38
33*	I do not have enough time to do what is expected of me at work.	0	8	11	11	8	0	3.5	1.06	38
52	I believe that my viewpoints/concerns will be considered by management with an open mind.	0	2	3	14	12	7	3.5	1.06	38

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#	Statement	Not Applicable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation	Total Responses
6	The forms and processes used for annual employee performance evaluations are user friendly.	1	2	4	10	16	5	3.49	1.04	37
68	I believe that high job performance is rewarded at NapaSan.	1	3	2	13	15	4	3.41	1.04	37
5	The processes used for personnel decisions (e.g., promotions, hiring, discipline) are fair.	0	2	8	8	16	4	3.32	1.09	38
41*	Most of my work is repetitive and routine.	0	3	14	7	12	2	3.11	1.11	38
72	My perception is that, compared to employees doing the same work as mine in other sanitation agencies, I am fairly compensated for my work.	1	4	9	8	14	2	3.03	1.14	37

## Demographic Breakdowns

Besides the overall survey responses by all employee responders, the results include breakdowns by the employee sub-sets or “breakdowns” used in the survey. The survey demographics include:

- Supervisor/Manager or non-supervisory employee
- Seniority level
- Gender
- Work location
- Work department

### Supervisor/Manager versus non-supervisory employees

The NapaSan 2017 survey had two supervisory level breakdowns, with the findings for which supervisory level had the most favorable responses (mean score on the 5 point scale) to the 81 survey statements are recorded in the table below.

Supervisory Level	N (# of responders)*	Highest/Most favorable mean score	Lowest/Least favorable mean score
I am a manager or supervisor	11	74/81 survey statements	5/81 survey statements
I am a rank and file employee	26	5/81 survey statements	74/81 survey statements

\* One respondent did not identify a supervisory level

Supervisor and manager responses in employee surveys are commonly more favorable toward the organization because:

- Management has more trust in the organization because they are more informed about organizational direction and the reasoning behind actions and decisions and have more influence over agency direction
- Management are often more senior employees with more time and career commitment invested in the organization
- Management may have different or more attractive compensation and retention benefits than non-management employees
- Response difference that are more significant (e.g., >.75 on the 1-5 scale used in this survey) are sometimes more meaningful. Survey themes that included more significant favorable management /supervisor responses than non-supervisory employee responses in the 2017 survey included:
  - Staff are encouraged to bring up work concerns with management considering them with an open mind;
  - Management utilization of consistent rules/procedures to make decisions/Confidence in management decisions;
  - Processes for personnel decisions are fair; high job performance is rewarded;
  - Work is not repetitive, opportunity to grow and learn;

- Confidence that All Employee Survey makes NapaSan a better place to work.

## Seniority Level

The NapaSan 2017 survey had four seniority level breakdowns, with the findings for which seniority level had the most favorable responses (mean score on the 5 point scale) to the 81 survey statements are recorded in the table below.

Seniority Level	N (# of responders)*	Highest/Most favorable mean score*	Lowest/Least favorable mean score*
<2 years	4	26/81 survey statements	14/81 survey statements
2-5 years	3	52/81 survey statements	7/81 survey statements
5-10 years	9	13/81 survey statements	5/81 survey statements
>10 years	22	1/81 survey statements	56/81 survey statements

\*Total is higher than 81--total # of survey statements--as some survey statements had tied highest or lowest scores from multiple levels

In many cases the highest score was only nominally higher than the next highest score (e.g., 3.62 versus 3.55), and the difference between the highest and lowest rating is on average only 0.51. Interestingly, the employees with 2 to 5 years had the most favorable ratings, in contrast to 2014 when those with more than 10 years had the most favorable ratings. However, this is due to an increase of over 0.5 in the first three levels, and a negligible increase of 0.03 for those with more than 10 years.

## Gender

While only 6 of the 36 survey responders were female, there was a significant gender response difference in the scaled statement responses per the table below.

Gender	N (# of responders)*	Highest/Most favorable mean score	Lowest/Least favorable mean score
Female	6	62/81 survey statements	17/81 survey statements
Male	30	17/81 survey statements	62/81 survey statements

\*Two did not identify gender

Although the female employees had a more favorable impression on a large majority of the statements, the difference between the two groups was only 0.24 points on average and the number of female responders is relatively small.

## Work Locations

The NapaSan 2017 survey had four work location level breakdowns, with the findings for which work location had the most favorable responses (mean score on the 5 point scale) to the 81 survey statements are recorded in the table below. While the employee group sizes at the varied locations are not directly comparable, the favorability scores based on the different locations are reported in the table below.

<b>Work Locations</b>	<b>N (# of responders)*</b>	<b>Highest/Most favorable mean score**</b>	<b>Lowest/Least favorable mean score**</b>
Reclamation Building	2	7/81 survey statements	46/81 survey statements
Operations Building	15	5/81 survey statements	25/81 survey statements
Administration Building	12	62/81 survey statements	1/81 survey statements
Collections Building	8	9/81 survey statements	11/81 survey statements

\*One respondent did not indicate a work location

\*\*Total is higher than 81--total # of survey statements--as some survey statements had tied highest scores from two of the four work location groups.

The Administration Building staff had the most favorable impression on a large majority of the statements while the Reclamation Building staff had the least favorable impression on just over half of the statements. However, the overall average across all the statements for the Reclamation Building was only 0.60 lower than the average rating of the Administration Building staff.

## Work Department

The NapaSan 2017 survey had eight work department level breakdowns, with the findings for which work location had the most favorable responses (mean score on the 5 point scale) to the 81 survey statements are recorded in the table below. Similar to the work locations, although the employee group sizes in the varied locations are not directly comparable, the favorability scores based on the different locations are reported in the table below.

<b>Work Department</b>	<b>N (# of responders)*</b>	<b>Highest/Most favorable mean score**</b>	<b>Lowest/Least favorable mean score**</b>
Administration	5	18/81 survey statements	4/81 survey statements
Engineering	6	1/81 survey statements	7/81 survey statements
Collections	8	1/81 survey statements	0/81 survey statements
Operations	8	0/81 survey statements	7/81 survey statements
Maintenance	5	0/81 survey statements	43/81 survey statements
Regulatory Compliance	1	56/81 survey statements	3/81 survey statements
Recycling	2	3/81 survey statements	24/81 survey statements
Other (Technical Svcs)	2	47/81 survey statements	2/81 survey statements

\*One respondent did not indicate a work location

\*\*Total is higher than 81--total # of survey statements--as some survey statements had tied highest scores from two of the four work location groups.

The Regulatory Compliance department staff had the most favorable impression on a majority of the statements while the Maintenance department staff had the least favorable impression on just over half of the statements. However, the small number of participants in many of the groups makes it impractical to draw any meaningful comparisons.

## Follow-up question (starting in the 2014 survey)

One of the survey statements, "I will look for work outside NapaSan in the next year," prompted an additional new follow-up question if the responder indicated "Agree" or "Strongly Agree" to this statement. The reported reasons for agreement with the statement are reported in the table below.

**Please select the one reason that best explains your response to "I will look for work outside NapaSan in the next year."**

Response	Reason Provided	Total Responses
Agree	Better Pay/Benefits	2
	Better Supervisory Relationship	1
	Other: Commute	1
	Other: Satisfaction; fully utilize talent & experience, be a stakeholder in the work unit, advancement	1
	Other: An employees opportunity is a manegment whim. The rules change without reason. + \$\$\$	1
	(No Reason Provided)	1
Strongly Agree	<b>Other:</b> Ability to work from home as part of 40 hour work week (although the current flexibility with start time is wonderful and VERY much appreciated) and career advancement.	1

## Open-ended Questions

The 2017 survey included five open-ended questions requesting written responses to a text box. The representative responses are presented below each question as illustrations.

- 1. Do you see any opportunities for improving the effectiveness of our organization? Ways to increase revenue, decrease costs, improve teamwork and the customer service experience, general productivity, other ideas?**

- Teamwork could be improved if there were “more opportunities to come together as a whole staff instead of individual departments”, allowing rank and file employees to “discuss work duties and projects... it could improve our knowledge of what others do”.
- Work efficiency is negatively impacted by failing or malfunctioning equipment. The current use of “existing obsolete MP2 CMMS hinders effective scheduling, tracking, and maintenance of equipment;” productivity and waste reduction could be achieved “by replacing our overpriced and severely dysfunctional CMMS (computerized maintenance management software) with one that is effective, and costs less”. This could be addressed by being “prepared to service critical infrastructure/equipment” or “by creating a municipality surplus equipment exchange organization where unneeded equipment can be transferred from a public organization with surplus, to a public organization with a need”.

**2. If you were running NapaSan for the next 12 months what would your top priorities be to take NapaSan to the next level of sustained excellence?**

- “I am proud to be a part of an agency that not only collects and treats wastewater but tries to find ways that are innovative while being fiscally and environmentally responsible.”
- “Empower employees so they are stakeholders in the organization at all levels,” by encouraging them to “participate in problem solving and decision making, as opposed to receiving directives,” and “have employees have more presence at community events and educate (others) on the benefits of what NapaSan does”.
- Conduct an objective salary survey to potentially “increase employee wages to a bay area average or even above average to retain valuable employees” as “employee morale may be dropping due to the loss of supervisors and managers that leave due to higher salaries elsewhere.”
- “Implement a ‘Maintenance Conscience Engineering’ strategy that closely includes maintenance personnel in equipment selection and placement focusing on accommodating maintenance and repair activities to promote the dependability and longevity of the equipment,” “Repurpose surplus but operable equipment,” and “replace MP2 equipment maintenance database”.

**3. What do you appreciate about working for NapaSan?**

- There were **many** comments indicating appreciation for current collaboration, “strong team environment, professionalism, overall drive to be productive and efficient, and great communication”, “the good benefits that we receive and the environment that we get to work in”, and the positive “way (they) get treated by other employees and co workers”.
- In addition to the work environment, staff indicated pride in “the people I work with and the service we provide to the rate payers of Napa”, work “that is forward thinking and exploring new uses for our biosolids and water”, and overall “the amount of care given to the environment with the recycled water, biosolids and energy production programs”.

**4. What is your greatest frustration working at NapaSan? What would you like senior management to know?**

- Inability to maintain qualified staffing, concern about losing “valuable employees to sister agencies due to differences in compensation”, due to “expens(e) to live here and the commute from outside the community”, and it is “difficult to attract top-notch candidates from their current jobs and it hurts when a strong employee leave”, especially since “hiring replacements seems to take longer then it should...”.
- Some allegations of workplace hostility including “a negative culture in the break room... hearing racial and sexual orientation slurs, bigoted and controversial statements, and slander against those not present” and one indication of a “dept manager run with a bully attitude”.
- Assets are not managed appropriately including a “database (that) is poor and incomplete... servicing the wrong equipment at the wrong intervals, and missing some documentation on our equipment and facilities;” as well as personnel issues including “engineering is outsourced too frequently”, and “inexperienced engineering staff overseeing projects, high turnover.”
- Concern that the Board “has a hard time wearing multiple hats (City, County, NSD) and when it comes to supporting NSD and the staff we often get treated like the other agencies” and during “M.O.U. discussion the Board of Directors insist on comparing us to the City of Napa and County of Napa for wages and benefits. These agencies DO NOT work with waste water and SHOULD NOT be considered comparable”.

#### **5. Do you have any additional comments or feedback for NapaSan?**

Many of the themes identified above continued in this section, but the following are three quotes addressing the need for training, opportunities for advancement, and appreciation of efforts to obtain employee feedback.

- “The treatment plant relies heavily on automation to run our plant, yet maintenance personnel do not receive training or have access to our automation equipment at the level needed to support the equipment. Staff does not implement or maintain the systems, yet is called upon in an emergency capacity when the system fails. Staff should be closer to our automation hardware, software, and IT structure.”
- “Upper level EM staff should have opportunity to advance to Level III like other comparable agencies, we are proficient in electrical, instrumentation and mechanical unlike other agencies we have greater breadth of knowledge and deserve to be compensated accordingly.”
- “I am glad that management and the Board continue to conduct this survey. It shows that they genuinely care about the employees and want to make sure that we feel like we matter. I appreciate that.”

## **Overall 2010-2011-2014-2017 Results**

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The following tables report overall survey results showing the trending for survey responses for the four administrations of the NapaSan employee survey: 2010, 2011, 2014, and 2017. Generally,



the results showing continued strong favorable responses and steady upward trending in most survey items.

*NapaSan Final Report: 2017 Employee Survey Results Summary  
and 2010-2011-2014-2017 Overall Results Comparison*

#	Question	2010 (N = 45)		2011 (N = 41)		2014 (N = 42 )		2017 (N = 38 )		Change in Average Rating	
		Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	2014- 2017	2010- 2017
1	The NapaSan is focused on continuous improvement to our business processes and procedures.	3.52	0.88	3.95	0.84	4.05	0.96	4.21	.66	0.16	0.69
2	Changes needed in my work unit to improve work processes/procedures are implemented quickly.	2.69	1.13	3.27	1.00	3.33	1.10	3.59	.90	0.26	0.9
3*	I work with processes/procedures on a daily basis that significantly reduce my productivity.	2.82	1.15	3.28	1.09	3.38	1.15	3.50	1.03	0.12	0.68
4*	My productivity is reduced by the tools and equipment I have to use on the job.	3.22	1.30	3.38	1.19	3.49	1.19	3.82	1.06	0.33	0.6
5	The processes used for personnel decisions (e.g., promotions, hiring, discipline) are fair.	2.61	1.10	3.22	1.04	3.32	1.29	3.32	1.09	0	0.71
6	The forms and processes used for annual employee performance evaluations are user friendly.	2.26	1.17	3.39	0.82	3.48	1.09	3.49	1.04	0.01	1.23
7	I can trust my direct supervisor to look out for my best interest.	3.51	1.27	3.71	1.21	3.71	1.29	4.16	.82	0.45	0.65

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#	Question	2010 (N = 45)		2011 (N = 41)		2014 (N = 42 )		2017 (N = 38 )		Change in Average Rating	
		Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	2014- 2017	2010- 2017
8	I have discussed my training and development needs with my direct supervisor in the last six months.	3.35	1.03	3.89	0.98	4.00	1.09	3.92	1.04	-0.08	0.57
9	I receive feedback from my direct supervisor that helps me to improve my job performance.	3.55	1.04	3.85	0.95	3.98	0.90	4.13	.84	0.15	0.58
10	I understand what my direct supervisor expects of me.	3.82	0.89	4.02	0.61	4.19	0.83	4.34	.67	0.15	0.52
11	My direct supervisor encourages my input on work issues and decisions.	3.69	1.20	4.07	0.91	4.14	0.93	4.34	.85	0.2	0.65
12*	My direct supervisor does not recognize my potential.	3.53	0.99	4.05	0.92	4.10	1.06	3.97	1.17	-0.13	0.44
13	My direct supervisor delegates responsibility to me.	4.07	0.84	4.15	0.79	4.24	0.93	4.19	.81	-0.05	0.12
14	My direct supervisor encourages employees to openly air their concerns about issues or changes.	3.25	1.30	3.90	0.97	3.83	1.23	4.03	.91	0.2	0.78
15	My direct supervisor evaluates my job performance fairly.	3.40	1.17	3.98	0.83	3.80	1.20	4.22	.67	0.42	0.82

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		Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	2014- 2017	2010- 2017
16	My direct supervisor has given me recognition or positive feedback in the last two weeks.	3.53	1.10	3.82	1.00	3.83	1.12	4.13	.84	0.3	0.6
17	My direct supervisor is available when I need to meet with him/her.	4.14	0.80	3.98	0.76	4.40	0.63	4.34	.75	-0.06	0.2
18*	My direct supervisor does not understand my job problems and needs.	3.76	0.80	3.95	0.77	3.86	1.10	4.24	.91	0.38	0.48
19	My direct supervisor supports my career growth at NapaSan.	3.58	1.03	3.98	0.86	3.95	0.80	4.16	.83	0.21	0.58
20	My co-workers are committed to doing quality work.	4.27	0.62	4.27	0.74	4.18	0.75	4.55	.69	0.37	0.28
21	My co-workers are competent in performing their work.	3.98	0.97	4.17	0.63	4.28	0.60	4.34	.67	0.06	0.36
22	My co-workers are willing to help me complete important work.	4.16	0.78	4.15	0.79	4.17	0.67	4.46	.69	0.29	0.3
23	My co-workers treat me with respect.	4.09	0.97	3.90	0.89	3.95	0.84	4.26	.76	0.31	0.17
24	Customer needs are clearly understood within my work unit.	4.10	0.72	4.11	0.65	4.33	0.57	4.46	.61	0.13	0.36

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#	Question	2010 (N = 45)		2011 (N = 41)		2014 (N = 42)		2017 (N = 38)		Change in Average Rating	
		Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	2014- 2017	2010- 2017
25	Employee diversity is valued in my work unit.	3.71	0.94	3.82	0.68	4.10	0.79	4.00	.74	-0.1	0.29
26	Employee safety is an important concern in my work unit.	4.18	0.94	4.34	0.66	4.38	0.76	4.50	.51	0.12	0.32
27	I have received all of the training necessary to complete my work efficiently.	2.98	1.23	3.32	1.04	3.74	1.01	4.00	1.01	0.26	1.02
28	I have the work tools and resources I need to do my job.	3.38	1.19	3.68	0.99	3.83	0.96	4.00	.96	0.17	0.62
29	I receive the direction I need in order to do my job successfully.	3.55	1.13	3.88	0.71	4.17	0.82	4.27	.77	0.1	0.72
30	I tell others that NapaSan is a great organization in which to work.	3.64	0.83	4.20	0.87	4.07	1.02	4.17	1.03	0.1	0.53
31	Work units within NapaSan work well together toward reaching overall NapaSan goals/objectives.	3.05	1.36	3.41	0.95	3.90	1.07	4.22	.75	0.32	1.17
32	I am able to schedule time off from work when needed.	3.82	1.04	4.10	0.94	4.21	0.81	4.34	.67	0.13	0.52
33*	I do not have enough time to do what is expected of me at work.	3.39	1.15	3.39	1.00	3.55	1.06	3.50	1.06	-0.05	0.11

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#	Question	2010 (N = 45)		2011 (N = 41)		2014 (N = 42)		2017 (N = 38)		Change in Average Rating	
		Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	2014- 2017	2010- 2017
34	I have the flexibility I need at work to meet my family obligations.	4.00	0.71	4.03	0.80	4.19	0.83	4.26	.72	0.07	0.26
35	I do many things on the job that require me to use a variety of skills and talents.	4.33	0.67	4.10	0.70	4.33	0.57	4.50	.56	0.17	0.17
36	I feel I am valued by my work unit.	3.73	1.10	3.95	0.95	4.05	0.82	4.24	.88	0.19	0.51
37	I have a clear understanding of the goals and objectives of my unit.	3.87	0.97	4.02	0.57	4.29	0.60	4.34	.67	0.05	0.47
38*	I spend too much time completing work that is not part of my core job responsibilities.	3.59	0.90	3.78	0.70	3.81	0.89	3.89	.83	0.08	0.3
39	I understand how my work contributes to the overall success of NapaSan.	4.16	0.82	4.22	0.53	4.38	0.54	4.41	.55	0.03	0.25
40*	I will look for work outside NapaSan in the next year.	4.05	1.13	4.03	1.35	3.71	1.31	3.74	1.25	0.03	-0.31
41*	Most of my work is repetitive and routine.	3.18	1.05	3.24	1.02	2.76	0.91	3.11	1.11	0.35	-0.07
42*	My physical work environment hinders my productivity.	3.80	0.92	3.71	0.93	3.83	1.05	4.11	.80	0.28	0.31
43	My physical work environment is pleasant and comfortable.	3.51	0.99	3.46	1.03	3.52	1.11	3.79	1.17	0.27	0.28

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		Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	2014- 2017	2010- 2017
44	My role and responsibilities at work are clear; I know what is expected of me.	3.71	0.97	4.05	0.77	4.17	0.79	4.34	.63	0.17	0.63
45*	I have a second job outside NapaSan or intend to look for a second job outside NapaSan in the next year.	Not in 2010 survey		Not in 2011 survey		4.03	1.02	3.97	1.03	-0.06	N/A
46	My work gives me a personal feeling of accomplishment.	3.69	1.02	4.02	0.82	3.95	0.94	4.11	.89	0.16	0.42
47	The work I do is very important to my work unit.	4.13	0.59	4.15	0.62	4.21	0.65	4.24	.59	0.03	0.11
48	Employees are encouraged to share ideas about improving the way things are done on the job.	3.37	1.25	3.90	0.94	3.88	1.17	4.13	.91	0.25	0.76
49	Employees are encouraged to voice their issues and concerns to management.	2.73	1.45	3.56	1.18	3.60	1.23	3.78	1.08	0.18	1.05
50	I am not afraid to bring up work issues or concerns to management.	3.04	1.38	3.78	0.99	3.74	1.21	3.92	1.00	0.18	0.88
51	I believe that consistent rules and procedures are used by management to make decisions that affect my work unit.	2.86	1.34	3.27	1.12	3.40	1.19	3.68	.96	0.28	0.82

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		Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	2014- 2017	2010- 2017
52	I believe that my viewpoints/concerns will be considered by management with an open mind.	2.60	1.30	3.34	1.04	3.61	1.07	3.50	1.06	-0.11	0.9
53	I have confidence in the decisions made by management.	2.71	1.18	3.54	0.95	3.52	1.09	3.61	1.08	0.09	0.9
54	I have the opportunity to express my views and concerns to management.	3.00	1.31	3.80	0.84	3.74	0.91	4.03	.88	0.29	1.03
55	I am satisfied with the communications I receive from management about issues/changes that may affect me.	2.70	1.29	3.59	0.95	3.60	0.99	3.71	.98	0.11	1.01
56	Management clearly explains the reasons for changes and major decisions.	2.57	1.19	3.38	1.03	3.33	1.10	3.63	.88	0.3	1.06
57	Management has clearly articulated the mission and goals of the NapaSan.	3.02	1.12	3.63	0.83	3.86	0.84	4.00	.81	0.14	0.98
58	Management provides clear direction on where the organization is headed.	2.82	1.23	3.66	0.76	3.74	0.99	3.79	.87	0.05	0.97



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		Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	2014- 2017	2010- 2017
59*	My job is made more difficult due to a lack of communication between my division and other divisions.	2.78	1.28	3.29	1.10	3.59	1.14	3.71	1.09	0.12	0.93
60	The relocation of Collections, Administration and Engineering to the new facility has improved communications among the divisions within NapaSan.	Not in 2010 survey		Not in 2011 survey		3.68	1.15	3.97	.95	0.29	N/A
61	My work unit holds regular meetings to share NapaSan-wide information/updates.	3.18	1.01	3.83	0.92	4.12	0.86	4.29	.65	0.17	1.11
62	I am given the freedom to determine how to best complete my job responsibilities.	3.56	1.22	4.05	0.77	4.10	0.69	4.24	.85	0.14	0.68
63	Management delegates sufficient authority to employees to make work related decisions.	2.84	1.14	3.78	0.85	3.71	0.83	3.84	.89	0.13	1
64	The relocation of Collections, Administration and Engineering to the new facility has improved overall productivity within NapaSan.	Not in 2010 survey		Not in 2011 survey		3.54	1.05	3.80	1.05	0.26	N/A
65	Management demonstrates trust in employees' ability to make routine decisions.	2.91	1.24	3.78	0.94	3.59	1.00	3.66	1.07	0.07	0.75

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		Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	2014- 2017	2010- 2017
66	Management is ethical and reliable in meeting commitments.	Not in 2010 survey		Not in 2011 survey		Not in 2014 survey		3.84	1.03	N/A	N/A
67	I am aware of career development opportunities available to me within NapaSan.	3.07	1.27	3.39	1.05	3.72	0.94	3.97	.93	0.25	0.9
68	I believe that high job performance is rewarded at NapaSan.	2.51	1.31	3.34	1.11	3.26	1.15	3.41	1.04	0.15	0.9
69	I have a current description of my work goals and training and development objectives.	3.14	1.05	3.68	0.79	3.69	0.98	4.11	.61	0.42	0.97
70	I have the opportunity to grow and learn at NapaSan.	3.43	1.21	3.61	0.97	3.57	1.02	4.03	.97	0.46	0.6
71	Issues and questions regarding the NapaSan benefits program are explained and resolved by staff.	3.55	1.04	3.95	0.60	3.88	0.94	3.89	.83	0.01	0.34
72	My perception is that, compared to employees doing the same work as mine in other sanitation agencies, I am fairly compensated for my work.	3.39	0.92	3.54	0.95	3.83	0.93	3.03	1.14	-0.8	-0.36
73	My perception is that, compared to other NapaSan employees, I am fairly compensated for my work.	3.11	1.03	3.68	0.93	3.62	1.08	3.66	.91	0.04	0.55

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		Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	2014- 2017	2010- 2017
74	I participate in a formally structured work team that has clearly defined roles and responsibilities.	3.49	1.06	3.65	0.86	3.98	0.72	4.13	.70	0.15	0.64
75	My experience of team work at NapaSan is usually situation specific - a problem or challenge arises, we bring together the best people to find a solution, we recommend a solution and we each go back to our regular work.	3.19	0.96	3.76	0.82	3.78	0.88	3.84	.87	0.06	0.65
76	Management encourages teamwork and commitment among employees.	Not in 2010 survey		Not in 2011 survey		Not in 2014 survey		4.00	.93	N/A	N/A
77	My perception is that NapaSan's customers believe that their needs are being well-served.	3.73	1.05	3.95	0.61	4.38	0.71	4.19	.74	-0.19	0.46
78	The decisions and priorities of the NapaSan Board of Directors are effectively communicated throughout the entire organization.	2.52	0.95	3.54	0.84	3.29	1.17	3.70	.85	0.41	1.18
79	The NapaSan Board of Directors provides leadership regarding the mission, vision, goals and priorities of the District.	2.91	0.83	3.20	1.03	3.34	1.20	3.61	.82	0.27	0.7

#	Question	2010 (N = 45)		2011 (N = 41)		2014 (N = 42 )		2017 (N = 38 )		Change in Average Rating	
		Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	2014- 2017	2010- 2017
80	Efforts are being made at NapaSan to capture the critical institutional knowledge that may be held by one employee in order to reduce the risk of losing that knowledge all together should the employee leave.	2.47	1.05	3.20	1.03	3.56	1.14	3.68	.90	0.12	1.21
81	I am confident the results of the All Employee Survey will be used to make NapaSan a better place to work.	2.93	1.29	3.66	1.04	3.60	1.08	3.55	1.08	-0.05	0.62

\*This item was negatively worded in the survey. The mean and standard deviate on reflect recoded values to maintain consistency in which higher averages on all the survey items reflected a more positive opinion of the Napa Sanitation District. When interpreting this statement, please note the higher the mean, the more the respondents disagreed with the statement where disagreement is indicative of a positive view of the Napa Sanitation District.

### Highest and Lowest Change in Average Ratings

The 10 statements with the highest change in average ratings and the 10 with the least change between the 2014 and 2017 surveys are presented in the following table.

#	Statement	2014 Mean	2017 Mean	Difference
Top 10 Statements with the Most Change in Average Ratings				

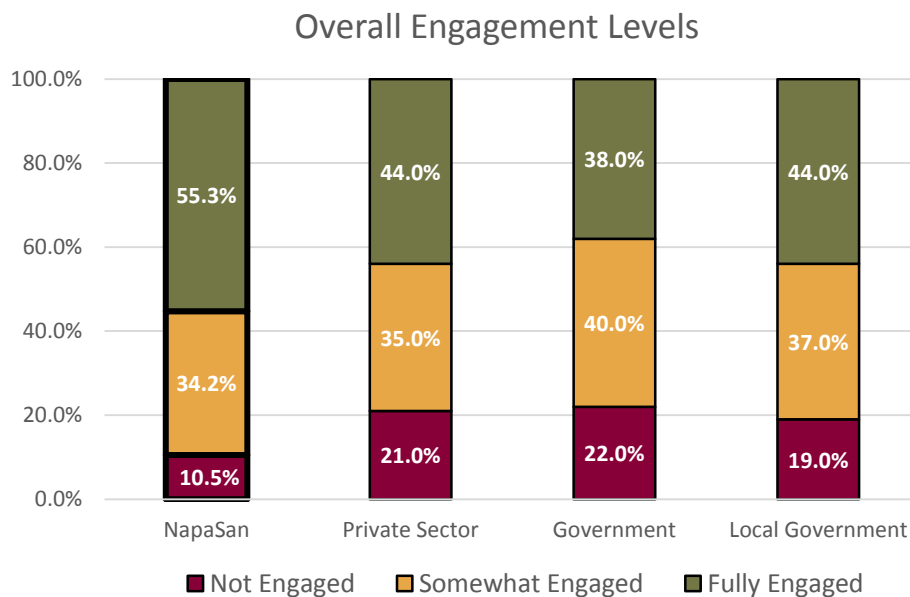
#	Statement	2014 Mean	2017 Mean	Difference
72	My perception is that, compared to employees doing the same work as mine in other sanitation agencies, I am fairly compensated for my work.	3.83	3.03	-0.80
70	I have the opportunity to grow and learn at NapaSan.	3.57	4.03	0.46
7	I can trust my direct supervisor to look out for my best interest.	3.71	4.16	0.45
15	My direct supervisor evaluates my job performance fairly.	3.8	4.22	0.42
69	I have a current description of my work goals and training and development objectives.	3.69	4.11	0.42
78	The decisions and priorities of the NapaSan Board of Directors are effectively communicated throughout the entire organization.	3.29	3.7	0.41
18*	My direct supervisor does not understand my job problems and needs.	3.86	4.24	0.38
20	My co-workers are committed to doing quality work.	4.18	4.55	0.37
41*	Most of my work is repetitive and routine.	2.76	3.11	0.35
4*	My productivity is reduced by the tools and equipment I have to use on the job.	3.49	3.82	0.33
<b>12 Statements with the Least Change in Overall Ratings</b>				
13	My direct supervisor delegates responsibility to me.	4.24	4.19	-0.05

*NapaSan Final Report: 2017 Employee Survey Results Summary  
and 2010-2011-2014-2017 Overall Results Comparison*

#	Statement	2014 Mean	2017 Mean	Difference
33*	I do not have enough time to do what is expected of me at work.	3.55	3.5	-0.05
81	I am confident the results of the All Employee Survey will be used to make NapaSan a better place to work.	3.6	3.55	-0.05
37	I have a clear understanding of the goals and objectives of my unit.	4.29	4.34	0.05
58	Management provides clear direction on where the organization is headed.	3.74	3.79	0.05
73	My perception is that, compared to other NapaSan employees, I am fairly compensated for my work.	3.62	3.66	0.04
39	I understand how my work contributes to the overall success of NapaSan.	4.38	4.41	0.03
40*	I will look for work outside NapaSan in the next year.	3.71	3.74	0.03
47	The work I do is very important to my work unit.	4.21	4.24	0.03
6	The forms and processes used for annual employee performance evaluations are user friendly.	3.48	3.49	0.01
71	Issues and questions regarding the NapaSan benefits program are explained and resolved by staff.	3.88	3.89	0.01
5	The processes used for personnel decisions (e.g., promotions, hiring, discipline) are fair.	3.32	3.32	0

## Employee Engagement Benchmark Assessment

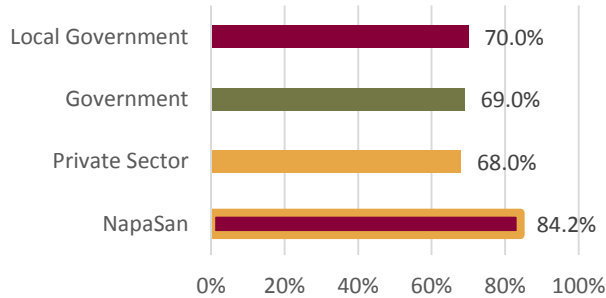
The 2017 survey included for the first time six new statements to allow NapaSan to benchmark how the current work environment compares to similar agencies using standardized statements. The following chart shows the percentage of respondents who were not engaged, somewhat engaged, and fully engaged. Participants who were fully engaged had an average higher than 4.0 across all six statements, those who were somewhat engaged had an average from 3.0 to 4.0, and those not engaged had an average rating less than 3.0 using a scale from “Strongly Disagree” (1) to “Strongly Agree”(5), with “Neither Agree or Disagree” being a neutral rating. **NapaSan has a higher percentage of fully engaged staff than those in private sector, overall government agencies (including local, State, and Federal agencies), or local agencies alone.**



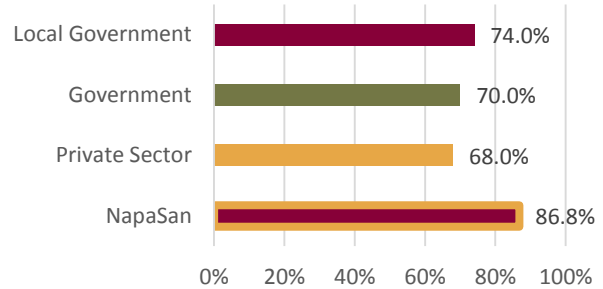
While the six survey statements above do not allow for the fuller benchmark comparisons of the whole CPS HR Institute for Public Sector Employee Engagement survey from which they were sourced, they do provide some basis to conclude that NapaSan’s levels of engagement are notably higher than for many comparable public agencies surveyed.

The following six graphs identify the percentage of NapaSan respondents that either agreed or strongly agreed with each of the six employee engagement statements compared to the same metric for participants in the Private Sector, Overall Government, and Local Government agencies. Similar to the engagement levels, NapaSan respondents had a more positive job connection compared to the other agency types with a higher percentage of respondents indicating agree or strongly agree on the statements.

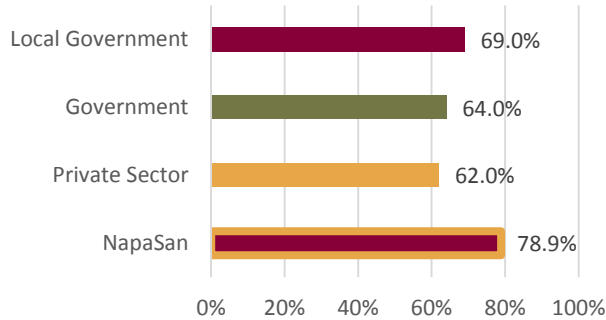
**1. I recommend NapaSan as a good place to work.**



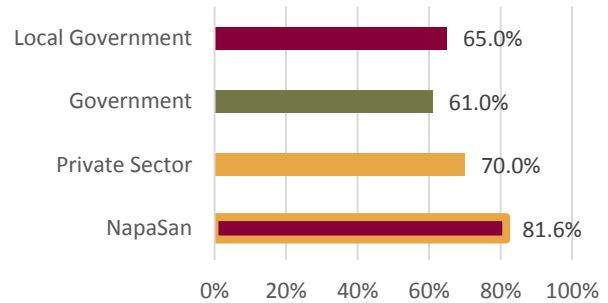
**2. I am proud when I tell others I am part of NapaSan.**



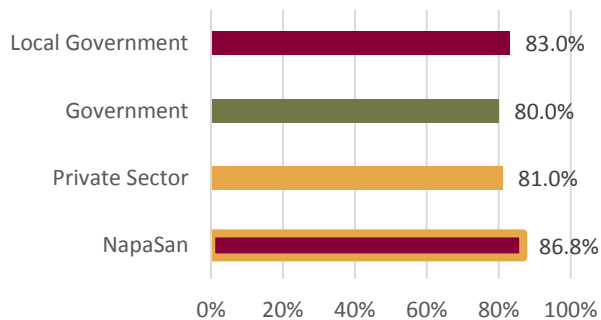
**3. I feel a strong personal attachment to NapaSan.**



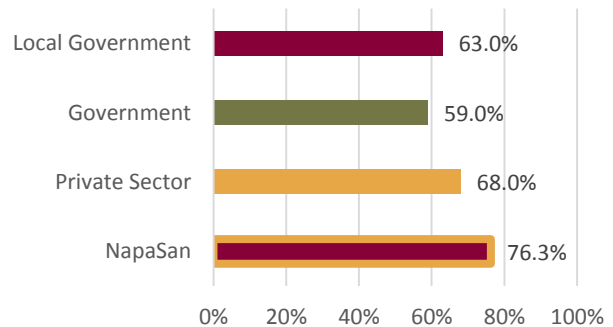
**4. NapaSan inspires me to do the best in my job.**



**5. I feel comfortable being myself at work.**



**6. NapaSan motivates me to help achieve its objectives.**





## Summary Recommendations

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General recommendations based on the 2017 survey as well as the apparent trending based on the four survey history follows below:

- Continue with NapaSan past practice of transparency and broad dissemination of overall scaled statement survey results to the employee population.
- Continue the commitment to periodic re-surveying (18-24 months is common practice) in order to continue to both support agency strengths and direct follow-up to areas requiring more attention or changes. Longitudinal survey results have shown continued improvement with 34.1% of statements in 2014 and 54.3% of statements in 2017 obtaining an average rating of 4.0 or higher.
- Increase the publication and celebration of the general upward trending the survey results over four administrations while still keeping the commitment to continuous organizational assessment and improvement. The 2017 survey noted that managers were much more likely to indicate that staff could bring up concerns and that the survey results are making NapaSan a better place to work. This is a potential indicator that staff are not as aware of the efforts being made in response to their feedback.
- Consider for the next survey a review of the survey content to both add some new survey topics based on organizational changes and remove some items that may not be continuing to serve NapaSan needs. While it is very desirable to continue to have core survey content that can be continued across survey administrations, some minor revision of content is typical of re-survey best practices.
- Where feasible in follow-up to survey results, consider joint employee-management work teams to address potential improvement actions versus teams that are solely managers/supervisors.
- When engaging in any follow-up communications to either dig deeper into results or to make changes in response to results, be sure to publicize the link of the NapaSan actions back to the survey so that employees can see that the most recent survey has been “heard” and is being acted on.
  - Examine the current compensation (pay and benefits) in relation to similar regional and functional agencies to address the average decrease of 0.80 in perceived fairness in compensation between 2014 and 2017—even if NapaSan is genuinely pay competitive, there are some perceptions with staff that it is not very competitive, meaning there is more need to educate staff on this issue.

- Examine potential reasons why there has been no notable improvement in areas with no or miniscule change between the survey administrations including staff understanding of how their work is important and contributes to the success of NapaSan.
  - Be able to address, even given obvious budgetary limitations, some selected opinions from the survey that technology and equipment (in both administrative and operational areas) needed to do the job well is not up to par and requires upgrading.
  - Identify the factors that have made positive changes successful for use in other endeavors, such as the perceived opportunity for growth within NapaSan, trust in the direct supervisor to look out for staff's best interest, and the effective communication of NapaSan Board priorities.
- Continue to use the employee survey as one more “voice” to/from NapaSan management and not a substitute for the many other communications processes (e.g., All-Hands meetings, supervisor-employee interaction, open door policies, intranet practices, etc.) within NapaSan that promote organizational two-way communication and feedback.