



# *2012 City of Branson Employee Survey*

## **Final Report**

*Submitted to*

*The City of Branson, MO*



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## 2012 City of Branson Employee Survey

### Executive Summary

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#### PURPOSE AND METHODOLOGY

ETC Institute administered an employee survey for the City of Branson during the spring of 2012. The survey was designed to objectively assess overall satisfaction with employment at the city and to gather input from employees about various issues. This was the second employee survey administered for the City by ETC Institute; the first survey was administered in the spring of 2009.

The major areas that were addressed on the survey included:

- overall perceptions of employment
- communication
- employee recognition
- professional development
- compensations and benefits
- management, supervision, and leadership
- internal support services
- core values
- health and wellness efforts
- resources
- improvements

Participation in the survey was voluntary and employees were allowed to complete the survey during work hours or at home. In order to maintain confidentiality, employees were given postage-paid envelopes to return their survey directly to ETC Institute.

Even though the survey was seven pages long and took an average of 20 minutes to complete, 146 of the City's 232 employees completed the survey. The sample was statistically representative of all major departments and the demographic composition of the City's labor force. The overall results have a 95% level of confidence with a precision of at least +/- 5%.

The following section of this report highlights the major findings from the survey. The other sections of this report include:

- Section 1: Charts and Graphs
- Section 2: Analysis of Trends - 2009 VS. 2012
- Section 3: Gap Analysis (results of full analysis)
- Section 4: Tabular Data
- Section 5: Survey Instrument

## OVERALL FINDINGS

### **Overall Satisfaction with Current Employment**

Seventy-two percent (72%) of the employees surveyed were satisfied with their current job at the City of Branson; 10% were dissatisfied and 18% gave a neutral rating.

### **Overall Perceptions of Employment**

Employees were asked to rate their level of agreement with several statements related to their overall perceptions of employment with the City. The results are provided below:

- More than three-fourths (76%) of employees agreed that the City is a great place to work; only 6% disagreed and 18% were neutral.
- Seventy-three percent (73%) of employees agreed that they have long-term job security with the City as long as they perform their job duties well; 10% disagreed and 17% were neutral.
- Sixty-nine percent (69%) of employees agreed that they would recommend employment at the City; 13% disagreed and 18% were neutral.

### **Ratings of the Work Environment**

Sixty-one percent (61%) of employees rated the overall quality of the work environment at the City excellent or good; 30% rated it as average, 8% rated it as poor and 1% did not know.

Thirty-six percent (36%) of the employees surveyed felt the work environment at the City had improved compared to two years ago; 34% felt it had stayed about the same, 20% felt it had gotten worse and 10% did not know.

### **Ratings of How Branson Compares to Other Cities**

Thirty-seven percent (37%) of employees felt the City of Branson was a better place to work compared to other cities; 38% felt it was about the same, 8% felt it was a worse place to work and 17% did not know.

## FINDINGS FOR THE SPECIFIC AREAS ASSESSED

### **Communication**

Forty-six percent (46%) of the employees surveyed were satisfied with the overall quality and type of communication at the City; 23% were dissatisfied, and 31% were neutral. The communication statements within the category of “communication” that employees agreed with most were:

- I know where to go when I have questions about a work related issue (83%)
- Employees in my department are easy to contact (81%)

The communication statements that employees agreed with least were:

- Employees in other departments are easy to contact (52%)
- I am well informed about citywide issues that affect all employees (52%)

### **Employee Recognition**

Thirty-three percent (33%) of the employees surveyed were satisfied with the overall level of employee recognition at the City; 31% were dissatisfied and 36% were neutral. The statement within the category of “professional development” that employees agreed with most was:

- City employees who perform well receive adequate recognition (37%)

### **Professional Development**

Forty-four percent (44%) of employees were satisfied with the overall professional development and training opportunities at the City; 28% were dissatisfied and 28% were neutral. The statement within the category of “professional development” that employees agreed with most was:

- I receive constructive feedback on work performance from immediate supervisor (64%)

The statement within this category that employees agreed with least was:

- Orientation programs for new employees are effective (39%)

### **Compensation and Benefits**

More than half (56%) of the employees surveyed were satisfied with the overall benefits offered by the City; only 9% were dissatisfied and 36% were neutral. The “compensation and benefits” item that employees rated the highest was:

- The overall quality of medical coverage (57%)

The item that employees rated the lowest was:

- The level of pay received (31%)

**Management, Supervision, and Leadership**

Fifty-three percent (53%) of the employees surveyed were satisfied with the overall management, supervision and leadership at the City; 24% were dissatisfied and 23% were neutral. The statements within the category of “management, supervision and leadership” that employees rated the highest were:

- I am committed to my job (92%)
- I am proud to work for the City of Branson (77%)
- How well I understand my department's mission, goals and objectives (76%)
- How well my department cooperates with other city departments (76%)

The statements within this category that employees rated the lowest were:

- Overall, I think the City is moving in the right direction (58%)
- The overall effectiveness of my immediate supervisor (59%)

**Internal Support Services**

Forty-two percent (42%) of the employees surveyed were satisfied with the overall internal support services provided by the City; 11% were dissatisfied and 48% were neutral. The items within the “internal support services” category that employees rated the highest were:

- City's employee newsletter (60%)
- Support services provided by the Human Resources Department (54%)

The items within this category that employees rated the lowest were:

- Vehicle maintenance services (32%)
- Overall services provided by the IT Department (32%)

**City's Core Values**

Employees were asked to rate how well they felt the City was performing in each of the organization's core areas. The core areas that employees rated the highest, based upon the combined excellent and good ratings, were:

- Service/Courtesy (66%)
- Safety (63%)
- Sustainability (59%)
- Excellence (59%)

The core areas that employees rated lowest were:

- Open Communication/Transparency (45%)
- Stewardship (46%)

**Health and Wellness Issues**

The City’s health and wellness efforts that respondents felt were most important, based upon the combined percentage of extremely important, very important and important responses were:

- Providing health and wellness initiatives which improve health and assist in containing health care costs (64%)
- Providing the annual employee health and wellness fair that helps employees learn about health issues (60%)
- Providing health risk assessments, health education and awareness materials (60%)

The health and wellness effort that employees rated as least important:

- Providing the walking program activity to help employees make desired behavior health changes (34%)

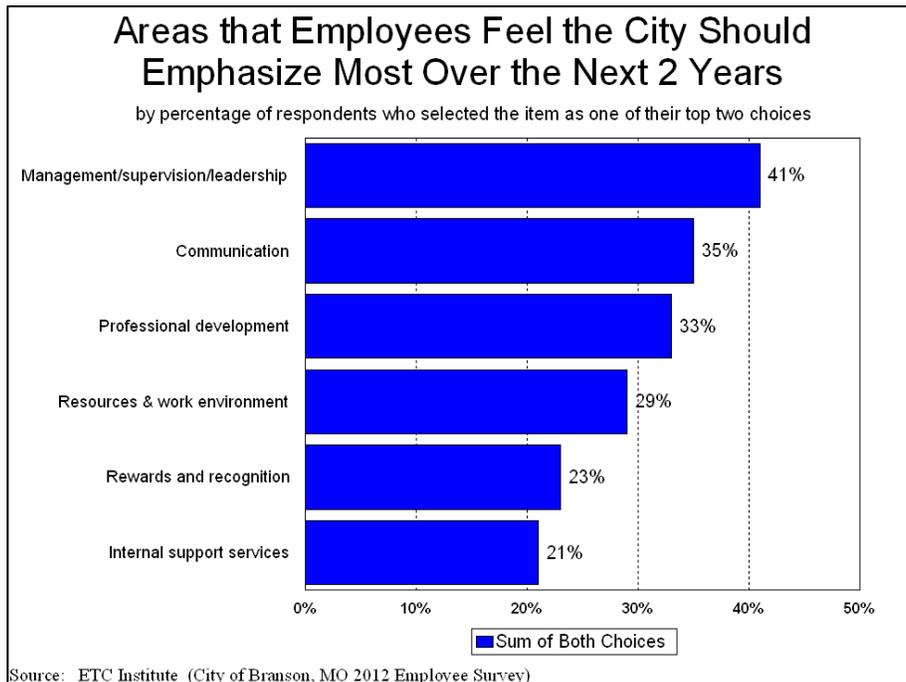
**Resources**

Forty-seven percent (47%) of the employees surveyed rated the availability of quality tools and resources to successfully do their job as excellent or good; 34% rated the quality of tools and resources as average and 19% rated them as poor.

Most (88%) of the employees surveyed believed working conditions at the City were safe and adequately maintained; 11% did not and 1% did not provide a response.

**Improvements**

As the chart below shows, the two areas that employees felt the City should emphasize most over the next two years were: 1) management, supervision and leadership and 2) communication.



## REGRESSION ANALYSIS FINDINGS

ETC Institute conducted regression analysis to identify factors that are most strongly correlated with overall satisfaction in each of the major areas assessed on the survey. By emphasizing improvements in these areas, the City should be able to improve overall perceptions of employment with the City. The results of the regression analysis are provided below.

- **Communication:** Among the six communication-related items that were assessed on the survey, satisfaction with how quickly employees felt they received information that affected them was the most strongly correlated with overall satisfaction with communication.
- **Employee Recognition:** Among the three areas of employee recognition that were assessed on the survey, satisfaction with how well employees felt those who performed well received adequate recognition was the most strongly correlated with overall satisfaction with employee recognition.
- **Professional Development:** Among the three professional development-related items that were assessed on the survey, satisfaction with receiving adequate training to do job responsibilities was the most strongly correlated with overall satisfaction with professional development.
- **Compensation and Benefits:** Among the three areas of compensation and benefits that were assessed on the survey, satisfaction with the overall quality of medical coverage was most strongly correlated with overall satisfaction with compensation and benefits.
- **Management, Supervision and Leadership:** Among the four management, supervision and leadership-related items (items that were not considered “actionable” were excluded) that were assessed on the survey, satisfaction with the overall effectiveness of immediate supervisors was most strongly correlated with overall satisfaction with management, supervision and leadership.

## GAP ANALYSIS FINDINGS

ETC Institute conducted a gap analysis of the survey results to help the City identify which of the individual factors on the survey are contributing most to differences in satisfaction levels among employees. The major findings of the gap analysis are shown in the tables below and on the following page; the full gap analysis is provided in Section 3 of this report.

### **Factors Influencing Overall Satisfaction with Employment at the City**

The table below shows gaps in the perceptions between employees who were satisfied (a rating of 4 or 5 on a 5-point scale) with their current employment at the City and those who were dissatisfied (ratings of 1 or 2 on a 5-point scale). The gaps are important because they identify specific factors that may influence whether employees have favorable or unfavorable attitudes about their employment with the City. By addressing issues with the largest gaps, the City should be able to enhance overall satisfaction among employees.

**Gap Analysis: Employees Who Are Satisfied with Their Current Job Versus Dissatisfied**

Items with large gaps are likely to be contributing factors to the differences in satisfaction

Rank	Item Rated	Mean Rating for Employees Who Were SATISFIED (Q57)	Mean Rating for Employees Who Were NOT SATISFIED (Q57)	GAP
1	Q20 The overall effectiveness of your immediate supervisor	3.85	2	1.85
2	Q13 I receive constructive feedback on my work performance from my immediate supervisor	3.97	2.25	1.72
3	Q9 Rewards and recognition are distributed fairly	3.10	1.79	1.31
4	Q2 My immediate supervisor communicates well with me	3.75	2.53	1.22
5	Q3 I know where to go when I have questions about a work related issue	4.27	3.13	1.14

**Factors Influencing Perception of the Work Environment**

The table on the following page shows gaps in the perceptions between employees who think the work environment has improved in the past two years and those who think the work environment has gotten worse. The gaps identify specific factors that may influence whether employees think the work environment has improved or gotten worse in the past two years. The City should use the results of the gap analysis to identify ways to make employees feel better about their work environment.

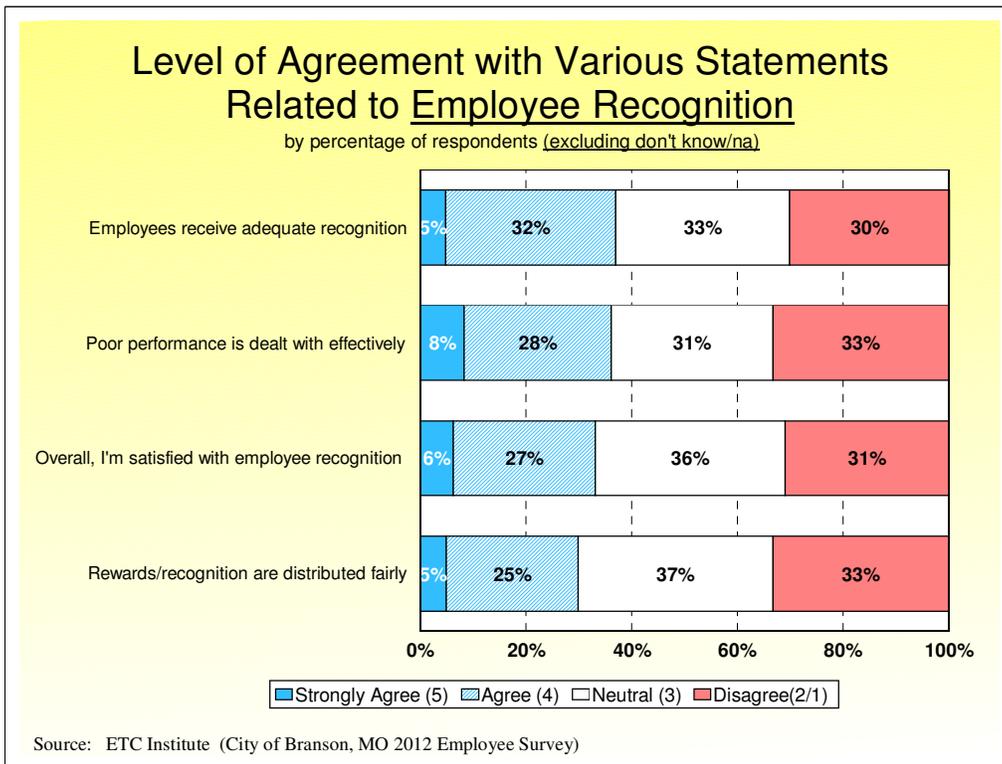
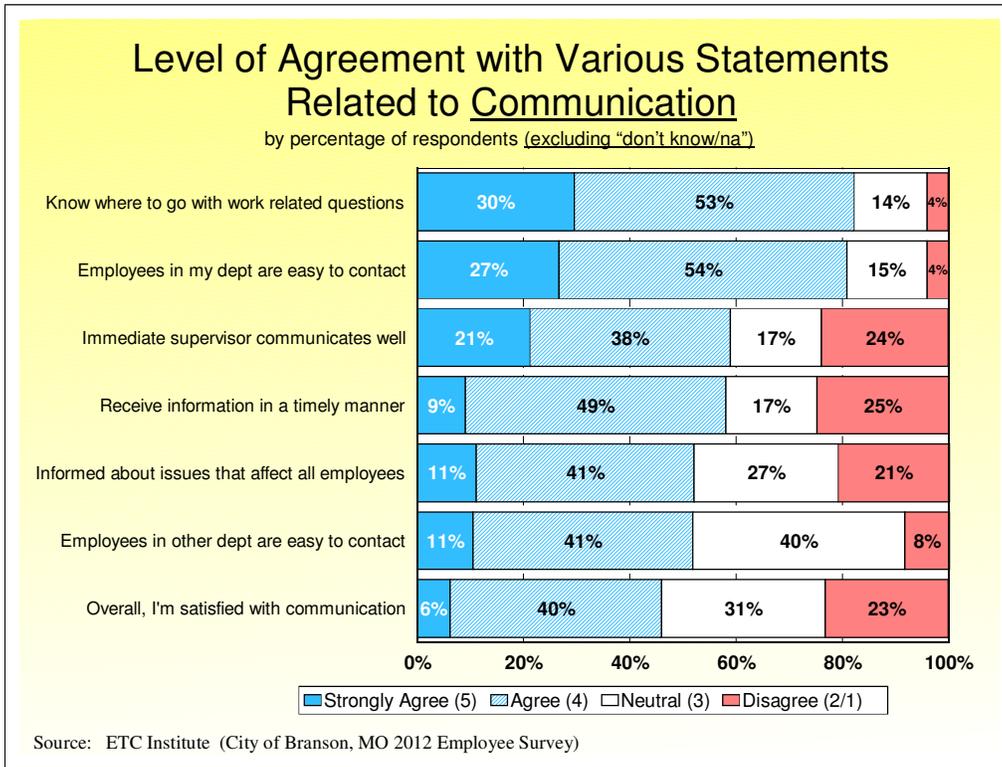
**Gap Analysis: Employees Who Think the Work Environment Has Improved Vs. Gotten Worse**

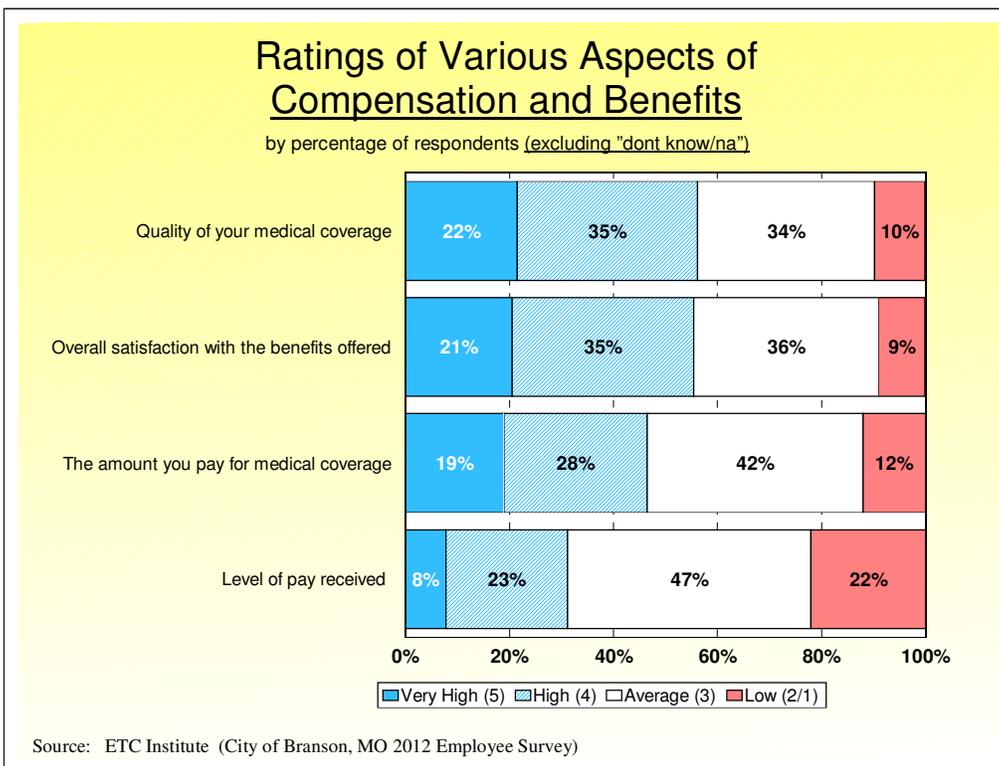
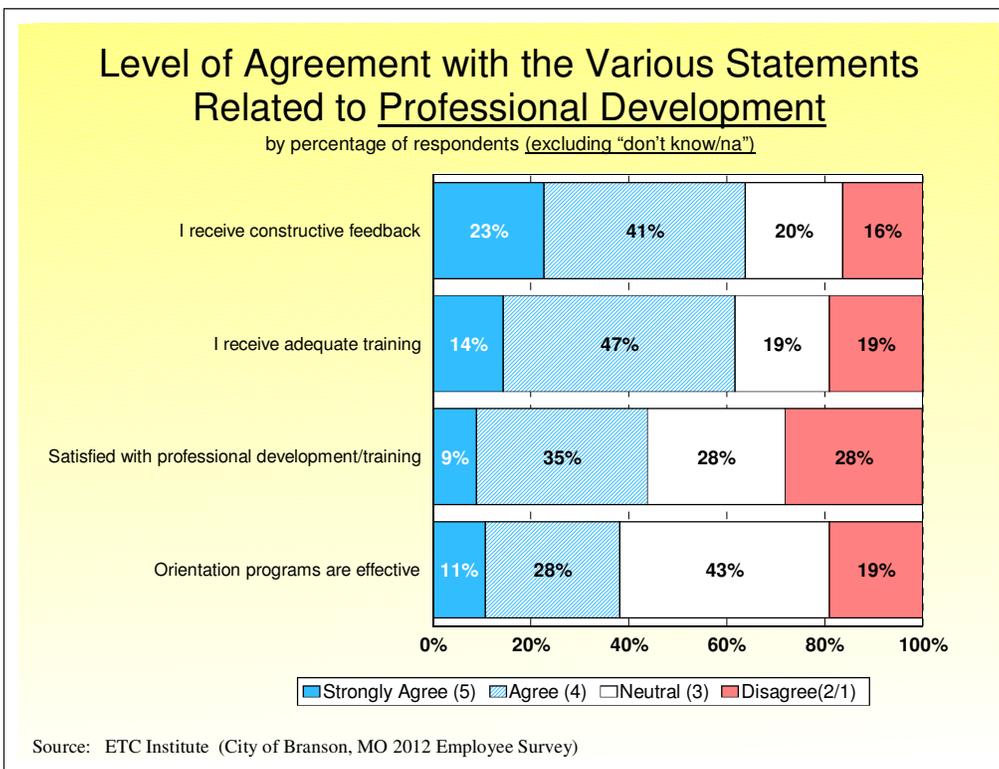
Items with large gaps are likely to be contributing factors to the differences in satisfaction

Rank	Item Rated	Mean Rating for Employees Think the Work Environment, Compared to 2 Years Ago, IMPROVED (Q58)	Mean Rating for Employees Think the Work Environment, Compared to 2 Years Ago, has GOTTEN WORSE (Q58)	GAP
1	Q13 I receive constructive feedback on my work performance from my immediate supervisor	4.14	2.59	1.55
2	Q29 The support services provided by the Human Resources Department	3.88	2.66	1.22
3	Q10 Poor job performance is dealt with effectively by managers in my work unit	3.46	2.27	1.19
4	Q9 Rewards and recognition are distributed fairly	3.35	2.2	1.15
5	Q20 The overall effectiveness of your immediate supervisor	3.81	2.67	1.14

**Section 1:**  
**Charts and Graphs**

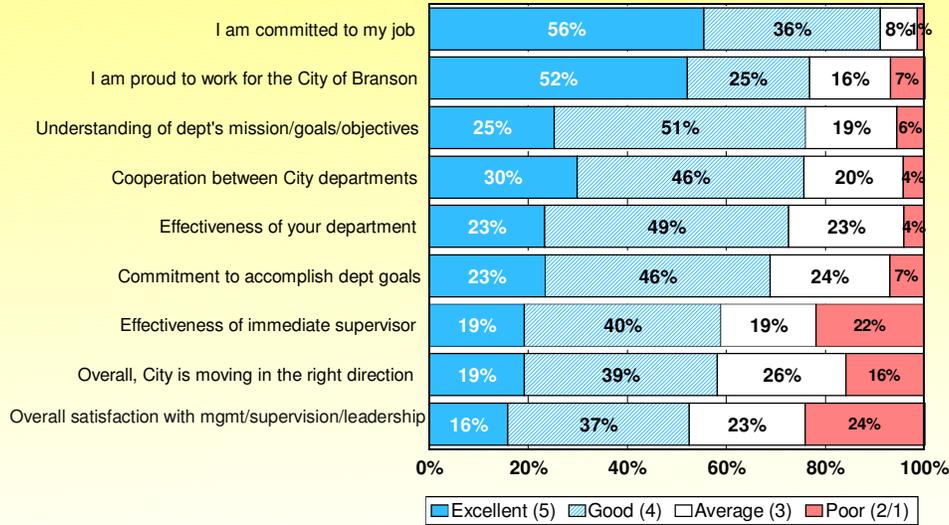
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### Ratings of Various Aspects of Management, Supervision, Leadership

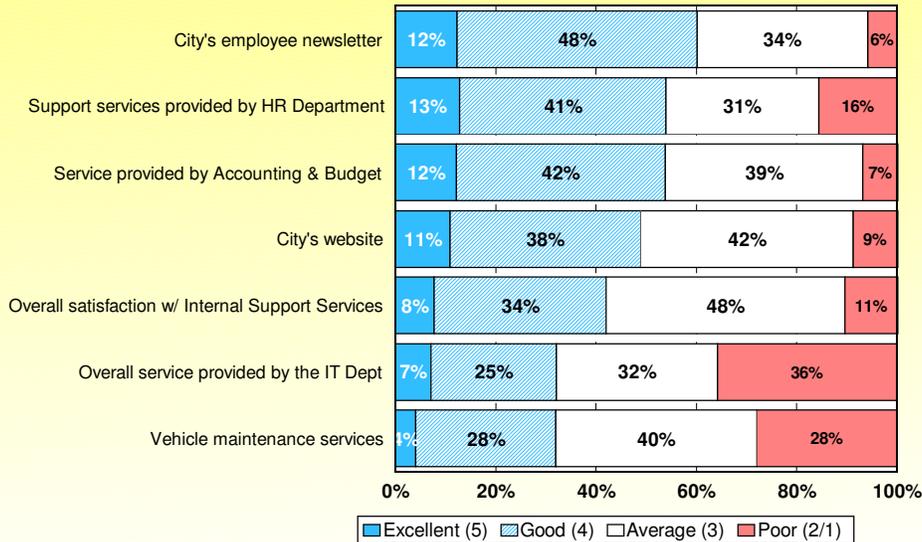
by percentage of respondents (excluding don't knows/na)



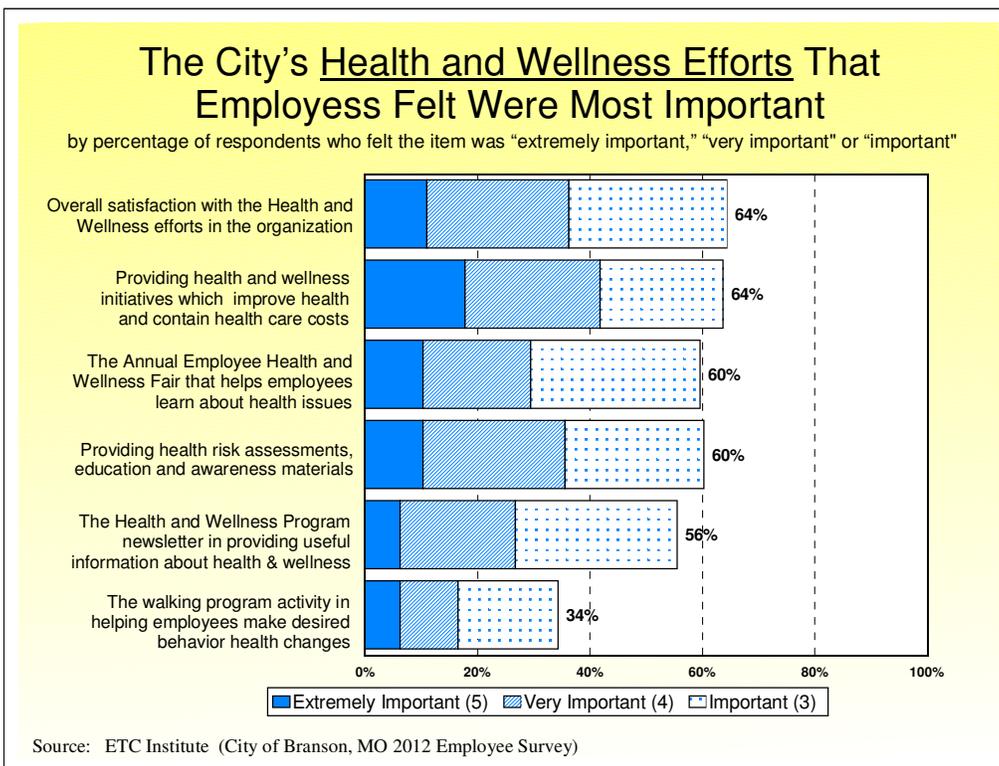
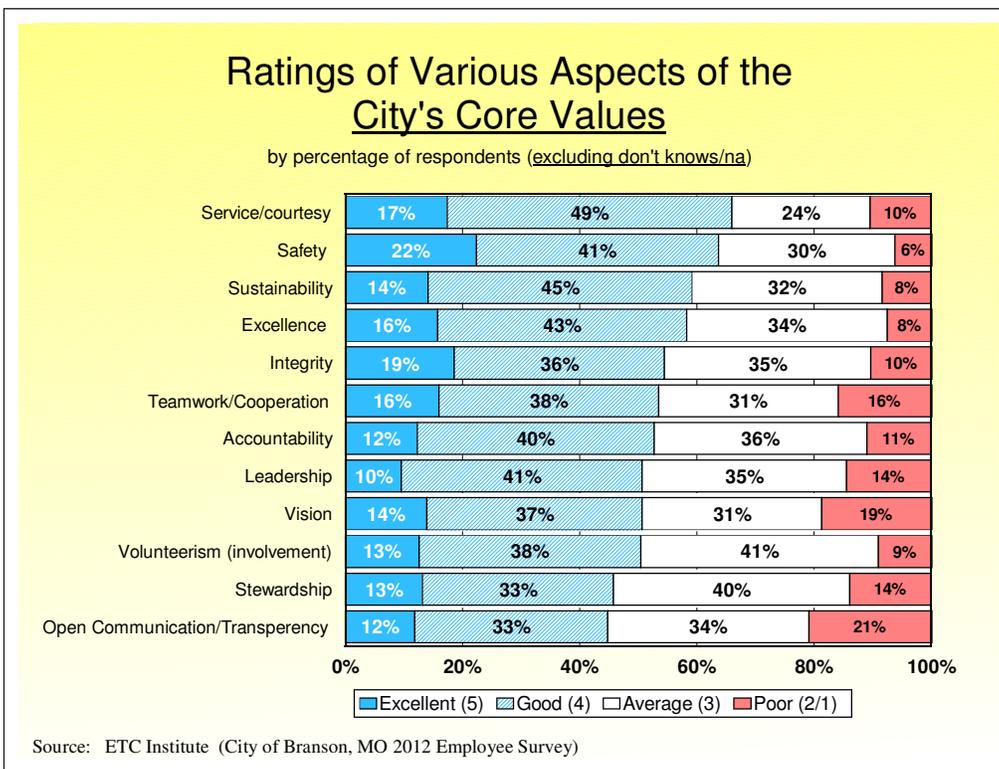
Source: ETC Institute (City of Branson, MO 2012 Employee Survey)

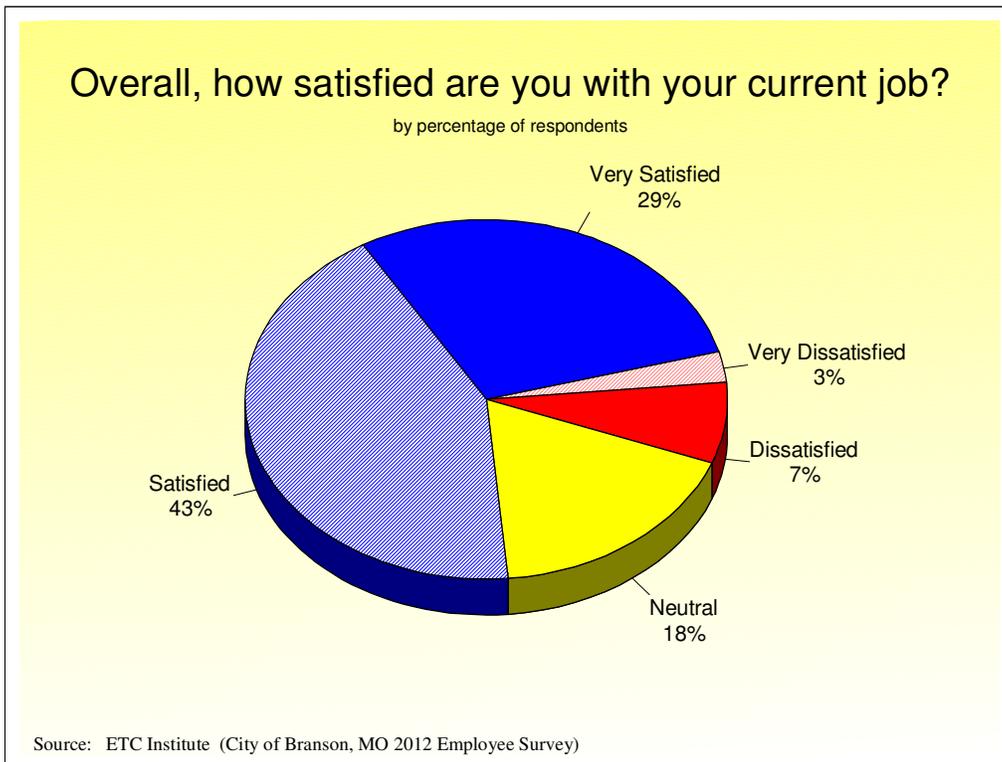
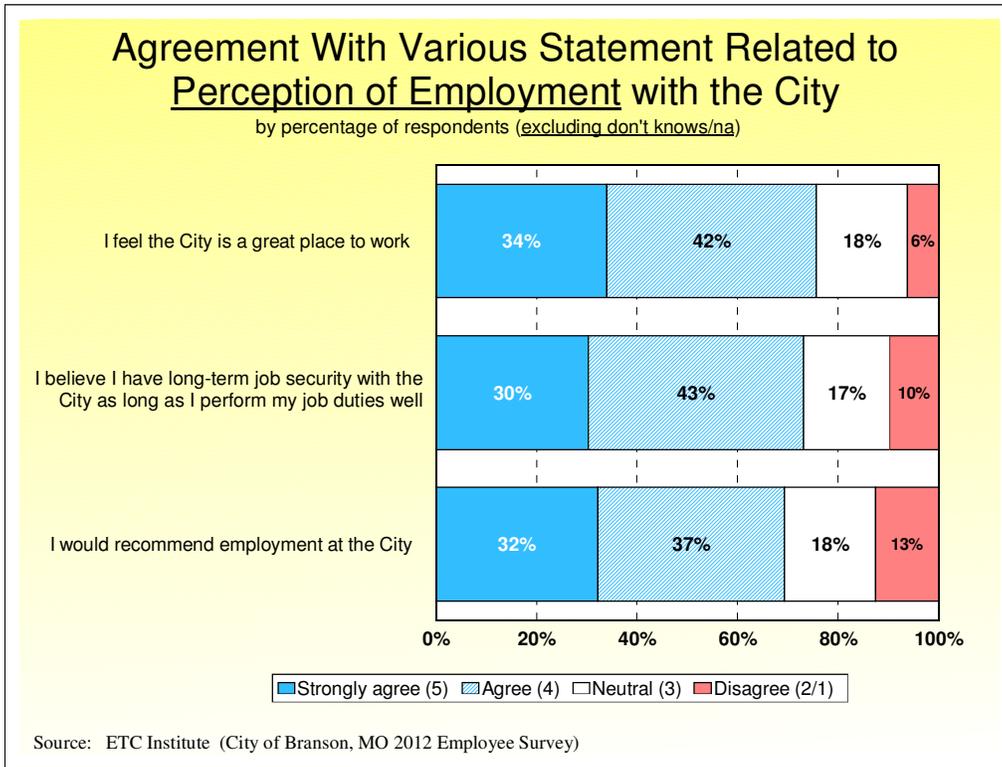
### Ratings of Various Aspects of the City's Internal Support Services

by percentage of respondents (excluding don't knows/na)



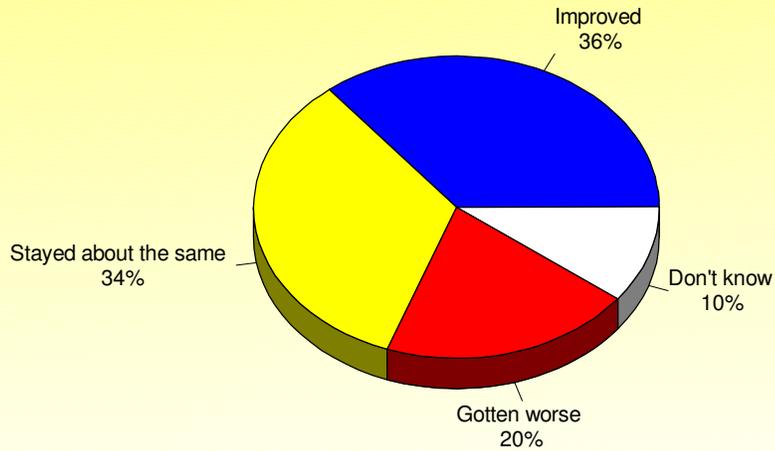
Source: ETC Institute (City of Branson, MO 2012 Employee Survey)





### How has the work environment at the City of Branson changed compared to 2 years ago?

by percentage of respondents



Source: ETC Institute (City of Branson, MO 2012 Employee Survey)

### Compared to other cities, do you think Branson is a better place to work, about the same, or a worse place to work?

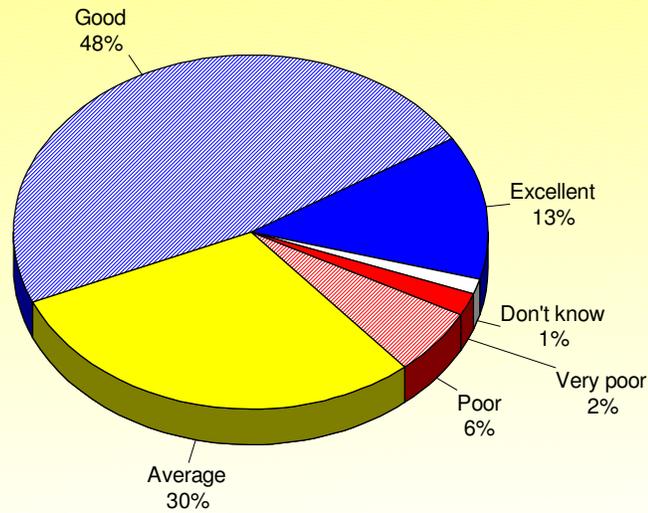
by percentage of respondents



Source: ETC Institute (City of Branson, MO 2012 Employee Survey)

### How would you rate the overall quality of the work environment at the City of Branson?

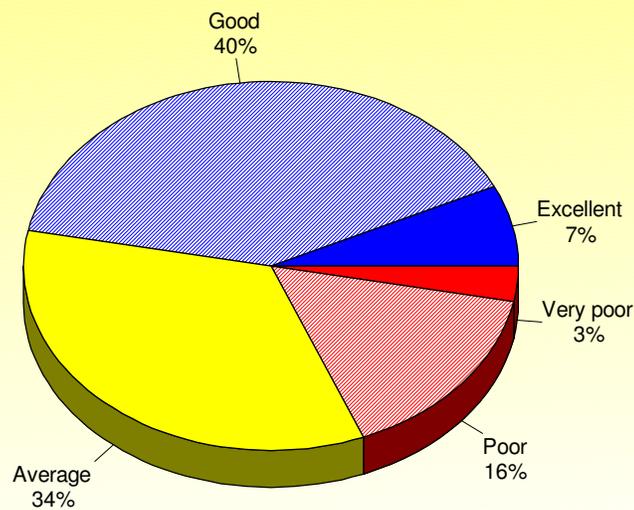
by percentage of respondents



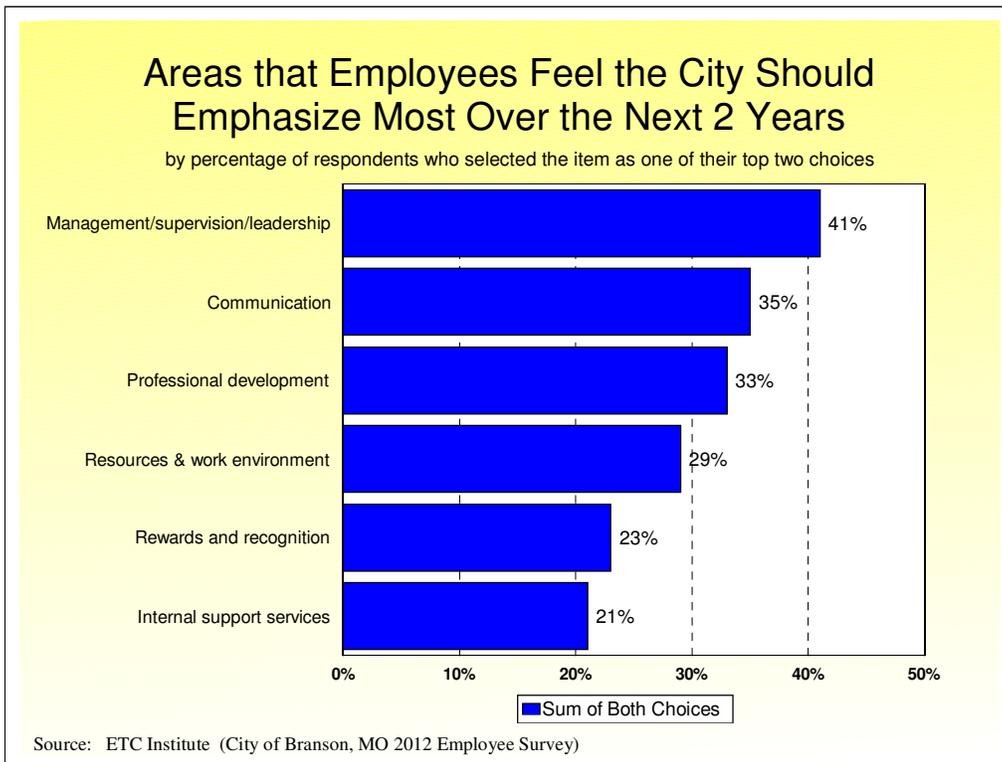
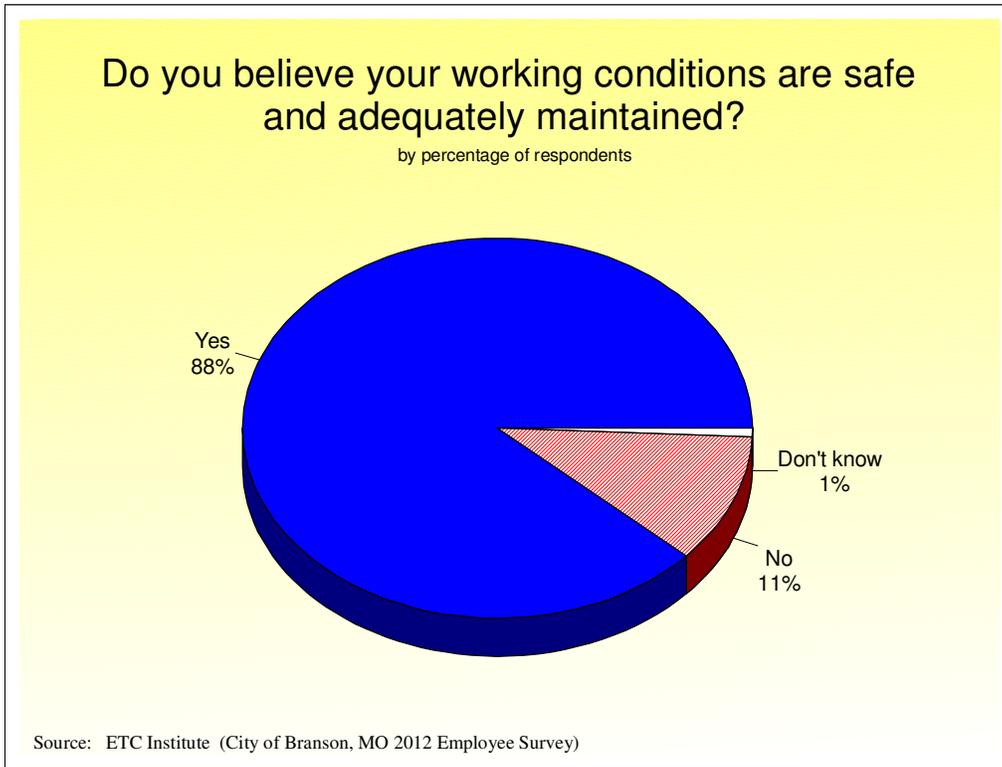
Source: ETC Institute (City of Branson, MO 2012 Employee Survey)

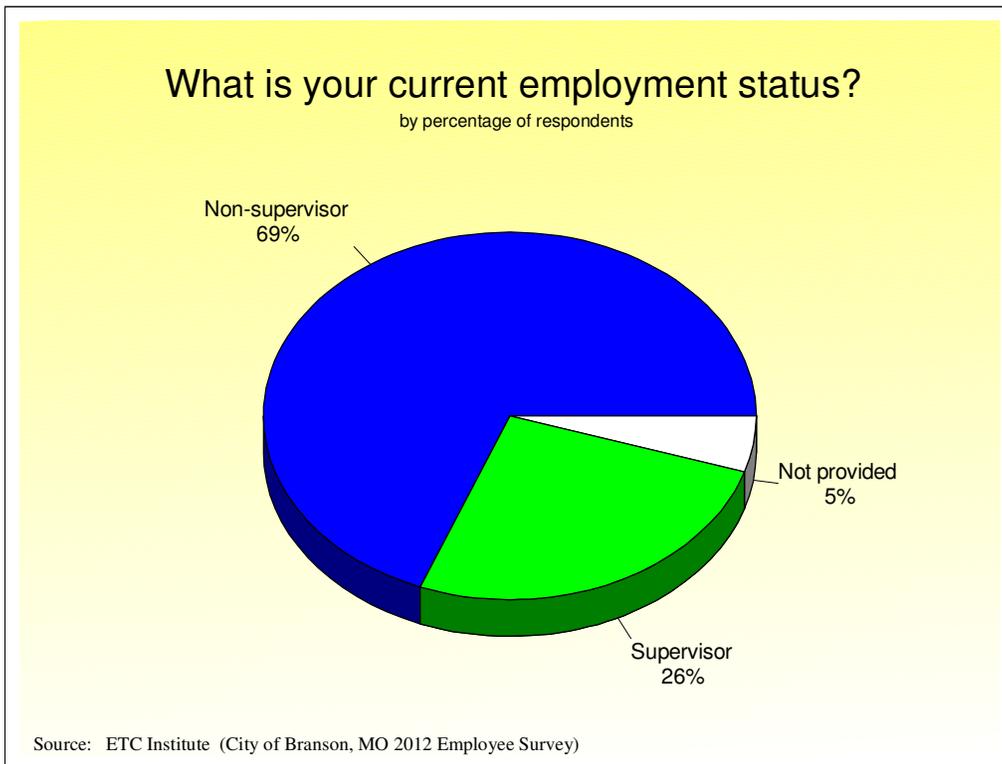
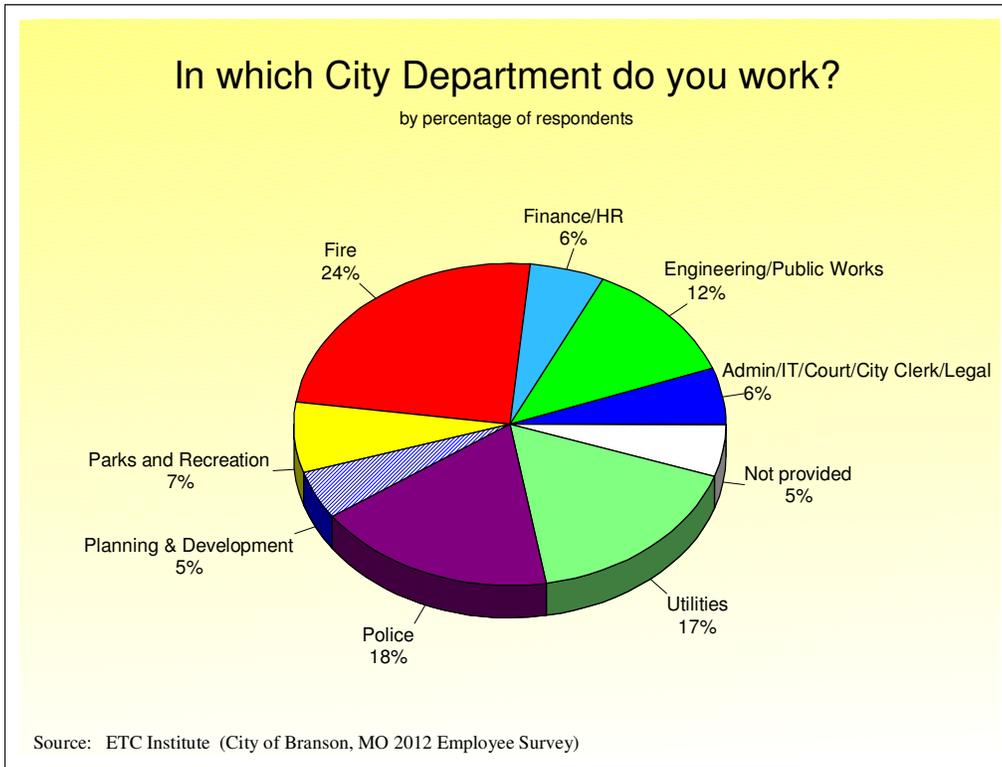
### How would you rate the availability of quality tools and resources to successfully do your job?

by percentage of respondents



Source: ETC Institute (City of Branson, MO 2012 Employee Survey)





**Section 2:**  
**Analysis of Trends**  
**2009 VS. 2012**

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## 2012 City of Branson Employee Survey

### Analysis of Trends: 2009 VS. 2012

The following section highlights the significant changes in employee ratings from 2009; increases or decreases of at least 5% from 2009 are significant. Charts depicting these results are also provided on the following pages.

### OVERALL RATINGS

#### Overall Satisfaction with Current Employment

Overall satisfaction ratings with employment at the City decreased significantly from 2009 (-7%); dissatisfaction with overall employment stayed the same and neutral ratings increased significantly from 2009 (+7%). These results are shown in the table below.

Overall Satisfaction With Current Job <i>Trends: 2009 VS. 2012</i>	Satisfaction	Neutrality	Dissatisfaction
2012	72%	18%	10%
2009	79%	11%	10%
Change	-7%	+7%	0%

#### Ratings of the Work Environment

Positive ratings for the quality of work environment increased significantly from 2009 (+6%) and negative ratings did not change significantly from 2009. These results are shown in the table below.

Ratings of the Quality of the Work Environment <i>Trends: 2009 VS. 2012</i>	Positive	Average	Poor	Don't Know
2012	61%	30%	8%	1%
2009	55%	34%	11%	0%
Change	+6%	-4%	-3%	+1%

The percent of employees who felt the work environment at the City had gotten better compared to two years increased significantly from 2009 (+12%); the percent of employees who felt it had gotten worse decreased significantly from 2009 (-14%). These results are displayed in the table below

Perceptions of How the Work Environment Has Changed Compared to Two Years Ago <i>Trends: 2009 VS. 2012</i>	Better	Same	Worse	Don't Know
2012	36%	34%	20%	10%
2009	24%	31%	34%	11%
Change	+12%	+3%	-14%	-1%

**Ratings of How Branson Compares to Other Cities**

As displayed in the table below, the positive and negative ratings of how employees’ felt the City of Branson compared to other cities did not change significantly from 2009.

<b>Ratings of How Branson Compares to Other Cities</b> <i>Trends: 2009 VS. 2012</i>	<b>Better</b>	<b>Same</b>	<b>Worse</b>	<b>Don't Know</b>
2012	37%	38%	8%	17%
2009	39%	28%	8%	25%
Change	-2%	+10%	0%	-8%

**FINDINGS FOR THE SPECIFIC AREAS ASSESSED**

**Communication**

The percent of employees who were satisfied with the overall communication provided by the City decreased significantly from 2009 (-17%); the level of neutrality increased significantly (+12%) and negative ratings increased significantly (+5%).

<b>Overall Satisfaction With Communication</b> <i>Trends: 2009 VS. 2012</i>	<b>Positive</b>	<b>Neutral</b>	<b>Poor</b>
2012	46%	31%	23%
2009	63%	19%	18%
Change	-17%	+12%	+5%

There were no communication-related statements that showed significant increases in agreement ratings from 2009; the statements that showed significant decreases in agreement ratings are listed below:

- My immediate supervisor communicates well with me (-17%)
- Employees in my department are easy to contact (-6%)

**Employee Recognition**

There were no significant changes in the employee recognition items rated from 2009.

**Professional Development**

There were no significant changes in the professional development-related items rated from 2009.

**Compensation and Benefits**

There was a significant increase (+5%) in positive ratings for the level of pay received from the City. The two compensation and benefits items that showed significant decreases in positive ratings from 2009 are listed below:

- Quality of your medical coverage (-16%)
- The amount you pay for medical coverage (-11%)

**Management, Supervision, and Leadership**

The management, supervision and leadership issue that showed a significant increase in positive ratings from 2009 was perceptions of the effectiveness of departments (+5%). The issue that showed a significant decrease in positive ratings from 2009 was perceptions of the effectiveness of immediate supervisors (-8%).

**Internal Support Services**

There were significant increases in positive ratings for four of the six Internal Support Services rated in both 2009 and 2012; the Internal Support services that showed significant increases in positive ratings are listed below in descending order:

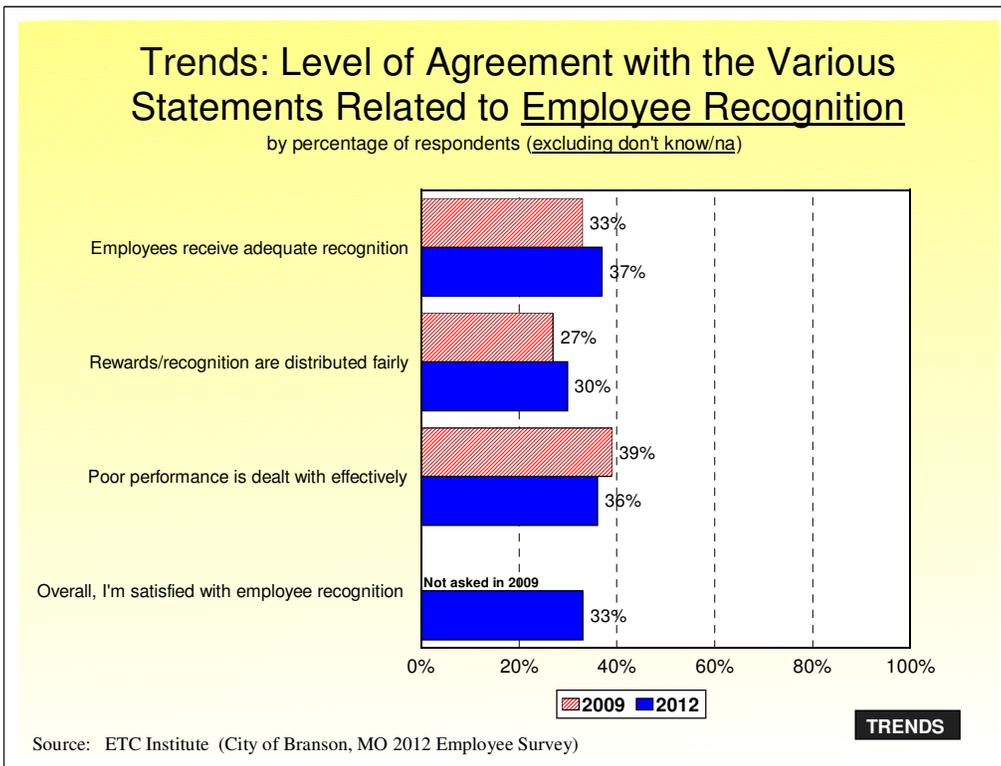
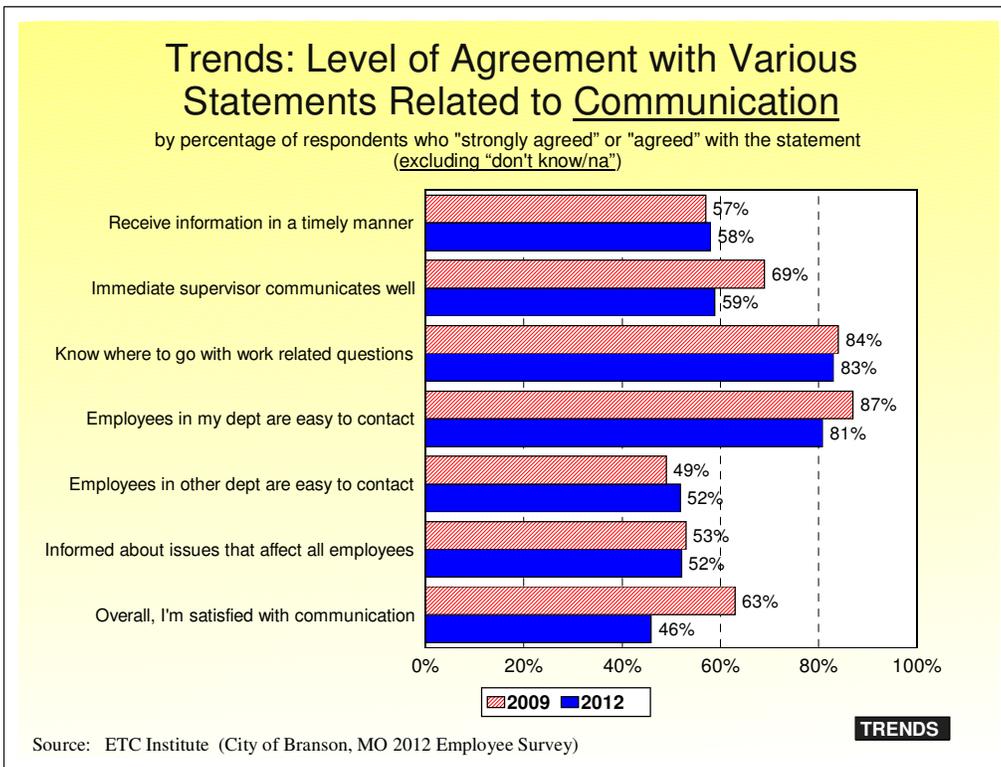
- City's employee newsletter (+32%)
- Support services provided by the Human Resources Department (+18%)
- Vehicle maintenance services (+11%)
- Service provided by Accounting & Budget (+6%)

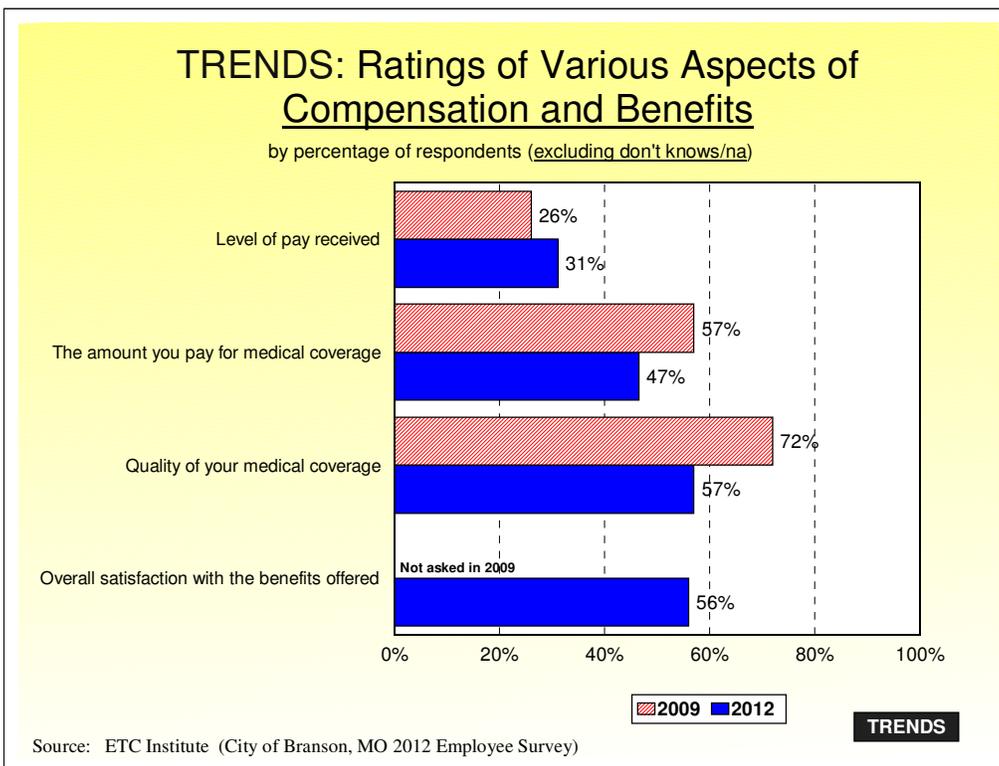
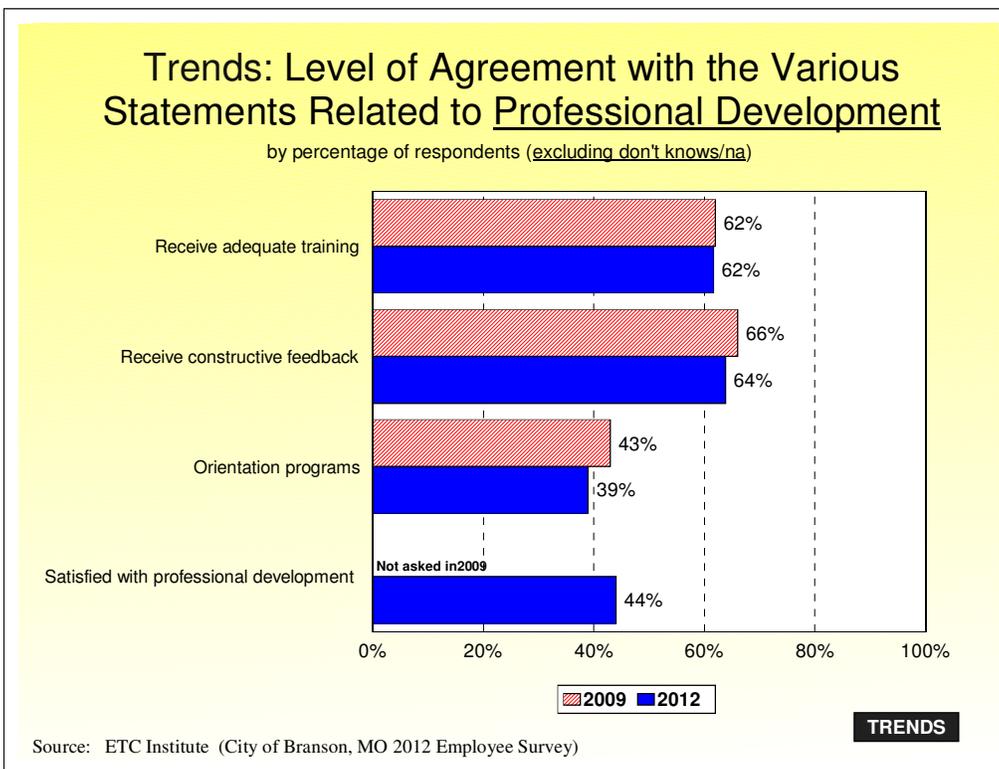
The Internal Support service that showed a significant decrease in positive ratings was overall satisfaction with the IT Department (-10%).

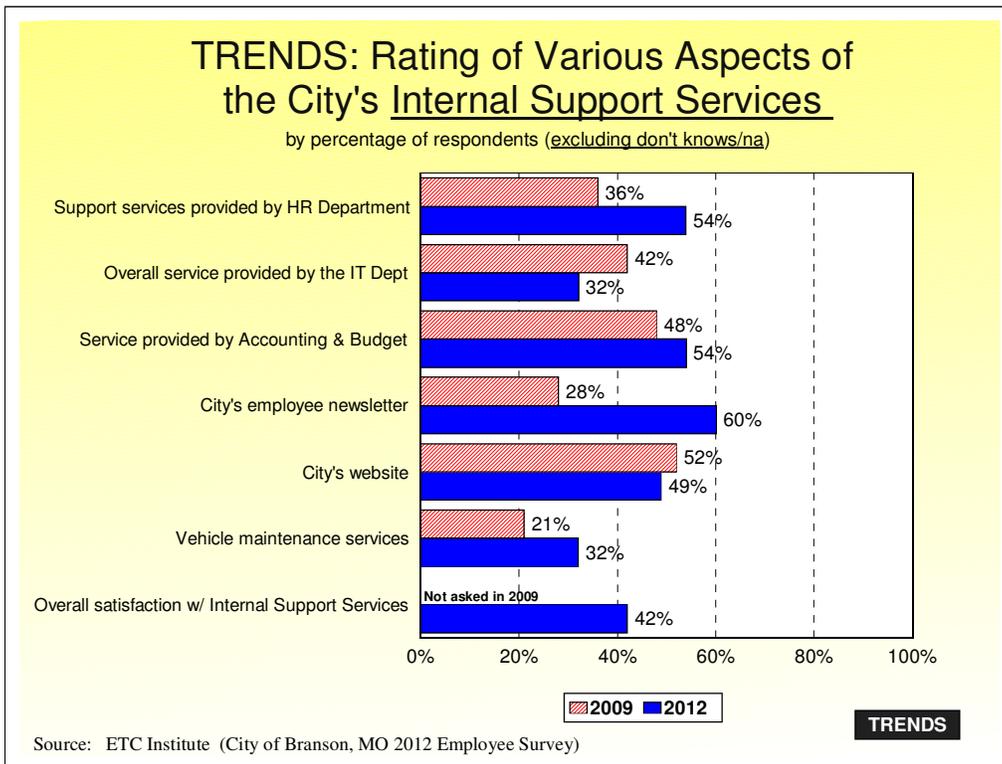
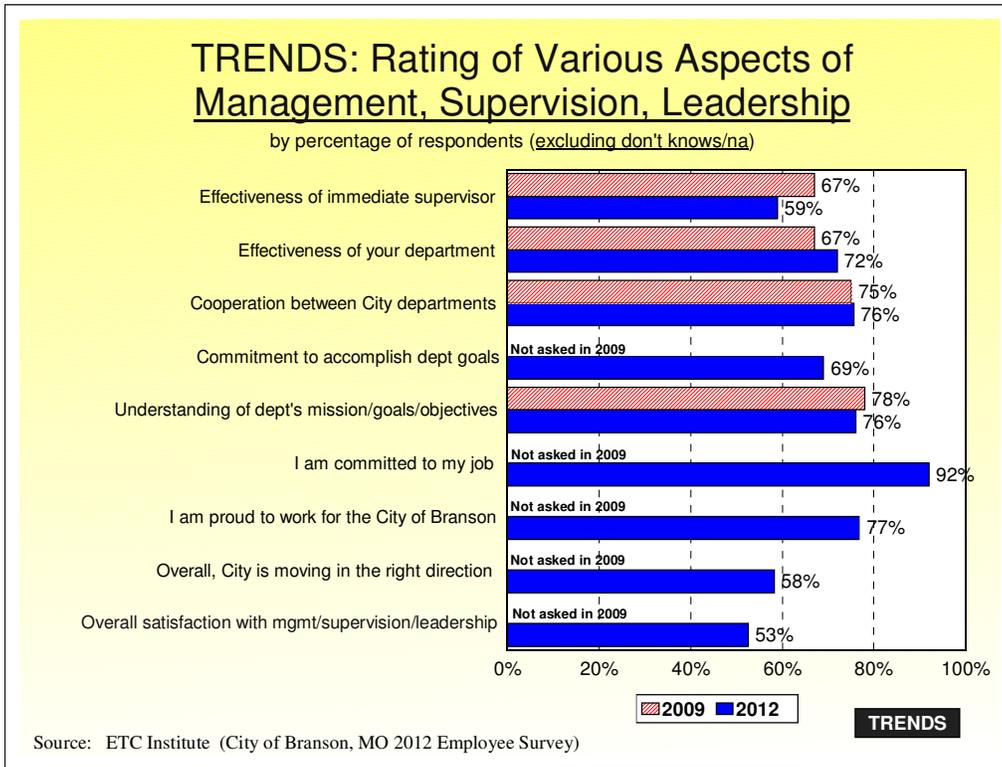
**Resources**

Positive ratings for the availability of quality of tools and equipment did not change significantly from 2009; negative ratings did decrease significantly from 2009 (-7%) and average ratings showed a significant increase (+5%).

<b>Ratings of the Availability of Quality Tools /Resources</b> <i>Trends: 2009 VS. 2012</i>	<b>Positive</b>	<b>Average</b>	<b>Poor</b>
2012	47%	34%	19%
2009	45%	29%	26%
Change	+2%	+5%	-7%

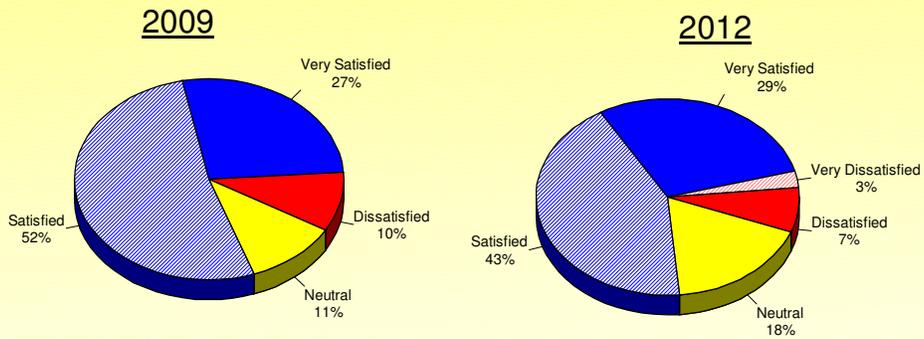






### Overall, how satisfied are you with your current job?

by percentage of respondents

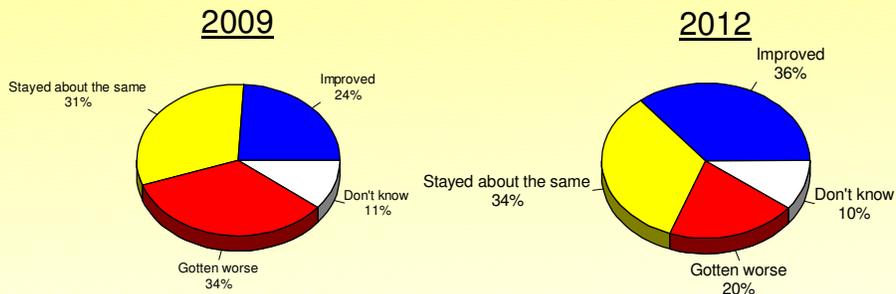


Source: ETC Institute (City of Branson, MO 2012 Employee Survey)

**TRENDS**

### How has the work environment at the City of Branson changed compared to 2 years ago?

by percentage of respondents

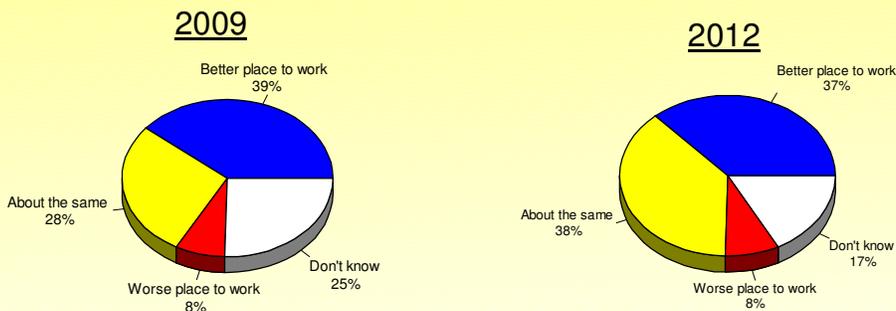


Source: ETC Institute (City of Branson, MO 2012 Employee Survey)

**TRENDS**

### Compared to other cities, do you think Branson is a better place to work, about the same, or a worse place to work?

by percentage of respondents

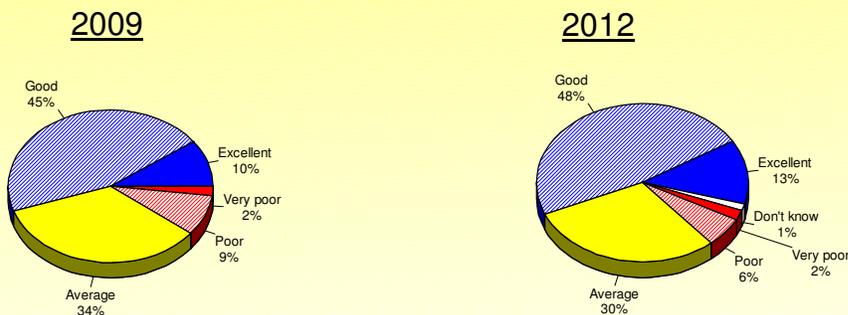


Source: ETC Institute (City of Branson, MO 2012 Employee Survey)

**TRENDS**

### How would you rate the overall quality of the work environment at the City of Branson?

by percentage of respondents

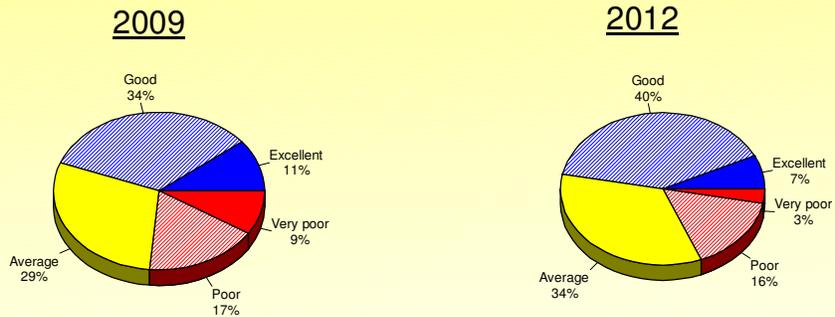


Source: ETC Institute (City of Branson, MO 2012 Employee Survey)

**TRENDS**

## How would you rate the availability of quality tools and resources to successfully do your job?

by percentage of respondents



Source: ETC Institute (City of Branson, MO 2012 Employee Survey)

**TRENDS**

## **Section 3:**

# **Gap Analysis**

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# Gap Analysis

## 2012 City of Branson Employee Survey

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### Overview

Gap analysis is a tool that identifies potential ways of increasing satisfaction among employees by identifying factors that are contributing to differences in satisfaction levels among employees.

The tables on the following pages show gaps in the mean ratings of: 1) the perceptions between employees who were satisfied with their current job at the City of Branson and those who were dissatisfied with their current job and 2) the perceptions between employees who believe the work environment at the City of Branson has improved in the past two years and those who believe the work environment has gotten worse. Items with the largest gaps are the most probable causes of disparities in the organization. By taking action to address the items with the greatest gaps, managers and supervisors can minimize disparities in the organization which should enhance overall satisfaction among employees over time.

Gap analysis is provided for each of the individual items in each of the major categories of services rated on the survey, including: Communication, Employee Recognition, Professional Development, Compensation/Benefits, Management/Supervision/Leadership, and Internal Support Services. The overall ratings of each these major areas are included in the full gap analysis and are highlighted in grey.

*\*Note: 31 items were included in the gap analysis; several of the Management, Supervision and Leadership items were excluded from the analysis because they were not considered “actionable” services. These items included: “I feel my fellow coworkers are committed to accomplishing our department’s goals,” “I am committed to my job,” “I am proud to work for the City of Branson,” and “Overall, I think the City is moving in the right direction.”*

### Gap Analysis: Employees Who Are Satisfied with Their Current Job Versus Dissatisfied

Items with large gaps are likely to be contributing factors to the differences in satisfaction

Rank	Item Rated	Mean Rating for Employees Who Were SATISFIED (Q57)	Mean Rating for Employees Who Were NOT SATISFIED (Q57)	GAP
1	Q28 Overall, I am satisfied with the management, supervision and leadership in our organization	3.73	1.87	1.86
2	Q20 The overall effectiveness of your immediate supervisor	3.85	2	1.85
3	Q13 I receive constructive feedback on my work performance from my immediate supervisor	3.97	2.25	1.72
4	Q15 Overall, I am satisfied with the professional development/training opportunities available in our organization	3.45	2	1.45
5	Q9 Rewards and recognition are distributed fairly	3.10	1.79	1.31
6	Q2 My immediate supervisor communicates well with me	3.75	2.53	1.22
7	Q7 Overall, I am satisfied with the type and quality of communication in our organization	3.42	2.27	1.15
8	Q3 I know where to go when I have questions about a work related issue	4.27	3.13	1.14
9	Q8 City employees who perform well receive adequate recognition	3.19	2.13	1.06
10	Q19 Overall, I am satisfied with the benefits offered by the City of Branson	3.92	2.87	1.05
11	Q21 The overall effectiveness of your department	4.14	3.2	0.94
12	Q10 Poor job performance is dealt with effectively by managers in my work unit	3.21	2.33	0.88
13	Q18 The overall quality of your medical coverage	3.88	3	0.88
14	Q11 Overall, I am satisfied with the level of employee recognition in our organization	3.20	2.33	0.87
15	Q16 The level of pay you receive compared to outside agencies or companies	3.31	2.47	0.84
16	Q14 Orientation programs for new employees are effective	3.38	2.58	0.80
17	Q29 The support services provided by the Human Resources Department	3.65	2.87	0.78
18	Q12 I receive adequate training to do my job responsibilities	3.69	2.93	0.76
19	Q23 How well you understand your department's mission, goals and objectives	4.15	3.4	0.75
20	Q6 I am well informed about citywide issues that affect all employees	3.55	2.8	0.75
21	Q1 I receive information about things that affect me in a timely manner	3.49	2.86	0.63
22	Q22 How well your department cooperates with other city departments	4.12	3.53	0.59
23	Q4 Employees in my department are easy to contact	4.15	3.6	0.55
24	Q32 The City's employee newsletter	3.73	3.33	0.40
25	Q34 Vehicle maintenance services	3.04	2.67	0.37
26	Q31 The overall service provided by the Accounting and Budget Division of the Finance Dept	3.67	3.31	0.36
27	Q17 The amount you pay for medical coverage	3.67	3.33	0.34
28	Q33 The City's Web site	3.55	3.21	0.34
29	Q35 Overall, I am satisfied with the Internal Support Services in our organization	3.49	3.2	0.29
30	Q5 Employees in other departments are easy to contact	3.55	3.6	-0.05
31	Q30 The overall service provided by the IT Department (network, computer, and cell phone support)	2.98	3.07	-0.09

<b>Gap Analysis: Employees Who Think the Work Environment Has Improved Vs. Gotten Worse</b>				
Items with large gaps are likely to be contributing factors to the differences in satisfaction				
Rank	Item Rated	Mean Rating for Employees Think the Work Environment, Compared to 2 Years Ago, IMPROVED (Q58)	Mean Rating for Employees Think the Work Environment, Compared to 2 Years Ago, has GOTTEN WORSE (Q58)	GAP
1	Q28 Overall, I am satisfied with the management, supervision and leadership in our organization	3.90	2.23	1.67
2	Q13 I receive constructive feedback on my work performance from my immediate supervisor	4.14	2.59	1.55
3	Q7 Overall, I am satisfied with the type and quality of communication in our organization	3.73	2.43	1.30
4	Q29 The support services provided by the Human Resources Department	3.88	2.66	1.22
5	Q10 Poor job performance is dealt with effectively by managers in my work unit	3.46	2.27	1.19
6	Q15 Overall, I am satisfied with the professional development/training opportunities available in our organization	3.67	2.5	1.17
7	Q9 Rewards and recognition are distributed fairly	3.35	2.2	1.15
8	Q20 The overall effectiveness of your immediate supervisor	3.81	2.67	1.14
9	Q6 I am well informed about citywide issues that affect all employees	3.90	2.76	1.14
10	Q1 I receive information about things that affect me in a timely manner	3.77	2.7	1.07
11	Q19 Overall, I am satisfied with the benefits offered by the City of Branson	4.08	3.1	0.98
12	Q16 The level of pay you receive compared to outside agencies or companies	3.46	2.5	0.96
13	Q2 My immediate supervisor communicates well with me	3.79	2.83	0.96
14	Q8 City employees who perform well receive adequate recognition	3.42	2.47	0.95
15	Q11 Overall, I am satisfied with the level of employee recognition in our organization	3.48	2.6	0.88
16	Q14 Orientation programs for new employees are effective	3.59	2.78	0.81
17	Q23 How well you understand your department's mission, goals and objectives	4.23	3.43	0.80
18	Q12 I receive adequate training to do my job responsibilities	3.88	3.2	0.68
19	Q18 The overall quality of your medical coverage	4.02	3.37	0.65
20	Q3 I know where to go when I have questions about a work related issue	4.35	3.7	0.65
21	Q35 Overall, I am satisfied with the Internal Support Services in our organization	3.67	3.13	0.54
22	Q33 The City's Web site	3.78	3.26	0.52
23	Q22 How well your department cooperates with other city departments	4.18	3.67	0.51
24	Q32 The City's employee newsletter	3.94	3.46	0.48
25	Q4 Employees in my department are easy to contact	4.19	3.73	0.46
26	Q31 The overall service provided by the Accounting and Budget Division of the Finance Dept	3.78	3.34	0.44
27	Q17 The amount you pay for medical coverage	3.71	3.3	0.41
28	Q21 The overall effectiveness of your department	4.04	3.67	0.37
29	Q30 The overall service provided by the IT Department (network, computer, and cell phone support)	3.10	2.82	0.28
30	Q5 Employees in other departments are easy to contact	3.57	3.37	0.20
31	Q34 Vehicle maintenance services	3.17	3.04	0.13

## **Section 4:**

# **Tabular Data**

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**Communication. Using a scale of 1 to 5 where 5 means "Strongly AGREE" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements.**

(N=146)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Q1 I receive information about things that affect me in a timely manner	8.9%	48.6%	17.1%	20.5%	4.1%	0.7%
Q2 My immediate supervisor communicates well with me	21.2%	37.7%	17.1%	17.1%	6.8%	0.0%
Q3 I know where to go when I have questions about a work related issue	29.5%	52.7%	13.7%	3.4%	0.7%	0.0%
Q4 Employees in my department are easy to contact	26.7%	54.1%	15.1%	4.1%	0.0%	0.0%
Q5 Employees in other departments are easy to contact	10.3%	40.4%	39.0%	8.2%	0.0%	2.1%
Q6 I am well informed about citywide issues that affect all employees	11.0%	40.4%	26.7%	16.4%	4.1%	1.4%
Q7 Overall, I am satisfied with the type and quality of communication in our organization	6.2%	39.7%	30.8%	16.4%	6.8%	0.0%

**WITHOUT DON'T KNOW**

**Communication . Using a scale of 1 to 5 where 5 means "Strongly AGREE" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements. (Without Don't Know)**

(N=146)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Q1 I receive information about things that affect me in a timely manner	9.0%	49.0%	17.2%	20.7%	4.1%
Q2 My immediate supervisor communicates well with me	21.2%	37.7%	17.1%	17.1%	6.8%
Q3 I know where to go when I have questions about a work related issue	29.5%	52.7%	13.7%	3.4%	0.7%
Q4 Employees in my department are easy to contact	26.7%	54.1%	15.1%	4.1%	0.0%
Q5 Employees in other departments are easy to contact	10.5%	41.3%	39.9%	8.4%	0.0%
Q6 I am well informed about citywide issues that affect all employees	11.1%	41.0%	27.1%	16.7%	4.2%
Q7 Overall, I am satisfied with the type and quality of communication in our organization	6.2%	39.7%	30.8%	16.4%	6.8%

**Employee Recognition. Using a scale of 1 to 5 where 5 means "Strongly AGREE" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements.**

(N=146)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Q8 City employees who perform well receive adequate recognition	4.8%	32.2%	32.9%	19.2%	11.0%	0.0%
Q9 Rewards and recognition are distributed fairly	4.8%	24.7%	36.3%	21.2%	11.6%	1.4%
Q10 Poor job performance is dealt with effectively by managers in my work unit	8.2%	27.4%	30.1%	21.2%	11.6%	1.4%
Q11 Overall, I am satisfied with the level of employee recognition in our organization	6.2%	26.7%	35.6%	24.7%	6.2%	0.7%

**WITHOUT DON'T KNOW**

**Employee Recognition. Using a scale of 1 to 5 where 5 means "Strongly AGREE" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements. (Without Don't Know)**

(N=146)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Q8 City employees who perform well receive adequate recognition	4.8%	32.2%	32.9%	19.2%	11.0%
Q9 Rewards and recognition are distributed fairly	4.9%	25.0%	36.8%	21.5%	11.8%
Q10 Poor job performance is dealt with effectively by managers in my work unit	8.3%	27.8%	30.6%	21.5%	11.8%
Q11 Overall, I am satisfied with the level of employee recognition in our organization	6.2%	26.9%	35.9%	24.8%	6.2%

**Professional Development. Using a scale of 1 to 5 where 5 means "Strongly AGREE" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements.**

(N=146)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Q12 I receive adequate training to do my job responsibilities	14.4%	47.3%	19.2%	13.0%	6.2%	0.0%
Q13 I receive constructive feedback on my work performance from my immediate supervisor	21.9%	39.7%	19.2%	11.0%	4.8%	3.4%
Q14 Orientation programs for new employees are effective	9.6%	24.7%	38.4%	11.6%	5.5%	10.3%
Q15 Overall, I am satisfied with the professional development and training opportunities that are available to me in our organization	8.9%	34.9%	28.1%	20.5%	7.5%	0.0%

**WITHOUT DON'T KNOW**

**Professional Development. Using a scale of 1 to 5 where 5 means "Strongly AGREE" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements.**

**(Without Don't Know)**

(N=146)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Q12 I receive adequate training to do my job responsibilities	14.4%	47.3%	19.2%	13.0%	6.2%
Q13 I receive constructive feedback on my work performance from my immediate supervisor	22.7%	41.1%	19.9%	11.3%	5.0%
Q14 Orientation programs for new employees are effective	10.7%	27.5%	42.7%	13.0%	6.1%
Q15 Overall, I am satisfied with the professional development and training opportunities that are available to me in our organization	8.9%	34.9%	28.1%	20.5%	7.5%

**Compensation & Benefits. Using a 5-point scale, where "5" means "very high" and "1" means "very low," please rate the following by circling the number below. "Very High" is a positive rating; for example, you think your level of pay is good compared to other agencies. "Very Low" is a negative rating; for example, you do NOT think your level of pay is good compared to other agencies.**

(N=146)

	Very High	High	Average	Low	Very Low	Don't Know
Q16 The level of pay you receive compared to outside agencies or companies	7.5%	22.6%	45.2%	15.8%	5.5%	3.4%
Q17 The amount you pay for medical coverage	18.5%	26.7%	40.4%	10.3%	1.4%	2.7%
Q18 The overall quality of your medical coverage	21.2%	34.2%	33.6%	8.2%	1.4%	1.4%
Q19 Overall, I am satisfied with the benefits offered by the City of Branson	20.5%	34.9%	35.6%	6.8%	2.1%	0.0%

**WITHOUT DON'T KNOW**

**Compensation & Benefits. Using a 5-point scale, where "5" means "very high" and "1" means "very low," please rate the following by circling the number below. "Very High" is a positive rating; for example, you think your level of pay is good compared to other agencies. "Very Low" is a negative rating; for example, you do NOT think your level of pay is good compared to other agencies. (Without Don't Know)**

(N=146)

	Very High	High	Average	Low	Very Low
Q16 The level of pay you receive compared to outside agencies or companies	7.8%	23.4%	46.8%	16.3%	5.7%
Q17 The amount you pay for medical coverage	19.0%	27.5%	41.5%	10.6%	1.4%
Q18 The overall quality of your medical coverage	21.5%	34.7%	34.0%	8.3%	1.4%
Q19 Overall, I am satisfied with the benefits offered by the City of Branson	20.5%	34.9%	35.6%	6.8%	2.1%

**Management, Supervision, Leadership. Using a 5-point scale, where "5" means "Excellent" and "1" means "Very Poor," please rate the following by circling the number below.**

(N=146)

	Excellent	Good	Average	Poor	Very Poor	Don't Know
Q20 The overall effectiveness of your immediate supervisor	19.2%	39.7%	19.2%	12.3%	9.6%	0.0%
Q21 The overall effectiveness of your department	23.3%	49.3%	23.3%	2.7%	1.4%	0.0%
Q22 How well your department cooperates with other city departments	29.5%	45.2%	19.9%	2.1%	2.1%	1.4%
Q23 How well you understand your department's mission, goals and objectives	25.3%	50.7%	18.5%	3.4%	2.1%	0.0%
Q24 I feel my fellow workers are committed to accomplishing our department's goals	23.3%	45.2%	24.0%	5.5%	1.4%	0.7%
Q25 I am committed to my job	55.5%	35.6%	7.5%	1.4%	0.0%	0.0%
Q26 I am proud to work for the City of Branson	52.1%	24.7%	16.4%	4.8%	2.1%	0.0%
Q27 Overall, I think the City is moving in the right direction	19.2%	39.0%	26.0%	8.9%	6.8%	0.0%
Q28 Overall, I am satisfied with the management, supervision and leadership in our organization	15.8%	36.3%	23.3%	14.4%	9.6%	0.7%

**WITHOUT DON'T KNOW**

**Management, Supervision, Leadership. Using a 5-point scale, where "5" means "Excellent" and "1" means "Very Poor," please rate the following by circling the number below. (Without Don't Know)**

(N=146)

	Excellent	Good	Average	Poor	Very Poor
Q20 The overall effectiveness of your immediate supervisor	19.2%	39.7%	19.2%	12.3%	9.6%
Q21 The overall effectiveness of your department	23.3%	49.3%	23.3%	2.7%	1.4%
Q22 How well your department cooperates with other city departments	29.9%	45.8%	20.1%	2.1%	2.1%
Q23 How well you understand your department's mission, goals and objectives	25.3%	50.7%	18.5%	3.4%	2.1%
Q24 I feel my fellow workers are committed to accomplishing our department's goals	23.4%	45.5%	24.1%	5.5%	1.4%
Q25 I am committed to my job	55.5%	35.6%	7.5%	1.4%	0.0%
Q26 I am proud to work for the City of Branson	52.1%	24.7%	16.4%	4.8%	2.1%
Q27 Overall, I think the City is moving in the right direction	19.2%	39.0%	26.0%	8.9%	6.8%
Q28 Overall, I am satisfied with the management, supervision and leadership in our organization	15.9%	36.6%	23.4%	14.5%	9.7%

**Internal Support Services. Using a 5-point scale, where "5" means "Excellent" and "1" means "Very Poor," please rate the following by circling the number below.**

(N=146)

	Excellent	Good	Average	Poor	Very Poor	Don't Know
Q29 The support services provided by the Human Resources Department	12.3%	39.7%	29.5%	9.6%	5.5%	3.4%
Q30 The overall service provided by the IT Department (network, computer, and cell phone support)	6.8%	24.0%	30.8%	23.3%	11.0%	4.1%
Q31 The overall service provided by the Accounting and Budget Division of the Finance Department	11.0%	37.7%	35.6%	5.5%	0.7%	9.6%
Q32 The City's employee newsletter	11.6%	45.2%	32.2%	5.5%	0.0%	5.5%
Q33 The City's Web site	10.3%	35.6%	39.7%	6.8%	1.4%	6.2%
Q34 Vehicle maintenance services	3.4%	24.0%	34.2%	17.1%	6.8%	14.4%
Q35 Overall, I am satisfied with the Internal Support Services in our organization	7.5%	33.6%	46.6%	8.9%	1.4%	2.1%

**WITHOUT DON'T KNOW**

**Internal Support Services. Using a 5-point scale, where "5" means "Excellent" and "1" means "Very Poor," please rate the following by circling the number below. (Without Don't Know)**

(N=146)

	Excellent	Good	Average	Poor	Very Poor
Q29 The support services provided by the Human Resources Department	12.8%	41.1%	30.5%	9.9%	5.7%
Q30 The overall service provided by the IT Department (network, computer, and cell phone support)	7.1%	25.0%	32.1%	24.3%	11.4%
Q31 The overall service provided by the Accounting and Budget Division of the Finance Department	12.1%	41.7%	39.4%	6.1%	0.8%
Q32 The City's employee newsletter	12.3%	47.8%	34.1%	5.8%	0.0%
Q33 The City's Web site	10.9%	38.0%	42.3%	7.3%	1.5%
Q34 Vehicle maintenance services	4.0%	28.0%	40.0%	20.0%	8.0%
Q35 Overall, I am satisfied with the Internal Support Services in our organization	7.7%	34.3%	47.6%	9.1%	1.4%

**Using a 5-point scale, where "5" means "Excellent" and "1" means "Very Poor," please rate how well you feel the City overall is performing on each of the core values listed. City's Core Values**

(N=146)

	Excellent	Good	Average	Poor	Very Poor	Don't Know
Q36 Vision - Planning for the future and encouraging growth	13.7%	36.3%	30.1%	13.7%	4.8%	1.4%
Q37 Leadership - Exhibiting a positive example in leading others toward achievement	9.6%	41.1%	34.9%	7.5%	6.8%	0.0%
Q38 Service/Courtesy - Responding to others with respect and a helpful attitude	17.1%	47.9%	23.3%	8.2%	2.1%	1.4%
Q39 Sustainability - Reducing waste today for a better tomorrow	13.7%	43.8%	31.5%	6.2%	2.1%	2.7%
Q40 Excellence - Being the best by doing your best	15.8%	42.5%	34.2%	5.5%	2.1%	0.0%
Q41 Safety - Maintaining an environment free from harm	21.9%	40.4%	29.5%	4.8%	1.4%	2.1%
Q42 Teamwork/Cooperation - Less me, more we: working towards a common goal	15.8%	37.0%	30.1%	11.0%	4.8%	1.4%
Q43 Volunteerism (Involvement) - Making a personal commitment to helping others	12.3%	37.0%	39.7%	6.2%	2.7%	2.1%
Q44 Stewardship - Wise and cost efficient utilization of all resources	13.0%	32.2%	39.7%	8.2%	5.5%	1.4%
Q45 Open Communication/ Transparency - Open sharing of information between employees, citizens and visitors	11.6%	32.2%	33.6%	11.6%	8.9%	2.1%
Q46 Integrity - Doing the right thing, even when no one is looking	18.5%	35.6%	34.9%	7.5%	2.7%	0.7%
Q47 Accountability - Accepting responsibility for all your actions	12.3%	40.4%	36.3%	5.5%	5.5%	0.0%

**WITHOUT DON'T KNOW**

**Using a 5-point scale, where "5" means "Excellent" and "1" means "Very Poor," please rate how well you feel the City overall is performing on each of the core values listed. City's Core Values (Without Don't Know)**

(N=146)

	Excellent	Good	Average	Poor	Very Poor
Q36 Vision - Planning for the future and encouraging growth	13.9%	36.8%	30.6%	13.9%	4.9%
Q37 Leadership - Exhibiting a positive example in leading others toward achievement	9.6%	41.1%	34.9%	7.5%	6.8%
Q38 Service/Courtesy - Responding to others with respect and a helpful attitude	17.4%	48.6%	23.6%	8.3%	2.1%
Q39 Sustainability - Reducing waste today for a better tomorrow	14.1%	45.1%	32.4%	6.3%	2.1%
Q40 Excellence - Being the best by doing your best	15.8%	42.5%	34.2%	5.5%	2.1%
Q41 Safety - Maintaining an environment free from harm	22.4%	41.3%	30.1%	4.9%	1.4%
Q42 Teamwork/Cooperation - Less me, more we: working towards a common goal	16.0%	37.5%	30.6%	11.1%	4.9%
Q43 Volunteerism (Involvement) - Making a personal commitment to helping others	12.6%	37.8%	40.6%	6.3%	2.8%
Q44 Stewardship - Wise and cost efficient utilization of all resources	13.2%	32.6%	40.3%	8.3%	5.6%
Q45 Open Communication/Transparency - Open sharing of information between employees, citizens and visitors	11.9%	32.9%	34.3%	11.9%	9.1%
Q46 Integrity - Doing the right thing, even when no one is looking	18.6%	35.9%	35.2%	7.6%	2.8%
Q47 Accountability - Accepting responsibility for all your actions	12.3%	40.4%	36.3%	5.5%	5.5%

**Health and Wellness Efforts. Using a 5-point scale, where "5" means "Extremely Important" and "1" means "Not Important," please rate the following by circling the number below.**

(N=146)

	Extremely Important	Very Important	Important	Less Important	Not Important	Don't Know
Q48 How important is The Health and Wellness Program newsletter in providing you with useful information about health and wellness issues?	6.2%	20.5%	28.8%	21.9%	19.9%	2.7%
Q49 How important is The Annual Employee Health and Wellness Fair in helping you learn about health issues?	10.3%	19.2%	30.1%	17.1%	19.9%	3.4%
Q50 How important was the walking program activity in helping you make a desired health behavior change?	6.2%	10.3%	17.8%	25.3%	31.5%	8.9%
Q51 How important are the City's efforts to provide health risk assessments, health education and awareness materials?	10.3%	25.3%	24.7%	19.2%	18.5%	2.1%
Q52 How important is it for the City to provide health and wellness initiatives which improve your health, and assist in containing health care costs?	17.8%	24.0%	21.9%	13.0%	19.9%	3.4%
Q53 Overall, I am satisfied with the Health and Wellness efforts in our organization	11.0%	25.3%	28.1%	16.4%	15.8%	3.4%

**Overall Perceptions of Your Employment with the City. Using a scale of 1 to 5 where 5 means "strongly AGREE" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements.**

(N=146)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Q54 I feel the City of Branson is a great place to work	33.6%	41.1%	17.8%	4.8%	1.4%	1.4%
Q55 I believe I have long-term job security with the City as long as I perform my job duties well	30.1%	42.5%	17.1%	8.2%	1.4%	0.7%
Q56 I would recommend employment at the City to a friend or relative	31.5%	36.3%	17.8%	9.6%	2.7%	2.1%

**WITHOUT DON'T KNOW**

**Overall Perceptions of Your Employment with the City. Using a scale of 1 to 5 where 5 means "strongly AGREE" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements. (Without Don't Know)**

(N=146)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Q54 I feel the City of Branson is a great place to work	34.0%	41.7%	18.1%	4.9%	1.4%
Q55 I believe I have long-term job security with the City as long as I perform my job duties well	30.3%	42.8%	17.2%	8.3%	1.4%
Q56 I would recommend employment at the City to a friend or relative	32.2%	37.1%	18.2%	9.8%	2.8%

**Q57 Overall, how satisfied are you with your current job?**

Q57 Overall, how satisfied are you with your current job?	Number	Percent
Very Satisfied	43	29.5 %
Satisfied	62	42.5 %
Neutral	26	17.8 %
Dissatisfied	11	7.5 %
Very Dissatisfied	4	2.7 %
Total	146	100.0 %

**Q58 Compared to 2 years ago, would you say that the work environment at the City of Branson has?**

Q58 Compared to 2 years ago, would you say that the work environment at the City of Branson has?	Number	Percent
Improved	52	35.6 %
Stayed about the same	49	33.6 %
Gotten worse	30	20.5 %
Don't Know	15	10.3 %
Total	146	100.0 %

**Q59 Compared to other cities, do you think Branson is a better place to work, about the same, or a worse place to work?**

Q59 Compared to other cities, do you think Branson is a better place to work, about the same, or a worse place to work?	Number	Percent
Better place to work	54	37.0 %
About the same	56	38.4 %
Worse place to work	11	7.5 %
Don't Know	25	17.1 %
Total	146	100.0 %

**Q60 How would you rate the overall quality of work environment at the City of Branson?**

Q60 How would you rate the overall quality of work environment at the City of Branson?	Number	Percent
Excellent	19	13.0 %
Good	70	47.9 %
Average	43	29.5 %
Poor	9	6.2 %
Very Poor	3	2.1 %
Don't Know	2	1.4 %
Total	146	100.0 %

**Q61 How would you rate the availability of quality tools and resources to successfully do your job?**

Q61 How would you rate the availability of quality tools and resources to successfully do your job?	Number	Percent
Excellent	11	7.5 %
Good	59	40.4 %
Average	49	33.6 %
Poor	23	15.8 %
Very Poor	4	2.7 %
Total	146	100.0 %

**Q63 Do you believe your working conditions are safe and adequately maintained?**

Q63 Do you believe your working conditions are safe and adequately maintained?	Number	Percent
Yes	129	88.4 %
No	16	11.0 %
Don't Know	1	0.7 %
Total	146	100.0 %

**Q66 If the City were to make improvements in the areas listed below, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better? If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

Q66 First Choice	Number	Percent
Communication	29	19.9 %
Professional Development	24	16.4 %
Rewards and Recognition	12	8.2 %
Management, Supervision, & Leadership	32	21.9 %
Resources and Work Environment	21	14.4 %
Internal Support Services	16	11.0 %
None Chosen	12	8.2 %
Total	146	100.0 %

**Q66 If the City were to make improvements in the areas listed below, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better? If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

Q66 Second Choice	Number	Percent
Communication	22	15.1 %
Professional Development	24	16.4 %
Rewards and Recognition	21	14.4 %
Management, Supervision, & Leadership	28	19.2 %
Resources and Work Environment	21	14.4 %
Internal Support Services	14	9.6 %
None Chosen	16	11.0 %
Total	146	100.0 %

**Q66 If the City were to make improvements in the areas listed below, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better? If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**  
**(top two)**

Q66 Sum of Top Two Choices	Number	Percent
Communication	51	34.9 %
Professional Development	48	32.9 %
Rewards and Recognition	33	22.6 %
Management, Supervision, & Leadership	60	41.1 %
Resources and Work Environment	42	28.8 %
Internal Support Services	30	20.5 %
None Chosen	12	8.2 %
Total	276	

**Q67 In which City Department do you work?**

<u>Q67 In which City Department do you work?</u>	<u>Number</u>	<u>Percent</u>
Administration/IT/Court/City Clerk/Legal	8	5.5 %
Engineering/Public Works	18	12.3 %
Finance/Human Resources	8	5.5 %
Fire	35	24.0 %
Parks and Recreation	10	6.8 %
Planning and Development	7	4.8 %
Police	26	17.8 %
Utilities	25	17.1 %
<u>Not provided</u>	<u>9</u>	<u>6.2 %</u>
Total	146	100.0 %

**Q68 What is your current employment status?**

<u>Q68 What is your current employment status?</u>	<u>Number</u>	<u>Percent</u>
Non-Supervisor	101	69.2 %
Supervisor	38	26.0 %
<u>Not provided</u>	<u>7</u>	<u>4.8 %</u>
Total	146	100.0 %

**Section 5:**  
**Survey Instrument**

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# CITY OF BRANSON

110 West Maddux St. • Suite 210 • Branson, Missouri 65616  
(417) 334-3345 • Fax (417) 335-6042

February 29, 2012

Dear Employees:

We are pleased to once again be requesting your assistance in helping us plan for the future. For those of you who have been employed with the city since before May 2009, you may recall at that time that we asked all employees to complete an Employee Survey. We continue to be very interested in you, *our employees*, and how you feel about your job and your workplace. The Employee Survey has once again been prepared and is being distributed with this letter. Your cooperation in completing this anonymous survey will be greatly appreciated and will continue to assist us in planning for the City's future. Please be assured that the results of the survey, including open-end comments, will be reported in a way that does not reveal the identity of individual respondents, so only you will know how you responded to the questions.

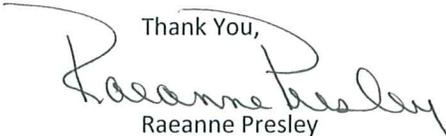
The same as last time, at the request of the Mayor, Board of Aldermen and Administration, the Employee Human Resources Committee (EHRC) has put their thoughts and input into this survey. Your answers to questions regarding communication; rewards and recognition; leadership; internal support, and others; plus your comments on improvements that you would like to see the City make over the next few years are an integral part of this process. Please take the time to complete the questionnaire with thought and consideration. You are providing important information that will allow us to recognize our successes and also areas that may need improvement. All of the responses will once again be compiled by the outside third party, ETC Institute, to ensure that all surveys remain anonymous.

ETC will combine and rank all of the responses and present the findings to the City, who will then share the results with all of the employees. The information from your responses will continue to provide pertinent information that can be used in planning strategies for the future, to look at the areas that employees feel need improvement; to evaluate the workplace requirements; and to "listen" to the comments from the employees. This is a continuation of an on-going process where the results will be measured and Administration will be striving to improve the results of each survey. It is the City's goal to perform this employee survey every other year as recommended by ETC.

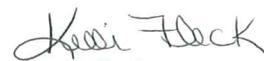
Your survey can be completed manually or via telephone. You will be given a postage-paid return envelope to return your survey directly to the ETC Institute in Olathe, Kansas. The surveys must be completed and postmarked no later than March 15, 2012. ETC will compile the results the following week and have them back to the City the week of March 26<sup>th</sup>. A strategic planning meeting will then be scheduled for the Mayor, Board of Aldermen, City Administrator, and Directors. The survey results will be a major topic at the meeting, as we plan for the upcoming year.

Again, we want to stress the importance of your input into this project. We hope each of you will take a few minutes to complete the survey in a timely manner. We greatly appreciate your continued support and cooperation.

Thank You,

  
Raeanne Presley  
Mayor

  
Dean Kruihof  
City Administrator

  
Kelli Fleck  
Director of Human Resources

"The city will encourage the quality growth of a healthy, wholesome, clean environment in which people live, work and visit."

# City of Branson

## 2012 Employee Survey

The City of Branson would like to know how you feel about your job. Your cooperation in completing this survey would be greatly appreciated. To ensure the objectivity of this survey, the responses of employees who complete the survey will remain anonymous. The results of the survey, including open-end comments, will be reported in a way that does not reveal the identity of individual respondents, so only you will know how you respond to the questions on this form.

Completed surveys may be returned in the postage-paid envelope provided addressed to: ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061. If you have questions or would prefer to complete the survey by phone, please call our toll-free number 1-888-801-5368 between 8AM and 5PM (CST) and ask for Pat.

**Thank you for your assistance.**

<b>Using a scale of 1 to 5 where 5 means “Strongly AGREE” and 1 means “Strongly Disagree,” please rate your level of agreement with each of the following statements.</b>		Strongly <b>AGREE</b>	Agree	Neutral	Disagree	Strongly <b>DISAGREE</b>	Don't Know/NA

### **Communication**

1	I receive information about things that affect me in a timely manner	5	4	3	2	1	9
2	My immediate supervisor communicates well with me	5	4	3	2	1	9
3	I know where to go when I have questions about a work related issue	5	4	3	2	1	9
4	Employees in my department are easy to contact	5	4	3	2	1	9
5	Employees in other departments are easy to contact	5	4	3	2	1	9
6	I am well informed about citywide issues that affect all employees	5	4	3	2	1	9
7	Overall, I am satisfied with the type and quality of communication in our organization	5	4	3	2	1	9

### **Employee Recognition**

8	City employees who perform well receive adequate recognition	5	4	3	2	1	9
9	Rewards and recognition are distributed fairly	5	4	3	2	1	9
10	Poor job performance is dealt with effectively by managers in my work unit	5	4	3	2	1	9
11	Overall, I am satisfied with the level of employee recognition in our organization	5	4	3	2	1	9

### **Professional Development**

12	I receive adequate training to do my job responsibilities	5	4	3	2	1	9
13	I receive constructive feedback on my work performance from my immediate supervisor	5	4	3	2	1	9
14	Orientation programs for new employees are effective	5	4	3	2	1	9
15	Overall, I am satisfied with the professional development and training opportunities that are available to me in our organization	5	4	3	2	1	9

<b>Using a 5-point scale, where “5” means “very high” and “1” means “very low,” please rate the following by circling the number below. “Very High” is a positive rating; for example, you think your level of pay is good compared to other agencies. “Very Low” is a negative rating; for example, you do NOT think your level of pay is good compared to other agencies. [If you Don’t Know, circle “NA”]</b>		Very High	High	Average	Low	Very Low	Don't Know/NA
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**Compensation & Benefits**

16	The level of pay you receive compared to outside agencies or companies	5	4	3	2	1	9
17	The amount you pay for medical coverage	5	4	3	2	1	9
18	The overall quality of your medical coverage	5	4	3	2	1	9
19	Overall, I am satisfied with the benefits offered by the City of Branson	5	4	3	2	1	9

<b>Using a 5-point scale, where “5” means “Excellent” and “1” means “Very Poor,” please rate the following by circling the number below. [If you Don’t Know, circle “NA”]</b>		Excellent	Good	Average	Poor	Very Poor	Don't Know/NA
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**Management, Supervision, Leadership**

20	The overall effectiveness of your immediate supervisor	5	4	3	2	1	9
21	The overall effectiveness of your department	5	4	3	2	1	9
22	How well your department cooperates with other city departments	5	4	3	2	1	9
23	How well you understand <u>your department's</u> mission, goals and objectives	5	4	3	2	1	9
24	I feel my fellow workers are committed to accomplishing our department's goals	5	4	3	2	1	9
25	I am committed to my job	5	4	3	2	1	9
26	I am proud to work for the City of Branson	5	4	3	2	1	9
27	Overall, I think the City is moving in the right direction	5	4	3	2	1	9
28	Overall, I am satisfied with the management, supervision and leadership in our organization	5	4	3	2	1	9

**Internal Support Services**

29	The support services provided by the Human Resources Department	5	4	3	2	1	9
30	The overall service provided by the IT Department (network, computer, and cell phone support)	5	4	3	2	1	9
31	The overall service provided by the Accounting and Budget Division of the Finance Dept	5	4	3	2	1	9
32	The City's employee newsletter	5	4	3	2	1	9
33	The City's Web site	5	4	3	2	1	9
34	Vehicle maintenance services	5	4	3	2	1	9
35	Overall, I am satisfied with the Internal Support Services in our organization	5	4	3	2	1	9

<b>Using a 5-point scale, where “5” means “Excellent” and “1” means “Very Poor,” please rate how well you feel the City <u>overall</u> is performing on each of the core values listed. [If you Don’t Know, circle “NA”]</b>		Excellent	Good	Average	Poor	Very Poor	Don't Know/NA
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**City's Core Values**

36	Vision – Planning for the future and encouraging growth	5	4	3	2	1	9
37	Leadership – Exhibiting a positive example in leading others toward achievement	5	4	3	2	1	9
38	Service/Courtesy – Responding to others with respect and a helpful attitude	5	4	3	2	1	9
39	Sustainability – Reducing waste today for a better tomorrow	5	4	3	2	1	9
40	Excellence – Being the best by doing your best	5	4	3	2	1	9
41	Safety – Maintaining an environment free from harm	5	4	3	2	1	9
42	Teamwork/Cooperation – Less me, more we: working towards a common goal	5	4	3	2	1	9
43	Volunteerism (Involvement) – Making a personal commitment to helping others	5	4	3	2	1	9
44	Stewardship – Wise and cost efficient utilization of all resources	5	4	3	2	1	9
45	Open Communication/Transparency – Open sharing of information between employees, citizens and visitors	5	4	3	2	1	9
46	Integrity – Doing the right thing, even when no one is looking	5	4	3	2	1	9
47	Accountability – Accepting responsibility for all your actions	5	4	3	2	1	9

<b>Using a 5-point scale, where “5” means “Extremely Important” and “1” means “Not Important,” please rate the following by circling the number below. [If you Don't Know or if it is not applicable, circle “Don't Know/NA”]</b>		Extremely Important	Very Important	Important	Less Important	Not Important	Don't Know/NA
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**Health and Wellness Efforts**

48	How important is The Health and Wellness Program newsletter in providing you with useful information about health and wellness issues?	5	4	3	2	1	9
49	How important is The Annual Employee Health and Wellness Fair in helping you learn about health issues?	5	4	3	2	1	9
50	How important was the walking program activity in helping you make a desired health behavior change?	5	4	3	2	1	9
51	How important are the City's efforts to provide health risk assessments, health education and awareness materials?	5	4	3	2	1	9
52	How important is it for the City to provide health and wellness initiatives which improve your health, and assist in containing health care costs?	5	4	3	2	1	9
53	Overall, I am satisfied with the Health and Wellness efforts in our organization	5	4	3	2	1	9

**Overall Perceptions of Your Employment with the City**

<b>Using a scale of 1 to 5 where 5 means “strongly AGREE” and 1 means “Strongly Disagree,” please rate your level of agreement with each of the following statements.</b>		Strongly <u>AGREE</u>	Agree	Neutral	Disagree	Strongly <u>DISAGREE</u>	Don't Know/NA
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54	I feel the City of Branson is a great place to work	5	4	3	2	1	9
55	I believe I have long-term job security with the City as long as I perform my job duties well	5	4	3	2	1	9
56	I would recommend employment at the City to a friend or relative	5	4	3	2	1	9

**57. Overall, how satisfied are you with your current job? (Check ONE)**

- \_\_\_(5) Very Satisfied
- \_\_\_(4) Satisfied
- \_\_\_(3) Neutral
- \_\_\_(2) Dissatisfied
- \_\_\_(1) Very Dissatisfied
- \_\_\_(9) Don't know

**58. Compared to 2 years ago, would you say that the work environment at the City of Branson has? (Check ONE)**

- \_\_\_(1) Improved
- \_\_\_(2) Stayed about the same
- \_\_\_(3) Gotten worse
- \_\_\_(9) Don't know

**58a. Why do you feel that way?**

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**59. Compared to other cities, do you think Branson is a better place to work, about the same, or a worse place to work? (Check ONE)**

- \_\_\_(1) Better place to work
- \_\_\_(2) About the same
- \_\_\_(3) Worse place to work
- \_\_\_(9) Don't know

60. How would you rate the overall quality of work environment at the City of Branson? (Check ONE)

- \_\_\_(1) Excellent
- \_\_\_(2) Good
- \_\_\_(3) Average
- \_\_\_(4) Poor
- \_\_\_(5) Very poor
- \_\_\_(9) Don't know

**Resources**

61. How would you rate the availability of quality tools and resources to successfully do your job? (Check ONE)

- \_\_\_(1) Excellent
- \_\_\_(2) Good
- \_\_\_(3) Average
- \_\_\_(4) Poor
- \_\_\_(5) Very poor
- \_\_\_(9) Don't know

62. If you do not think you have adequate tools or resources, what do you need?

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63. Do you believe your working conditions are safe and adequately maintained?

- \_\_\_(1) Yes
- \_\_\_(2) No

63a. Why do you feel that way?

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**Improvements**

64. If the City of Branson were to do ONE thing to improve the work environment for employees, what should it do?

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65. If the City of Branson were to do ONE thing to improve the productivity of employees, what should it do?

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66. If the City were to make improvements in the areas listed below, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better? If you do not think improvements are needed in any of these areas, please circle NONE NEEDED. [Write the letters below for your 1<sup>st</sup> and 2<sup>nd</sup> choices using the letters from the list below]

- A. Communication
- B. Professional Development
- C. Rewards and Recognition
- D. Management, Supervision, & Leadership
- E. Resources and Work Environment
- F. Internal Support Services

\_\_\_\_\_  
1<sup>st</sup> Choice

\_\_\_\_\_  
2<sup>nd</sup> Choice

None Needed

**Demographics**

In order to ensure that we have a representative sample of employees, please provide the information below.  
**ALL RESPONSES WILL BE KEPT CONFIDENTIAL.**

**67. In which City Department do you work?**

- (1) Administration/IT/Court/City Clerk/Legal
- (2) Engineering/Public Works
- (3) Finance/Human Resources
- (4) Fire
- (5) Parks and Recreation
- (6) Planning and Development
- (7) Police
- (8) Utilities

**68. What is your current employment status?**

- (1) Non-Supervisor
- (2) Supervisor

**Other Comments or Suggestions**

In the space provided below, please share any other comments or suggestions for improvement.

**The City of Branson Thanks You For Your Time - This Concludes the Survey.  
Please return your completed survey in the enclosed self addressed envelope to:  
ETC Institute, 725 W. Frontier Circle, Olathe, Kansas 66061**