

# **NapaSan**

## **2017 Employee Survey Results Summary & 2010-2011-2014-2017 Overall Results Comparison**

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# Survey Background

- The original survey was conducted in 2010, with follow-ups in 2011, 2014, and 2017 as the 4<sup>th</sup> administration.
  - **The 2017 survey:**
    - Changed name from NSD to NapaSan
    - Added 2 new statements assessing management encouragement of teamwork/commitment and management reliability in meeting commitments.
    - Added new benchmark employee engagement section with six statements.
    - Replaced prior open-ended questions with new questions focusing on opportunities for improved organizational effectiveness, top priorities if respondent were in charge, and the sources of frustration, if any, working at NapaSan

# 2017 Survey

- Included 81+1\* scaled survey statements requesting a degree of agreement or disagreement on a 5 point scale (***strongly agree/agree/neither agree or disagree/disagree/strongly disagree +N/A***)
- Included 5 open-ended questions with an optional short written response.
- 80.9% of employees completed the survey in the three week period—a strong response rate overall.

\* One “skip-logic” question (“**I will look for work outside NapaSan in the next year**”) was triggered by a “strongly agree” or “agree” response to initial statement.

# Survey Terminology

- **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 based on the 5-point scale used
  - <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 responders
- **“Negatively stated items”** and reverse scoring

# Summary of Key Results

## 2014 vs. 2017

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

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

# Summary of Key Results

- Overall ratings continue to improve with each administration with the following highlights:
  - 67 of 81 statements had a higher average rating compared to the 2014 average ratings
  - 11 of 81 statements had a lower average rating with the largest decrease being 0.80 on the statement pertaining to being fairly compensated vs. other comparable sanitation agencies
- Overall higher favorable responses than the norm for comparable organizations that CPS HR has surveyed in the last eight years

# Overall Observation

- 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

# Detailed Results Over Time

		2010 (N = 45)		2011 (N = 41)		2014 (N = 42 )		2017 (N = 38 )		Change in Average Rating	
#	Question	Mean	SD	Mean	SD	Mean	SD	Mean	SD	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. ←Note	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



		2010 (N = 45)		2011 (N = 41)		2014 (N = 42 )		2017 (N = 38 )		Change in Average Rating	
#	Question	Mean	SD	Mean	SD	Mean	SD	Mean	SD	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

		2010 (N = 45)		2011 (N = 41)		2014 (N = 42 )		2017 (N = 38 )		Change in Average Rating	
#	Question	Mean	SD	Mean	SD	Mean	SD	Mean	SD	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

		2010 (N = 45)		2011 (N = 41)		2014 (N = 42 )		2017 (N = 38 )		Change in Average Rating	
#	Question	Mean	SD	Mean	SD	Mean	SD	Mean	SD	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

		2010 (N = 45)		2011 (N = 41)		2014 (N = 42 )		2017 (N = 38 )		Change in Average Rating	
#	Question	Mean	SD	Mean	SD	Mean	SD	Mean	SD	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

		2010 (N = 45)		2011 (N = 41)		2014 (N = 42 )		2017 (N = 38 )		Change in Average Rating	
#	Question	Mean	SD	Mean	SD	Mean	SD	Mean	SD	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

		2010 (N = 45)		2011 (N = 41)		2014 (N = 42 )		2017 (N = 38 )		Change in Average Rating	
#	Question	Mean	SD	Mean	SD	Mean	SD	Mean	SD	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
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

		2010 (N = 45)		2011 (N = 41)		2014 (N = 42 )		2017 (N = 38 )		Change in Average Rating	
#	Question	Mean	SD	Mean	SD	Mean	SD	Mean	SD	2014- 2017	2010- 2017
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	1.0
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

		2010 (N = 45)		2011 (N = 41)		2014 (N = 42 )		2017 (N = 38 )		Change in Average Rating	
#	Question	Mean	SD	Mean	SD	Mean	SD	Mean	SD	2014- 2017	2010- 2017
66	Management is ethical and reliable in meeting commitments. ←New in 2017	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. ←Lowest 2017	3.39	0.92	3.54	0.95	3.83	0.93	3.03	1.14	-0.8	-0.36



		2010 (N = 45)		2011 (N = 41)		2014 (N = 42 )		2017 (N = 38 )		Change in Average Rating	
#	Question	Mean	SD	Mean	SD	Mean	SD	Mean	SD	2014- 2017	2010- 2017
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
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. ←2017	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

		2010 (N = 45)		2011 (N = 41)		2014 (N = 42 )		2017 (N = 38 )		Change in Average Rating	
#	Question	Mean	SD	Mean	SD	Mean	SD	Mean	SD	2014- 2017	2010- 2017
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
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. ←Key	2.93	1.29	3.66	1.04	3.60	1.08	3.55	1.08	-0.05	0.62

# 1 Follow-up Question Results

#	Question	Not Applicable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
40	I will look for work outside NapaSan in the next year.	0	15	7	8	7	1

Response	Reason Provided
Agree	Better Pay/Benefits (x2)
	Better Supervisory Relationship
	Other: Commute
	Other: Satisfaction; fully utilize talent & experience, be a stakeholder in the work unit, advancement
	Other: An employees opportunity is a management whim. The rules change without reason. + \$\$\$
	(No Reason Provided)
Strongly Agree	Other: 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.

# Demographic Breakdowns

Supervisory Level	N (# of responders)*	Highest/Most favorable mean	Lowest/Least favorable mean
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*

Seniority Level	N	Highest/Most favorable mean*	Lowest/Least favorable mean*
<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 due to tied highest/lowest means from multiple levels.*

# Demographic Breakdowns

Gender	N*	Highest/Most favorable mean	Lowest/Least favorable mean
<b>Female</b>	6	62/81 survey statements	17/81 survey statements
<b>Male</b>	30	17/81 survey statements	62/81 survey statements

*\*Two did not identify gender*

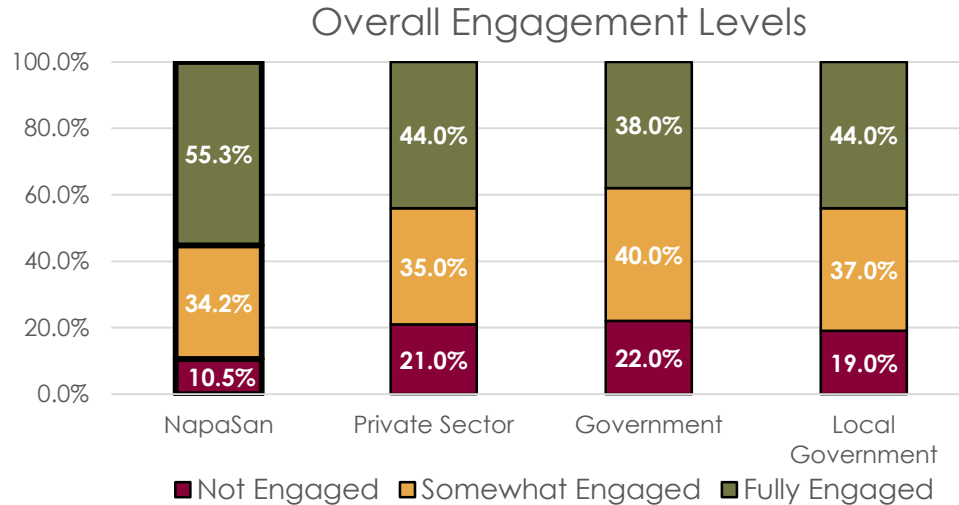
Work Locations	N*	Highest/Most favorable mean**	Lowest/Least favorable mean**
<b>Reclamation Building</b>	2	7/81 survey statements	46/81 survey statements
<b>Operations Building</b>	15	5/81 survey statements	25/81 survey statements
<b>Administration Building</b>	12	62/81 survey statements	1/81 survey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

*\*One respondent did not indicate a work location*

*\*\* Total is higher than 81 due to tied highest/lowest means from multiple levels.*

# Employee Engagement (New in 2017--source: CPS HR Institute for Public Sector Employee Engagement)

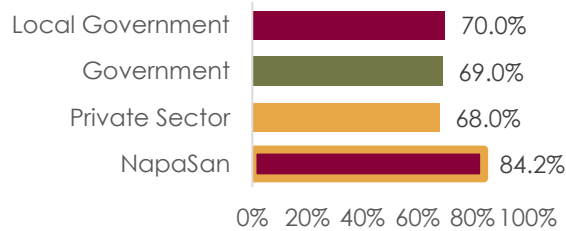
- NapaSan has a higher percentage of fully engaged staff than those in private sector, overall government



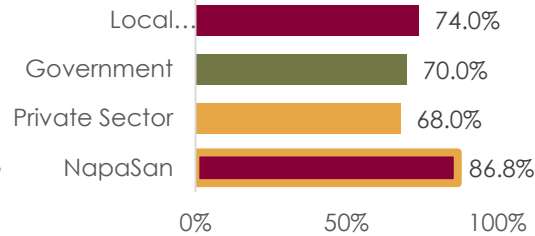
Participants who were fully engaged had an average rating higher than 4.0 across all six statements, those who were somewhat engaged had an average from 3.0 to 4.0, and those not engaged had an average rating less than 3.0

# Employee Engagement

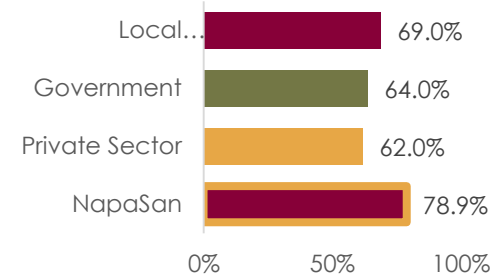
1. I recommend NapaSan as a good place to work.



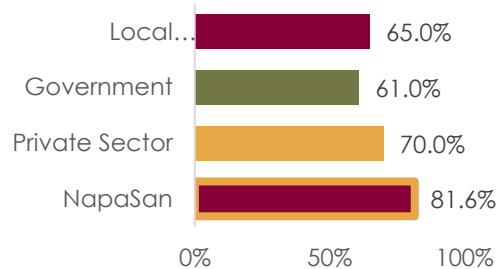
2. I am proud when I tell others I am part of NapaSan.



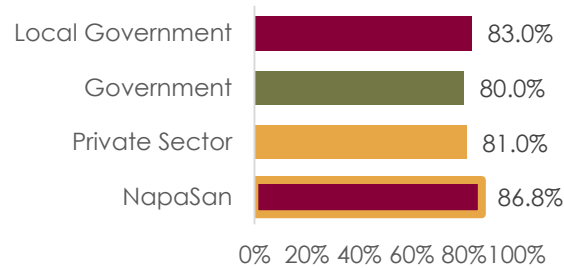
3. I feel a strong personal attachment to NapaSan.



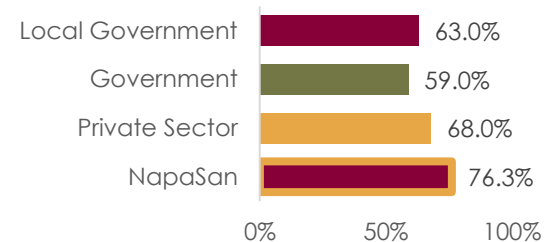
4. NapaSan inspires me to do the best in my job.



5. I feel comfortable being myself at work.



6. NapaSan motivates me to help achieve its objectives.



# Open Ended Questions

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?
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?
3. What do you appreciate about working for NapaSan?
4. What is your greatest frustration working at NapaSan? What would you like senior management to know?
5. Do you have any additional comments or feedback for NapaSan?



# Open-ended question responses

- Responses reflected:
  - 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)
  - General willingness to continue to offer balanced feedback to NapaSan

# Recommendations

- 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.

# Recommendations

- 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.

# Recommendations

- 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.

**Questions-Comments  
and thank you for the continued opportunity to  
work with NapaSan  
-CPS HR Consulting-**

