

# City of Troutdale Staff Survey

**Report:**

Prepared for:  
City of Troutdale

**Prepared by:**

Community Planning Workshop

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# Section 1 Introduction

## Background

The City of Troutdale contracted with the Community Planning Workshop (CPW) at the University of Oregon to proctor and analyze the City's 2007 employee survey. The purpose of the survey is to gain insight on the City of Troutdale from the perspective of its employees. The survey asked questions on a variety of topics, including the workplace environment, access to job-related resources, communication, morale, and job satisfaction. This report provides the City of Troutdale with the survey results, summarizes the key findings, and includes the SPSS frequency tables for each data cross-tabulation in the appendices.

## Methods

The City of Troutdale developed the questions for the 2007 employee survey. On February 14, 2007, CPW staff proctored the survey to City of Troutdale employees in the City Council's Chambers. Employees were asked to sign in before completing the survey. Upon completion, each employee turned his/her survey in to CPW staff. All surveys went directly to CPW staff for analysis; City of Troutdale staff did not have access to individual surveys. The purpose of this was twofold: (1) to protect the privacy of individual employees and (2) to achieve more candid responses. The Police Department personnel completed their surveys at the Police Department building. CPW staff received five surveys from employees that were unable to complete the survey on February 14<sup>th</sup> by mail.

Seventy-two out of a total of eighty-one City employees completed the survey for a response rate of 89 percent. The CPW staff proctoring the survey noted that employees appeared to be taking their time and to be thoughtfully completing the survey. Analysis of the survey results showed employees were very thorough in completing the survey as there were very few missing responses. The combination of the high response rate, employee behavior, and very few missing responses suggests that the results of the survey are highly valid. It is the *opinion* of CPW staff that the employees answered the survey with a high degree of candidness and openness.

After the data was collected, it was analyzed using the statistical software, SPSS, in four ways: by the aggregate of responses, by tenure, by employment status, and by department. Analyzing the responses in this way allows for comparisons across groups. For example, the cross-tabulation of results by tenure shows how people who have worked for the City for 0 to 5 years, 6 to 10 years, and 11+ years answered the survey questions. This allows comparisons of the experience of relatively new employees with the perspectives of employees that have been working for the City longer.

SPSS, a statistical software program, was used to analyze the data. Table 1 illustrates a sample SPSS frequency table. Results are reported by frequency,

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percent, valid percent, and cumulative percent in columns. The frequency is the count or number of responses for each category. For example, 35 people “agreed” that their morale was “good” on question 47. Another way to read the data is that, “48.6 percent of responses to question 47 *agreed* that their morale is good.”

To make this report more user-friendly, if a respondent did not answer a question, CPW staff entered the data as “not answered.” Because the survey was coded in this way, the percent and valid percent will always be the same. The cumulative percent functions as a running total column. For example, 12.5 percent of respondents either did not answer the question, strongly disagreed, or disagreed that their morale is good.

**Table 1. Sample SPSS Frequency Table**

**47. My morale is good.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	1	1.4	1.4	1.4
	Strongly Disagree	1	1.4	1.4	2.8
	Disagree	7	9.7	9.7	12.5
	Neutral	8	11.1	11.1	23.6
	Agree	35	48.6	48.6	72.2
	Strongly Agree	18	25.0	25.0	97.2
	Don't Know	2	2.8	2.8	100.0
	Total	72	100.0	100.0	

Per instructions from the City of Troutdale, CPW did not report the results for groups of less than five survey respondents. The purpose of this was to encourage employees to be honest and direct in their responses by guaranteeing confidentiality. If a group had fewer than five respondents, CPW noted this by stating the results were, “not reported”.

Several survey questions were open-ended. CPW transcribed the responses verbatim and included them in Appendix E of this report. In some cases, specific names or positions were mentioned. To balance confidentiality with fully disclosing all the information gathered by the survey, CPW blacked out specific names and positions from the text.

## Limitations

When interpreting the results data, it is important to keep in mind that surveys have several limitations. Surveys gather data on the questions that they ask. A common mistake when interpreting survey results is inferring relationships between data results that simply do not exist. In this report, CPW does not interpret the data, but is presenting the key findings of the results. Surveys do not establish causal relationships. For example, if a majority of respondents reported that they have a good friend at work, the survey can not establish that this *causes* them to believe that they have a good job.

Throughout the process of this survey, employees were informed that their responses would be kept confidential. However, it is possible that employees were less than forthcoming when answering the survey. This is a limitation of surveys. If respondents were less than honest, this could affect the integrity of the results.

## Characteristics of Survey Respondents

The survey asked questions regarding tenure, employment status, and department. The following table provides a profile of the all respondents that completed the survey.

**Table 2. Survey Respondents by Tenure, Employment Status, and Department**

Characteristics	Frequency	Percent
Total Respondents	72	100%
Tenure		
0 – 5 years	17	23.6
6 – 10 years	24	33.3
11+ years	31	43.1
Not Answered	-	-
Employment Status		
Supervisor	19	26.4
Non-supervisor	50	69.4
Not Answered	3	4.2
Department		
Executive/Community Services/ Legal	6 (of 11)	8.3
Community Development	13 (of 17)	18.1
Finance	4 (of 5)	5.6
Public Works	22 (of 22)	30.6
Police	21 (of 26)	29.2
Not Answered	6	8.3

Notes: Numbers in parentheses indicate the actual number of employees in each department.

## Organization of Report

The remainder of this report is organized as follows:

**Section 2: Aggregate Data Summary Tables and Key Findings** reports the aggregate results of the City of Troutdale employee survey by percentage. This section summarizes the key findings from the aggregate data and also draws out particularly interesting findings by tenure, employment status, and department.

This report contains the following appendices:

**Appendix A: Frequency Tables by Aggregate Data** contains the SPSS output for the all City of Troutdale employees.

**Appendix B: Frequency Tables by Tenure** contains the SPSS output by employees who have worked for the City for up to five years, employees with five to ten years of tenure, and by employees with eleven and more years of employment with the City.

**Appendix C: Frequency Tables by Employment Status** contains the SPSS output organized by supervisor and non-supervisor.

**Appendix D: Frequency Tables by Department** compares the SPSS output by department.

**Appendix E: Narrative Responses** reports the answers to the open-ended survey questions.

## Section 2

# Aggregate Data Summary Tables & Key Findings

CPW grouped the survey questions into meaningful categories, such as “personal work environment” and “supervisor feedback and relationships”. This section reports the survey results for the aggregate data in the following tables. Each question had a different response rate; not every question was answered by every respondent. This is shown in the data tables as not answered, or “N/A.”

Below each table, the key findings of all cross-tabulations are presented. The key findings highlight the salient results for the aggregate data; as well as the key findings for the results by tenure, employment status, and department.



## Personal Work Environment

Tale 3 shows the results for questions asking about the personal work environment of employees.

**Table 3. Personal Work Environment**

	N/A	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
1. The atmosphere in my workplace is comfortable.	-	5.6	22.2	11.1	36.1	25.0	-
2. My co-workers seem committed to doing quality work.	-	-	8.3	16.7	56.9	18.1	-
3. There is someone at my work (other than my supervisor) I can go to for guidance.	-	6.9	11.1	8.3	45.8	27.8	-
4. My job offers flexibility that allows me to deal with personal and family matters.	1.4	1.4	1.4	8.3	44.4	43.1	-
5. I have a good friend at work.	-	4.2	25.0	-	41.7	29.2	-

### Key Findings:

- Seventy-five percent of respondents agreed or strongly agreed that their, “co-workers seem committed to doing quality work.” Supervisors agreed or strongly agreed that their co-workers seemed committed to doing quality work at a rate of 95 percent; 70 percent of non-supervisors reported that they agreed or strongly agreed with this statement.
- Over 70 percent of all respondents reported that they have a good friend at work, that there is someone at work they can go to for guidance, and that the City allows them the flexibility to deal with personal and family matters.
- About 28 percent of all respondents disagree or strongly disagree that the atmosphere in their workplace is comfortable. Differences were observed when this question was analyzed by department and tenure. Respondents with five or greater years of tenure were more likely to disagree or strongly disagree with question 1. At 9.5 percent, respondents from the police department were the *least* likely to disagree with this statement; whereas the Executive/Community Services/Legal Department (33 percent) and the community development department (39 percent) were the most likely to disagree that their workplace is comfortable.
- All supervisors reported agreeing or strongly agreeing that their job allows them the flexibility they need to deal with personal or family matters contrasted with 82 percent of non-supervisors that agreed or strongly agreed with the statement.
- Overall, respondents with fewer than five years of tenure, supervisors, the Community Development Department and Executive/Community Services/Legal Department were less likely to report having a good friend at work.

## Supervisor Feedback & Relationship

The following table reports the results from the questions that pertained to the relationship and communication between employees and supervisors. Since this table reports aggregate data, it contains information on all levels of management in the organization. To be more specific, line staff answered questions regarding their supervisors; but supervisors answered questions relating to department heads.

**Table 4. Supervisor Feedback & Relationship**

	N/A	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
6. I feel like my supervisor cares about me as a person.	1.4	6.9	12.5	9.7	43.1	26.4	-
7. My supervisor has discussed my performance with me in the last year.	-	1.4	2.8	8.3	56.9	30.6	-
8. My supervisor seems to understand my job.	-	4.2	11.1	9.7	48.6	26.4	-
9. My supervisor encourages my professional development.	-	2.8	8.3	12.5	47.2	29.2	-
10. I have a good job.	1.4	-	1.4	5.6	40.3	51.4	-

### Key Findings:

- Almost all employees agree or strongly agree that they have a good job.
- About 70 percent of all employees agree or strongly agree that his/her supervisor cares about them as a person; but only 54.9 percent of employees with 11+ years of tenure agreed or strongly agreed with this statement. When analyzed by department, 100 percent of respondents from the Executive/Community Services/Legal Department agreed or strongly agreed with this statement. Respondents from Public Works and Community Development had the *lowest* rates of agreeing or strongly agreeing with this statement.
- Close to 88 percent of all respondents agree or strongly agree that their supervisor discussed their performance with them in the past year. The percent of respondents agreeing or strongly agreeing with this statement were slightly lower for the Executive/Community Services/Legal (83 percent) and the Public Works department (82 percent).
- About 77 percent of respondents reported that they agree or strongly agree that their supervisor encourages their professional development. Respondents with tenure of 11+ years are least likely to report agreeing or strongly agreeing with question 9 (68 percent). When analyzed by department, the rate of responses agreeing or strongly agreeing with this statement ranged from a low of 63.7 percent in Public Works to 100 percent in the Executive/Community Services/Legal Department.

## On-the-Job Training & Support

Table 5 reports the results for questions relating to information, training, job support and access to materials.

**Table 5. On-the-Job Training & Support**

	N/A	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
11. I have the information I need to do my job well.	-		2.8	8.3	68.1	20.8	-
12. I have the training I need to do my job well.	-	-	4.2	11.1	59.7	25.0	-
13. I have access to the technical support I need to do my job well.	-	1.4	5.6	18.1	52.8	20.8	1.4
14. I have the materials and equipment I need to do my job well.	-	-	8.3	13.9	62.5	15.3	-

### Key Findings:

- The majority of respondents agree or strongly agree that they have access to the information, training, technical support and materials and equipment needed to do their job well.
- When looked at by department, the Community Development Department respondents reported slightly higher rates of disagreeing or strongly disagreeing that they have the training, technical support and equipment needed to do their job well. The Executive/Community Services/Legal Department reported slightly higher rates of disagreeing that they have the information needed to do their job well than other departments.
- When analyzed by employment status, supervisor respondents and non-supervisor respondents reported strikingly similar responses to questions pertaining to on-the-job training and support.
- Tenure did not appear to impact the response rates of questions relating to on-the-job training and support.

## Access to Job-Related Resources

Table 6 shows the aggregate responses to the access to job-related resources.

**Table 6. Access to Job-Related Resources**

	N/A	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
<i>Specifically, I have what I need in the following categories:</i>							
Machinery	8.3	-	2.8	22.2	52.8	6.9	6.9
Vehicles	5.6	-	12.5	18.1	45.8	15.3	2.8
Safety equipment	6.9	-	4.2	11.1	58.3	16.7	2.8
Protective clothing	6.9	-	4.2	18.1	56.9	11.1	2.8
Tools	9.7	-	2.8	20.8	54.2	8.3	4.2
Physical work space	-	5.6	13.9	2.8	58.3	19.4	-
Computers and printers	-	2.8	12.5	11.1	52.8	20.8	-
Software	1.4	1.4	16.7	9.7	55.6	12.5	2.8
Office equipment	1.4	2.8	5.6	15.3	58.3	16.7	-
Office supplies	-	1.4	2.8	11.1	66.7	18.1	-
Books and reference materials	2.8	1.4	2.8	23.6	55.6	13.9	-
Meeting rooms	2.8	11.1	25.0	4.2	47.2	9.7	-
<b>Other Responses:</b>							
<ul style="list-style-type: none"> <li>▪ <i>Storage (disagree)</i></li> <li>▪ <i>Our own building (neutral)</i></li> <li>▪ <i>Access to public works (disagree)</i></li> <li>▪ <i>Break facilities (agree)</i></li> <li>▪ <i>Knowledgeable HR person (strongly disagree)</i></li> <li>▪ <i>There is no break room (strongly disagree)</i></li> <li>▪ <i>Restrooms are not adequate (strongly disagree)</i></li> <li>▪ <i>Staff need shower area for hazmat situations (strongly disagree)</i></li> <li>▪ <i>Locker rooms are crowded/inadequate (strongly disagree).</i></li> <li>▪ <i>Outdated building (strongly disagree)</i></li> </ul>							

### Key Findings:

- Overall, it appears that respondents agree or strongly agree that they have access to the materials and equipment they need to complete their jobs. By far, meeting rooms were the most commonly cited resources that respondents disagree or strongly disagree that they had the access they needed (36 percent). In descending order, the other resources respondents disagree or strongly disagree that they had adequate access to were: physical workspace (20 percent), software (18 percent), computers and printers (15 percent), and vehicles (13 percent).
- When analyzed by employment status, some differences emerged. Non-supervisors reported slightly higher rates of disagreeing or strongly disagreeing that they have the software, computers and printers, and tools

they need to do their jobs well. Whereas supervisors were more likely to report that they do not have access to the physical work space, vehicles, and office equipment that they need to do their job well. Over a third of respondents in both groups (42 percent of supervisors and 34 percent of non-supervisors) strongly disagree or disagree that they have access to meeting rooms that they need to complete their jobs well.

- Distinct differences were observed when the data was analyzed by department. Most notably:
  - Respondents from the Public Works (18.2 percent) and the Police Departments (23.8 percent) were most likely to disagree or strongly disagree that they had access to the vehicles they need.
  - About fifteen percent of the Community Development Department respondents disagree that they have the safety equipment needed.
  - About 31 percent of the respondents from the Community Development Department and 38 percent of Police Department respondents disagree or strongly disagree with having the physical workspace needed.
  - Several departments had higher rates of respondents disagreeing or strongly disagreeing that they have the computers and printers needed: Community Development (23 percent); Public Works (18 percent); and Police (24 percent).
  - Over a third of the Police Department and 23 percent of Community Development respondents disagree or strongly disagree that they have the software needed.
  - About 19 percent of Police Department respondents and about 15 percent of Community Development respondents disagree or strongly disagree that they have access to the office equipment needed.
  - Police Department respondents, at 86 percent, reported the highest rates of disagreeing or strongly disagreeing to having access to the meetings rooms needed. Community Development respondents disagree or strongly disagree with this statement at rate of 31 percent and Executive/Community Services/Legal Department respondents disagreed or strongly disagreed at rate of 17 percent.
- When analyzed by tenure, respondents with six to ten years of experience were more likely to disagree or strongly disagree that they have access to the physical workspace, software, and meeting rooms needed.

## Sources of Job-Related Information

Table 7 shows the sources of job-related information respondents reported using.

**Table 7. Sources of Job-Related Information**

	N/A	No	Yes
<i>I get job related information from:</i>			
Supervisor	-	13.9	86.1
My co-workers	-	13.9	86.1
Paper newsletters	-	65.3	34.7
Employee handbook	-	73.6	26.4
Online newspapers	-	79.2	20.8
E-mail	-	29.2	70.8
Intranet	-	66.7	33.3
Memos	-	51.4	48.6
Other	-	77.8	22.2
Other Responses:			
<ul style="list-style-type: none"> <li>▪ <i>All the above.</i></li> <li>▪ <i>SOP procedures.</i></li> <li>▪ <i>Continuing education.</i></li> <li>▪ <i>Outside services in internet – research.</i></li> <li>▪ <i>Troutdale website.</i></li> <li>▪ <i>Personal research.</i></li> <li>▪ <i>AFSCME Local.</i></li> <li>▪ <i>Professional development classes/seminars.</i></li> <li>▪ <i>Tech materials.</i></li> <li>▪ <i>Internet.</i></li> <li>▪ <i>Prof. associations/attorney.</i></li> <li>▪ <i>Internet.</i></li> <li>▪ <i>Agencies, organizations.</i></li> </ul>			

### Key Findings:

- The majority of respondents (86 percent) reported receiving job-related information from co-workers and supervisors. About 71 percent of employees use email as a source of job information.
- When analyzed by tenure, employees with 11+ years are least likely to report receiving job information from their supervisors.
- Departments varied in the sources they reported using for job-related information. The Public Works and Police Department reported higher rates of using their supervisor as a source of job-related information than the other departments. The Executive/Community Services/Legal Department reported a 100% response rate for receiving information from email.

## Most Important Source of Job-Related Information

Table 8 lists the single most important source of job-related information.

**Table 8. Most Important Source of Job-Related Information**

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*My single most important source of job-related information is:*

Supervisor	31.9
My co-workers	27.8
Paper newsletters	1.4
Employee handbook	4.2
Online newspapers	2.8
E-mail	11.1
Memos	1.4
Not Answered	6.9
Other	11.1

Other Responses:

- *ORS, technical publications.*
- *Manuals.*
- *Training.*
- *Personal research.*
- *Not from city.*
- *Books.*
- *Prof. Associations.*
- *Training.*
- *LEDS/NCIC*

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### Key Findings:

- Survey respondents, at 31.9 percent, reported that their supervisor was their most important sources of job-related information followed by co-workers at 27.8 percent.
- Both supervisors and non-supervisor respondents reported that their supervisor is the most important single source of job-related information. However, the second most reported source of job-related information that supervisors reported was E-mail. The second most reported source of job-related information of non-supervisors was co-workers.
- Respondents with 11+ more years of tenure are less likely to state that their supervisor is their most important single source of job-related information compared with other respondents.
- The Community Development Department was more likely to report E-mail as the single most important source of job-related information than other departments and the only department that had no respondents listing co-workers as the most important source of job-related information.

## Quality of Information

Table 9 reports the results for questions asking about the quality of information they receive.

**Table 9. Quality of Information**

	N/A	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
<i>I am satisfied with the quality of information I receive regarding:</i>							
Benefits	1.4	1.4	2.8	11.1	62.5	20.8	-
Policies and procedures	1.4	-	8.3	13.9	63.9	12.5	-
City departments or divisions	1.4	1.4	8.3	30.6	47.2	6.9	4.2
Career development opportunities	-	6.9	15.3	30.6	34.7	9.7	2.8
Training opportunities	-	4.2	11.1	27.8	43.1	12.5	1.4
My job performance	-	2.8	6.9	15.3	56.9	18.1	-
My work plan	2.8	1.4	6.9	25.0	50.0	11.1	2.8
Other	88.9						
Other Responses:	<ul style="list-style-type: none"> <li>▪ <i>Work load (strongly disagree)</i></li> <li>▪ <i>Personnel department is discouraged.</i></li> <li>▪ <i>Emergency call from sick child (strongly disagree)</i></li> </ul>						

### Key Findings:

- The majority of employees agree or strongly agree with the quality of information they received. However, only 44 percent of respondents reported agreeing or strongly agreeing with the quality of information relating to career development opportunities.
- Overall, non-supervisors reported higher rates of disagreeing or strongly disagreeing with being personally satisfied with the quality of information that they receive. Non-supervisors reported higher rates of disagreeing or strongly disagreeing with being satisfied with information regarding career development opportunities (28 percent versus 10.5 percent) and training opportunities (28 percent versus 5.3 percent) than supervisors. Non-supervisors were also more likely to disagree or strongly disagree that they are satisfied with the information they receive regarding policies and procedures, job performance, work plans, and city department and divisions.



## Communication

Tale 10 shows the results for questions asking about communication amongst employees.

**Table 10. Communication**

	N/A	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
18. I know what is expected of me in my job.	-	-	4.2	8.3	52.8	34.7	-
19. My co-workers and I share information to help us do our job more effectively.	1.4	2.8	1.4	13.9	55.6	25.0	
20a. Communication among employees is effective within my department.	-	6.9	11.1	18.1	48.6	15.3	-
20b. Communication among employees is effective between my department and other departments.		9.7	20.8	27.8	34.7	2.8	-
	N/A	Yes	No				
21. I have attended at least one all-City training in the past 12 months.	5.6	88.9	5.6				

### Key Findings:

- Less than half of respondents, 47.5 percent, believe that communication between their departments and other departments is effective. However, about 64 percent of respondents believe that communication is effective within their own department.
- Respondents agreeing or strongly agreeing that communication is effective within their own department (question 20a) varied by tenure. Twenty-five percent of respondents with six to ten years of tenure disagreed or strongly disagreed communication was effective in their department.
- At 61.3 percent, respondents with the longest tenure are most likely to report disagree or strongly disagree with the statement, “Communication among employees is effective between my department and other departments” (question 20b). This contrasts with 37.5 percent of respondents with six to ten years of tenure and no respondents with 0 to five years of tenure reporting that they disagree or strongly disagree that communication among employees is effective between departments.
- Non-supervisors reported that they agree or strongly agree communication is effective in their department at a rate of 60 percent; 79 percent of supervisors agree or strongly agree communication within their department is effective. Lower rates of respondents agree communication is effective across departments; 47.3 percent of supervisors and 36 percent of non-supervisors reported that they agree or strongly agree communication is effective across departments.
- All departments report higher rates of effective communication within their departments than between their department and other City departments.

## Respect and Job Security

Tale 11 shows the results for questions asking about respect and job security for employees.

**Table 11. Respect and Job Security**

	N/A	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
23. At work, my opinions seem to count.	2.8	2.8	8.3	22.2	45.8	18.1	-
24. I have had the opportunity in the past six months to give input on workplace issues.	2.8	-	2.8	14.3	52.8	26.4	-
25. I feel my employment is secure.	-	1.4	8.3	11.1	59.7	16.7	2.8

### Key Findings:

- The majority of employees report that they either strongly agree or agree with all of the statements in this section. This indicates that most employees feel like their opinions count, that they have an opportunity to give input on workplace issues and feel that their employment is secure.
- When looked at by tenure, those employees that have worked with the city the shortest (0-5 years) had the highest frequency of either agreeing or strongly agreeing with the statement - "At work, my opinions seem to count." Approximately 77 percent of employees that have worked with the city less than 5 years agreed or strongly agreed with this statement, whereas 65 percent of employees who have worked for the City longer than 11 years agree or strongly agree with this statement.
- Those employees that have worked for the city between 6-10 years felt slightly less secure in their jobs than the other tenure cohorts - 70% of employees that have worked for the city for 6-10 years agree or strongly agree that they feel their employment is secure, whereas 83% of employees who have worked for 0-5 years and 76 percent of employees who have worked for more than 11 years agree or strongly agree with this statement.
- The majority of both supervisors (79 percent) and non-supervisors (76 percent) agree or strongly agree that their employment is secure.
- Although the majority of supervisors and non-supervisors agree or strongly agree that their opinions count at work, approximately 10 percent strongly disagree or disagree with this statement.
- A large majority of the Public Works (86 percent) and Police (85 percent) departments agree or strongly agree that they feel their employment is secure; whereas 61 percent of the Community Development Department and 50 percent of the Executive/Legal/Community Services department agree or strongly agree with this statement.

## Professional Development and Fairness

Tale 12 shows the results for questions asking about professional development and fairness.

**Table 12. Professional Development & Fairness**

	N/A	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
26. I've had opportunity to learn/grow at work in the past year.	1.4	2.8	8.3	9.7	51.4	25.0	1.4
27. City employees are given growth and advancement opportunities in a fair and equitable manner.	-	11.1	18.1	20.8	34.7	9.7	5.6
28. Someone at work encourages my professional development.	-	5.6	12.5	13.9	48.6	18.1	1.4
29. My employer supports my efforts to stay aware of new developments in my field.	-	2.8	6.9	19.4	51.4	19.4	-

### Key Findings:

- As question 26 shows, about three-fourths of respondents agree or strongly agree that they have had the opportunity to learn and grow during the last year at work.
- Almost 30 percent of respondents disagree or strongly disagree that City employees are given growth and advancement opportunities in a fair and equitable manner. The Police (19 percent) and the Executive/Community Services/Legal (17 percent) departments were less likely to report disagree or strongly disagree to question 27 than the Community Development (39 percent) and the Public Works (27 percent) departments.
- Those employees that have worked for the city the shortest amount of time feel that they have had an opportunity to learn/grow at work in the last year (87% agree or strongly agree) more than employees that have worked for 6-10 years (71% agree or strongly agree) or those that have worked for 11+ years (73% agree or strongly agree).
- There is a difference between supervisors and non supervisors in the equity of growth and advancement opportunities. Thirty-six percent of non-supervisors disagree or strongly disagree that City employees are given growth and advancement opportunities in a fair and equitable manner whereas 11 percent of the supervisors strongly disagree (0 disagree) with this statement.
- Whereas 18 percent of all respondents disagree or strongly disagree that someone at work encourages his/her professional development, 30 percent of the Community Development respondents disagree or strong disagree with this statement.

## Workload, Stress, and Positive Recognition

Tale 13 shows the results for questions asking about workload, stress, and positive recognition.

**Table 13. Workload, Stress, and Positive Recognition**

	N/A	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
30. As long as I work hard, I have enough time to do my job well.	-	4.2	12.5	12.5	58.3	12.5	-
31. The amount of stress in my job is manageable.	-	4.2	11.1	25.0	50.0	9.7	-
32. I have received recognition or praise for doing good work in the last month.	-	8.3	12.5	22.2	47.2	9.7	-
33. My supervisor acknowledges when my performance is strong.	-	4.2	20.8	18.1	44.4	12.5	-

### Key Findings:

- Approximately 60 percent of all respondents agree or strongly agree that the amount of stress in their jobs is manageable. Non-supervisor respondents, at 62 percent, were more likely to report the stress in their jobs is manageable compared to just over half of supervisor respondents that agree or strongly agree the amount of stress in their job is manageable (question 31). Only 46 percent of Community Development department respondents indicated that the stress in their job is manageable compared to 71 percent of the Police respondents.
- Those employees with longer tenure report having more stress in their jobs. Approximately 82 percent of employees who have worked for the city for less than 5 years agree or strongly agree that the amount of stress in the job is manageable, whereas 58 percent of employees who have worked for 6-10 years and 48 percent of employees who have worked for more than 11 years agree or strongly agree with this statement.
- Approximately half of the employees that have worked more than 6 years at the city agree or strongly agree that their supervisor acknowledges when their performance is strong, whereas 76 percent of employees that have worked less than 5 years agree or strongly agree with this statement.
- The majority of non-supervisors and supervisors agree or strongly agree that their supervisor acknowledges when the performance is strong, however 16 percent of supervisors disagree or strongly disagree with this statement and 28 percent of non-supervisors either disagree or strongly disagree with this statement.
- Compared to 25 percent of all respondents, 39 percent of Community Development department respondents disagree or strongly disagree that their supervisor acknowledges when their performance is strong.

## Value of Employee Contribution

Tale 14 shows the results for questions asking about the value of employee contribution.

**Table 14. Value of Employee Contribution**

	N/A	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
34. It is important to me that the City engage in cost effective, customer service oriented practices.	1.4	1.4	1.4	16.7	47.2	31.9	-
35. The Mayor values the work I do.	-	2.8	6.9	25.0	33.3	19.4	12.5
36. The City Council values the work I do.	-	2.8	12.5	25.0	35.7	11.1	13.9
37. The Administrator values the work I do.	-	4.2	13.9	33.3	26.4	9.7	12.5
38. My Department Head values the work I do.	5.6	1.4	4.2	16.7	34.7	34.7	2.8
39. My supervisor values the work I do.	2.8	2.8	6.9	16.7	40.3	30.6	-
40. The work I do makes a difference.	-	-	-	6.9	52.8	40.3	-

### Key Findings:

- About 70 percent of respondents agreed or strongly agreed that the work they perform is valued by their immediate supervisors and department head. This contrasts with about 36 percent of respondents agreeing or strongly agreeing that the City Administrator and about 47 percent of respondents agreeing or strongly agreeing that the City Council value the work the respondents performed.
- Employees with 11+ years of experience are less likely than the other tenure cohorts to report that they agree or strongly agree that their department head (61 percent), their supervisor (54 percent) and the City Administrator (23 percent) value the work that they do.
- Supervisors (26.3 percent) are less likely to report that they agree or strongly agree that the City Administrator values the work they do than non-supervisors (40 percent). Supervisors (21 percent) are also more likely than non-supervisor respondents (14 percent) to report that they disagree or strongly disagree City Council values the work they do.
- Value of employee contribution varies by employment type. Twenty-six percent of supervisors agree or strongly agree that the Administrator values what they do, whereas 40 percent of non-supervisors agree or strongly agree with this statement. Sixty-eight percent or supervisors agree or strongly agree that their department head values what they do whereas 70 percent of non-supervisors feel this way.
- Whereas 16 percent of all respondents disagree or strongly disagree that the City Council values their work, 38 percent of Community Development respondents feel this way.

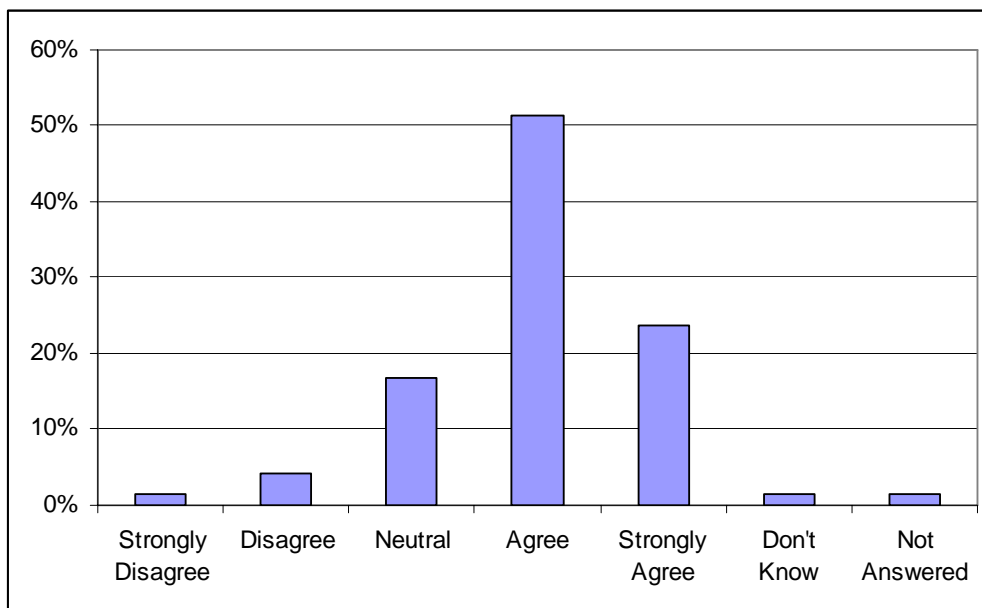
## Mission and Purpose

Tale 15 shows the results for questions asking about employees' perceptions about the mission and purpose of their jobs.

**Table 15. Mission & Purpose**

	N/A	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
41. I understand how the work I do fits into the City's mission.	-	-	-	6.9	59.7	33.3	-
42. At work, I have the opportunity to do what I do best everyday.	-	-	15.3	12.5	54.2	18.1	-
43. The City's role in the community makes me feel that my job is important.	-	-	2.8	16.7	52.8	25.0	2.8
44. My job uses my talents well.	-	1.4	4.2	4.2	56.9	31.9	1.4
45. I would recommend employment with the City of Troutdale to a friend.	1.4	1.4	4.2	16.7	51.4	23.6	1.4
46. If I had to do it all over again, I would choose to work for the City of Troutdale.	1.4	1.4	9.7	11.1	48.6	25.0	2.8

**Figure 1: I would recommend employment with the City to a friend – All Respondents**



### Key Findings:

- Overall, the majority of employees agree or strongly agree with the statements in this grouping. However, about 15 percent of all employees and 31 percent of Community Development department respondents disagree that they have the opportunity to do what they do best everyday.

- The percent of employees agreeing or strongly agreeing with the following statement - “At work, I have the opportunity to do what I do best everyday” - decreases with amount of time spent working for the city. Approximately 94 percent of employees that have worked with the city for less than 5 years agree or strongly agree with this; whereas 71 percent of employees with 6-10 years and 61 percent of employees with more than 11 years agree or strongly agree with this statement.
- Although the majority of supervisors and non-supervisors agree or strongly agree that they would recommend employment with the City to a friend, 20 percent of supervisors and 16 percent of non-supervisors were neutral about this statement.

## Morale

Table 16 shows the results for questions asking about morale among employees.

**Table 16. Morale**

	N/A	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
47. My morale is good.	1.4	1.4	9.7	11.1	48.6	25.0	2.8
48. Moral for others in my department is good.	-	13.9	16.7	31.9	36.1	1.4	-
49. Overall morale of City employees is good.	1.4	9.7	27.8	25.0	26.4	1.4	8.3
50. I do all that I can to help improve morale.	-	-	4.2	19.4	63.9	11.1	1.4
51. The Mayor does a good job of improving morale.	-	5.6	12.5	30.6	30.6	2.8	18.1
52. The City Council does a good job of improving morale.	-	6.9	20.8	41.7	13.9	1.4	15.3
53. The City Administrator does a good job of improving morale.	-	19.4	29.2	27.8	16.7	2.8	4.2
54. My Department Head does a good job of improving morale.	4.2	9.7	13.9	20.8	34.7	15.3	1.4
55. My supervisor does a good job of improving morale.	4.2	11.1	12.5	16.7	43.1	12.5	-

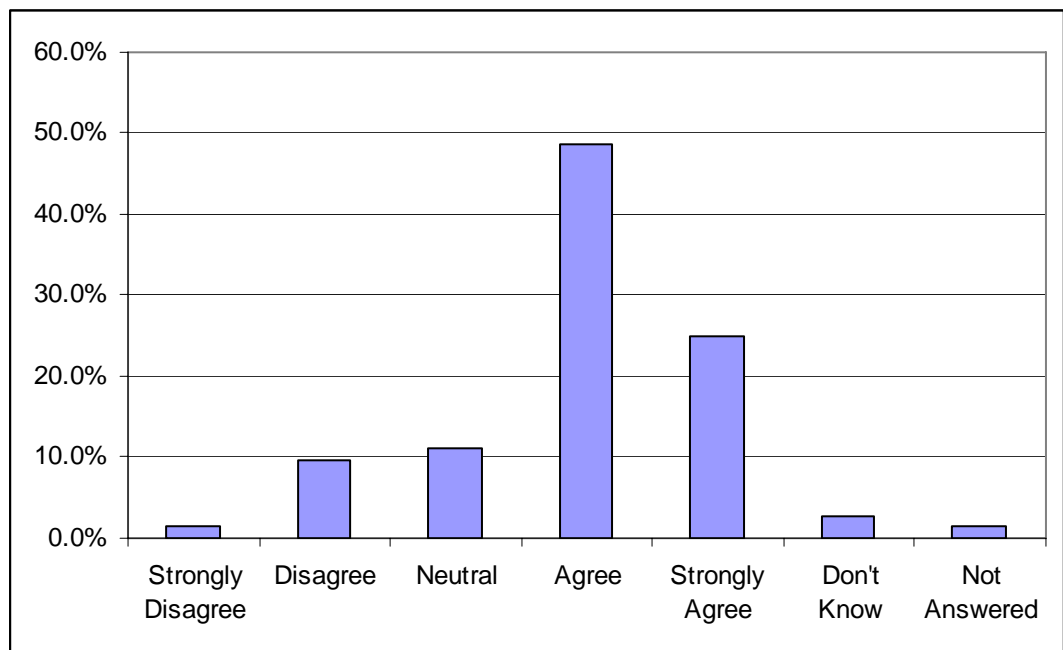
### Key Findings:

- On question 47, “My morale is good,” 73.6 percent of all respondents agree or strongly agree with the statement (See Figure 2). On question 49, 27.8 percent of respondents agreed or strongly agreed that, “Overall morale of City employees is good.” When asked about morale in their department on question 48, 37.5 percent of employees agree or strongly agree that morale in their department is good.
- Employees with a tenure of five or less years are more likely to agree or strongly agree with the statement, “I do all that I can to improve morale” than employees with longer tenure. As tenure increases, the rates of respondents reporting, “Overall city morale is good” declines. Fifty-three percent of employees reporting tenure of five years or less agree or strongly agree that overall city morale is good. Twenty-five percent of employees with tenure of six to ten years report agree overall city morale is good; 16 percent of employees with over eleven years of experience at the City agree overall morale is good.
- The response rates to questions regarding morale were strikingly similar across employment status categories. About 20 percent of supervisors and non-supervisors disagree or strongly disagree that their morale is good; about a third reported disagreeing or strongly disagreeing that the morale in their department is good; and about 83 percent agree or strongly agree that they do all that they can to improve morale.



- At 76.2 percent, the police department reported the highest percentage of respondents that agree or strongly agree that they have “good morale,” followed closely by Executive/Community/Legal Services at 66.6 percent of respondents agreeing or strongly agreeing. At 57.1 percent, the police department also reported the highest percentage of respondents reporting, “Morale for others in my department is good.” It is interesting to note that although the Executive/Community/Legal Services rated their individual morale as good, they had lower rates of respondents reporting good department morale.
- Survey respondents that agree and strongly agree that their supervisor, department head, and the City Administrator, “does a good job of improving morale” vary by department. Departments with higher rates of respondents agreeing and strongly that their supervisor does a good job of improving morale also report the City of Troutdale is an above average or one of the best places to work more frequently.

**Figure 2. My Morale is Good – All Respondents**



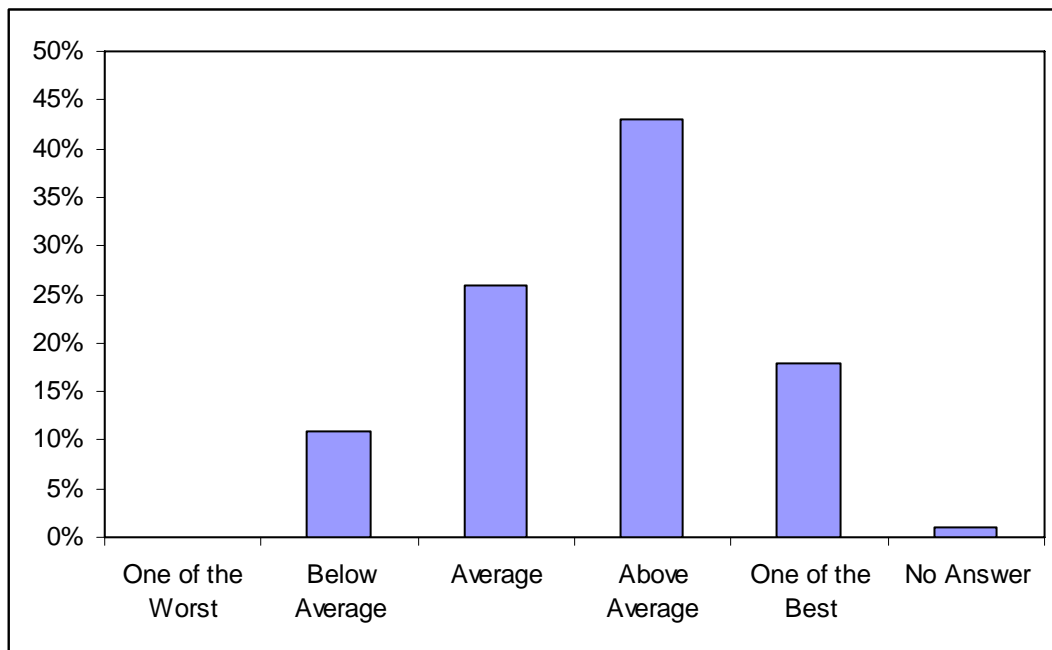
## Overall Rating of Workplace

Tale 17 shows the results for the last question asking about the overall rating of the workplace.

**Table 17. Overall Rating of Workplace**

	N/A	One of the Worst	Below Average	Average	Above Average	One of the Best
56. Overall, how would you rate the City of Troutdale as a place to work compared with other organizations you have worked for?	1.4	-	11.1	26.4	43.1	18.1

**Figure 3: Overall Ratings of Workplace**



### Key Findings:

- As a whole, city employees rate the City of Troutdale as a good place to work. Approximately 11 percent of employees rated it below average, while the other 87 percent rated it average, above average or one of the best workplaces. Respondents in the Community Development department were the most likely to rate the City as a below average place to work (31 percent).
- Every survey respondent with five or less years of tenure reported that the City of Troutdale was an average, above average, or one of the best places to work compared to other places they have worked. About 16 percent of respondents with six to ten years and eleven or more years of tenure reported that the City of Troutdale was a below average place to work compared to other employers.
- Approximately 63 percent of supervisors and 60 percent of non-supervisors reported that the City is above average or one of the best places to work.

# Appendix A: Aggregate Data Frequency Tables

## Aggregate Data Frequency Tables

### 1. The atmosphere in my workplace is comfortable.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	5.6	5.6	5.6
Disagree	16	22.2	22.2	27.8
Neutral	8	11.1	11.1	38.9
Agree	26	36.1	36.1	75.0
Strongly Agree	18	25.0	25.0	100.0
Total	72	100.0	100.0	

### 2. My co-workers seem committed to doing quality work.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	6	8.3	8.3	8.3
Neutral	12	16.7	16.7	25.0
Agree	41	56.9	56.9	81.9
Strongly Agree	13	18.1	18.1	100.0
Total	72	100.0	100.0	

### 3. There is someone at work (other than my supervisor) I can go to for guidance.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	5	6.9	6.9	6.9
Disagree	8	11.1	11.1	18.1
Neutral	6	8.3	8.3	26.4
Agree	33	45.8	45.8	72.2
Strongly Agree	20	27.8	27.8	100.0
Total	72	100.0	100.0	

**4. My job offers flexibility that allows me to deal with personal and family matters.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	1	1.4	1.4	1.4
	Strongly Disagree	1	1.4	1.4	2.8
	Disagree	1	1.4	1.4	4.2
	Neutral	6	8.3	8.3	12.5
	Agree	32	44.4	44.4	56.9
	Strongly Agree	31	43.1	43.1	100.0
	Total	72	100.0	100.0	

**5. I have a good friend at work.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	4.2	4.2	4.2
	Neutral	18	25.0	25.0	29.2
	Agree	30	41.7	41.7	70.8
	Strongly Agree	21	29.2	29.2	100.0
	Total	72	100.0	100.0	

**6. I feel like my supervisor cares about me as a person.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	1	1.4	1.4	1.4
	Strongly Disagree	5	6.9	6.9	8.3
	Disagree	9	12.5	12.5	20.8
	Neutral	7	9.7	9.7	30.6
	Agree	31	43.1	43.1	73.6
	Strongly Agree	19	26.4	26.4	100.0
	Total	72	100.0	100.0	

**7. My supervisor has discussed my performance with me in the last year.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.4	1.4	1.4
	Disagree	2	2.8	2.8	4.2
	Neutral	6	8.3	8.3	12.5
	Agree	41	56.9	56.9	69.4
	Strongly Agree	22	30.6	30.6	100.0
	Total	72	100.0	100.0	

**8. My supervisor seems to understand my job.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	4.2	4.2	4.2
	Disagree	8	11.1	11.1	15.3
	Neutral	7	9.7	9.7	25.0
	Agree	35	48.6	48.6	73.6
	Strongly Agree	19	26.4	26.4	100.0
	Total	72	100.0	100.0	

**9. My supervisor encourages my professional development.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.8	2.8	2.8
	Disagree	6	8.3	8.3	11.1
	Neutral	9	12.5	12.5	23.6
	Agree	34	47.2	47.2	70.8
	Strongly Agree	21	29.2	29.2	100.0
	Total	72	100.0	100.0	

**10. I have a good job.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	1	1.4	1.4	1.4
	Disagree	1	1.4	1.4	2.8
	Neutral	4	5.6	5.6	8.3
	Agree	29	40.3	40.3	48.6
	Strongly Agree	37	51.4	51.4	100.0
	Total	72	100.0	100.0	

**11. I have the information I need to do my job well.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	2.8	2.8	2.8
	Neutral	6	8.3	8.3	11.1
	Agree	49	68.1	68.1	79.2
	Strongly Agree	15	20.8	20.8	100.0
	Total	72	100.0	100.0	

**12. I have the training I need to do my job well.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	4.2	4.2	4.2
	Neutral	8	11.1	11.1	15.3
	Agree	43	59.7	59.7	75.0
	Strongly Agree	18	25.0	25.0	100.0
	Total	72	100.0	100.0	

**13. I have access to the technical support I need to do my job well.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.4	1.4	1.4
	Disagree	4	5.6	5.6	6.9
	Neutral	13	18.1	18.1	25.0
	Agree	38	52.8	52.8	77.8
	Strongly Agree	15	20.8	20.8	98.6
	Don't Know	1	1.4	1.4	100.0
	Total	72	100.0	100.0	

**14. I have the materials and equipment I need to do my job well.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	8.3	8.3	8.3
	Neutral	10	13.9	13.9	22.2
	Agree	45	62.5	62.5	84.7
	Strongly Agree	11	15.3	15.3	100.0
	Total	72	100.0	100.0	

**15a. Specifically, I have what I need in the following categories: Machinery**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	6	8.3	8.3	8.3
	Disagree	2	2.8	2.8	11.1
	Neutral	16	22.2	22.2	33.3
	Agree	38	52.8	52.8	86.1
	Strongly Agree	5	6.9	6.9	93.1
	Don't Know	5	6.9	6.9	100.0
	Total	72	100.0	100.0	

**15b. Specifically, I have what I need in the following categories: Vehicles**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	4	5.6	5.6	5.6
	Disagree	9	12.5	12.5	18.1
	Neutral	13	18.1	18.1	36.1
	Agree	33	45.8	45.8	81.9
	Strongly Agree	11	15.3	15.3	97.2
	Don't Know	2	2.8	2.8	100.0
	Total	72	100.0	100.0	

**15c. Specifically, I have what I need in the following categories: Safety Equipment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	5	6.9	6.9	6.9
	Disagree	3	4.2	4.2	11.1
	Neutral	8	11.1	11.1	22.2
	Agree	42	58.3	58.3	80.6
	Strongly Agree	12	16.7	16.7	97.2
	Don't Know	2	2.8	2.8	100.0
	Total	72	100.0	100.0	

**15d. Specifically, I have what I need in the following categories: Protective Clothing**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	5	6.9	6.9	6.9
	Disagree	3	4.2	4.2	11.1
	Neutral	13	18.1	18.1	29.2
	Agree	41	56.9	56.9	86.1
	Strongly Agree	8	11.1	11.1	97.2
	Don't Know	2	2.8	2.8	100.0
	Total	72	100.0	100.0	

**15e. Specifically, I have what I need in the following categories: Tools**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	7	9.7	9.7	9.7
	Disagree	2	2.8	2.8	12.5
	Neutral	15	20.8	20.8	33.3
	Agree	39	54.2	54.2	87.5
	Strongly Agree	6	8.3	8.3	95.8
	Don't Know	3	4.2	4.2	100.0
	Total	72	100.0	100.0	

**15f. Specifically, I have what I need in the following categories: Physical Work Space**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	5.6	5.6	5.6
	Disagree	10	13.9	13.9	19.4
	Neutral	2	2.8	2.8	22.2
	Agree	42	58.3	58.3	80.6
	Strongly Agree	14	19.4	19.4	100.0
	Total	72	100.0	100.0	

**15g. Specifically, I have what I need in the following categories: Computers and Printers**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.8	2.8	2.8
	Disagree	9	12.5	12.5	15.3
	Neutral	8	11.1	11.1	26.4
	Agree	38	52.8	52.8	79.2
	Strongly Agree	15	20.8	20.8	100.0
	Total	72	100.0	100.0	

**15h. Specifically, I have what I need in the following categories: Software**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	1	1.4	1.4	1.4
	Strongly Disagree	1	1.4	1.4	2.8
	Disagree	12	16.7	16.7	19.4
	Neutral	7	9.7	9.7	29.2
	Agree	40	55.6	55.6	84.7
	Strongly Agree	9	12.5	12.5	97.2
	Don't Know	2	2.8	2.8	100.0
	Total	72	100.0	100.0	



**15i. Specifically, I have what I need in the following categories: Office Equipment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	1	1.4	1.4	1.4
	Strongly Disagree	2	2.8	2.8	4.2
	Disagree	4	5.6	5.6	9.7
	Neutral	11	15.3	15.3	25.0
	Agree	42	58.3	58.3	83.3
	Strongly Agree	12	16.7	16.7	100.0
	Total	72	100.0	100.0	

**15j. Specifically, I have what I need in the following categories: Office Supplies**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.4	1.4	1.4
	Disagree	2	2.8	2.8	4.2
	Neutral	8	11.1	11.1	15.3
	Agree	48	66.7	66.7	81.9
	Strongly Agree	13	18.1	18.1	100.0
	Total	72	100.0	100.0	

**15k. Specifically, I have what I need in the following categories: Books and Reference Materials**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	2	2.8	2.8	2.8
	Strongly Disagree	1	1.4	1.4	4.2
	Disagree	2	2.8	2.8	6.9
	Neutral	17	23.6	23.6	30.6
	Agree	40	55.6	55.6	86.1
	Strongly Agree	10	13.9	13.9	100.0
	Total	72	100.0	100.0	

**15l. Specifically, I have what I need in the following categories: Meeting Rooms**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	2	2.8	2.8	2.8
	Strongly Disagree	8	11.1	11.1	13.9
	Disagree	18	25.0	25.0	38.9
	Neutral	3	4.2	4.2	43.1
	Agree	34	47.2	47.2	90.3
	Strongly Agree	7	9.7	9.7	100.0
	Total	72	100.0	100.0	

**15m. Specifically, I have what I need in the following categories: Other**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	59	81.9	81.9	81.9
	Strongly Disagree	5	6.9	6.9	88.9
	Disagree	2	2.8	2.8	91.7
	Neutral	3	4.2	4.2	95.8
	Agree	3	4.2	4.2	100.0
	Total	72	100.0	100.0	

**16a. I get job-related information from my supervisor.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	10	13.9	13.9	13.9
	Yes	62	86.1	86.1	100.0
	Total	72	100.0	100.0	

**16b. I get job-related information from my co-workers.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	10	13.9	13.9	13.9
	Yes	62	86.1	86.1	100.0
	Total	72	100.0	100.0	

**16c. I get job-related information from paper newsletters.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	47	65.3	65.3	65.3
	Yes	25	34.7	34.7	100.0
	Total	72	100.0	100.0	

**16d. I get job-related information from employee handbook.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	53	73.6	73.6	73.6
	Yes	19	26.4	26.4	100.0
	Total	72	100.0	100.0	

**16e. I get job-related information from online newsletters.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	57	79.2	79.2	79.2
	Yes	15	20.8	20.8	100.0
	Total	72	100.0	100.0	

**16f. I get job-related information from E-mail.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	21	29.2	29.2	29.2
	Yes	51	70.8	70.8	100.0
	Total	72	100.0	100.0	

**16g. I get job-related information from intranet.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	48	66.7	66.7	66.7
	Yes	24	33.3	33.3	100.0
	Total	72	100.0	100.0	

**16h. I get job-related information from memos.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	37	51.4	51.4	51.4
	Yes	35	48.6	48.6	100.0
	Total	72	100.0	100.0	

**16i. I get job-related information from other.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	56	77.8	77.8	77.8
	Yes	16	22.2	22.2	100.0
	Total	72	100.0	100.0	

**17. My single most important information source of job-related information is...**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	5	6.9	7.0	7.0
	Supervisor	23	31.9	32.4	39.4
	My co-workers	20	27.8	28.2	67.6
	Paper Newsletters	1	1.4	1.4	69.0
	Employee Handbook	3	4.2	4.2	73.2
	Online newsletters	2	2.8	2.8	76.1
	E-mail	8	11.1	11.3	87.3
	Memos	1	1.4	1.4	88.7
	Other	8	11.1	11.3	100.0
	Total	71	98.6	100.0	
Missing	System	1	1.4		
Total		72	100.0		

**18. I know what is expected of me in my job.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	4.2	4.2	4.2
	Neutral	6	8.3	8.3	12.5
	Agree	38	52.8	52.8	65.3
	Strongly Agree	25	34.7	34.7	100.0
	Total	72	100.0	100.0	

**19. My co-workers and I share information to help us do our jobs more effectively.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	1	1.4	1.4	1.4
	Strongly Disagree	2	2.8	2.8	4.2
	Disagree	1	1.4	1.4	5.6
	Neutral	10	13.9	13.9	19.4
	Agree	40	55.6	55.6	75.0
	Strongly Agree	18	25.0	25.0	100.0
	Total	72	100.0	100.0	

**20a. Communication among employees is effective within my department.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	6.9	6.9	6.9
	Disagree	8	11.1	11.1	18.1
	Neutral	13	18.1	18.1	36.1
	Agree	35	48.6	48.6	84.7
	Strongly Agree	11	15.3	15.3	100.0
	Total	72	100.0	100.0	

**20b. Communication among employees is effective between my department and other departments.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	3	4.2	4.2	4.2
	Strongly Disagree	7	9.7	9.7	13.9
	Disagree	15	20.8	20.8	34.7
	Neutral	20	27.8	27.8	62.5
	Agree	25	34.7	34.7	97.2
	Strongly Agree	2	2.8	2.8	100.0
	Total	72	100.0	100.0	

**21. I have attended at least one all-City training in the last 12 months.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	4	5.6	5.6	5.6
	Yes	64	88.9	88.9	94.4
	No	4	5.6	5.6	100.0
	Total	72	100.0	100.0	

**22a. I am satisfied with the quality of information I receive regarding benefits.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	1	1.4	1.4	1.4
	Strongly Disagree	1	1.4	1.4	2.8
	Disagree	2	2.8	2.8	5.6
	Neutral	8	11.1	11.1	16.7
	Agree	45	62.5	62.5	79.2
	Strongly Agree	15	20.8	20.8	100.0
	Total	72	100.0	100.0	

**22b. I am satisfied with the quality of information I receive regarding policies and procedures.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	1	1.4	1.4	1.4
	Disagree	6	8.3	8.3	9.7
	Neutral	10	13.9	13.9	23.6
	Agree	46	63.9	63.9	87.5
	Strongly Agree	9	12.5	12.5	100.0
	Total	72	100.0	100.0	

**22c. I am satisfied with the quality of information I receive regarding city departments or divisions.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	1	1.4	1.4	1.4
	Strongly Disagree	1	1.4	1.4	2.8
	Disagree	6	8.3	8.3	11.1
	Neutral	22	30.6	30.6	41.7
	Agree	34	47.2	47.2	88.9
	Strongly Agree	5	6.9	6.9	95.8
	Don't Know	3	4.2	4.2	100.0
	Total	72	100.0	100.0	

**22d. I am satisfied with the quality of information I receive regarding career development opportunities.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	6.9	6.9	6.9
	Disagree	11	15.3	15.3	22.2
	Neutral	22	30.6	30.6	52.8
	Agree	25	34.7	34.7	87.5
	Strongly Agree	7	9.7	9.7	97.2
	Don't Know	2	2.8	2.8	100.0
	Total	72	100.0	100.0	

**22e. I am satisfied with the quality of information I receive regarding training opportunities.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	4.2	4.2	4.2
	Disagree	8	11.1	11.1	15.3
	Neutral	20	27.8	27.8	43.1
	Agree	31	43.1	43.1	86.1
	Strongly Agree	9	12.5	12.5	98.6
	Don't Know	1	1.4	1.4	100.0
	Total	72	100.0	100.0	

**22f. I am satisfied with the quality of information I receive regarding my job performance.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.8	2.8	2.8
	Disagree	5	6.9	6.9	9.7
	Neutral	11	15.3	15.3	25.0
	Agree	41	56.9	56.9	81.9
	Strongly Agree	13	18.1	18.1	100.0
	Total	72	100.0	100.0	

**22g. I am satisfied with the quality of information I receive regarding my work plan.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	2	2.8	2.8	2.8
	Strongly Disagree	1	1.4	1.4	4.2
	Disagree	5	6.9	6.9	11.1
	Neutral	18	25.0	25.0	36.1
	Agree	36	50.0	50.0	86.1
	Strongly Agree	8	11.1	11.1	97.2
	Don't Know	2	2.8	2.8	100.0
	Total	72	100.0	100.0	

**22h. I am satisfied with the quality of information I receive regarding other.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	64	88.9	88.9	88.9
	Strongly Disagree	3	4.2	4.2	93.1
	Neutral	1	1.4	1.4	94.4
	Agree	3	4.2	4.2	98.6
	Strongly Agree	1	1.4	1.4	100.0
	Total	72	100.0	100.0	

**23. At work, my opinions seem to count.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	2	2.8	2.8	2.8
	Strongly Disagree	2	2.8	2.8	5.6
	Disagree	6	8.3	8.3	13.9
	Neutral	16	22.2	22.2	36.1
	Agree	33	45.8	45.8	81.9
	Strongly Agree	13	18.1	18.1	100.0
	Total	72	100.0	100.0	

**24. I have had the opportunity in the past six months to give input on workplace issues.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.8	2.8	2.8
	Disagree	2	2.8	2.8	5.6
	Neutral	11	15.3	15.3	20.8
	Agree	38	52.8	52.8	73.6
	Strongly Agree	19	26.4	26.4	100.0
	Total	72	100.0	100.0	

**25. I feel my employment is secure.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.4	1.4	1.4
	Disagree	6	8.3	8.3	9.7
	Neutral	8	11.1	11.1	20.8
	Agree	43	59.7	59.7	80.6
	Strongly Agree	12	16.7	16.7	97.2
	Don't Know	2	2.8	2.8	100.0
	Total	72	100.0	100.0	



**26. I've had the opportunity to learn/grow at work in the last year.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not Answered	1	1.4	1.4	1.4
Strongly Disagree	2	2.8	2.8	4.2
Disagree	6	8.3	8.3	12.5
Neutral	7	9.7	9.7	22.2
Agree	37	51.4	51.4	73.6
Strongly Agree	18	25.0	25.0	98.6
Don't Know	1	1.4	1.4	100.0
Total	72	100.0	100.0	

**27. City employees are given growth and advancement opportunities in a fair and equitable manner.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	8	11.1	11.1	11.1
Disagree	13	18.1	18.1	29.2
Neutral	15	20.8	20.8	50.0
Agree	25	34.7	34.7	84.7
Strongly Agree	7	9.7	9.7	94.4
Don't Know	4	5.6	5.6	100.0
Total	72	100.0	100.0	

**28. Someone at my work encourages my professional development.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	5.6	5.6	5.6
Disagree	9	12.5	12.5	18.1
Neutral	10	13.9	13.9	31.9
Agree	35	48.6	48.6	80.6
Strongly Agree	13	18.1	18.1	98.6
Don't Know	1	1.4	1.4	100.0
Total	72	100.0	100.0	

**29. My employer supports my efforts to stay aware of new developments in my field.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.8	2.8	2.8
	Disagree	5	6.9	6.9	9.7
	Neutral	14	19.4	19.4	29.2
	Agree	37	51.4	51.4	80.6
	Strongly Agree	14	19.4	19.4	100.0
	Total	72	100.0	100.0	

**30. As long as I work hard, I have enough time to do my job well.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	4.2	4.2	4.2
	Disagree	9	12.5	12.5	16.7
	Neutral	9	12.5	12.5	29.2
	Agree	42	58.3	58.3	87.5
	Strongly Agree	9	12.5	12.5	100.0
	Total	72	100.0	100.0	

**31. The amount of stress in my job is manageable.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	4.2	4.2	4.2
	Disagree	8	11.1	11.1	15.3
	Neutral	18	25.0	25.0	40.3
	Agree	36	50.0	50.0	90.3
	Strongly Agree	7	9.7	9.7	100.0
	Total	72	100.0	100.0	

**32. I have received recognition or praise for doing good work in the last month.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	8.3	8.3	8.3
	Disagree	9	12.5	12.5	20.8
	Neutral	16	22.2	22.2	43.1
	Agree	34	47.2	47.2	90.3
	Strongly Agree	7	9.7	9.7	100.0
	Total	72	100.0	100.0	

**33. My supervisor acknowledges when my performance is strong.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	4.2	4.2	4.2
	Disagree	15	20.8	20.8	25.0
	Neutral	13	18.1	18.1	43.1
	Agree	32	44.4	44.4	87.5
	Strongly Agree	9	12.5	12.5	100.0
	Total	72	100.0	100.0	

**34. It is important to me that the City engage in cost effective/customer service oriented practices.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	1	1.4	1.4	1.4
	Strongly Disagree	1	1.4	1.4	2.8
	Disagree	1	1.4	1.4	4.2
	Neutral	12	16.7	16.7	20.8
	Agree	34	47.2	47.2	68.1
	Strongly Agree	23	31.9	31.9	100.0
	Total	72	100.0	100.0	

**35. The Mayor values the work I do.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.8	2.8	2.8
	Disagree	5	6.9	6.9	9.7
	Neutral	18	25.0	25.0	34.7
	Agree	24	33.3	33.3	68.1
	Strongly Agree	14	19.4	19.4	87.5
	Don't Know	9	12.5	12.5	100.0
	Total	72	100.0	100.0	

**36. The City Council values the work I do.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.8	2.8	2.8
	Disagree	9	12.5	12.5	15.3
	Neutral	18	25.0	25.0	40.3
	Agree	25	34.7	34.7	75.0
	Strongly Agree	8	11.1	11.1	86.1
	Don't Know	10	13.9	13.9	100.0
	Total	72	100.0	100.0	

**37. The Administrator values the work I do.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	4.2	4.2	4.2
	Disagree	10	13.9	13.9	18.1
	Neutral	24	33.3	33.3	51.4
	Agree	19	26.4	26.4	77.8
	Strongly Agree	7	9.7	9.7	87.5
	Don't Know	9	12.5	12.5	100.0
	Total	72	100.0	100.0	

**38. My Department Head values the work I do.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	4	5.6	5.6	5.6
	Strongly Disagree	1	1.4	1.4	6.9
	Disagree	3	4.2	4.2	11.1
	Neutral	12	16.7	16.7	27.8
	Agree	25	34.7	34.7	62.5
	Strongly Agree	25	34.7	34.7	97.2
	Don't Know	2	2.8	2.8	100.0
	Total	72	100.0	100.0	

**39. My Supervisor values the work I do.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	2	2.8	2.8	2.8
	Strongly Disagree	2	2.8	2.8	5.6
	Disagree	5	6.9	6.9	12.5
	Neutral	12	16.7	16.7	29.2
	Agree	29	40.3	40.3	69.4
	Strongly Agree	22	30.6	30.6	100.0
	Total	72	100.0	100.0	

**40. The work I do makes a difference.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	5	6.9	6.9	6.9
	Agree	38	52.8	52.8	59.7
	Strongly Agree	29	40.3	40.3	100.0
	Total	72	100.0	100.0	

**41. I understand how the work I do fits into the City's mission.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	5	6.9	6.9	6.9
	Agree	43	59.7	59.7	66.7
	Strongly Agree	24	33.3	33.3	100.0
	Total	72	100.0	100.0	

**42. At work, I have the opportunity to what I do best every day.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	11	15.3	15.3	15.3
	Neutral	9	12.5	12.5	27.8
	Agree	39	54.2	54.2	81.9
	Strongly Agree	13	18.1	18.1	100.0
	Total	72	100.0	100.0	

**43. The City's role in the community makes me feel that my job is important.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	2.8	2.8	2.8
	Neutral	12	16.7	16.7	19.4
	Agree	38	52.8	52.8	72.2
	Strongly Agree	18	25.0	25.0	97.2
	Don't Know	2	2.8	2.8	100.0
	Total	72	100.0	100.0	

**44. My job uses my talents well.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.4	1.4	1.4
	Disagree	3	4.2	4.2	5.6
	Neutral	3	4.2	4.2	9.7
	Agree	41	56.9	56.9	66.7
	Strongly Agree	23	31.9	31.9	98.6
	Don't Know	1	1.4	1.4	100.0
	Total	72	100.0	100.0	

**45. I would recommend employment with the City of Troutdale to a friend.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not Answered	1	1.4	1.4	1.4
Strongly Disagree	1	1.4	1.4	2.8
Disagree	3	4.2	4.2	6.9
Neutral	12	16.7	16.7	23.6
Agree	37	51.4	51.4	75.0
Strongly Agree	17	23.6	23.6	98.6
Don't Know	1	1.4	1.4	100.0
Total	72	100.0	100.0	

**46. If I had to do it all over again, I would choose to work for the City of Troutdale.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not Answered	1	1.4	1.4	1.4
Strongly Disagree	1	1.4	1.4	2.8
Disagree	7	9.7	9.7	12.5
Neutral	8	11.1	11.1	23.6
Agree	35	48.6	48.6	72.2
Strongly Agree	18	25.0	25.0	97.2
Don't Know	2	2.8	2.8	100.0
Total	72	100.0	100.0	

**47. My morale is good.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not Answered	1	1.4	1.4	1.4
Strongly Disagree	1	1.4	1.4	2.8
Disagree	7	9.7	9.7	12.5
Neutral	8	11.1	11.1	23.6
Agree	35	48.6	48.6	72.2
Strongly Agree	18	25.0	25.0	97.2
Don't Know	2	2.8	2.8	100.0
Total	72	100.0	100.0	

**48. Morale for others in my department is good.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	13.9	13.9	13.9
	Disagree	12	16.7	16.7	30.6
	Neutral	23	31.9	31.9	62.5
	Agree	26	36.1	36.1	98.6
	Strongly Agree	1	1.4	1.4	100.0
	Total	72	100.0	100.0	

**49. Overall morale of City employees is good.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	1	1.4	1.4	1.4
	Strongly Disagree	7	9.7	9.7	11.1
	Disagree	20	27.8	27.8	38.9
	Neutral	18	25.0	25.0	63.9
	Agree	19	26.4	26.4	90.3
	Strongly Agree	1	1.4	1.4	91.7
	Don't Know	6	8.3	8.3	100.0
	Total	72	100.0	100.0	

**50. I do all that I can to improve morale.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	4.2	4.2	4.2
	Neutral	14	19.4	19.4	23.6
	Agree	46	63.9	63.9	87.5
	Strongly Agree	8	11.1	11.1	98.6
	Don't Know	1	1.4	1.4	100.0
	Total	72	100.0	100.0	

**51. The Mayor does a good job of improving morale.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	5.6	5.6	5.6
	Disagree	9	12.5	12.5	18.1
	Neutral	22	30.6	30.6	48.6
	Agree	22	30.6	30.6	79.2
	Strongly Agree	2	2.8	2.8	81.9
	Don't Know	13	18.1	18.1	100.0
	Total	72	100.0	100.0	

**52. The City Council does a good job of improving morale.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	6.9	6.9	6.9
	Disagree	15	20.8	20.8	27.8
	Neutral	30	41.7	41.7	69.4
	Agree	10	13.9	13.9	83.3
	Strongly Agree	1	1.4	1.4	84.7
	Don't Know	11	15.3	15.3	100.0
	Total	72	100.0	100.0	

**53. The City Administrator does a good job of improving my morale.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	19.4	19.4	19.4
	Disagree	21	29.2	29.2	48.6
	Neutral	20	27.8	27.8	76.4
	Agree	12	16.7	16.7	93.1
	Strongly Agree	2	2.8	2.8	95.8
	Don't Know	3	4.2	4.2	100.0
	Total	72	100.0	100.0	

**54. My Department Head does a good job of improving morale.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	3	4.2	4.2	4.2
	Strongly Disagree	7	9.7	9.7	13.9
	Disagree	10	13.9	13.9	27.8
	Neutral	15	20.8	20.8	48.6
	Agree	25	34.7	34.7	83.3
	Strongly Agree	11	15.3	15.3	98.6
	Don't Know	1	1.4	1.4	100.0
	Total	72	100.0	100.0	



**55. My supervisor does a good job of improving morale.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	3	4.2	4.2	4.2
	Strongly Disagree	8	11.1	11.1	15.3
	Disagree	9	12.5	12.5	27.8
	Neutral	12	16.7	16.7	44.4
	Agree	31	43.1	43.1	87.5
	Strongly Agree	9	12.5	12.5	100.0
	Total	72	100.0	100.0	

**56. Overall, how would you rate the City of Troutdale as a place to work compared with other organizations you have worked for?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answered	1	1.4	1.4	1.4
	Below Average	8	11.1	11.1	12.5
	Average	19	26.4	26.4	38.9
	Above Average	31	43.1	43.1	81.9
	One of the Best	13	18.1	18.1	100.0
	Total	72	100.0	100.0	

# Workforce Profile

## Tenure

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0 - 5 Years	17	23.6	23.6	23.6
6 - 10 Years	24	33.3	33.3	56.9
11+ Years	31	43.1	43.1	100.0
Total	72	100.0	100.0	

## Employment Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not Answered	3	4.2	4.2	4.2
Supervisor	19	26.4	26.4	30.6
Non-Supervisor	50	69.4	69.4	100.0
Total	72	100.0	100.0	

## Department

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not Answered	6	8.3	8.3	8.3
Executive/Community Services/Legal	6	8.3	8.3	16.7
Community Development	13	18.1	18.1	34.7
Finance	4	5.6	5.6	40.3
Public Works	22	30.6	30.6	70.8
Police	21	29.2	29.2	100.0
Total	72	100.0	100.0	

## Appendix B: Frequency Tables by Tenure

### Frequency Tables by Tenure

#### 1. The atmosphere in my workplace is comfortable.

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Strongly Disagree	2	11.8	11.8	11.8
		Disagree	1	5.9	5.9	17.6
		Agree	6	35.3	35.3	52.9
		Strongly Agree	8	47.1	47.1	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	1	4.2	4.2	4.2
		Disagree	6	25.0	25.0	29.2
		Neutral	2	8.3	8.3	37.5
		Agree	11	45.8	45.8	83.3
		Strongly Agree	4	16.7	16.7	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	1	3.2	3.2	3.2
		Disagree	9	29.0	29.0	32.3
		Neutral	6	19.4	19.4	51.6
		Agree	9	29.0	29.0	80.6
		Strongly Agree	6	19.4	19.4	100.0
		Total	31	100.0	100.0	

#### 2. My co-workers seem committed to doing quality work.

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Neutral	4	23.5	23.5	23.5
		Agree	9	52.9	52.9	76.5
		Strongly Agree	4	23.5	23.5	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	3	12.5	12.5	12.5
		Neutral	5	20.8	20.8	33.3
		Agree	11	45.8	45.8	79.2
		Strongly Agree	5	20.8	20.8	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Disagree	3	9.7	9.7	9.7
		Neutral	3	9.7	9.7	19.4
		Agree	21	67.7	67.7	87.1
		Strongly Agree	4	12.9	12.9	100.0
		Total	31	100.0	100.0	

**3. There is someone at work (other than my supervisor) I can go to for guidance.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Strongly Disagree	1	5.9	5.9	5.9
		Disagree	1	5.9	5.9	11.8
		Agree	5	29.4	29.4	41.2
		Strongly Agree	10	58.8	58.8	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	1	4.2	4.2	4.2
		Disagree	3	12.5	12.5	16.7
		Neutral	3	12.5	12.5	29.2
		Agree	12	50.0	50.0	79.2
		Strongly Agree	5	20.8	20.8	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	3	9.7	9.7	9.7
		Disagree	4	12.9	12.9	22.6
		Neutral	3	9.7	9.7	32.3
		Agree	16	51.6	51.6	83.9
		Strongly Agree	5	16.1	16.1	100.0
		Total	31	100.0	100.0	

**4. My job offers flexibility that allows me to deal with personal and family matters.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Not Answered	1	5.9	5.9	5.9
		Strongly Disagree	1	5.9	5.9	11.8
		Neutral	1	5.9	5.9	17.6
		Agree	8	47.1	47.1	64.7
		Strongly Agree	6	35.3	35.3	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Neutral	3	12.5	12.5	12.5
		Agree	7	29.2	29.2	41.7
		Strongly Agree	14	58.3	58.3	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Disagree	1	3.2	3.2	3.2
		Neutral	2	6.5	6.5	9.7
		Agree	17	54.8	54.8	64.5
		Strongly Agree	11	35.5	35.5	100.0
		Total	31	100.0	100.0	

**5. I have a good friend at work.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	1	5.9	5.9	5.9
		Neutral	6	35.3	35.3	41.2
		Agree	4	23.5	23.5	64.7
		Strongly Agree	6	35.3	35.3	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	1	4.2	4.2	4.2
		Neutral	5	20.8	20.8	25.0
		Agree	8	33.3	33.3	58.3
		Strongly Agree	10	41.7	41.7	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Disagree	1	3.2	3.2	3.2
		Neutral	7	22.6	22.6	25.8
		Agree	18	58.1	58.1	83.9
		Strongly Agree	5	16.1	16.1	100.0
		Total	31	100.0	100.0	

**6. I feel like my supervisor cares about me as a person.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	1	5.9	5.9	5.9
		Neutral	1	5.9	5.9	11.8
		Agree	8	47.1	47.1	58.8
		Strongly Agree	7	41.2	41.2	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	1	4.2	4.2	4.2
		Disagree	3	12.5	12.5	16.7
		Neutral	2	8.3	8.3	25.0
		Agree	9	37.5	37.5	62.5
		Strongly Agree	9	37.5	37.5	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Not Answered	1	3.2	3.2	3.2
		Strongly Disagree	4	12.9	12.9	16.1
		Disagree	5	16.1	16.1	32.3
		Neutral	4	12.9	12.9	45.2
		Agree	14	45.2	45.2	90.3
		Strongly Agree	3	9.7	9.7	100.0
		Total	31	100.0	100.0	

**7. My supervisor has discussed my performance with me in the last year.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Neutral	1	5.9	5.9	5.9
		Agree	9	52.9	52.9	58.8
		Strongly Agree	7	41.2	41.2	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	2	8.3	8.3	8.3
		Neutral	1	4.2	4.2	12.5
		Agree	11	45.8	45.8	58.3
		Strongly Agree	10	41.7	41.7	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	1	3.2	3.2	3.2
		Neutral	4	12.9	12.9	16.1
		Agree	21	67.7	67.7	83.9
		Strongly Agree	5	16.1	16.1	100.0
		Total	31	100.0	100.0	

**8. My supervisor seems to understand my job.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	1	5.9	5.9	5.9
		Agree	8	47.1	47.1	52.9
		Strongly Agree	8	47.1	47.1	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	2	8.3	8.3	8.3
		Disagree	2	8.3	8.3	16.7
		Neutral	1	4.2	4.2	20.8
		Agree	12	50.0	50.0	70.8
		Strongly Agree	7	29.2	29.2	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	1	3.2	3.2	3.2
		Disagree	5	16.1	16.1	19.4
		Neutral	6	19.4	19.4	38.7
		Agree	15	48.4	48.4	87.1
		Strongly Agree	4	12.9	12.9	100.0
		Total	31	100.0	100.0	

**9. My supervisor encourages my professional development.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Neutral	2	11.8	11.8	11.8
		Agree	9	52.9	52.9	64.7
		Strongly Agree	6	35.3	35.3	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	1	4.2	4.2	4.2
		Disagree	2	8.3	8.3	12.5
		Neutral	2	8.3	8.3	20.8
		Agree	10	41.7	41.7	62.5
		Strongly Agree	9	37.5	37.5	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	1	3.2	3.2	3.2
		Disagree	4	12.9	12.9	16.1
		Neutral	5	16.1	16.1	32.3
		Agree	15	48.4	48.4	80.6
		Strongly Agree	6	19.4	19.4	100.0
		Total	31	100.0	100.0	

**10. I have a good job.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Agree	6	35.3	35.3	35.3
		Strongly Agree	11	64.7	64.7	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Not Answered	1	4.2	4.2	4.2
		Disagree	1	4.2	4.2	8.3
		Neutral	2	8.3	8.3	16.7
		Agree	7	29.2	29.2	45.8
		Strongly Agree	13	54.2	54.2	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Neutral	2	6.5	6.5	6.5
		Agree	16	51.6	51.6	58.1
		Strongly Agree	13	41.9	41.9	100.0
		Total	31	100.0	100.0	

**11. I have the information I need to do my job well.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Agree	14	82.4	82.4	82.4
		Strongly Agree	3	17.6	17.6	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	1	4.2	4.2	4.2
		Neutral	1	4.2	4.2	8.3
		Agree	16	66.7	66.7	75.0
		Strongly Agree	6	25.0	25.0	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Disagree	1	3.2	3.2	3.2
		Neutral	5	16.1	16.1	19.4
		Agree	19	61.3	61.3	80.6
		Strongly Agree	6	19.4	19.4	100.0
		Total	31	100.0	100.0	

**12. I have the training I need to do my job well.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	1	5.9	5.9	5.9
		Neutral	1	5.9	5.9	11.8
		Agree	7	41.2	41.2	52.9
		Strongly Agree	8	47.1	47.1	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	1	4.2	4.2	4.2
		Neutral	5	20.8	20.8	25.0
		Agree	13	54.2	54.2	79.2
		Strongly Agree	5	20.8	20.8	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Disagree	1	3.2	3.2	3.2
		Neutral	2	6.5	6.5	9.7
		Agree	23	74.2	74.2	83.9
		Strongly Agree	5	16.1	16.1	100.0
		Total	31	100.0	100.0	



**13. I have access to the technical support I need to do my job well.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Neutral	2	11.8	11.8	11.8
		Agree	10	58.8	58.8	70.6
		Strongly Agree	5	29.4	29.4	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	2	8.3	8.3	8.3
		Neutral	7	29.2	29.2	37.5
		Agree	8	33.3	33.3	70.8
		Strongly Agree	6	25.0	25.0	95.8
		Don't Know	1	4.2	4.2	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	1	3.2	3.2	3.2
		Disagree	2	6.5	6.5	9.7
		Neutral	4	12.9	12.9	22.6
		Agree	20	64.5	64.5	87.1
		Strongly Agree	4	12.9	12.9	100.0
		Total	31	100.0	100.0	

**14. I have the materials and equipment I need to do my job well.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Neutral	2	11.8	11.8	11.8
		Agree	11	64.7	64.7	76.5
		Strongly Agree	4	23.5	23.5	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	4	16.7	16.7	16.7
		Neutral	3	12.5	12.5	29.2
		Agree	13	54.2	54.2	83.3
		Strongly Agree	4	16.7	16.7	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Disagree	2	6.5	6.5	6.5
		Neutral	5	16.1	16.1	22.6
		Agree	21	67.7	67.7	90.3
		Strongly Agree	3	9.7	9.7	100.0
		Total	31	100.0	100.0	

**15a. Specifically, I have what I need in the following categories: Machinery**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Not Answered	2	11.8	11.8	11.8
		Neutral	1	5.9	5.9	17.6
		Agree	11	64.7	64.7	82.4
		Strongly Agree	2	11.8	11.8	94.1
		Don't Know	1	5.9	5.9	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Not Answered	3	12.5	12.5	12.5
		Disagree	1	4.2	4.2	16.7
		Neutral	7	29.2	29.2	45.8
		Agree	9	37.5	37.5	83.3
		Strongly Agree	2	8.3	8.3	91.7
		Don't Know	2	8.3	8.3	100.0
11+ Years	Valid	Not Answered	1	3.2	3.2	3.2
		Disagree	1	3.2	3.2	6.5
		Neutral	8	25.8	25.8	32.3
		Agree	18	58.1	58.1	90.3
		Strongly Agree	1	3.2	3.2	93.5
		Don't Know	2	6.5	6.5	100.0
Total	31	100.0	100.0			

**15b. Specifically, I have what I need in the following categories: Vehicles**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Not Answered	2	11.8	11.8	11.8
		Disagree	1	5.9	5.9	17.6
		Neutral	3	17.6	17.6	35.3
		Agree	9	52.9	52.9	88.2
		Strongly Agree	2	11.8	11.8	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Not Answered	2	8.3	8.3	8.3
		Disagree	3	12.5	12.5	20.8
		Neutral	6	25.0	25.0	45.8
		Agree	10	41.7	41.7	87.5
		Strongly Agree	3	12.5	12.5	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Disagree	5	16.1	16.1	16.1
		Neutral	4	12.9	12.9	29.0
		Agree	14	45.2	45.2	74.2
		Strongly Agree	6	19.4	19.4	93.5
		Don't Know	2	6.5	6.5	100.0
		Total	31	100.0	100.0	

**15c. Specifically, I have what I need in the following categories: Safety Equipment**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Not Answered	2	11.8	11.8	11.8
		Disagree	1	5.9	5.9	17.6
		Agree	9	52.9	52.9	70.6
		Strongly Agree	5	29.4	29.4	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Not Answered	2	8.3	8.3	8.3
		Disagree	1	4.2	4.2	12.5
		Neutral	3	12.5	12.5	25.0
		Agree	14	58.3	58.3	83.3
		Strongly Agree	4	16.7	16.7	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Not Answered	1	3.2	3.2	3.2
		Disagree	1	3.2	3.2	6.5
		Neutral	5	16.1	16.1	22.6
		Agree	19	61.3	61.3	83.9
		Strongly Agree	3	9.7	9.7	93.5
		Don't Know	2	6.5	6.5	100.0
		Total	31	100.0	100.0	

**15d. Specifically, I have what I need in the following categories: Protective Clothing**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Not Answered	2	11.8	11.8	11.8
		Neutral	2	11.8	11.8	23.5
		Agree	9	52.9	52.9	76.5
		Strongly Agree	4	23.5	23.5	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Not Answered	2	8.3	8.3	8.3
		Disagree	1	4.2	4.2	12.5
		Neutral	6	25.0	25.0	37.5
		Agree	13	54.2	54.2	91.7
		Strongly Agree	2	8.3	8.3	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Not Answered	1	3.2	3.2	3.2
		Disagree	2	6.5	6.5	9.7
		Neutral	5	16.1	16.1	25.8
		Agree	19	61.3	61.3	87.1
		Strongly Agree	2	6.5	6.5	93.5
		Don't Know	2	6.5	6.5	100.0
		Total	31	100.0	100.0	

**15e. Specifically, I have what I need in the following categories: Tools**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Not Answered	3	17.6	17.6	17.6
		Neutral	2	11.8	11.8	29.4
		Agree	7	41.2	41.2	70.6
		Strongly Agree	4	23.5	23.5	94.1
		Don't Know	1	5.9	5.9	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Not Answered	2	8.3	8.3	8.3
		Disagree	2	8.3	8.3	16.7
		Neutral	6	25.0	25.0	41.7
		Agree	13	54.2	54.2	95.8
		Strongly Agree	1	4.2	4.2	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Not Answered	2	6.5	6.5	6.5
		Neutral	7	22.6	22.6	29.0
		Agree	19	61.3	61.3	90.3
		Strongly Agree	1	3.2	3.2	93.5
		Don't Know	2	6.5	6.5	100.0
		Total	31	100.0	100.0	

**15f. Specifically, I have what I need in the following categories: Physical Work Space**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Strongly Disagree	1	5.9	5.9	5.9
		Disagree	1	5.9	5.9	11.8
		Agree	12	70.6	70.6	82.4
		Strongly Agree	3	17.6	17.6	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	1	4.2	4.2	4.2
		Disagree	6	25.0	25.0	29.2
		Agree	12	50.0	50.0	79.2
		Strongly Agree	5	20.8	20.8	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	2	6.5	6.5	6.5
		Disagree	3	9.7	9.7	16.1
		Neutral	2	6.5	6.5	22.6
		Agree	18	58.1	58.1	80.6
		Strongly Agree	6	19.4	19.4	100.0
		Total	31	100.0	100.0	

**15g. Specifically, I have what I need in the following categories: Computers and Printers**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Strongly Disagree	1	5.9	5.9	5.9
		Disagree	1	5.9	5.9	11.8
		Neutral	2	11.8	11.8	23.5
		Agree	10	58.8	58.8	82.4
		Strongly Agree	3	17.6	17.6	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	4	16.7	16.7	16.7
		Neutral	2	8.3	8.3	25.0
		Agree	14	58.3	58.3	83.3
		Strongly Agree	4	16.7	16.7	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	1	3.2	3.2	3.2
		Disagree	4	12.9	12.9	16.1
		Neutral	4	12.9	12.9	29.0
		Agree	14	45.2	45.2	74.2
		Strongly Agree	8	25.8	25.8	100.0
		Total	31	100.0	100.0	

**15h. Specifically, I have what I need in the following categories: Software**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Strongly Disagree	1	5.9	5.9	5.9
		Disagree	1	5.9	5.9	11.8
		Neutral	1	5.9	5.9	17.6
		Agree	13	76.5	76.5	94.1
		Strongly Agree	1	5.9	5.9	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Not Answered	1	4.2	4.2	4.2
		Disagree	7	29.2	29.2	33.3
		Neutral	3	12.5	12.5	45.8
		Agree	10	41.7	41.7	87.5
		Strongly Agree	3	12.5	12.5	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Disagree	4	12.9	12.9	12.9
		Neutral	3	9.7	9.7	22.6
		Agree	17	54.8	54.8	77.4
		Strongly Agree	5	16.1	16.1	93.5
		Don't Know	2	6.5	6.5	100.0
		Total	31	100.0	100.0	

**15i. Specifically, I have what I need in the following categories: Office Equipment**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Strongly Disagree	1	5.9	5.9	5.9
		Neutral	2	11.8	11.8	17.6
		Agree	12	70.6	70.6	88.2
		Strongly Agree	2	11.8	11.8	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	3	12.5	12.5	12.5
		Neutral	5	20.8	20.8	33.3
		Agree	13	54.2	54.2	87.5
		Strongly Agree	3	12.5	12.5	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Not Answered	1	3.2	3.2	3.2
		Strongly Disagree	1	3.2	3.2	6.5
		Disagree	1	3.2	3.2	9.7
		Neutral	4	12.9	12.9	22.6
		Agree	17	54.8	54.8	77.4
		Strongly Agree	7	22.6	22.6	100.0
		Total	31	100.0	100.0	

**15j. Specifically, I have what I need in the following categories: Office Supplies**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Strongly Disagree	1	5.9	5.9	5.9
		Agree	13	76.5	76.5	82.4
		Strongly Agree	3	17.6	17.6	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	2	8.3	8.3	8.3
		Neutral	4	16.7	16.7	25.0
		Agree	15	62.5	62.5	87.5
		Strongly Agree	3	12.5	12.5	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Neutral	4	12.9	12.9	12.9
		Agree	20	64.5	64.5	77.4
		Strongly Agree	7	22.6	22.6	100.0
		Total	31	100.0	100.0	

**15k. Specifically, I have what I need in the following categories: Books and Reference Materials**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Strongly Disagree	1	5.9	5.9	5.9
		Neutral	3	17.6	17.6	23.5
		Agree	11	64.7	64.7	88.2
		Strongly Agree	2	11.8	11.8	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	2	8.3	8.3	8.3
		Neutral	7	29.2	29.2	37.5
		Agree	11	45.8	45.8	83.3
		Strongly Agree	4	16.7	16.7	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Not Answered	2	6.5	6.5	6.5
		Neutral	7	22.6	22.6	29.0
		Agree	18	58.1	58.1	87.1
		Strongly Agree	4	12.9	12.9	100.0
		Total	31	100.0	100.0	

**15l. Specifically, I have what I need in the following categories: Meeting Rooms**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Not Answered	1	5.9	5.9	5.9
		Strongly Disagree	1	5.9	5.9	11.8
		Disagree	4	23.5	23.5	35.3
		Neutral	1	5.9	5.9	41.2
		Agree	10	58.8	58.8	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	3	12.5	12.5	12.5
		Disagree	7	29.2	29.2	41.7
		Neutral	2	8.3	8.3	50.0
		Agree	8	33.3	33.3	83.3
		Strongly Agree	4	16.7	16.7	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Not Answered	1	3.2	3.2	3.2
		Strongly Disagree	4	12.9	12.9	16.1
		Disagree	7	22.6	22.6	38.7
		Agree	16	51.6	51.6	90.3
		Strongly Agree	3	9.7	9.7	100.0
		Total	31	100.0	100.0	

**15m. Specifically, I have what I need in the following categories: Other**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Not Answered	15	88.2	88.2	88.2
		Strongly Disagree	1	5.9	5.9	94.1
		Disagree	1	5.9	5.9	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Not Answered	19	79.2	79.2	79.2
		Strongly Disagree	3	12.5	12.5	91.7
		Disagree	1	4.2	4.2	95.8
		Neutral	1	4.2	4.2	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Not Answered	25	80.6	80.6	80.6
		Strongly Disagree	1	3.2	3.2	83.9
		Neutral	2	6.5	6.5	90.3
		Agree	3	9.7	9.7	100.0
		Total	31	100.0	100.0	

**16a. I get job-related information from my supervisor.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	No	1	5.9	5.9	5.9
		Yes	16	94.1	94.1	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	No	2	8.3	8.3	8.3
		Yes	22	91.7	91.7	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	No	7	22.6	22.6	22.6
		Yes	24	77.4	77.4	100.0
		Total	31	100.0	100.0	

**16b. I get job-related information from my co-workers.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	No	1	5.9	5.9	5.9
		Yes	16	94.1	94.1	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	No	2	8.3	8.3	8.3
		Yes	22	91.7	91.7	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	No	7	22.6	22.6	22.6
		Yes	24	77.4	77.4	100.0
		Total	31	100.0	100.0	



**16c. I get job-related information from paper newsletters.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	No	12	70.6	70.6	70.6
		Yes	5	29.4	29.4	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	No	15	62.5	62.5	62.5
		Yes	9	37.5	37.5	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	No	20	64.5	64.5	64.5
		Yes	11	35.5	35.5	100.0
		Total	31	100.0	100.0	

**16d. I get job-related information from employee handbook.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	No	12	70.6	70.6	70.6
		Yes	5	29.4	29.4	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	No	19	79.2	79.2	79.2
		Yes	5	20.8	20.8	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	No	22	71.0	71.0	71.0
		Yes	9	29.0	29.0	100.0
		Total	31	100.0	100.0	

**16e. I get job-related information from online newsletters.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	No	14	82.4	82.4	82.4
		Yes	3	17.6	17.6	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	No	19	79.2	79.2	79.2
		Yes	5	20.8	20.8	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	No	24	77.4	77.4	77.4
		Yes	7	22.6	22.6	100.0
		Total	31	100.0	100.0	

**16f. I get job-related information from E-mail.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	No	5	29.4	29.4	29.4
		Yes	12	70.6	70.6	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	No	7	29.2	29.2	29.2
		Yes	17	70.8	70.8	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	No	9	29.0	29.0	29.0
		Yes	22	71.0	71.0	100.0
		Total	31	100.0	100.0	

**16g. I get job-related information from intranet.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	No	11	64.7	64.7	64.7
		Yes	6	35.3	35.3	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	No	16	66.7	66.7	66.7
		Yes	8	33.3	33.3	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	No	21	67.7	67.7	67.7
		Yes	10	32.3	32.3	100.0
		Total	31	100.0	100.0	

**16h. I get job-related information from memos.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	No	8	47.1	47.1	47.1
		Yes	9	52.9	52.9	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	No	12	50.0	50.0	50.0
		Yes	12	50.0	50.0	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	No	17	54.8	54.8	54.8
		Yes	14	45.2	45.2	100.0
		Total	31	100.0	100.0	

**16i. I get job-related information from other.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	No	11	64.7	64.7	64.7
		Yes	6	35.3	35.3	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	No	19	79.2	79.2	79.2
		Yes	5	20.8	20.8	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	No	26	83.9	83.9	83.9
		Yes	5	16.1	16.1	100.0
		Total	31	100.0	100.0	

**17. My single most important information source of job-related information is...**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Supervisor	7	41.2	41.2	41.2
		My co-workers	7	41.2	41.2	82.4
		Other	3	17.6	17.6	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Not Answered	1	4.2	4.3	4.3
		Supervisor	9	37.5	39.1	43.5
		My co-workers	5	20.8	21.7	65.2
		Employee Handbook	2	8.3	8.7	73.9
		E-mail	3	12.5	13.0	87.0
		Other	3	12.5	13.0	100.0
		Total	23	95.8	100.0	
	Missing System	1	4.2			
Total	24	100.0				
11+ Years	Valid	Not Answered	4	12.9	12.9	12.9
		Supervisor	7	22.6	22.6	35.5
		My co-workers	8	25.8	25.8	61.3
		Paper Newsletters	1	3.2	3.2	64.5
		Employee Handbook	1	3.2	3.2	67.7
		Online newsletters	2	6.5	6.5	74.2
		E-mail	5	16.1	16.1	90.3
		Memos	1	3.2	3.2	93.5
		Other	2	6.5	6.5	100.0
		Total	31	100.0	100.0	

**18. I know what is expected of me in my job.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Agree	11	64.7	64.7	64.7
		Strongly Agree	6	35.3	35.3	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	1	4.2	4.2	4.2
		Neutral	3	12.5	12.5	16.7
		Agree	10	41.7	41.7	58.3
		Strongly Agree	10	41.7	41.7	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Disagree	2	6.5	6.5	6.5
		Neutral	3	9.7	9.7	16.1
		Agree	17	54.8	54.8	71.0
		Strongly Agree	9	29.0	29.0	100.0
		Total	31	100.0	100.0	

**19. My co-workers and I share information to help us do our jobs more effectively.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Not Answered	1	5.9	5.9	5.9
		Neutral	1	5.9	5.9	11.8
		Agree	8	47.1	47.1	58.8
		Strongly Agree	7	41.2	41.2	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	1	4.2	4.2	4.2
		Neutral	5	20.8	20.8	25.0
		Agree	13	54.2	54.2	79.2
		Strongly Agree	5	20.8	20.8	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	2	6.5	6.5	6.5
		Neutral	4	12.9	12.9	19.4
		Agree	19	61.3	61.3	80.6
		Strongly Agree	6	19.4	19.4	100.0
		Total	31	100.0	100.0	

**20a. Communication among employees is effective within my department.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Strongly Disagree	1	5.9	5.9	5.9
		Disagree	1	5.9	5.9	11.8
		Neutral	2	11.8	11.8	23.5
		Agree	10	58.8	58.8	82.4
		Strongly Agree	3	17.6	17.6	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	1	4.2	4.2	4.2
		Disagree	5	20.8	20.8	25.0
		Neutral	3	12.5	12.5	37.5
		Agree	11	45.8	45.8	83.3
		Strongly Agree	4	16.7	16.7	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	3	9.7	9.7	9.7
		Disagree	2	6.5	6.5	16.1
		Neutral	8	25.8	25.8	41.9
		Agree	14	45.2	45.2	87.1
		Strongly Agree	4	12.9	12.9	100.0
		Total	31	100.0	100.0	

**20b. Communication among employees is effective between my department and other departments.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Neutral	4	23.5	23.5	23.5
		Agree	12	70.6	70.6	94.1
		Strongly Agree	1	5.9	5.9	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Not Answered	2	8.3	8.3	8.3
		Strongly Disagree	3	12.5	12.5	20.8
		Disagree	6	25.0	25.0	45.8
		Neutral	7	29.2	29.2	75.0
		Agree	5	20.8	20.8	95.8
		Strongly Agree	1	4.2	4.2	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Not Answered	1	3.2	3.2	3.2
		Strongly Disagree	4	12.9	12.9	16.1
		Disagree	9	29.0	29.0	45.2
		Neutral	9	29.0	29.0	74.2
		Agree	8	25.8	25.8	100.0
		Total	31	100.0	100.0	

**21. I have attended at least one all-City training in the last 12 months.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Not Answered	1	5.9	5.9	5.9
		Yes	15	88.2	88.2	94.1
		No	1	5.9	5.9	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Yes	24	100.0	100.0	100.0
11+ Years	Valid	Not Answered	3	9.7	9.7	9.7
		Yes	25	80.6	80.6	90.3
		No	3	9.7	9.7	100.0
		Total	31	100.0	100.0	

**22a. I am satisfied with the quality of information I receive regarding benefits.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Not Answered	1	5.9	5.9	5.9
		Agree	12	70.6	70.6	76.5
		Strongly Agree	4	23.5	23.5	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	1	4.2	4.2	4.2
		Disagree	2	8.3	8.3	12.5
		Neutral	4	16.7	16.7	29.2
		Agree	11	45.8	45.8	75.0
		Strongly Agree	6	25.0	25.0	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Neutral	4	12.9	12.9	12.9
		Agree	22	71.0	71.0	83.9
		Strongly Agree	5	16.1	16.1	100.0
		Total	31	100.0	100.0	

**2b. I am satisfied with the quality of information I receive regarding policies and procedures.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Neutral	1	5.9	5.9	5.9
		Agree	13	76.5	76.5	82.4
		Strongly Agree	3	17.6	17.6	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Not Answered	1	4.2	4.2	4.2
		Disagree	3	12.5	12.5	16.7
		Neutral	4	16.7	16.7	33.3
		Agree	13	54.2	54.2	87.5
		Strongly Agree	3	12.5	12.5	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Disagree	3	9.7	9.7	9.7
		Neutral	5	16.1	16.1	25.8
		Agree	20	64.5	64.5	90.3
		Strongly Agree	3	9.7	9.7	100.0
		Total	31	100.0	100.0	

**2c. I am satisfied with the quality of information I receive regarding city departments or divisions**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	2	11.8	11.8	11.8
		Neutral	1	5.9	5.9	17.6
		Agree	12	70.6	70.6	88.2
		Strongly Agree	2	11.8	11.8	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	1	4.2	4.2	4.2
		Neutral	9	37.5	37.5	41.7
		Agree	10	41.7	41.7	83.3
		Strongly Agree	3	12.5	12.5	95.8
		Don't Know	1	4.2	4.2	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Not Answered	1	3.2	3.2	3.2
		Strongly Disagree	1	3.2	3.2	6.5
		Disagree	3	9.7	9.7	16.1
		Neutral	12	38.7	38.7	54.8
		Agree	12	38.7	38.7	93.5
		Don't Know	2	6.5	6.5	100.0
		Total	31	100.0	100.0	

**22d. I am satisfied with the quality of information I receive regarding career development opportunities.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	1	5.9	5.9	5.9
		Neutral	3	17.6	17.6	23.5
		Agree	9	52.9	52.9	76.5
		Strongly Agree	3	17.6	17.6	94.1
		Don't Know	1	5.9	5.9	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	2	8.3	8.3	8.3
		Disagree	4	16.7	16.7	25.0
		Neutral	10	41.7	41.7	66.7
		Agree	3	12.5	12.5	79.2
		Strongly Agree	4	16.7	16.7	95.8
		Don't Know	1	4.2	4.2	100.0
Total	24	100.0	100.0			
11+ Years	Valid	Strongly Disagree	3	9.7	9.7	9.7
		Disagree	6	19.4	19.4	29.0
		Neutral	9	29.0	29.0	58.1
		Agree	13	41.9	41.9	100.0
		Total	31	100.0	100.0	

**22e. I am satisfied with the quality of information I receive regarding training opportunities.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	2	11.8	11.8	11.8
		Neutral	1	5.9	5.9	17.6
		Agree	10	58.8	58.8	76.5
		Strongly Agree	3	17.6	17.6	94.1
		Don't Know	1	5.9	5.9	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	1	4.2	4.2	4.2
		Disagree	2	8.3	8.3	12.5
		Neutral	10	41.7	41.7	54.2
		Agree	7	29.2	29.2	83.3
		Strongly Agree	4	16.7	16.7	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	2	6.5	6.5	6.5
		Disagree	4	12.9	12.9	19.4
		Neutral	9	29.0	29.0	48.4
		Agree	14	45.2	45.2	93.5
		Strongly Agree	2	6.5	6.5	100.0
		Total	31	100.0	100.0	



**22f. I am satisfied with the quality of information I receive regarding my job performance.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Strongly Disagree	1	5.9	5.9	5.9
		Disagree	1	5.9	5.9	11.8
		Neutral	1	5.9	5.9	17.6
		Agree	11	64.7	64.7	82.4
		Strongly Agree	3	17.6	17.6	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Neutral	4	16.7	16.7	16.7
		Agree	14	58.3	58.3	75.0
		Strongly Agree	6	25.0	25.0	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	1	3.2	3.2	3.2
		Disagree	4	12.9	12.9	16.1
		Neutral	6	19.4	19.4	35.5
		Agree	16	51.6	51.6	87.1
		Strongly Agree	4	12.9	12.9	100.0
		Total	31	100.0	100.0	

**22g. I am satisfied with the quality of information I receive regarding my work plan.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Neutral	2	11.8	11.8	11.8
		Agree	12	70.6	70.6	82.4
		Strongly Agree	3	17.6	17.6	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Not Answered	2	8.3	8.3	8.3
		Disagree	2	8.3	8.3	16.7
		Neutral	5	20.8	20.8	37.5
		Agree	10	41.7	41.7	79.2
		Strongly Agree	4	16.7	16.7	95.8
		Don't Know	1	4.2	4.2	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	1	3.2	3.2	3.2
		Disagree	3	9.7	9.7	12.9
		Neutral	11	35.5	35.5	48.4
		Agree	14	45.2	45.2	93.5
		Strongly Agree	1	3.2	3.2	96.8
		Don't Know	1	3.2	3.2	100.0
		Total	31	100.0	100.0	

**22h. I am satisfied with the quality of information I receive regarding other.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Not Answered	17	100.0	100.0	100.0
6 - 10 Years	Valid	Not Answered	20	83.3	83.3	83.3
		Strongly Disagree	1	4.2	4.2	87.5
		Agree	2	8.3	8.3	95.8
		Strongly Agree	1	4.2	4.2	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Not Answered	27	87.1	87.1	87.1
		Strongly Disagree	2	6.5	6.5	93.5
		Neutral	1	3.2	3.2	96.8
		Agree	1	3.2	3.2	100.0
		Total	31	100.0	100.0	

**23. At work, my opinions seem to count.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Strongly Disagree	1	5.9	5.9	5.9
		Neutral	3	17.6	17.6	23.5
		Agree	9	52.9	52.9	76.5
		Strongly Agree	4	23.5	23.5	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Not Answered	1	4.2	4.2	4.2
		Disagree	1	4.2	4.2	8.3
		Neutral	6	25.0	25.0	33.3
		Agree	11	45.8	45.8	79.2
		Strongly Agree	5	20.8	20.8	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Not Answered	1	3.2	3.2	3.2
		Strongly Disagree	1	3.2	3.2	6.5
		Disagree	5	16.1	16.1	22.6
		Neutral	7	22.6	22.6	45.2
		Agree	13	41.9	41.9	87.1
		Strongly Agree	4	12.9	12.9	100.0
		Total	31	100.0	100.0	

**24. I have had the opportunity in the past six months to give input on workplace issues.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Neutral	3	17.6	17.6	17.6
		Agree	9	52.9	52.9	70.6
		Strongly Agree	5	29.4	29.4	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	1	4.2	4.2	4.2
		Neutral	2	8.3	8.3	12.5
		Agree	13	54.2	54.2	66.7
		Strongly Agree	8	33.3	33.3	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	1	3.2	3.2	3.2
		Disagree	2	6.5	6.5	9.7
		Neutral	6	19.4	19.4	29.0
		Agree	16	51.6	51.6	80.6
		Strongly Agree	6	19.4	19.4	100.0
		Total	31	100.0	100.0	

**25. I feel my employment is secure.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	2	11.8	11.8	11.8
		Neutral	1	5.9	5.9	17.6
		Agree	12	70.6	70.6	88.2
		Strongly Agree	2	11.8	11.8	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	2	8.3	8.3	8.3
		Neutral	4	16.7	16.7	25.0
		Agree	14	58.3	58.3	83.3
		Strongly Agree	3	12.5	12.5	95.8
		Don't Know	1	4.2	4.2	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	1	3.2	3.2	3.2
		Disagree	2	6.5	6.5	9.7
		Neutral	3	9.7	9.7	19.4
		Agree	17	54.8	54.8	74.2
		Strongly Agree	7	22.6	22.6	96.8
		Don't Know	1	3.2	3.2	100.0
		Total	31	100.0	100.0	

**26. I've had the opportunity to learn/grow at work in the last year.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Not Answered	1	5.9	5.9	5.9
		Neutral	1	5.9	5.9	11.8
		Agree	8	47.1	47.1	58.8
		Strongly Agree	7	41.2	41.2	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	1	4.2	4.2	4.2
		Disagree	2	8.3	8.3	12.5
		Neutral	3	12.5	12.5	25.0
		Agree	10	41.7	41.7	66.7
		Strongly Agree	7	29.2	29.2	95.8
		Don't Know	1	4.2	4.2	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	1	3.2	3.2	3.2
		Disagree	4	12.9	12.9	16.1
		Neutral	3	9.7	9.7	25.8
		Agree	19	61.3	61.3	87.1
		Strongly Agree	4	12.9	12.9	100.0
		Total	31	100.0	100.0	

**27. City employees are given growth and advancement opportunities in a fair and equitable manner.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	2	11.8	11.8	11.8
		Neutral	4	23.5	23.5	35.3
		Agree	7	41.2	41.2	76.5
		Strongly Agree	3	17.6	17.6	94.1
		Don't Know	1	5.9	5.9	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	2	8.3	8.3	8.3
		Disagree	3	12.5	12.5	20.8
		Neutral	6	25.0	25.0	45.8
		Agree	8	33.3	33.3	79.2
		Strongly Agree	2	8.3	8.3	87.5
		Don't Know	3	12.5	12.5	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	6	19.4	19.4	19.4
		Disagree	8	25.8	25.8	45.2
		Neutral	5	16.1	16.1	61.3
		Agree	10	32.3	32.3	93.5
		Strongly Agree	2	6.5	6.5	100.0
		Total	31	100.0	100.0	

**28. Somone at my work encourages my professional development.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	1	5.9	5.9	5.9
		Neutral	2	11.8	11.8	17.6
		Agree	8	47.1	47.1	64.7
		Strongly Agree	6	35.3	35.3	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	2	8.3	8.3	8.3
		Disagree	3	12.5	12.5	20.8
		Neutral	3	12.5	12.5	33.3
		Agree	12	50.0	50.0	83.3
		Strongly Agree	4	16.7	16.7	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	2	6.5	6.5	6.5
		Disagree	5	16.1	16.1	22.6
		Neutral	5	16.1	16.1	38.7
		Agree	15	48.4	48.4	87.1
		Strongly Agree	3	9.7	9.7	96.8
		Don't Know	1	3.2	3.2	100.0
		Total	31	100.0	100.0	

**29. My employer supports my efforts to stay aware of new developments in my field.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Neutral	2	11.8	11.8	11.8
		Agree	11	64.7	64.7	76.5
		Strongly Agree	4	23.5	23.5	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	2	8.3	8.3	8.3
		Neutral	5	20.8	20.8	29.2
		Agree	12	50.0	50.0	79.2
		Strongly Agree	5	20.8	20.8	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	2	6.5	6.5	6.5
		Disagree	3	9.7	9.7	16.1
		Neutral	7	22.6	22.6	38.7
		Agree	14	45.2	45.2	83.9
		Strongly Agree	5	16.1	16.1	100.0
		Total	31	100.0	100.0	

**30. As long as I work hard, I have enough time to do my job well.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	1	5.9	5.9	5.9
		Agree	14	82.4	82.4	88.2
		Strongly Agree	2	11.8	11.8	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	1	4.2	4.2	4.2
		Disagree	6	25.0	25.0	29.2
		Neutral	3	12.5	12.5	41.7
		Agree	8	33.3	33.3	75.0
		Strongly Agree	6	25.0	25.0	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	2	6.5	6.5	6.5
		Disagree	2	6.5	6.5	12.9
		Neutral	6	19.4	19.4	32.3
		Agree	20	64.5	64.5	96.8
		Strongly Agree	1	3.2	3.2	100.0
		Total	31	100.0	100.0	

**31. The amount of stress in my job is manageable.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Strongly Disagree	1	5.9	5.9	5.9
		Neutral	2	11.8	11.8	17.6
		Agree	12	70.6	70.6	88.2
		Strongly Agree	2	11.8	11.8	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	4	16.7	16.7	16.7
		Neutral	6	25.0	25.0	41.7
		Agree	11	45.8	45.8	87.5
		Strongly Agree	3	12.5	12.5	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	2	6.5	6.5	6.5
		Disagree	4	12.9	12.9	19.4
		Neutral	10	32.3	32.3	51.6
		Agree	13	41.9	41.9	93.5
		Strongly Agree	2	6.5	6.5	100.0
		Total	31	100.0	100.0	

**32. I have received recognition or praise for doing good work in the last month.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	1	5.9	5.9	5.9
		Neutral	2	11.8	11.8	17.6
		Agree	10	58.8	58.8	76.5
		Strongly Agree	4	23.5	23.5	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	2	8.3	8.3	8.3
		Disagree	2	8.3	8.3	16.7
		Neutral	6	25.0	25.0	41.7
		Agree	12	50.0	50.0	91.7
		Strongly Agree	2	8.3	8.3	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	4	12.9	12.9	12.9
		Disagree	6	19.4	19.4	32.3
		Neutral	8	25.8	25.8	58.1
		Agree	12	38.7	38.7	96.8
		Strongly Agree	1	3.2	3.2	100.0
		Total	31	100.0	100.0	

**33. My supervisor acknowledges when my performance is strong.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	1	5.9	5.9	5.9
		Neutral	3	17.6	17.6	23.5
		Agree	10	58.8	58.8	82.4
		Strongly Agree	3	17.6	17.6	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	1	4.2	4.2	4.2
		Disagree	5	20.8	20.8	25.0
		Neutral	6	25.0	25.0	50.0
		Agree	7	29.2	29.2	79.2
		Strongly Agree	5	20.8	20.8	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	2	6.5	6.5	6.5
		Disagree	9	29.0	29.0	35.5
		Neutral	4	12.9	12.9	48.4
		Agree	15	48.4	48.4	96.8
		Strongly Agree	1	3.2	3.2	100.0
		Total	31	100.0	100.0	

**4. It is important to me that the City engage in cost effective/customer service oriented practices**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Not Answered	1	5.9	5.9	5.9
		Neutral	1	5.9	5.9	11.8
		Agree	9	52.9	52.9	64.7
		Strongly Agree	6	35.3	35.3	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	1	4.2	4.2	4.2
		Neutral	4	16.7	16.7	20.8
		Agree	11	45.8	45.8	66.7
		Strongly Agree	8	33.3	33.3	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	1	3.2	3.2	3.2
		Neutral	7	22.6	22.6	25.8
		Agree	14	45.2	45.2	71.0
		Strongly Agree	9	29.0	29.0	100.0
		Total	31	100.0	100.0	

**35. The Mayor values the work I do.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	1	5.9	5.9	5.9
		Neutral	4	23.5	23.5	29.4
		Agree	9	52.9	52.9	82.4
		Strongly Agree	2	11.8	11.8	94.1
		Don't Know	1	5.9	5.9	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	1	4.2	4.2	4.2
		Disagree	3	12.5	12.5	16.7
		Neutral	6	25.0	25.0	41.7
		Agree	5	20.8	20.8	62.5
		Strongly Agree	5	20.8	20.8	83.3
		Don't Know	4	16.7	16.7	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	1	3.2	3.2	3.2
		Disagree	1	3.2	3.2	6.5
		Neutral	8	25.8	25.8	32.3
		Agree	10	32.3	32.3	64.5
		Strongly Agree	7	22.6	22.6	87.1
		Don't Know	4	12.9	12.9	100.0
		Total	31	100.0	100.0	



**36. The City Council values the work I do.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	2	11.8	11.8	11.8
		Neutral	3	17.6	17.6	29.4
		Agree	9	52.9	52.9	82.4
		Strongly Agree	1	5.9	5.9	88.2
		Don't Know	2	11.8	11.8	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	2	8.3	8.3	8.3
		Disagree	2	8.3	8.3	16.7
		Neutral	8	33.3	33.3	50.0
		Agree	5	20.8	20.8	70.8
		Strongly Agree	3	12.5	12.5	83.3
		Don't Know	4	16.7	16.7	100.0
11+ Years	Valid	Disagree	5	16.1	16.1	16.1
		Neutral	7	22.6	22.6	38.7
		Agree	11	35.5	35.5	74.2
		Strongly Agree	4	12.9	12.9	87.1
		Don't Know	4	12.9	12.9	100.0
		Total	31	100.0	100.0	

**37. The Administrator values the work I do.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Neutral	4	23.5	23.5	23.5
		Agree	10	58.8	58.8	82.4
		Strongly Agree	3	17.6	17.6	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	1	4.2	4.2	4.2
		Disagree	5	20.8	20.8	25.0
		Neutral	7	29.2	29.2	54.2
		Agree	5	20.8	20.8	75.0
		Strongly Agree	1	4.2	4.2	79.2
		Don't Know	5	20.8	20.8	100.0
11+ Years	Valid	Strongly Disagree	2	6.5	6.5	6.5
		Disagree	5	16.1	16.1	22.6
		Neutral	13	41.9	41.9	64.5
		Agree	4	12.9	12.9	77.4
		Strongly Agree	3	9.7	9.7	87.1
		Don't Know	4	12.9	12.9	100.0
Total			31	100.0	100.0	

**38. My Department Head values the work I do.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Not Answered	1	5.9	5.9	5.9
		Neutral	2	11.8	11.8	17.6
		Agree	7	41.2	41.2	58.8
		Strongly Agree	7	41.2	41.2	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Not Answered	1	4.2	4.2	4.2
		Strongly Disagree	1	4.2	4.2	8.3
		Disagree	1	4.2	4.2	12.5
		Neutral	2	8.3	8.3	20.8
		Agree	8	33.3	33.3	54.2
		Strongly Agree	9	37.5	37.5	91.7
		Don't Know	2	8.3	8.3	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Not Answered	2	6.5	6.5	6.5
		Disagree	2	6.5	6.5	12.9
		Neutral	8	25.8	25.8	38.7
		Agree	10	32.3	32.3	71.0
		Strongly Agree	9	29.0	29.0	100.0
		Total	31	100.0	100.0	

**39. My Supervisor values the work I do.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	1	5.9	5.9	5.9
		Agree	9	52.9	52.9	58.8
		Strongly Agree	7	41.2	41.2	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Not Answered	1	4.2	4.2	4.2
		Strongly Disagree	1	4.2	4.2	8.3
		Disagree	1	4.2	4.2	12.5
		Neutral	3	12.5	12.5	25.0
		Agree	10	41.7	41.7	66.7
		Strongly Agree	8	33.3	33.3	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Not Answered	1	3.2	3.2	3.2
		Strongly Disagree	1	3.2	3.2	6.5
		Disagree	3	9.7	9.7	16.1
		Neutral	9	29.0	29.0	45.2
		Agree	10	32.3	32.3	77.4
		Strongly Agree	7	22.6	22.6	100.0
		Total	31	100.0	100.0	

**40. The work I do makes a difference.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Neutral	1	5.9	5.9	5.9
		Agree	8	47.1	47.1	52.9
		Strongly Agree	8	47.1	47.1	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Neutral	2	8.3	8.3	8.3
		Agree	12	50.0	50.0	58.3
		Strongly Agree	10	41.7	41.7	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Neutral	2	6.5	6.5	6.5
		Agree	18	58.1	58.1	64.5
		Strongly Agree	11	35.5	35.5	100.0
		Total	31	100.0	100.0	

**41. I understand how the work I do fits into the City's mission.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Agree	8	47.1	47.1	47.1
		Strongly Agree	9	52.9	52.9	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Neutral	4	16.7	16.7	16.7
		Agree	13	54.2	54.2	70.8
		Strongly Agree	7	29.2	29.2	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Neutral	1	3.2	3.2	3.2
		Agree	22	71.0	71.0	74.2
		Strongly Agree	8	25.8	25.8	100.0
		Total	31	100.0	100.0	

**42. At work, I have the opportunity to what I do best every day.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Neutral	1	5.9	5.9	5.9
		Agree	10	58.8	58.8	64.7
		Strongly Agree	6	35.3	35.3	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	3	12.5	12.5	12.5
		Neutral	4	16.7	16.7	29.2
		Agree	14	58.3	58.3	87.5
		Strongly Agree	3	12.5	12.5	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Disagree	8	25.8	25.8	25.8
		Neutral	4	12.9	12.9	38.7
		Agree	15	48.4	48.4	87.1
		Strongly Agree	4	12.9	12.9	100.0
		Total	31	100.0	100.0	

**43. The City's role in the community makes me feel that my job is important.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Neutral	1	5.9	5.9	5.9
		Agree	8	47.1	47.1	52.9
		Strongly Agree	7	41.2	41.2	94.1
		Don't Know	1	5.9	5.9	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	2	8.3	8.3	8.3
		Neutral	4	16.7	16.7	25.0
		Agree	14	58.3	58.3	83.3
		Strongly Agree	4	16.7	16.7	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Neutral	7	22.6	22.6	22.6
		Agree	16	51.6	51.6	74.2
		Strongly Agree	7	22.6	22.6	96.8
		Don't Know	1	3.2	3.2	100.0
		Total	31	100.0	100.0	

**44. My job uses my talents well.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Agree	9	52.9	52.9	52.9
		Strongly Agree	8	47.1	47.1	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	2	8.3	8.3	8.3
		Neutral	2	8.3	8.3	16.7
		Agree	10	41.7	41.7	58.3
		Strongly Agree	10	41.7	41.7	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	1	3.2	3.2	3.2
		Disagree	1	3.2	3.2	6.5
		Neutral	1	3.2	3.2	9.7
		Agree	22	71.0	71.0	80.6
		Strongly Agree	5	16.1	16.1	96.8
		Don't Know	1	3.2	3.2	100.0
		Total	31	100.0	100.0	

**45. I would recommend employment with the City of Troutdale to a friend.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Not Answered	1	5.9	5.9	5.9
		Disagree	1	5.9	5.9	11.8
		Agree	12	70.6	70.6	82.4
		Strongly Agree	3	17.6	17.6	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	1	4.2	4.2	4.2
		Neutral	7	29.2	29.2	33.3
		Agree	8	33.3	33.3	66.7
		Strongly Agree	7	29.2	29.2	95.8
		Don't Know	1	4.2	4.2	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	1	3.2	3.2	3.2
		Disagree	1	3.2	3.2	6.5
		Neutral	5	16.1	16.1	22.6
		Agree	17	54.8	54.8	77.4
		Strongly Agree	7	22.6	22.6	100.0
		Total	31	100.0	100.0	

**46. If I had to do it all over again, I would choose to work for the City of Troutdale.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	1	5.9	5.9	5.9
		Neutral	1	5.9	5.9	11.8
		Agree	9	52.9	52.9	64.7
		Strongly Agree	6	35.3	35.3	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Not Answered	1	4.2	4.2	4.2
		Disagree	1	4.2	4.2	8.3
		Neutral	5	20.8	20.8	29.2
		Agree	11	45.8	45.8	75.0
		Strongly Agree	5	20.8	20.8	95.8
		Don't Know	1	4.2	4.2	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	1	3.2	3.2	3.2
		Disagree	5	16.1	16.1	19.4
		Neutral	2	6.5	6.5	25.8
		Agree	15	48.4	48.4	74.2
		Strongly Agree	7	22.6	22.6	96.8
		Don't Know	1	3.2	3.2	100.0
		Total	31	100.0	100.0	

**47. My morale is good.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	2	11.8	11.8	11.8
		Neutral	1	5.9	5.9	17.6
		Agree	9	52.9	52.9	70.6
		Strongly Agree	5	29.4	29.4	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	1	4.2	4.2	4.2
		Disagree	5	20.8	20.8	25.0
		Neutral	4	16.7	16.7	41.7
		Agree	11	45.8	45.8	87.5
		Strongly Agree	3	12.5	12.5	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	3	9.7	9.7	9.7
		Disagree	4	12.9	12.9	22.6
		Neutral	10	32.3	32.3	54.8
		Agree	11	35.5	35.5	90.3
		Strongly Agree	3	9.7	9.7	100.0
		Total	31	100.0	100.0	

**48. Morale for others in my department is good.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Strongly Disagree	2	11.8	11.8	11.8
		Disagree	2	11.8	11.8	23.5
		Neutral	4	23.5	23.5	47.1
		Agree	9	52.9	52.9	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	5	20.8	20.8	20.8
		Disagree	4	16.7	16.7	37.5
		Neutral	7	29.2	29.2	66.7
		Agree	8	33.3	33.3	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	3	9.7	9.7	9.7
		Disagree	6	19.4	19.4	29.0
		Neutral	12	38.7	38.7	67.7
		Agree	9	29.0	29.0	96.8
		Strongly Agree	1	3.2	3.2	100.0
		Total	31	100.0	100.0	

**49. Overall morale of City employees is good.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	5	29.4	29.4	29.4
		Neutral	2	11.8	11.8	41.2
		Agree	8	47.1	47.1	88.2
		Strongly Agree	1	5.9	5.9	94.1
		Don't Know	1	5.9	5.9	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	3	12.5	12.5	12.5
		Disagree	7	29.2	29.2	41.7
		Neutral	7	29.2	29.2	70.8
		Agree	6	25.0	25.0	95.8
		Don't Know	1	4.2	4.2	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Not Answered	1	3.2	3.2	3.2
		Strongly Disagree	4	12.9	12.9	16.1
		Disagree	8	25.8	25.8	41.9
		Neutral	9	29.0	29.0	71.0
		Agree	5	16.1	16.1	87.1
		Don't Know	4	12.9	12.9	100.0
		Total	31	100.0	100.0	

**50. I do all that I can to improve morale.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Neutral	2	11.8	11.8	11.8
		Agree	12	70.6	70.6	82.4
		Strongly Agree	3	17.6	17.6	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Disagree	2	8.3	8.3	8.3
		Neutral	3	12.5	12.5	20.8
		Agree	15	62.5	62.5	83.3
		Strongly Agree	3	12.5	12.5	95.8
		Don't Know	1	4.2	4.2	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Disagree	1	3.2	3.2	3.2
		Neutral	9	29.0	29.0	32.3
		Agree	19	61.3	61.3	93.5
		Strongly Agree	2	6.5	6.5	100.0
		Total	31	100.0	100.0	

**51. The Mayor does a good job of improving morale.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	1	5.9	5.9	5.9
		Neutral	5	29.4	29.4	35.3
		Agree	8	47.1	47.1	82.4
		Don't Know	3	17.6	17.6	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	2	8.3	8.3	8.3
		Disagree	4	16.7	16.7	25.0
		Neutral	10	41.7	41.7	66.7
		Agree	4	16.7	16.7	83.3
		Strongly Agree	1	4.2	4.2	87.5
		Don't Know	3	12.5	12.5	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	2	6.5	6.5	6.5
		Disagree	4	12.9	12.9	19.4
		Neutral	7	22.6	22.6	41.9
		Agree	10	32.3	32.3	74.2
		Strongly Agree	1	3.2	3.2	77.4
		Don't Know	7	22.6	22.6	100.0
		Total	31	100.0	100.0	



**52. The City Council does a good job of improving morale.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	2	11.8	11.8	11.8
		Neutral	6	35.3	35.3	47.1
		Agree	5	29.4	29.4	76.5
		Strongly Agree	1	5.9	5.9	82.4
		Don't Know	3	17.6	17.6	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	3	12.5	12.5	12.5
		Disagree	6	25.0	25.0	37.5
		Neutral	12	50.0	50.0	87.5
		Agree	1	4.2	4.2	91.7
		Don't Know	2	8.3	8.3	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	2	6.5	6.5	6.5
		Disagree	7	22.6	22.6	29.0
		Neutral	12	38.7	38.7	67.7
		Agree	4	12.9	12.9	80.6
		Don't Know	6	19.4	19.4	100.0
		Total	31	100.0	100.0	

**53. The City Administrator does a good job of improving my morale.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Disagree	5	29.4	29.4	29.4
		Neutral	4	23.5	23.5	52.9
		Agree	6	35.3	35.3	88.2
		Strongly Agree	1	5.9	5.9	94.1
		Don't Know	1	5.9	5.9	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Strongly Disagree	6	25.0	25.0	25.0
		Disagree	9	37.5	37.5	62.5
		Neutral	6	25.0	25.0	87.5
		Agree	2	8.3	8.3	95.8
		Don't Know	1	4.2	4.2	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Strongly Disagree	8	25.8	25.8	25.8
		Disagree	7	22.6	22.6	48.4
		Neutral	10	32.3	32.3	80.6
		Agree	4	12.9	12.9	93.5
		Strongly Agree	1	3.2	3.2	96.8
		Don't Know	1	3.2	3.2	100.0
Total	31	100.0	100.0			

**54. My Department Head does a good job of improving morale.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Not Answered	1	5.9	5.9	5.9
		Strongly Disagree	1	5.9	5.9	11.8
		Disagree	2	11.8	11.8	23.5
		Neutral	2	11.8	11.8	35.3
		Agree	7	41.2	41.2	76.5
		Strongly Agree	4	23.5	23.5	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Not Answered	1	4.2	4.2	4.2
		Strongly Disagree	2	8.3	8.3	12.5
		Disagree	4	16.7	16.7	29.2
		Neutral	6	25.0	25.0	54.2
		Agree	6	25.0	25.0	79.2
		Strongly Agree	4	16.7	16.7	95.8
		Don't Know	1	4.2	4.2	100.0
Total	24	100.0	100.0			
11+ Years	Valid	Not Answered	1	3.2	3.2	3.2
		Strongly Disagree	4	12.9	12.9	16.1
		Disagree	4	12.9	12.9	29.0
		Neutral	7	22.6	22.6	51.6
		Agree	12	38.7	38.7	90.3
		Strongly Agree	3	9.7	9.7	100.0
		Total	31	100.0	100.0	

**55. My supervisor does a good job of improving morale.**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Not Answered	1	5.9	5.9	5.9
		Strongly Disagree	1	5.9	5.9	11.8
		Disagree	2	11.8	11.8	23.5
		Neutral	1	5.9	5.9	29.4
		Agree	7	41.2	41.2	70.6
		Strongly Agree	5	29.4	29.4	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Not Answered	1	4.2	4.2	4.2
		Strongly Disagree	2	8.3	8.3	12.5
		Disagree	3	12.5	12.5	25.0
		Neutral	4	16.7	16.7	41.7
		Agree	12	50.0	50.0	91.7
		Strongly Agree	2	8.3	8.3	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Not Answered	1	3.2	3.2	3.2
		Strongly Disagree	5	16.1	16.1	19.4
		Disagree	4	12.9	12.9	32.3
		Neutral	7	22.6	22.6	54.8
		Agree	12	38.7	38.7	93.5
		Strongly Agree	2	6.5	6.5	100.0
		Total	31	100.0	100.0	

**56. Overall, how would you rate the City of Troutdale as a place to work compared with other organizations you have worked for?**

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Average	5	29.4	29.4	29.4
		Above Average	7	41.2	41.2	70.6
		One of the Best	5	29.4	29.4	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Below Average	4	16.7	16.7	16.7
		Average	7	29.2	29.2	45.8
		Above Average	10	41.7	41.7	87.5
		One of the Best	3	12.5	12.5	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Not Answered	1	3.2	3.2	3.2
		Below Average	4	12.9	12.9	16.1
		Average	7	22.6	22.6	38.7
		Above Average	14	45.2	45.2	83.9
		One of the Best	5	16.1	16.1	100.0
		Total	31	100.0	100.0	

# Workforce Profile

## Employment Status

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Supervisor	3	17.6	17.6	17.6
		Non-Supervisor	14	82.4	82.4	100.0
		Total	17	100.0	100.0	
6 - 10 Years	Valid	Not Answered	1	4.2	4.2	4.2
		Supervisor	7	29.2	29.2	33.3
		Non-Supervisor	16	66.7	66.7	100.0
		Total	24	100.0	100.0	
11+ Years	Valid	Not Answered	2	6.5	6.5	6.5
		Supervisor	9	29.0	29.0	35.5
		Non-Supervisor	20	64.5	64.5	100.0
		Total	31	100.0	100.0	

## Department

Tenure			Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 Years	Valid	Executive/Community Services/Legal	4	23.5	23.5	23.5
		Community Development	2	11.8	11.8	35.3
		Finance	2	11.8	11.8	47.1
		Public Works	3	17.6	17.6	64.7
		Police	6	35.3	35.3	100.0
		Total	17	100.0	100.0	
		6 - 10 Years	Valid	Not Answered	2	8.3
Executive/Community Services/Legal	1			4.2	4.2	12.5
Community Development	6			25.0	25.0	37.5
Finance	1			4.2	4.2	41.7
Public Works	8			33.3	33.3	75.0
Police	6			25.0	25.0	100.0
Total	24			100.0	100.0	
11+ Years	Valid	Not Answered	4	12.9	12.9	12.9
		Executive/Community Services/Legal	1	3.2	3.2	16.1
		Community Development	5	16.1	16.1	32.3
		Finance	1	3.2	3.2	35.5
		Public Works	11	35.5	35.5	71.0
		Police	9	29.0	29.0	100.0
		Total	31	100.0	100.0	

## Appendix C: Frequency Tables by Employment Status

### Frequency Tables by Employment Status

#### 1. The atmosphere in my workplace is comfortable.

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Strongly Disagree	1	5.3	5.3	5.3
		Disagree	4	21.1	21.1	26.3
		Neutral	2	10.5	10.5	36.8
		Agree	7	36.8	36.8	73.7
		Strongly Agree	5	26.3	26.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	3	6.0	6.0	6.0
		Disagree	11	22.0	22.0	28.0
		Neutral	6	12.0	12.0	40.0
		Agree	18	36.0	36.0	76.0
		Strongly Agree	12	24.0	24.0	100.0
		Total	50	100.0	100.0	

#### 2. My co-workers seem committed to doing quality work.

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	33.3	33.3	33.3
		Neutral	1	33.3	33.3	66.7
		Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	1	5.3	5.3	5.3
		Agree	11	57.9	57.9	63.2
		Strongly Agree	7	36.8	36.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Disagree	4	8.0	8.0	8.0
		Neutral	11	22.0	22.0	30.0
		Agree	29	58.0	58.0	88.0
		Strongly Agree	6	12.0	12.0	100.0
		Total	50	100.0	100.0	

**3. There is someone at work (other than my supervisor) I can go to for guidance.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	2	66.7	66.7	66.7
		Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	1	5.3	5.3	5.3
		Neutral	2	10.5	10.5	15.8
		Agree	12	63.2	63.2	78.9
		Strongly Agree	4	21.1	21.1	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	3	6.0	6.0	6.0
		Disagree	7	14.0	14.0	20.0
		Neutral	4	8.0	8.0	28.0
		Agree	20	40.0	40.0	68.0
		Strongly Agree	16	32.0	32.0	100.0
		Total	50	100.0	100.0	

**4. My job offers flexibility that allows me to deal with personal and family matters.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	1	33.3	33.3	33.3
		Strongly Agree	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Agree	10	52.6	52.6	52.6
		Strongly Agree	9	47.4	47.4	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	1	2.0	2.0	2.0
		Strongly Disagree	1	2.0	2.0	4.0
		Disagree	1	2.0	2.0	6.0
		Neutral	6	12.0	12.0	18.0
		Agree	21	42.0	42.0	60.0
		Strongly Agree	20	40.0	40.0	100.0
		Total	50	100.0	100.0	

**5. I have a good friend at work.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	1	33.3	33.3	33.3
		Strongly Agree	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	1	5.3	5.3	5.3
		Neutral	7	36.8	36.8	42.1
		Agree	7	36.8	36.8	78.9
		Strongly Agree	4	21.1	21.1	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Disagree	2	4.0	4.0	4.0
		Neutral	11	22.0	22.0	26.0
		Agree	22	44.0	44.0	70.0
		Strongly Agree	15	30.0	30.0	100.0
		Total	50	100.0	100.0	

**6. I feel like my supervisor cares about me as a person.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	33.3	33.3	33.3
		Agree	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	2	10.5	10.5	10.5
		Neutral	3	15.8	15.8	26.3
		Agree	9	47.4	47.4	73.7
		Strongly Agree	5	26.3	26.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	1	2.0	2.0	2.0
		Strongly Disagree	4	8.0	8.0	10.0
		Disagree	7	14.0	14.0	24.0
		Neutral	4	8.0	8.0	32.0
		Agree	20	40.0	40.0	72.0
		Strongly Agree	14	28.0	28.0	100.0
		Total	50	100.0	100.0	

**7. My supervisor has discussed my performance with me in the last year.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	3	100.0	100.0	100.0
Supervisor	Valid	Neutral	1	5.3	5.3	5.3
		Agree	12	63.2	63.2	68.4
		Strongly Agree	6	31.6	31.6	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	1	2.0	2.0	2.0
		Disagree	2	4.0	4.0	6.0
		Neutral	5	10.0	10.0	16.0
		Agree	26	52.0	52.0	68.0
		Strongly Agree	16	32.0	32.0	100.0
		Total	50	100.0	100.0	

**8. My supervisor seems to understand my job.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	33.3	33.3	33.3
		Agree	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	3	15.8	15.8	15.8
		Neutral	2	10.5	10.5	26.3
		Agree	10	52.6	52.6	78.9
		Strongly Agree	4	21.1	21.1	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	3	6.0	6.0	6.0
		Disagree	4	8.0	8.0	14.0
		Neutral	5	10.0	10.0	24.0
		Agree	23	46.0	46.0	70.0
		Strongly Agree	15	30.0	30.0	100.0
		Total	50	100.0	100.0	



**9. My supervisor encourages my professional development.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	33.3	33.3	33.3
		Agree	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Neutral	3	15.8	15.8	15.8
		Agree	9	47.4	47.4	63.2
		Strongly Agree	7	36.8	36.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	2	4.0	4.0	4.0
		Disagree	6	12.0	12.0	16.0
		Neutral	5	10.0	10.0	26.0
		Agree	23	46.0	46.0	72.0
		Strongly Agree	14	28.0	28.0	100.0
		Total	50	100.0	100.0	

**10. I have a good job.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	33.3	33.3	33.3
		Strongly Agree	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Not Answered	1	5.3	5.3	5.3
		Neutral	1	5.3	5.3	10.5
		Agree	7	36.8	36.8	47.4
		Strongly Agree	10	52.6	52.6	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Disagree	1	2.0	2.0	2.0
		Neutral	2	4.0	4.0	6.0
		Agree	22	44.0	44.0	50.0
		Strongly Agree	25	50.0	50.0	100.0
		Total	50	100.0	100.0	

**11. I have the information I need to do my job well.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	2	66.7	66.7	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	2	10.5	10.5	10.5
		Neutral	1	5.3	5.3	15.8
		Agree	11	57.9	57.9	73.7
		Strongly Agree	5	26.3	26.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Neutral	5	10.0	10.0	10.0
		Agree	36	72.0	72.0	82.0
		Strongly Agree	9	18.0	18.0	100.0
		Total	50	100.0	100.0	

**12. I have the training I need to do my job well.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	2	66.7	66.7	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	1	5.3	5.3	5.3
		Neutral	1	5.3	5.3	10.5
		Agree	12	63.2	63.2	73.7
		Strongly Agree	5	26.3	26.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Disagree	2	4.0	4.0	4.0
		Neutral	5	10.0	10.0	14.0
		Agree	31	62.0	62.0	76.0
		Strongly Agree	12	24.0	24.0	100.0
		Total	50	100.0	100.0	

**13. I have access to the technical support I need to do my job well.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	1	5.3	5.3	5.3
		Neutral	4	21.1	21.1	26.3
		Agree	9	47.4	47.4	73.7
		Strongly Agree	4	21.1	21.1	94.7
		Don't Know	1	5.3	5.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	1	2.0	2.0	2.0
		Disagree	3	6.0	6.0	8.0
		Neutral	8	16.0	16.0	24.0
		Agree	28	56.0	56.0	80.0
		Strongly Agree	10	20.0	20.0	100.0
		Total	50	100.0	100.0	

**14. I have the materials and equipment I need to do my job well.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	2	10.5	10.5	10.5
		Neutral	2	10.5	10.5	21.1
		Agree	12	63.2	63.2	84.2
		Strongly Agree	3	15.8	15.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Disagree	4	8.0	8.0	8.0
		Neutral	7	14.0	14.0	22.0
		Agree	32	64.0	64.0	86.0
		Strongly Agree	7	14.0	14.0	100.0
		Total	50	100.0	100.0	

**15a. Specifically, I have what I need in the following categories: Machinery**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	2	66.7	66.7	66.7
		Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Not Answered	1	5.3	5.3	5.3
		Disagree	1	5.3	5.3	10.5
		Neutral	3	15.8	15.8	26.3
		Agree	12	63.2	63.2	89.5
		Strongly Agree	1	5.3	5.3	94.7
		Don't Know	1	5.3	5.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	3	6.0	6.0	6.0
		Disagree	1	2.0	2.0	8.0
		Neutral	13	26.0	26.0	34.0
		Agree	25	50.0	50.0	84.0
		Strongly Agree	4	8.0	8.0	92.0
		Don't Know	4	8.0	8.0	100.0
		Total	50	100.0	100.0	

**15b. Specifically, I have what I need in the following categories: Vehicles**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Not Answered	1	5.3	5.3	5.3
		Disagree	3	15.8	15.8	21.1
		Neutral	2	10.5	10.5	31.6
		Agree	7	36.8	36.8	68.4
		Strongly Agree	5	26.3	26.3	94.7
		Don't Know	1	5.3	5.3	100.0
Non-Supervisor	Valid	Not Answered	3	6.0	6.0	6.0
		Disagree	5	10.0	10.0	16.0
		Neutral	11	22.0	22.0	38.0
		Agree	25	50.0	50.0	88.0
		Strongly Agree	5	10.0	10.0	98.0
		Don't Know	1	2.0	2.0	100.0
		Total	50	100.0	100.0	

**15c. Specifically, I have what I need in the following categories: Safety Equipment**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	1	33.3	33.3	33.3
		Neutral	1	33.3	33.3	66.7
		Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Not Answered	1	5.3	5.3	5.3
		Neutral	4	21.1	21.1	26.3
		Agree	12	63.2	63.2	89.5
		Strongly Agree	1	5.3	5.3	94.7
		Don't Know	1	5.3	5.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	3	6.0	6.0	6.0
		Disagree	3	6.0	6.0	12.0
		Neutral	3	6.0	6.0	18.0
		Agree	29	58.0	58.0	76.0
		Strongly Agree	11	22.0	22.0	98.0
		Don't Know	1	2.0	2.0	100.0
		Total	50	100.0	100.0	

**15d. Specifically, I have what I need in the following categories: Protective Clothing**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	1	33.3	33.3	33.3
		Neutral	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Not Answered	1	5.3	5.3	5.3
		Disagree	1	5.3	5.3	10.5
		Neutral	5	26.3	26.3	36.8
		Agree	10	52.6	52.6	89.5
		Strongly Agree	1	5.3	5.3	94.7
		Don't Know	1	5.3	5.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	3	6.0	6.0	6.0
		Disagree	2	4.0	4.0	10.0
		Neutral	6	12.0	12.0	22.0
		Agree	31	62.0	62.0	84.0
		Strongly Agree	7	14.0	14.0	98.0
		Don't Know	1	2.0	2.0	100.0
		Total	50	100.0	100.0	

**15e. Specifically, I have what I need in the following categories: Tools**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	1	33.3	33.3	33.3
		Neutral	1	33.3	33.3	66.7
		Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Not Answered	1	5.3	5.3	5.3
		Disagree	1	5.3	5.3	10.5
		Neutral	3	15.8	15.8	26.3
		Agree	11	57.9	57.9	84.2
		Strongly Agree	2	10.5	10.5	94.7
		Don't Know	1	5.3	5.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	5	10.0	10.0	10.0
		Disagree	1	2.0	2.0	12.0
		Neutral	11	22.0	22.0	34.0
		Agree	27	54.0	54.0	88.0
		Strongly Agree	4	8.0	8.0	96.0
		Don't Know	2	4.0	4.0	100.0
		Total	50	100.0	100.0	

**15f. Specifically, I have what I need in the following categories: Physical Work Space**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Strongly Disagree	1	5.3	5.3	5.3
		Disagree	4	21.1	21.1	26.3
		Agree	10	52.6	52.6	78.9
		Strongly Agree	4	21.1	21.1	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	2	4.0	4.0	4.0
		Disagree	6	12.0	12.0	16.0
		Neutral	2	4.0	4.0	20.0
		Agree	31	62.0	62.0	82.0
		Strongly Agree	9	18.0	18.0	100.0
		Total	50	100.0	100.0	

**15g. Specifically, I have what I need in the following categories: Computers and Printers**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	2	10.5	10.5	10.5
		Neutral	2	10.5	10.5	21.1
		Agree	8	42.1	42.1	63.2
		Strongly Agree	7	36.8	36.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	2	4.0	4.0	4.0
		Disagree	6	12.0	12.0	16.0
		Neutral	6	12.0	12.0	28.0
		Agree	29	58.0	58.0	86.0
		Strongly Agree	7	14.0	14.0	100.0
		Total	50	100.0	100.0	

**15h. Specifically, I have what I need in the following categories: Software**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Not Answered	1	5.3	5.3	5.3
		Disagree	2	10.5	10.5	15.8
		Neutral	2	10.5	10.5	26.3
		Agree	10	52.6	52.6	78.9
		Strongly Agree	4	21.1	21.1	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	1	2.0	2.0	2.0
		Disagree	9	18.0	18.0	20.0
		Neutral	5	10.0	10.0	30.0
		Agree	29	58.0	58.0	88.0
		Strongly Agree	4	8.0	8.0	96.0
		Don't Know	2	4.0	4.0	100.0
		Total	50	100.0	100.0	

**15i. Specifically, I have what I need in the following categories: Office Equipment**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	2	10.5	10.5	10.5
		Neutral	2	10.5	10.5	21.1
		Agree	8	42.1	42.1	63.2
		Strongly Agree	7	36.8	36.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	1	2.0	2.0	2.0
		Strongly Disagree	2	4.0	4.0	6.0
		Disagree	2	4.0	4.0	10.0
		Neutral	8	16.0	16.0	26.0
		Agree	33	66.0	66.0	92.0
		Strongly Agree	4	8.0	8.0	100.0
		Total	50	100.0	100.0	

**15j. Specifically, I have what I need in the following categories: Office Supplies**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	2	10.5	10.5	10.5
		Neutral	1	5.3	5.3	15.8
		Agree	9	47.4	47.4	63.2
		Strongly Agree	7	36.8	36.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	1	2.0	2.0	2.0
		Neutral	6	12.0	12.0	14.0
		Agree	38	76.0	76.0	90.0
		Strongly Agree	5	10.0	10.0	100.0
		Total	50	100.0	100.0	



**15k. Specifically, I have what I need in the following categories: Books and Reference Materials**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	1	5.3	5.3	5.3
		Neutral	3	15.8	15.8	21.1
		Agree	11	57.9	57.9	78.9
		Strongly Agree	4	21.1	21.1	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	2	4.0	4.0	4.0
		Strongly Disagree	1	2.0	2.0	6.0
		Disagree	1	2.0	2.0	8.0
		Neutral	13	26.0	26.0	34.0
		Agree	28	56.0	56.0	90.0
		Strongly Agree	5	10.0	10.0	100.0
		Total	50	100.0	100.0	

**15l. Specifically, I have what I need in the following categories: Meeting Rooms**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	1	33.3	33.3	33.3
		Strongly Disagree	1	33.3	33.3	66.7
		Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Strongly Disagree	3	15.8	15.8	15.8
		Disagree	5	26.3	26.3	42.1
		Neutral	1	5.3	5.3	47.4
		Agree	7	36.8	36.8	84.2
		Strongly Agree	3	15.8	15.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	1	2.0	2.0	2.0
		Strongly Disagree	4	8.0	8.0	10.0
		Disagree	13	26.0	26.0	36.0
		Neutral	2	4.0	4.0	40.0
		Agree	26	52.0	52.0	92.0
		Strongly Agree	4	8.0	8.0	100.0
		Total	50	100.0	100.0	

**15m. Specifically, I have what I need in the following categories: Other**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	2	66.7	66.7	66.7
		Strongly Disagree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Not Answered	14	73.7	73.7	73.7
		Strongly Disagree	2	10.5	10.5	84.2
		Disagree	1	5.3	5.3	89.5
		Neutral	1	5.3	5.3	94.7
		Agree	1	5.3	5.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	43	86.0	86.0	86.0
		Strongly Disagree	2	4.0	4.0	90.0
		Disagree	1	2.0	2.0	92.0
		Neutral	2	4.0	4.0	96.0
		Agree	2	4.0	4.0	100.0
		Total	50	100.0	100.0	

**16a. I get job-related information from my supervisor.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	No	1	33.3	33.3	33.3
		Yes	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	No	4	21.1	21.1	21.1
		Yes	15	78.9	78.9	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	No	5	10.0	10.0	10.0
		Yes	45	90.0	90.0	100.0
		Total	50	100.0	100.0	

**16b. I get job-related information from my co-workers.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	No	2	66.7	66.7	66.7
		Yes	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	No	4	21.1	21.1	21.1
		Yes	15	78.9	78.9	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	No	4	8.0	8.0	8.0
		Yes	46	92.0	92.0	100.0
		Total	50	100.0	100.0	

**16c. I get job-related information from paper newsletters.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	No	3	100.0	100.0	100.0
Supervisor	Valid	No	8	42.1	42.1	42.1
		Yes	11	57.9	57.9	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	No	36	72.0	72.0	72.0
		Yes	14	28.0	28.0	100.0
		Total	50	100.0	100.0	

**16d. I get job-related information from employee handbook.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	No	3	100.0	100.0	100.0
Supervisor	Valid	No	12	63.2	63.2	63.2
		Yes	7	36.8	36.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	No	38	76.0	76.0	76.0
		Yes	12	24.0	24.0	100.0
		Total	50	100.0	100.0	

**16e. I get job-related information from online newsletters.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	No	2	66.7	66.7	66.7
		Yes	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	No	12	63.2	63.2	63.2
		Yes	7	36.8	36.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	No	43	86.0	86.0	86.0
		Yes	7	14.0	14.0	100.0
		Total	50	100.0	100.0	

**16f. I get job-related information from E-mail.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	No	3	100.0	100.0	100.0
		Yes				
		Total				
Supervisor	Valid	No	3	15.8	15.8	15.8
		Yes	16	84.2	84.2	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	No	15	30.0	30.0	30.0
		Yes	35	70.0	70.0	100.0
		Total	50	100.0	100.0	

**16g. I get job-related information from intranet.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	No	3	100.0	100.0	100.0
		Yes				
		Total				
Supervisor	Valid	No	10	52.6	52.6	52.6
		Yes	9	47.4	47.4	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	No	35	70.0	70.0	70.0
		Yes	15	30.0	30.0	100.0
		Total	50	100.0	100.0	

**16h. I get job-related information from memos.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	No	2	66.7	66.7	66.7
		Yes	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	No	8	42.1	42.1	42.1
		Yes	11	57.9	57.9	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	No	27	54.0	54.0	54.0
		Yes	23	46.0	46.0	100.0
		Total	50	100.0	100.0	

**16i. I get job-related information from other.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	No	2	66.7	66.7	66.7
		Yes	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	No	10	52.6	52.6	52.6
		Yes	9	47.4	47.4	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	No	44	88.0	88.0	88.0
		Yes	6	12.0	12.0	100.0
		Total	50	100.0	100.0	

**17. My single most important information source of job-related information is...**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Supervisor	1	33.3	33.3	33.3
		My co-workers	1	33.3	33.3	66.7
		Other	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Supervisor	6	31.6	31.6	31.6
		My co-workers	3	15.8	15.8	47.4
		Online newsletters	1	5.3	5.3	52.6
		E-mail	6	31.6	31.6	84.2
		Other	3	15.8	15.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	5	10.0	10.2	10.2
		Supervisor	16	32.0	32.7	42.9
		My co-workers	16	32.0	32.7	75.5
		Paper Newsletters	1	2.0	2.0	77.6
		Employee Handbook	3	6.0	6.1	83.7
		Online newsletters	1	2.0	2.0	85.7
		E-mail	2	4.0	4.1	89.8
		Memos	1	2.0	2.0	91.8
		Other	4	8.0	8.2	100.0
		Total	49	98.0	100.0	
		Missing System	1	2.0		
		Total	50	100.0		

**18. I know what is expected of me in my job.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	1	33.3	33.3	33.3
		Strongly Agree	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Neutral	2	10.5	10.5	10.5
		Agree	12	63.2	63.2	73.7
		Strongly Agree	5	26.3	26.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Disagree	3	6.0	6.0	6.0
		Neutral	4	8.0	8.0	14.0
		Agree	25	50.0	50.0	64.0
		Strongly Agree	18	36.0	36.0	100.0
		Total	50	100.0	100.0	

**19. My co-workers and I share information to help us do our jobs more effectively.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	1	33.3	33.3	33.3
		Strongly Agree	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Neutral	3	15.8	15.8	15.8
		Agree	9	47.4	47.4	63.2
		Strongly Agree	7	36.8	36.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	1	2.0	2.0	2.0
		Strongly Disagree	2	4.0	4.0	6.0
		Disagree	1	2.0	2.0	8.0
		Neutral	7	14.0	14.0	22.0
		Agree	30	60.0	60.0	82.0
		Strongly Agree	9	18.0	18.0	100.0
		Total	50	100.0	100.0	

**20a. Communication among employees is effective within my department.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	33.3	33.3	33.3
		Disagree	1	33.3	33.3	66.7
		Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Neutral	4	21.1	21.1	21.1
		Agree	9	47.4	47.4	68.4
		Strongly Agree	6	31.6	31.6	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	4	8.0	8.0	8.0
		Disagree	7	14.0	14.0	22.0
		Neutral	9	18.0	18.0	40.0
		Agree	25	50.0	50.0	90.0
		Strongly Agree	5	10.0	10.0	100.0
		Total	50	100.0	100.0	

**20b. Communication among employees is effective between my department and other departments.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	33.3	33.3	33.3
		Neutral	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Not Answered	1	5.3	5.3	5.3
		Strongly Disagree	1	5.3	5.3	10.5
		Disagree	4	21.1	21.1	31.6
		Neutral	4	21.1	21.1	52.6
		Agree	7	36.8	36.8	89.5
		Strongly Agree	2	10.5	10.5	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	2	4.0	4.0	4.0
		Strongly Disagree	5	10.0	10.0	14.0
		Disagree	11	22.0	22.0	36.0
		Neutral	14	28.0	28.0	64.0
		Agree	18	36.0	36.0	100.0
		Total	50	100.0	100.0	

**21. I have attended at least one all-City training in the last 12 months.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Yes	2	66.7	66.7	66.7
		No	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Yes	17	89.5	89.5	89.5
		No	2	10.5	10.5	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	4	8.0	8.0	8.0
		Yes	45	90.0	90.0	98.0
		No	1	2.0	2.0	100.0
		Total	50	100.0	100.0	

**22a. I am satisfied with the quality of information I receive regarding benefits.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	3	100.0	100.0	100.0
Supervisor	Valid	Strongly Disagree	1	5.3	5.3	5.3
		Neutral	2	10.5	10.5	15.8
		Agree	10	52.6	52.6	68.4
		Strongly Agree	6	31.6	31.6	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	1	2.0	2.0	2.0
		Disagree	2	4.0	4.0	6.0
		Neutral	6	12.0	12.0	18.0
		Agree	32	64.0	64.0	82.0
		Strongly Agree	9	18.0	18.0	100.0
		Total	50	100.0	100.0	

**22b. I am satisfied with the quality of information I receive regarding policies and procedures.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	3	100.0	100.0	100.0
Supervisor	Valid	Disagree	1	5.3	5.3	5.3
		Neutral	4	21.1	21.1	26.3
		Agree	12	63.2	63.2	89.5
		Strongly Agree	2	10.5	10.5	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	1	2.0	2.0	2.0
		Disagree	5	10.0	10.0	12.0
		Neutral	6	12.0	12.0	24.0
		Agree	31	62.0	62.0	86.0
		Strongly Agree	7	14.0	14.0	100.0
		Total	50	100.0	100.0	



**22c. I am satisfied with the quality of information I receive regarding city departments or divisions.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	33.3	33.3	33.3
		Agree	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Strongly Disagree	1	5.3	5.3	5.3
		Neutral	6	31.6	31.6	36.8
		Agree	9	47.4	47.4	84.2
		Strongly Agree	2	10.5	10.5	94.7
		Don't Know	1	5.3	5.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	1	2.0	2.0	2.0
		Disagree	6	12.0	12.0	14.0
		Neutral	15	30.0	30.0	44.0
		Agree	23	46.0	46.0	90.0
		Strongly Agree	3	6.0	6.0	96.0
		Don't Know	2	4.0	4.0	100.0
		Total	50	100.0	100.0	

**22d. I am satisfied with the quality of information I receive regarding career development opportunities.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	2	66.7	66.7	66.7
		Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Strongly Disagree	2	10.5	10.5	10.5
		Neutral	4	21.1	21.1	31.6
		Agree	10	52.6	52.6	84.2
		Strongly Agree	3	15.8	15.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	3	6.0	6.0	6.0
		Disagree	11	22.0	22.0	28.0
		Neutral	16	32.0	32.0	60.0
		Agree	14	28.0	28.0	88.0
		Strongly Agree	4	8.0	8.0	96.0
		Don't Know	2	4.0	4.0	100.0
		Total	50	100.0	100.0	

**22e. I am satisfied with the quality of information I receive regarding training opportunities.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	2	66.7	66.7	66.7
		Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	1	5.3	5.3	5.3
		Agree	13	68.4	68.4	73.7
		Strongly Agree	5	26.3	26.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	3	6.0	6.0	6.0
		Disagree	7	14.0	14.0	20.0
		Neutral	18	36.0	36.0	56.0
		Agree	17	34.0	34.0	90.0
		Strongly Agree	4	8.0	8.0	98.0
		Don't Know	1	2.0	2.0	100.0
		Total	50	100.0	100.0	

**22f. I am satisfied with the quality of information I receive regarding my job performance.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	33.3	33.3	33.3
		Agree	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	1	5.3	5.3	5.3
		Neutral	2	10.5	10.5	15.8
		Agree	11	57.9	57.9	73.7
		Strongly Agree	5	26.3	26.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	2	4.0	4.0	4.0
		Disagree	3	6.0	6.0	10.0
		Neutral	9	18.0	18.0	28.0
		Agree	28	56.0	56.0	84.0
		Strongly Agree	8	16.0	16.0	100.0
		Total	50	100.0	100.0	

**22g. I am satisfied with the quality of information I receive regarding my work plan.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	33.3	33.3	33.3
		Agree	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Not Answered	2	10.5	10.5	10.5
		Neutral	5	26.3	26.3	36.8
		Agree	9	47.4	47.4	84.2
		Strongly Agree	3	15.8	15.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	1	2.0	2.0	2.0
		Disagree	5	10.0	10.0	12.0
		Neutral	12	24.0	24.0	36.0
		Agree	25	50.0	50.0	86.0
		Strongly Agree	5	10.0	10.0	96.0
		Don't Know	2	4.0	4.0	100.0
		Total	50	100.0	100.0	

**22h. I am satisfied with the quality of information I receive regarding other.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	3	100.0	100.0	100.0
Supervisor	Valid	Not Answered	16	84.2	84.2	84.2
		Agree	2	10.5	10.5	94.7
		Strongly Agree	1	5.3	5.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	45	90.0	90.0	90.0
		Strongly Disagree	3	6.0	6.0	96.0
		Neutral	1	2.0	2.0	98.0
		Agree	1	2.0	2.0	100.0
		Total	50	100.0	100.0	

**23. At work, my opinions seem to count.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	33.3	33.3	33.3
		Neutral	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	2	10.5	10.5	10.5
		Neutral	1	5.3	5.3	15.8
		Agree	9	47.4	47.4	63.2
		Strongly Agree	7	36.8	36.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	2	4.0	4.0	4.0
		Strongly Disagree	1	2.0	2.0	6.0
		Disagree	4	8.0	8.0	14.0
		Neutral	13	26.0	26.0	40.0
		Agree	24	48.0	48.0	88.0
		Strongly Agree	6	12.0	12.0	100.0
		Total	50	100.0	100.0	

**24. I have had the opportunity in the past six months to give input on workplace issues.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	33.3	33.3	33.3
		Neutral	1	33.3	33.3	66.7
		Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Strongly Disagree	1	5.3	5.3	5.3
		Agree	9	47.4	47.4	52.6
		Strongly Agree	9	47.4	47.4	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Disagree	2	4.0	4.0	4.0
		Neutral	10	20.0	20.0	24.0
		Agree	28	56.0	56.0	80.0
		Strongly Agree	10	20.0	20.0	100.0
		Total	50	100.0	100.0	

**25. I feel my employment is secure.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	33.3	33.3	33.3
		Agree	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	1	5.3	5.3	5.3
		Neutral	2	10.5	10.5	15.8
		Agree	10	52.6	52.6	68.4
		Strongly Agree	5	26.3	26.3	94.7
		Don't Know	1	5.3	5.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	1	2.0	2.0	2.0
		Disagree	4	8.0	8.0	10.0
		Neutral	6	12.0	12.0	22.0
		Agree	31	62.0	62.0	84.0
		Strongly Agree	7	14.0	14.0	98.0
		Don't Know	1	2.0	2.0	100.0
		Total	50	100.0	100.0	

**26. I've had the opportunity to learn/grow at work in the last year.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	33.3	33.3	33.3
		Neutral	1	33.3	33.3	66.7
		Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	1	5.3	5.3	5.3
		Agree	10	52.6	52.6	57.9
		Strongly Agree	7	36.8	36.8	94.7
		Don't Know	1	5.3	5.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	1	2.0	2.0	2.0
		Strongly Disagree	2	4.0	4.0	6.0
		Disagree	4	8.0	8.0	14.0
		Neutral	6	12.0	12.0	26.0
		Agree	26	52.0	52.0	78.0
		Strongly Agree	11	22.0	22.0	100.0
		Total	50	100.0	100.0	

**27. City employees are given growth and advancement opportunities in a fair and equitable manner.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	33.3	33.3	33.3
		Neutral	1	33.3	33.3	66.7
		Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Strongly Disagree	2	10.5	10.5	10.5
		Neutral	3	15.8	15.8	26.3
		Agree	10	52.6	52.6	78.9
		Strongly Agree	3	15.8	15.8	94.7
		Don't Know	1	5.3	5.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	6	12.0	12.0	12.0
		Disagree	12	24.0	24.0	36.0
		Neutral	11	22.0	22.0	58.0
		Agree	14	28.0	28.0	86.0
		Strongly Agree	4	8.0	8.0	94.0
		Don't Know	3	6.0	6.0	100.0
		Total	50	100.0	100.0	

**28. Somone at my work encourages my professional development.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	33.3	33.3	33.3
		Agree	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	2	10.5	10.5	10.5
		Neutral	2	10.5	10.5	21.1
		Agree	11	57.9	57.9	78.9
		Strongly Agree	4	21.1	21.1	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	4	8.0	8.0	8.0
		Disagree	7	14.0	14.0	22.0
		Neutral	7	14.0	14.0	36.0
		Agree	22	44.0	44.0	80.0
		Strongly Agree	9	18.0	18.0	98.0
		Don't Know	1	2.0	2.0	100.0
		Total	50	100.0	100.0	

**29. My employer supports my efforts to stay aware of new developments in my field.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	33.3	33.3	33.3
		Agree	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Strongly Disagree	1	5.3	5.3	5.3
		Neutral	2	10.5	10.5	15.8
		Agree	10	52.6	52.6	68.4
		Strongly Agree	6	31.6	31.6	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	1	2.0	2.0	2.0
		Disagree	5	10.0	10.0	12.0
		Neutral	11	22.0	22.0	34.0
		Agree	25	50.0	50.0	84.0
		Strongly Agree	8	16.0	16.0	100.0
		Total	50	100.0	100.0	

**30. As long as I work hard, I have enough time to do my job well.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	33.3	33.3	33.3
		Neutral	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Strongly Disagree	2	10.5	10.5	10.5
		Disagree	5	26.3	26.3	36.8
		Neutral	2	10.5	10.5	47.4
		Agree	7	36.8	36.8	84.2
		Strongly Agree	3	15.8	15.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Disagree	4	8.0	8.0	8.0
		Neutral	6	12.0	12.0	20.0
		Agree	35	70.0	70.0	90.0
		Strongly Agree	5	10.0	10.0	100.0
		Total	50	100.0	100.0	

**31. The amount of stress in my job is manageable.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	33.3	33.3	33.3
		Agree	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	2	10.5	10.5	10.5
		Neutral	7	36.8	36.8	47.4
		Agree	6	31.6	31.6	78.9
		Strongly Agree	4	21.1	21.1	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	2	4.0	4.0	4.0
		Disagree	6	12.0	12.0	16.0
		Neutral	11	22.0	22.0	38.0
		Agree	28	56.0	56.0	94.0
		Strongly Agree	3	6.0	6.0	100.0
		Total	50	100.0	100.0	

**32. I have received recognition or praise for doing good work in the last month.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	33.3	33.3	33.3
		Agree	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Strongly Disagree	2	10.5	10.5	10.5
		Disagree	2	10.5	10.5	21.1
		Neutral	5	26.3	26.3	47.4
		Agree	9	47.4	47.4	94.7
		Strongly Agree	1	5.3	5.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	3	6.0	6.0	6.0
		Disagree	7	14.0	14.0	20.0
		Neutral	11	22.0	22.0	42.0
		Agree	23	46.0	46.0	88.0
		Strongly Agree	6	12.0	12.0	100.0
		Total	50	100.0	100.0	



**33. My supervisor acknowledges when my performance is strong.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	33.3	33.3	33.3
		Neutral	1	33.3	33.3	66.7
		Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	3	15.8	15.8	15.8
		Neutral	3	15.8	15.8	31.6
		Agree	10	52.6	52.6	84.2
		Strongly Agree	3	15.8	15.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	3	6.0	6.0	6.0
		Disagree	11	22.0	22.0	28.0
		Neutral	9	18.0	18.0	46.0
		Agree	21	42.0	42.0	88.0
		Strongly Agree	6	12.0	12.0	100.0
		Total	50	100.0	100.0	

**34. It is important to me that the City engage in cost effective/customer service oriented practices.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Neutral	2	10.5	10.5	10.5
		Agree	9	47.4	47.4	57.9
		Strongly Agree	8	42.1	42.1	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	1	2.0	2.0	2.0
		Strongly Disagree	1	2.0	2.0	4.0
		Disagree	1	2.0	2.0	6.0
		Neutral	9	18.0	18.0	24.0
		Agree	24	48.0	48.0	72.0
		Strongly Agree	14	28.0	28.0	100.0
		Total	50	100.0	100.0	

**35. The Mayor values the work I do.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	1	5.3	5.3	5.3
		Neutral	6	31.6	31.6	36.8
		Agree	6	31.6	31.6	68.4
		Strongly Agree	5	26.3	26.3	94.7
		Don't Know	1	5.3	5.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	2	4.0	4.0	4.0
		Disagree	4	8.0	8.0	12.0
		Neutral	11	22.0	22.0	34.0
		Agree	17	34.0	34.0	68.0
		Strongly Agree	8	16.0	16.0	84.0
		Don't Know	8	16.0	16.0	100.0
		Total	50	100.0	100.0	

**36. The City Council values the work I do.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	4	21.1	21.1	21.1
		Neutral	6	31.6	31.6	52.6
		Agree	6	31.6	31.6	84.2
		Strongly Agree	2	10.5	10.5	94.7
		Don't Know	1	5.3	5.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	2	4.0	4.0	4.0
		Disagree	5	10.0	10.0	14.0
		Neutral	11	22.0	22.0	36.0
		Agree	18	36.0	36.0	72.0
		Strongly Agree	5	10.0	10.0	82.0
		Don't Know	9	18.0	18.0	100.0
		Total	50	100.0	100.0	

**37. The Administrator values the work I do.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	2	66.7	66.7	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Strongly Disagree	1	5.3	5.3	5.3
		Disagree	3	15.8	15.8	21.1
		Neutral	8	42.1	42.1	63.2
		Agree	3	15.8	15.8	78.9
		Strongly Agree	2	10.5	10.5	89.5
		Don't Know	2	10.5	10.5	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	2	4.0	4.0	4.0
		Disagree	5	10.0	10.0	14.0
		Neutral	16	32.0	32.0	46.0
		Agree	16	32.0	32.0	78.0
		Strongly Agree	4	8.0	8.0	86.0
		Don't Know	7	14.0	14.0	100.0
		Total	50	100.0	100.0	

**38. My Department Head values the work I do.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	33.3	33.3	33.3
		Strongly Agree	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Not Answered	3	15.8	15.8	15.8
		Neutral	3	15.8	15.8	31.6
		Agree	5	26.3	26.3	57.9
		Strongly Agree	8	42.1	42.1	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	1	2.0	2.0	2.0
		Strongly Disagree	1	2.0	2.0	4.0
		Disagree	2	4.0	4.0	8.0
		Neutral	9	18.0	18.0	26.0
		Agree	20	40.0	40.0	66.0
		Strongly Agree	15	30.0	30.0	96.0
		Don't Know	2	4.0	4.0	100.0
		Total	50	100.0	100.0	

**39. My Supervisor values the work I do.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Not Answered	2	10.5	10.5	10.5
		Neutral	4	21.1	21.1	31.6
		Agree	6	31.6	31.6	63.2
		Strongly Agree	7	36.8	36.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	2	4.0	4.0	4.0
		Disagree	4	8.0	8.0	12.0
		Neutral	8	16.0	16.0	28.0
		Agree	22	44.0	44.0	72.0
		Strongly Agree	14	28.0	28.0	100.0
		Total	50	100.0	100.0	

**40. The work I do makes a difference.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Agree	8	42.1	42.1	42.1
		Strongly Agree	11	57.9	57.9	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Neutral	4	8.0	8.0	8.0
		Agree	29	58.0	58.0	66.0
		Strongly Agree	17	34.0	34.0	100.0
		Total	50	100.0	100.0	

**41. I understand how the work I do fits into the City's mission.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Neutral	2	10.5	10.5	10.5
		Agree	10	52.6	52.6	63.2
		Strongly Agree	7	36.8	36.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Neutral	2	4.0	4.0	4.0
		Agree	32	64.0	64.0	68.0
		Strongly Agree	16	32.0	32.0	100.0
		Total	50	100.0	100.0	

**42. At work, I have the opportunity to what I do best every day.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	3	15.8	15.8	15.8
		Neutral	1	5.3	5.3	21.1
		Agree	10	52.6	52.6	73.7
		Strongly Agree	5	26.3	26.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Disagree	7	14.0	14.0	14.0
		Neutral	8	16.0	16.0	30.0
		Agree	28	56.0	56.0	86.0
		Strongly Agree	7	14.0	14.0	100.0
		Total	50	100.0	100.0	

**43. The City's role in the community makes me feel that my job is important.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Neutral	1	5.3	5.3	5.3
		Agree	10	52.6	52.6	57.9
		Strongly Agree	8	42.1	42.1	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Disagree	2	4.0	4.0	4.0
		Neutral	10	20.0	20.0	24.0
		Agree	27	54.0	54.0	78.0
		Strongly Agree	9	18.0	18.0	96.0
		Don't Know	2	4.0	4.0	100.0
		Total	50	100.0	100.0	

**44. My job uses my talents well.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	2	66.7	66.7	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Neutral	1	5.3	5.3	5.3
		Agree	11	57.9	57.9	63.2
		Strongly Agree	7	36.8	36.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	1	2.0	2.0	2.0
		Disagree	3	6.0	6.0	8.0
		Neutral	2	4.0	4.0	12.0
		Agree	28	56.0	56.0	68.0
		Strongly Agree	15	30.0	30.0	98.0
		Don't Know	1	2.0	2.0	100.0
		Total	50	100.0	100.0	

**45. I would recommend employment with the City of Troutdale to a friend.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	1	5.3	5.3	5.3
		Neutral	4	21.1	21.1	26.3
		Agree	7	36.8	36.8	63.2
		Strongly Agree	6	31.6	31.6	94.7
		Don't Know	1	5.3	5.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	1	2.0	2.0	2.0
		Disagree	2	4.0	4.0	6.0
		Neutral	8	16.0	16.0	22.0
		Agree	29	58.0	58.0	80.0
		Strongly Agree	10	20.0	20.0	100.0
		Total	50	100.0	100.0	

**46. If I had to do it all over again, I would choose to work for the City of Troutdale.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Not Answered	1	5.3	5.3	5.3
		Disagree	3	15.8	15.8	21.1
		Neutral	1	5.3	5.3	26.3
		Agree	8	42.1	42.1	68.4
		Strongly Agree	6	31.6	31.6	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Disagree	4	8.0	8.0	8.0
		Neutral	7	14.0	14.0	22.0
		Agree	26	52.0	52.0	74.0
		Strongly Agree	11	22.0	22.0	96.0
		Don't Know	2	4.0	4.0	100.0
		Total	50	100.0	100.0	

**47. My morale is good.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Disagree	4	21.1	21.1	21.1
		Neutral	6	31.6	31.6	52.6
		Agree	7	36.8	36.8	89.5
		Strongly Agree	2	10.5	10.5	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	3	6.0	6.0	6.0
		Disagree	7	14.0	14.0	20.0
		Neutral	9	18.0	18.0	38.0
		Agree	23	46.0	46.0	84.0
		Strongly Agree	8	16.0	16.0	100.0
		Total	50	100.0	100.0	

**48. Morale for others in my department is good.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	33.3	33.3	33.3
		Agree	1	33.3	33.3	66.7
		Strongly Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Strongly Disagree	1	5.3	5.3	5.3
		Disagree	5	26.3	26.3	31.6
		Neutral	6	31.6	31.6	63.2
		Agree	7	36.8	36.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	8	16.0	16.0	16.0
		Disagree	7	14.0	14.0	30.0
		Neutral	17	34.0	34.0	64.0
		Agree	18	36.0	36.0	100.0
		Total	50	100.0	100.0	



**49. Overall morale of City employees is good.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	33.3	33.3	33.3
		Disagree	1	33.3	33.3	66.7
		Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Strongly Disagree	3	15.8	15.8	15.8
		Disagree	4	21.1	21.1	36.8
		Neutral	7	36.8	36.8	73.7
		Agree	3	15.8	15.8	89.5
		Strongly Agree	1	5.3	5.3	94.7
		Don't Know	1	5.3	5.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	1	2.0	2.0	2.0
		Strongly Disagree	3	6.0	6.0	8.0
		Disagree	15	30.0	30.0	38.0
		Neutral	11	22.0	22.0	60.0
		Agree	15	30.0	30.0	90.0
		Don't Know	5	10.0	10.0	100.0
		Total	50	100.0	100.0	

**50. I do all that I can to improve morale.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	33.3	33.3	33.3
		Agree	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Neutral	3	15.8	15.8	15.8
		Agree	13	68.4	68.4	84.2
		Strongly Agree	3	15.8	15.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Disagree	3	6.0	6.0	6.0
		Neutral	10	20.0	20.0	26.0
		Agree	31	62.0	62.0	88.0
		Strongly Agree	5	10.0	10.0	98.0
		Don't Know	1	2.0	2.0	100.0
		Total	50	100.0	100.0	

**51. The Mayor does a good job of improving morale.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	2	66.7	66.7	66.7
		Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Strongly Disagree	2	10.5	10.5	10.5
		Disagree	2	10.5	10.5	21.1
		Neutral	6	31.6	31.6	52.6
		Agree	7	36.8	36.8	89.5
		Strongly Agree	1	5.3	5.3	94.7
		Don't Know	1	5.3	5.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	2	4.0	4.0	4.0
		Disagree	7	14.0	14.0	18.0
		Neutral	14	28.0	28.0	46.0
		Agree	14	28.0	28.0	74.0
		Strongly Agree	1	2.0	2.0	76.0
		Don't Know	12	24.0	24.0	100.0
		Total	50	100.0	100.0	

**52. The City Council does a good job of improving morale.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	33.3	33.3	33.3
		Neutral	1	33.3	33.3	66.7
		Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Strongly Disagree	3	15.8	15.8	15.8
		Disagree	4	21.1	21.1	36.8
		Neutral	9	47.4	47.4	84.2
		Agree	2	10.5	10.5	94.7
		Don't Know	1	5.3	5.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	2	4.0	4.0	4.0
		Disagree	10	20.0	20.0	24.0
		Neutral	20	40.0	40.0	64.0
		Agree	7	14.0	14.0	78.0
		Strongly Agree	1	2.0	2.0	80.0
		Don't Know	10	20.0	20.0	100.0
		Total	50	100.0	100.0	

**53. The City Administrator does a good job of improving my morale.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	33.3	33.3	33.3
		Disagree	1	33.3	33.3	66.7
		Agree	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Strongly Disagree	7	36.8	36.8	36.8
		Disagree	5	26.3	26.3	63.2
		Neutral	3	15.8	15.8	78.9
		Agree	2	10.5	10.5	89.5
		Strongly Agree	1	5.3	5.3	94.7
		Don't Know	1	5.3	5.3	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	6	12.0	12.0	12.0
		Disagree	15	30.0	30.0	42.0
		Neutral	17	34.0	34.0	76.0
		Agree	9	18.0	18.0	94.0
		Strongly Agree	1	2.0	2.0	96.0
		Don't Know	2	4.0	4.0	100.0
		Total	50	100.0	100.0	

**54. My Department Head does a good job of improving morale.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	33.3	33.3	33.3
		Agree	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Not Answered	3	15.8	15.8	15.8
		Strongly Disagree	1	5.3	5.3	21.1
		Disagree	1	5.3	5.3	26.3
		Neutral	4	21.1	21.1	47.4
		Agree	6	31.6	31.6	78.9
		Strongly Agree	4	21.1	21.1	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	5	10.0	10.0	10.0
		Disagree	9	18.0	18.0	28.0
		Neutral	11	22.0	22.0	50.0
		Agree	17	34.0	34.0	84.0
		Strongly Agree	7	14.0	14.0	98.0
		Don't Know	1	2.0	2.0	100.0
		Total	50	100.0	100.0	

**55. My supervisor does a good job of improving morale.**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	33.3	33.3	33.3
		Agree	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Not Answered	3	15.8	15.8	15.8
		Disagree	1	5.3	5.3	21.1
		Neutral	3	15.8	15.8	36.8
		Agree	9	47.4	47.4	84.2
		Strongly Agree	3	15.8	15.8	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Strongly Disagree	7	14.0	14.0	14.0
		Disagree	8	16.0	16.0	30.0
		Neutral	9	18.0	18.0	48.0
		Agree	20	40.0	40.0	88.0
		Strongly Agree	6	12.0	12.0	100.0
		Total	50	100.0	100.0	

**56. Overall, how would you rate the City of Troutdale as a place to work compared with other organizations you have worked for?**

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Below Average	1	33.3	33.3	33.3
		Above Average	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Not Answered	1	5.3	5.3	5.3
		Below Average	1	5.3	5.3	10.5
		Average	5	26.3	26.3	36.8
		Above Average	8	42.1	42.1	78.9
		One of the Best	4	21.1	21.1	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Below Average	6	12.0	12.0	12.0
		Average	14	28.0	28.0	40.0
		Above Average	21	42.0	42.0	82.0
		One of the Best	9	18.0	18.0	100.0
		Total	50	100.0	100.0	

## Workforce Profile

### Tenure

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	6 - 10 Years	1	33.3	33.3	33.3
		11+ Years	2	66.7	66.7	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	0 - 5 Years	3	15.8	15.8	15.8
		6 - 10 Years	7	36.8	36.8	52.6
		11+ Years	9	47.4	47.4	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	0 - 5 Years	14	28.0	28.0	28.0
		6 - 10 Years	16	32.0	32.0	60.0
		11+ Years	20	40.0	40.0	100.0
		Total	50	100.0	100.0	

### Department

Employment Status			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	2	66.7	66.7	66.7
		Public Works	1	33.3	33.3	100.0
		Total	3	100.0	100.0	
Supervisor	Valid	Executive/Community Services/Legal	4	21.1	21.1	21.1
		Community Development	3	15.8	15.8	36.8
		Finance	1	5.3	5.3	42.1
		Public Works	7	36.8	36.8	78.9
		Police	4	21.1	21.1	100.0
		Total	19	100.0	100.0	
Non-Supervisor	Valid	Not Answered	4	8.0	8.0	8.0
		Executive/Community Services/Legal	2	4.0	4.0	12.0
		Community Development	10	20.0	20.0	32.0
		Finance	3	6.0	6.0	38.0
		Public Works	14	28.0	28.0	66.0
		Police	17	34.0	34.0	100.0
		Total	50	100.0	100.0	

## Appendix D: Frequency Tables by Department

### Frequency Tables by Department

**1. The atmosphere in my workplace is comfortable.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	16.7	16.7	16.7
		Neutral	2	33.3	33.3	50.0
		Agree	1	16.7	16.7	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Disagree	2	33.3	33.3	33.3
		Agree	2	33.3	33.3	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	5	38.5	38.5	38.5
		Neutral	2	15.4	15.4	53.8
		Agree	5	38.5	38.5	92.3
		Strongly Agree	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
Public Works	Valid	Disagree	6	27.3	27.3	27.3
		Neutral	1	4.5	4.5	31.8
		Agree	9	40.9	40.9	72.7
		Strongly Agree	6	27.3	27.3	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	2	9.5	9.5	9.5
		Neutral	3	14.3	14.3	23.8
		Agree	9	42.9	42.9	66.7
		Strongly Agree	7	33.3	33.3	100.0
		Total	21	100.0	100.0	

**2. My co-workers seem committed to doing quality work.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	2	33.3	33.3	33.3
		Neutral	1	16.7	16.7	50.0
		Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Neutral	1	16.7	16.7	16.7
		Agree	4	66.7	66.7	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	2	15.4	15.4	15.4
		Neutral	3	23.1	23.1	38.5
		Agree	4	30.8	30.8	69.2
		Strongly Agree	4	30.8	30.8	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Disagree	2	9.1	9.1	9.1
		Neutral	5	22.7	22.7	31.8
		Agree	11	50.0	50.0	81.8
		Strongly Agree	4	18.2	18.2	100.0
		Total	22	100.0	100.0	
Police	Valid	Agree	18	85.7	85.7	85.7
		Strongly Agree	3	14.3	14.3	100.0
		Total	21	100.0	100.0	

3. There is someone at work (other than my supervisor) I can go to for guidance.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	2	33.3	33.3	33.3
		Agree	4	66.7	66.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Disagree	1	16.7	16.7	16.7
		Agree	4	66.7	66.7	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	1	7.7	7.7	7.7
		Disagree	2	15.4	15.4	23.1
		Neutral	3	23.1	23.1	46.2
		Agree	4	30.8	30.8	76.9
		Strongly Agree	3	23.1	23.1	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
Public Works	Valid	Total	4	100.0	100.0	
		Disagree	2	9.1	9.1	9.1
		Neutral	3	13.6	13.6	22.7
		Agree	10	45.5	45.5	68.2
		Strongly Agree	7	31.8	31.8	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	2	9.5	9.5	9.5
		Agree	11	52.4	52.4	61.9
		Strongly Agree	8	38.1	38.1	100.0
		Total	21	100.0	100.0	



**4. My job offers flexibility that allows me to deal with personal and family matters.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	2	33.3	33.3	33.3
		Strongly Agree	4	66.7	66.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Not Answered	1	16.7	16.7	16.7
		Agree	2	33.3	33.3	50.0
		Strongly Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Neutral	1	7.7	7.7	7.7
		Agree	6	46.2	46.2	53.8
		Strongly Agree	6	46.2	46.2	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Neutral	2	9.1	9.1	9.1
		Agree	11	50.0	50.0	59.1
		Strongly Agree	9	40.9	40.9	100.0
		Total	22	100.0	100.0	
Police	Valid	Strongly Disagree	1	4.8	4.8	4.8
		Disagree	1	4.8	4.8	9.5
		Neutral	3	14.3	14.3	23.8
		Agree	9	42.9	42.9	66.7
		Strongly Agree	7	33.3	33.3	100.0
		Total	21	100.0	100.0	

5. I have a good friend at work.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	2	33.3	33.3	33.3
		Strongly Agree	4	66.7	66.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Neutral	3	50.0	50.0	50.0
		Agree	2	33.3	33.3	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	1	7.7	7.7	7.7
		Neutral	5	38.5	38.5	46.2
		Agree	4	30.8	30.8	76.9
		Strongly Agree	3	23.1	23.1	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Disagree	1	4.5	4.5	4.5
		Neutral	5	22.7	22.7	27.3
		Agree	10	45.5	45.5	72.7
		Strongly Agree	6	27.3	27.3	100.0
		Total	22	100.0	100.0	
Police	Valid	Neutral	5	23.8	23.8	23.8
		Agree	12	57.1	57.1	81.0
		Strongly Agree	4	19.0	19.0	100.0
		Total	21	100.0	100.0	

**6. I feel like my supervisor cares about me as a person.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	2	33.3	33.3	33.3
		Neutral	1	16.7	16.7	50.0
		Agree	2	33.3	33.3	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Agree	4	66.7	66.7	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	2	15.4	15.4	15.4
		Neutral	3	23.1	23.1	38.5
		Agree	6	46.2	46.2	84.6
		Strongly Agree	2	15.4	15.4	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
Public Works	Valid	Total	4	100.0	100.0	
		Strongly Disagree	2	9.1	9.1	9.1
		Disagree	4	18.2	18.2	27.3
		Neutral	2	9.1	9.1	36.4
		Agree	6	27.3	27.3	63.6
		Strongly Agree	8	36.4	36.4	100.0
Police	Valid	Total	22	100.0	100.0	
		Not Answered	1	4.8	4.8	4.8
		Disagree	2	9.5	9.5	14.3
		Neutral	1	4.8	4.8	19.0
		Agree	11	52.4	52.4	71.4
		Strongly Agree	6	28.6	28.6	100.0
Total	21	100.0	100.0			

**7. My supervisor has discussed my performance with me in the last year.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	4	66.7	66.7	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Neutral	1	16.7	16.7	16.7
		Agree	3	50.0	50.0	66.7
		Strongly Agree	2	33.3	33.3	100.0
Community Development	Valid	Total	6	100.0	100.0	
		Neutral	1	7.7	7.7	7.7
		Agree	7	53.8	53.8	61.5
Finance	Valid	Strongly Agree	5	38.5	38.5	100.0
		Total	13	100.0	100.0	
		Not Reported				
Public Works	Valid	Total	4	100.0	100.0	
		Strongly Disagree	1	4.5	4.5	4.5
		Disagree	1	4.5	4.5	9.1
		Neutral	2	9.1	9.1	18.2
		Agree	12	54.5	54.5	72.7
		Strongly Agree	6	27.3	27.3	100.0
Police	Valid	Total	22	100.0	100.0	
		Disagree	1	4.8	4.8	4.8
		Neutral	1	4.8	4.8	9.5
		Agree	12	57.1	57.1	66.7
		Strongly Agree	7	33.3	33.3	100.0
		Total	21	100.0	100.0	

**8. My supervisor seems to understand my job.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	2	33.3	33.3	33.3
		Neutral	1	16.7	16.7	50.0
		Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Disagree	1	16.7	16.7	16.7
		Agree	3	50.0	50.0	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	1	7.7	7.7	7.7
		Disagree	2	15.4	15.4	23.1
		Agree	5	38.5	38.5	61.5
		Strongly Agree	5	38.5	38.5	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Strongly Disagree	1	4.5	4.5	4.5
		Disagree	2	9.1	9.1	13.6
		Neutral	5	22.7	22.7	36.4
		Agree	10	45.5	45.5	81.8
		Strongly Agree	4	18.2	18.2	100.0
		Total	22	100.0	100.0	
Police	Valid	Strongly Disagree	1	4.8	4.8	4.8
		Neutral	1	4.8	4.8	9.5
		Agree	12	57.1	57.1	66.7
		Strongly Agree	7	33.3	33.3	100.0
		Total	21	100.0	100.0	

**9. My supervisor encourages my professional development.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	16.7	16.7	16.7
		Neutral	2	33.3	33.3	50.0
		Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Agree	4	66.7	66.7	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	1	7.7	7.7	7.7
		Disagree	1	7.7	7.7	15.4
		Neutral	2	15.4	15.4	30.8
		Agree	6	46.2	46.2	76.9
		Strongly Agree	3	23.1	23.1	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Strongly Disagree	1	4.5	4.5	4.5
		Disagree	2	9.1	9.1	13.6
		Neutral	2	9.1	9.1	22.7
		Agree	10	45.5	45.5	68.2
		Strongly Agree	7	31.8	31.8	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	2	9.5	9.5	9.5
		Neutral	1	4.8	4.8	14.3
		Agree	10	47.6	47.6	61.9
		Strongly Agree	8	38.1	38.1	100.0
		Total	21	100.0	100.0	

10. I have a good job.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	16.7	16.7	16.7
		Agree	2	33.3	33.3	50.0
		Strongly Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Not Answered	1	16.7	16.7	16.7
		Agree	1	16.7	16.7	33.3
		Strongly Agree	4	66.7	66.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	1	7.7	7.7	7.7
		Agree	6	46.2	46.2	53.8
		Strongly Agree	6	46.2	46.2	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
Public Works	Valid	Total	4	100.0	100.0	
		Neutral	3	13.6	13.6	13.6
		Agree	9	40.9	40.9	54.5
		Strongly Agree	10	45.5	45.5	100.0
Police	Valid	Total	22	100.0	100.0	
		Agree	10	47.6	47.6	47.6
		Strongly Agree	11	52.4	52.4	100.0
		Total	21	100.0	100.0	

11. I have the information I need to do my job well.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	16.7	16.7	16.7
		Agree	3	50.0	50.0	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Disagree	1	16.7	16.7	16.7
		Agree	2	33.3	33.3	50.0
		Strongly Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	1	7.7	7.7	7.7
		Neutral	1	7.7	7.7	15.4
		Agree	8	61.5	61.5	76.9
		Strongly Agree	3	23.1	23.1	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
Public Works	Valid	Neutral	2	9.1	9.1	9.1
		Agree	17	77.3	77.3	86.4
		Strongly Agree	3	13.6	13.6	100.0
		Total	22	100.0	100.0	
Police	Valid	Neutral	2	9.5	9.5	9.5
		Agree	15	71.4	71.4	81.0
		Strongly Agree	4	19.0	19.0	100.0
		Total	21	100.0	100.0	



**12. I have the training I need to do my job well.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	3	50.0	50.0	50.0
		Agree	2	33.3	33.3	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Neutral	1	16.7	16.7	16.7
		Agree	2	33.3	33.3	50.0
		Strongly Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	2	15.4	15.4	15.4
		Agree	7	53.8	53.8	69.2
		Strongly Agree	4	30.8	30.8	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Neutral	4	18.2	18.2	18.2
		Agree	15	68.2	68.2	86.4
		Strongly Agree	3	13.6	13.6	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	1	4.8	4.8	4.8
		Agree	14	66.7	66.7	71.4
		Strongly Agree	6	28.6	28.6	100.0
		Total	21	100.0	100.0	

13. I have access to the technical support I need to do my job well.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	16.7	16.7	16.7
		Agree	3	50.0	50.0	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Neutral	1	16.7	16.7	16.7
		Agree	2	33.3	33.3	50.0
		Strongly Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	1	7.7	7.7	7.7
		Disagree	2	15.4	15.4	23.1
		Neutral	3	23.1	23.1	46.2
		Agree	5	38.5	38.5	84.6
		Strongly Agree	2	15.4	15.4	100.0
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Neutral	6	27.3	27.3	27.3
		Agree	12	54.5	54.5	81.8
		Strongly Agree	4	18.2	18.2	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	2	9.5	9.5	9.5
		Neutral	2	9.5	9.5	19.0
		Agree	13	61.9	61.9	81.0
		Strongly Agree	3	14.3	14.3	95.2
		Don't Know	1	4.8	4.8	100.0
Total	21	100.0	100.0			

14. I have the materials and equipment I need to do my job well.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	16.7	16.7	16.7
		Agree	3	50.0	50.0	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Agree	5	83.3	83.3	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	2	15.4	15.4	15.4
		Neutral	2	15.4	15.4	30.8
		Agree	8	61.5	61.5	92.3
		Strongly Agree	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Disagree	1	4.5	4.5	4.5
		Neutral	5	22.7	22.7	27.3
		Agree	14	63.6	63.6	90.9
		Strongly Agree	2	9.1	9.1	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	2	9.5	9.5	9.5
		Neutral	3	14.3	14.3	23.8
		Agree	12	57.1	57.1	81.0
		Strongly Agree	4	19.0	19.0	100.0
		Total	21	100.0	100.0	

15a. Specifically, I have what I need in the following categories: Machinery

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	1	16.7	16.7	16.7
		Neutral	1	16.7	16.7	33.3
		Agree	4	66.7	66.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Not Answered	3	50.0	50.0	50.0
		Agree	2	33.3	33.3	83.3
		Don't Know	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Neutral	4	30.8	30.8	30.8
		Agree	7	53.8	53.8	84.6
		Strongly Agree	2	15.4	15.4	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
Public Works	Valid	Total	4	100.0	100.0	
		Not Answered	1	4.5	4.5	4.5
		Disagree	1	4.5	4.5	9.1
		Neutral	6	27.3	27.3	36.4
		Agree	12	54.5	54.5	90.9
		Strongly Agree	2	9.1	9.1	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	1	4.8	4.8	4.8
		Neutral	4	19.0	19.0	23.8
		Agree	11	52.4	52.4	76.2
		Strongly Agree	1	4.8	4.8	81.0
		Don't Know	4	19.0	19.0	100.0
		Total	21	100.0	100.0	

**15b. Specifically, I have what I need in the following categories: Vehicles**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	4	66.7	66.7	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Not Answered	3	50.0	50.0	50.0
		Agree	1	16.7	16.7	66.7
		Strongly Agree	1	16.7	16.7	83.3
		Don't Know	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Neutral	1	7.7	7.7	7.7
		Agree	8	61.5	61.5	69.2
		Strongly Agree	4	30.8	30.8	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
Public Works	Valid	Total	4	100.0	100.0	
		Disagree	4	18.2	18.2	18.2
		Neutral	6	27.3	27.3	45.5
		Agree	8	36.4	36.4	81.8
		Strongly Agree	4	18.2	18.2	100.0
Police	Valid	Total	22	100.0	100.0	
		Disagree	5	23.8	23.8	23.8
		Neutral	6	28.6	28.6	52.4
		Agree	9	42.9	42.9	95.2
		Don't Know	1	4.8	4.8	100.0
Total	21	100.0	100.0			

**15c. Specifically, I have what I need in the following categories: Safety Equipment**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	1	16.7	16.7	16.7
		Neutral	1	16.7	16.7	33.3
		Agree	2	33.3	33.3	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Not Answered	3	50.0	50.0	50.0
		Agree	2	33.3	33.3	83.3
		Don't Know	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	2	15.4	15.4	15.4
		Neutral	4	30.8	30.8	46.2
		Agree	5	38.5	38.5	84.6
		Strongly Agree	2	15.4	15.4	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Neutral	1	4.5	4.5	4.5
		Agree	17	77.3	77.3	81.8
		Strongly Agree	4	18.2	18.2	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	1	4.8	4.8	4.8
		Neutral	1	4.8	4.8	9.5
		Agree	14	66.7	66.7	76.2
		Strongly Agree	4	19.0	19.0	95.2
		Don't Know	1	4.8	4.8	100.0
		Total	21	100.0	100.0	

15d. Specifically, I have what I need in the following categories: **Protective Clothing**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	1	16.7	16.7	16.7
		Neutral	2	33.3	33.3	50.0
		Agree	2	33.3	33.3	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Not Answered	3	50.0	50.0	50.0
		Agree	2	33.3	33.3	83.3
		Don't Know	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	1	7.7	7.7	7.7
		Neutral	4	30.8	30.8	38.5
		Agree	6	46.2	46.2	84.6
		Strongly Agree	2	15.4	15.4	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
Public Works	Valid	Total	4	100.0	100.0	
		Disagree	1	4.5	4.5	4.5
		Neutral	4	18.2	18.2	22.7
		Agree	15	68.2	68.2	90.9
		Strongly Agree	2	9.1	9.1	100.0
Police	Valid	Total	22	100.0	100.0	
		Disagree	1	4.8	4.8	4.8
		Neutral	2	9.5	9.5	14.3
		Agree	14	66.7	66.7	81.0
		Strongly Agree	3	14.3	14.3	95.2
		Don't Know	1	4.8	4.8	100.0
Total	21	100.0	100.0			

15e. Specifically, I have what I need in the following categories: Tools

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	1	16.7	16.7	16.7
		Neutral	2	33.3	33.3	50.0
		Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Not Answered	3	50.0	50.0	50.0
		Agree	1	16.7	16.7	66.7
		Strongly Agree	1	16.7	16.7	83.3
		Don't Know	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Not Answered	1	7.7	7.7	7.7
		Neutral	4	30.8	30.8	38.5
		Agree	7	53.8	53.8	92.3
		Strongly Agree	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Disagree	1	4.5	4.5	4.5
		Neutral	6	27.3	27.3	31.8
		Agree	14	63.6	63.6	95.5
		Strongly Agree	1	4.5	4.5	100.0
		Total	22	100.0	100.0	
Police	Valid	Not Answered	1	4.8	4.8	4.8
		Disagree	1	4.8	4.8	9.5
		Neutral	2	9.5	9.5	19.0
		Agree	12	57.1	57.1	76.2
		Strongly Agree	3	14.3	14.3	90.5
		Don't Know	2	9.5	9.5	100.0
		Total	21	100.0	100.0	



15f. Specifically, I have what I need in the following categories: Physical Work Space

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	4	66.7	66.7	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Agree	3	50.0	50.0	50.0
		Strongly Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	4	30.8	30.8	30.8
		Neutral	1	7.7	7.7	38.5
		Agree	8	61.5	61.5	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
Public Works	Valid	Total	4	100.0	100.0	
		Strongly Disagree	1	4.5	4.5	4.5
		Disagree	1	4.5	4.5	9.1
		Agree	15	68.2	68.2	77.3
		Strongly Agree	5	22.7	22.7	100.0
Police	Valid	Total	22	100.0	100.0	
		Strongly Disagree	3	14.3	14.3	14.3
		Disagree	5	23.8	23.8	38.1
		Neutral	1	4.8	4.8	42.9
		Agree	10	47.6	47.6	90.5
		Strongly Agree	2	9.5	9.5	100.0
Total	21	100.0	100.0			

15g. Specifically, I have what I need in the following categories: Computers and Printers

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	4	66.7	66.7	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Agree	3	50.0	50.0	50.0
		Strongly Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	1	7.7	7.7	7.7
		Disagree	2	15.4	15.4	23.1
		Neutral	1	7.7	7.7	30.8
		Agree	8	61.5	61.5	92.3
		Strongly Agree	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Disagree	3	13.6	13.6	13.6
		Neutral	1	4.5	4.5	18.2
		Agree	12	54.5	54.5	72.7
		Strongly Agree	6	27.3	27.3	100.0
		Total	22	100.0	100.0	
Police	Valid	Strongly Disagree	1	4.8	4.8	4.8
		Disagree	4	19.0	19.0	23.8
		Neutral	6	28.6	28.6	52.4
		Agree	9	42.9	42.9	95.2
		Strongly Agree	1	4.8	4.8	100.0
		Total	21	100.0	100.0	

15h. Specifically, I have what I need in the following categories: Software

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	16.7	16.7	16.7
		Agree	4	66.7	66.7	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Not Answered	1	16.7	16.7	16.7
		Agree	3	50.0	50.0	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	3	23.1	23.1	23.1
		Neutral	3	23.1	23.1	46.2
		Agree	7	53.8	53.8	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
Public Works	Valid	Total	4	100.0	100.0	
		Disagree	3	13.6	13.6	13.6
		Neutral	1	4.5	4.5	18.2
		Agree	13	59.1	59.1	77.3
		Strongly Agree	4	18.2	18.2	95.5
		Don't Know	1	4.5	4.5	100.0
		Total	22	100.0	100.0	
Police	Valid	Strongly Disagree	1	4.8	4.8	4.8
		Disagree	6	28.6	28.6	33.3
		Neutral	2	9.5	9.5	42.9
		Agree	11	52.4	52.4	95.2
		Don't Know	1	4.8	4.8	100.0
Total	21	100.0	100.0			

15i. Specifically, I have what I need in the following categories: Office Equipment

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	5	83.3	83.3	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Agree	3	50.0	50.0	50.0
		Strongly Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	1	7.7	7.7	7.7
		Disagree	1	7.7	7.7	15.4
		Neutral	3	23.1	23.1	38.5
		Agree	7	53.8	53.8	92.3
		Strongly Agree	1	7.7	7.7	100.0
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Neutral	3	13.6	13.6	13.6
		Agree	14	63.6	63.6	77.3
		Strongly Agree	5	22.7	22.7	100.0
		Total	22	100.0	100.0	
Police	Valid	Not Answered	1	4.8	4.8	4.8
		Strongly Disagree	1	4.8	4.8	9.5
		Disagree	3	14.3	14.3	23.8
		Neutral	5	23.8	23.8	47.6
		Agree	11	52.4	52.4	100.0
Total	21	100.0	100.0			

15j. Specifically, I have what I need in the following categories: Office Supplies

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	5	83.3	83.3	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Agree	3	50.0	50.0	50.0
		Strongly Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	1	7.7	7.7	7.7
		Neutral	1	7.7	7.7	15.4
		Agree	10	76.9	76.9	92.3
		Strongly Agree	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Neutral	3	13.6	13.6	13.6
		Agree	14	63.6	63.6	77.3
		Strongly Agree	5	22.7	22.7	100.0
		Total	22	100.0	100.0	
Police	Valid	Strongly Disagree	1	4.8	4.8	4.8
		Disagree	1	4.8	4.8	9.5
		Neutral	4	19.0	19.0	28.6
		Agree	14	66.7	66.7	95.2
		Strongly Agree	1	4.8	4.8	100.0
		Total	21	100.0	100.0	

15k. Specifically, I have what I need in the following categories: Books and Reference Materials

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	1	16.7	16.7	16.7
		Neutral	1	16.7	16.7	33.3
		Agree	3	50.0	50.0	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Agree	3	50.0	50.0	50.0
		Strongly Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	1	7.7	7.7	7.7
		Neutral	2	15.4	15.4	23.1
		Agree	10	76.9	76.9	100.0
		Total	13	100.0	100.0	
Finance	Valid	N/R				
Public Works	Valid	Total	4	100.0	100.0	
		Neutral	8	36.4	36.4	36.4
		Agree	10	45.5	45.5	81.8
		Strongly Agree	4	18.2	18.2	100.0
		Total	22	100.0	100.0	
Police	Valid	Not Answered	1	4.8	4.8	4.8
		Strongly Disagree	1	4.8	4.8	9.5
		Disagree	1	4.8	4.8	14.3
		Neutral	6	28.6	28.6	42.9
		Agree	12	57.1	57.1	100.0
		Total	21	100.0	100.0	

15I. Specifically, I have what I need in the following categories: Meeting Rooms

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	1	16.7	16.7	16.7
		Agree	5	83.3	83.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Not Answered	1	16.7	16.7	16.7
		Disagree	1	16.7	16.7	33.3
		Agree	3	50.0	50.0	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	4	30.8	30.8	30.8
		Neutral	3	23.1	23.1	53.8
		Agree	6	46.2	46.2	100.0
		Total	13	100.0	100.0	
Finance	Valid	N/R				
Public Works	Valid	Total	4	100.0	100.0	
		Strongly Disagree	2	9.1	9.1	9.1
		Agree	16	72.7	72.7	81.8
		Strongly Agree	4	18.2	18.2	100.0
Police	Valid	Total	22	100.0	100.0	
		Strongly Disagree	6	28.6	28.6	28.6
		Disagree	12	57.1	57.1	85.7
		Agree	3	14.3	14.3	100.0
Total	21	100.0	100.0			

15m. Specifically, I have what I need in the following categories: Other

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	4	66.7	66.7	66.7
		Neutral	1	16.7	16.7	83.3
		Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Not Answered	5	83.3	83.3	83.3
		Strongly Disagree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Not Answered	11	84.6	84.6	84.6
		Disagree	1	7.7	7.7	92.3
		Neutral	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	N/R				
		Total	4	100.0	100.0	
Public Works	Valid	Not Answered	18	81.8	81.8	81.8
		Strongly Disagree	1	4.5	4.5	86.4
		Neutral	1	4.5	4.5	90.9
		Agree	2	9.1	9.1	100.0
		Total	22	100.0	100.0	
Police	Valid	Not Answered	20	95.2	95.2	95.2
		Strongly Disagree	1	4.8	4.8	100.0
		Total	21	100.0	100.0	



**16a. I get job-related information from my supervisor.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	No	2	33.3	33.3	33.3
		Yes	4	66.7	66.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	No	2	33.3	33.3	33.3
		Yes	4	66.7	66.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	No	2	15.4	15.4	15.4
		Yes	11	84.6	84.6	100.0
		Total	13	100.0	100.0	
Finance	Valid	N/R				
		Total	4	100.0	100.0	
Public Works	Valid	No	2	9.1	9.1	9.1
		Yes	20	90.9	90.9	100.0
		Total	22	100.0	100.0	
Police	Valid	No	1	4.8	4.8	4.8
		Yes	20	95.2	95.2	100.0
		Total	21	100.0	100.0	

16b. I get job-related information from my co-workers.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	No	4	66.7	66.7	66.7
		Yes	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	No	1	16.7	16.7	16.7
		Yes	5	83.3	83.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	No	1	7.7	7.7	7.7
		Yes	12	92.3	92.3	100.0
		Total	13	100.0	100.0	
Finance	Valid	N/R				
		Total	4	100.0	100.0	
Public Works	Valid	No	1	4.5	4.5	4.5
		Yes	21	95.5	95.5	100.0
		Total	22	100.0	100.0	
Police	Valid	No	2	9.5	9.5	9.5
		Yes	19	90.5	90.5	100.0
		Total	21	100.0	100.0	

16c. I get job-related information from paper newsletters.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	No	5	83.3	83.3	83.3
		Yes	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	No	2	33.3	33.3	33.3
		Yes	4	66.7	66.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	No	11	84.6	84.6	84.6
		Yes	2	15.4	15.4	100.0
		Total	13	100.0	100.0	
Finance	Valid	N/R				
		Total	4	100.0	100.0	
Public Works	Valid	No	11	50.0	50.0	50.0
		Yes	11	50.0	50.0	100.0
		Total	22	100.0	100.0	
Police	Valid	No	15	71.4	71.4	71.4
		Yes	6	28.6	28.6	100.0
		Total	21	100.0	100.0	

**16d. I get job-related information from employee handbook.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	No	6	100.0	100.0	100.0
Executive/Community Services/Legal	Valid	No	4	66.7	66.7	66.7
		Yes	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	No	11	84.6	84.6	84.6
		Yes	2	15.4	15.4	100.0
		Total	13	100.0	100.0	
Finance	Valid	N/R				
		Total	4	100.0	100.0	
Public Works	Valid	No	15	68.2	68.2	68.2
		Yes	7	31.8	31.8	100.0
		Total	22	100.0	100.0	
Police	Valid	No	15	71.4	71.4	71.4
		Yes	6	28.6	28.6	100.0
		Total	21	100.0	100.0	

16e. I get job-related information from online newsletters.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	No	6	100.0	100.0	100.0
Executive/Community Services/Legal	Valid	No	3	50.0	50.0	50.0
		Yes	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Community Development	Valid	No	12	92.3	92.3	92.3
		Yes	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	N/R				
		Total	4	100.0	100.0	
Public Works	Valid	No	17	77.3	77.3	77.3
		Yes	5	22.7	22.7	100.0
		Total	22	100.0	100.0	
Police	Valid	No	16	76.2	76.2	76.2
		Yes	5	23.8	23.8	100.0
		Total	21	100.0	100.0	

16f. I get job-related information from E-mail.

Department			Frequency	Percent	Valid Percent	Cumulative Percent	
Not Answered	Valid	No	5	83.3	83.3	83.3	
		Yes	1	16.7	16.7	100.0	
		Total	6	100.0	100.0		
Executive/Community Services/Legal	Valid	Yes	6	100.0	100.0	100.0	
		Community Development	Valid	No	6	46.2	46.2
				Yes	7	53.8	53.8
Total		13	100.0	100.0			
Finance	Valid	N/R					
		Total	4	100.0	100.0		
Public Works	Valid	No	5	22.7	22.7	22.7	
		Yes	17	77.3	77.3	100.0	
		Total	22	100.0	100.0		
Police	Valid	No	4	19.0	19.0	19.0	
		Yes	17	81.0	81.0	100.0	
		Total	21	100.0	100.0		

16g. I get job-related information from intranet.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	No	5	83.3	83.3	83.3
		Yes	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	No	3	50.0	50.0	50.0
		Yes	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Community Development	Valid	No	11	84.6	84.6	84.6
		Yes	2	15.4	15.4	100.0
		Total	13	100.0	100.0	
Finance	Valid	N/R				
		Total	4	100.0	100.0	
Public Works	Valid	No	10	45.5	45.5	45.5
		Yes	12	54.5	54.5	100.0
		Total	22	100.0	100.0	
Police	Valid	No	18	85.7	85.7	85.7
		Yes	3	14.3	14.3	100.0
		Total	21	100.0	100.0	

16h. I get job-related information from memos.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	No	6	100.0	100.0	100.0
Executive/Community Services/Legal	Valid	No	1	16.7	16.7	16.7
		Yes	5	83.3	83.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	No	8	61.5	61.5	61.5
		Yes	5	38.5	38.5	100.0
		Total	13	100.0	100.0	
Finance	Valid	N/R				
		Total	4	100.0	100.0	
Public Works	Valid	No	10	45.5	45.5	45.5
		Yes	12	54.5	54.5	100.0
		Total	22	100.0	100.0	
Police	Valid	No	10	47.6	47.6	47.6
		Yes	11	52.4	52.4	100.0
		Total	21	100.0	100.0	



**16i. I get job-related information from other.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	No	4	66.7	66.7	66.7
		Yes	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	No	1	16.7	16.7	16.7
		Yes	5	83.3	83.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	No	11	84.6	84.6	84.6
		Yes	2	15.4	15.4	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	No	18	81.8	81.8	81.8
		Yes	4	18.2	18.2	100.0
		Total	22	100.0	100.0	
Police	Valid	No	19	90.5	90.5	90.5
		Yes	2	9.5	9.5	100.0
		Total	21	100.0	100.0	

17. My single most important information source of job-related information is...

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	1	16.7	20.0	20.0
		Supervisor	2	33.3	40.0	60.0
		My co-workers	1	16.7	20.0	80.0
		Other	1	16.7	20.0	100.0
		Total	5	83.3	100.0	
		Missing System	1	16.7		
Total			6	100.0		
Executive/Community Services/Legal	Valid	Supervisor	2	33.3	33.3	33.3
		My co-workers	2	33.3	33.3	66.7
		Online newsletters	1	16.7	16.7	83.3
		Other	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Not Answered	1	7.7	7.7	7.7
		Supervisor	5	38.5	38.5	46.2
		Employee Handbook	1	7.7	7.7	53.8
		E-mail	3	23.1	23.1	76.9
		Other	3	23.1	23.1	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Not Answered	1	4.5	4.5	4.5
		Supervisor	7	31.8	31.8	36.4
		My co-workers	10	45.5	45.5	81.8
		Employee Handbook	1	4.5	4.5	86.4
		E-mail	2	9.1	9.1	95.5
		Other	1	4.5	4.5	100.0
		Total	22	100.0	100.0	
Police	Valid	Not Answered	2	9.5	9.5	9.5
		Supervisor	6	28.6	28.6	38.1
		My co-workers	5	23.8	23.8	61.9
		Paper Newsletters	1	4.8	4.8	66.7
		Employee Handbook	1	4.8	4.8	71.4
		Online newsletters	1	4.8	4.8	76.2
		E-mail	3	14.3	14.3	90.5
		Memos	1	4.8	4.8	95.2
		Other	1	4.8	4.8	100.0
		Total	21	100.0	100.0	

**18. I know what is expected of me in my job.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	16.7	16.7	16.7
		Agree	2	33.3	33.3	50.0
		Strongly Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Agree	3	50.0	50.0	50.0
		Strongly Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	2	15.4	15.4	15.4
		Neutral	1	7.7	7.7	23.1
		Agree	7	53.8	53.8	76.9
		Strongly Agree	3	23.1	23.1	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Disagree	1	4.5	4.5	4.5
		Neutral	4	18.2	18.2	22.7
		Agree	12	54.5	54.5	77.3
		Strongly Agree	5	22.7	22.7	100.0
		Total	22	100.0	100.0	
Police	Valid	Agree	12	57.1	57.1	57.1
		Strongly Agree	9	42.9	42.9	100.0
		Total	21	100.0	100.0	

**19. My co-workers and I share information to help us do our jobs more effectively.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	16.7	16.7	16.7
		Agree	4	66.7	66.7	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Neutral	1	16.7	16.7	16.7
		Agree	3	50.0	50.0	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Neutral	2	15.4	15.4	15.4
		Agree	10	76.9	76.9	92.3
		Strongly Agree	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
Public Works	Valid	Total	4	100.0	100.0	
		Strongly Disagree	1	4.5	4.5	4.5
		Disagree	1	4.5	4.5	9.1
		Neutral	2	9.1	9.1	18.2
		Agree	12	54.5	54.5	72.7
		Strongly Agree	6	27.3	27.3	100.0
		Total	22	100.0	100.0	
Police	Valid	Neutral	3	14.3	14.3	14.3
		Agree	11	52.4	52.4	66.7
		Strongly Agree	7	33.3	33.3	100.0
		Total	21	100.0	100.0	

20a. Communication among employees is effective within my department.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Disagree	1	16.7	16.7	33.3
		Agree	4	66.7	66.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Neutral	1	16.7	16.7	16.7
		Agree	4	66.7	66.7	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	1	7.7	7.7	7.7
		Disagree	2	15.4	15.4	23.1
		Neutral	3	23.1	23.1	46.2
		Agree	6	46.2	46.2	92.3
		Strongly Agree	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Strongly Disagree	1	4.5	4.5	4.5
		Disagree	3	13.6	13.6	18.2
		Neutral	6	27.3	27.3	45.5
		Agree	7	31.8	31.8	77.3
		Strongly Agree	5	22.7	22.7	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	1	4.8	4.8	4.8
		Neutral	3	14.3	14.3	19.0
		Agree	13	61.9	61.9	81.0
		Strongly Agree	4	19.0	19.0	100.0
		Total	21	100.0	100.0	

**20b. Communication among employees is effective between my department and other departments.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	1	16.7	16.7	16.7
		Strongly Disagree	1	16.7	16.7	33.3
		Disagree	1	16.7	16.7	50.0
		Neutral	2	33.3	33.3	83.3
		Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Disagree	1	16.7	16.7	16.7
		Agree	4	66.7	66.7	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Not Answered	1	7.7	7.7	7.7
		Strongly Disagree	2	15.4	15.4	23.1
		Disagree	3	23.1	23.1	46.2
		Neutral	2	15.4	15.4	61.5
		Agree	4	30.8	30.8	92.3
		Strongly Agree	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Strongly Disagree	1	4.5	4.5	4.5
		Disagree	6	27.3	27.3	31.8
		Neutral	9	40.9	40.9	72.7
		Agree	6	27.3	27.3	100.0
		Total	22	100.0	100.0	
Police	Valid	Not Answered	1	4.8	4.8	4.8
		Strongly Disagree	2	9.5	9.5	14.3
		Disagree	4	19.0	19.0	33.3
		Neutral	7	33.3	33.3	66.7
		Agree	7	33.3	33.3	100.0
		Total	21	100.0	100.0	

21. I have attended at least one all-City training in the last 12 months.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	2	33.3	33.3	33.3
		Yes	3	50.0	50.0	83.3
		No	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Not Answered	1	16.7	16.7	16.7
		Yes	4	66.7	66.7	83.3
		No	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Yes	13	100.0	100.0	100.0
Finance	Valid	Not Reported				
Public Works	Valid	Not Answered	1	4.5	4.5	4.5
		Yes	19	86.4	86.4	90.9
		No	2	9.1	9.1	100.0
		Total	22	100.0	100.0	
Police	Valid	Yes	21	100.0	100.0	100.0

22a. I am satisfied with the quality of information I receive regarding benefits.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	16.7	16.7	16.7
		Agree	3	50.0	50.0	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Not Answered	1	16.7	16.7	16.7
		Agree	3	50.0	50.0	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Agree	11	84.6	84.6	84.6
		Strongly Agree	2	15.4	15.4	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Neutral	4	18.2	18.2	18.2
		Agree	13	59.1	59.1	77.3
		Strongly Agree	5	22.7	22.7	100.0
		Total	22	100.0	100.0	
Police	Valid	Strongly Disagree	1	4.8	4.8	4.8
		Disagree	2	9.5	9.5	14.3
		Neutral	3	14.3	14.3	28.6
		Agree	12	57.1	57.1	85.7
		Strongly Agree	3	14.3	14.3	100.0
Total	21	100.0	100.0			



**22b. I am satisfied with the quality of information I receive regarding policies and procedures.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	16.7	16.7	16.7
		Agree	4	66.7	66.7	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Disagree	1	16.7	16.7	16.7
		Agree	4	66.7	66.7	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Not Answered	1	7.7	7.7	7.7
		Disagree	1	7.7	7.7	15.4
		Neutral	2	15.4	15.4	30.8
		Agree	8	61.5	61.5	92.3
		Strongly Agree	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Disagree	2	9.1	9.1	9.1
		Neutral	3	13.6	13.6	22.7
		Agree	15	68.2	68.2	90.9
		Strongly Agree	2	9.1	9.1	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	1	4.8	4.8	4.8
		Neutral	4	19.0	19.0	23.8
		Agree	13	61.9	61.9	85.7
		Strongly Agree	3	14.3	14.3	100.0
		Total	21	100.0	100.0	

22c. I am satisfied with the quality of information I receive regarding city departments or divisions.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	1	16.7	16.7	16.7
		Neutral	2	33.3	33.3	50.0
		Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Disagree	1	16.7	16.7	33.3
		Agree	3	50.0	50.0	83.3
		Strongly Agree	1	16.7	16.7	100.0
Community Development	Valid	Total	6	100.0	100.0	
		Disagree	2	15.4	15.4	15.4
		Neutral	4	30.8	30.8	46.2
		Agree	7	53.8	53.8	100.0
Finance	Valid	Total	13	100.0	100.0	
		Not Reported				
Public Works	Valid	Total	4	100.0	100.0	
		Disagree	1	4.5	4.5	4.5
		Neutral	6	27.3	27.3	31.8
		Agree	12	54.5	54.5	86.4
		Strongly Agree	1	4.5	4.5	90.9
		Don't Know	2	9.1	9.1	100.0
Police	Valid	Total	22	100.0	100.0	
		Disagree	2	9.5	9.5	9.5
		Neutral	9	42.9	42.9	52.4
		Agree	7	33.3	33.3	85.7
		Strongly Agree	2	9.5	9.5	95.2
		Don't Know	1	4.8	4.8	100.0
		Total	21	100.0	100.0	

**22d. I am satisfied with the quality of information I receive regarding career development opportunities.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Neutral	3	50.0	50.0	66.7
		Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Neutral	1	16.7	16.7	33.3
		Agree	2	33.3	33.3	66.7
		Strongly Agree	1	16.7	16.7	83.3
		Don't Know	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	1	7.7	7.7	7.7
		Disagree	2	15.4	15.4	23.1
		Neutral	7	53.8	53.8	76.9
		Agree	3	23.1	23.1	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
Public Works	Valid	Total	4	100.0	100.0	
		Strongly Disagree	1	4.5	4.5	4.5
		Disagree	4	18.2	18.2	22.7
		Neutral	5	22.7	22.7	45.5
		Agree	9	40.9	40.9	86.4
		Strongly Agree	2	9.1	9.1	95.5
		Don't Know	1	4.5	4.5	100.0
Police	Valid	Total	22	100.0	100.0	
		Strongly Disagree	1	4.8	4.8	4.8
		Disagree	4	19.0	19.0	23.8
		Neutral	6	28.6	28.6	52.4
		Agree	7	33.3	33.3	85.7
		Strongly Agree	3	14.3	14.3	100.0
Total	21	100.0	100.0			

**22e. I am satisfied with the quality of information I receive regarding training opportunities.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Neutral	2	33.3	33.3	50.0
		Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Neutral	1	16.7	16.7	16.7
		Agree	3	50.0	50.0	66.7
		Strongly Agree	1	16.7	16.7	83.3
		Don't Know	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	1	7.7	7.7	7.7
		Disagree	2	15.4	15.4	23.1
		Neutral	6	46.2	46.2	69.2
		Agree	4	30.8	30.8	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Strongly Disagree	1	4.5	4.5	4.5
		Disagree	2	9.1	9.1	13.6
		Neutral	6	27.3	27.3	40.9
		Agree	9	40.9	40.9	81.8
		Strongly Agree	4	18.2	18.2	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	3	14.3	14.3	14.3
		Neutral	5	23.8	23.8	38.1
		Agree	10	47.6	47.6	85.7
		Strongly Agree	3	14.3	14.3	100.0
		Total	21	100.0	100.0	

22f. I am satisfied with the quality of information I receive regarding my job performance.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	2	33.3	33.3	33.3
		Agree	3	50.0	50.0	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Agree	4	66.7	66.7	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	2	15.4	15.4	15.4
		Neutral	2	15.4	15.4	30.8
		Agree	8	61.5	61.5	92.3
		Strongly Agree	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Disagree	1	4.5	4.5	4.5
		Neutral	4	18.2	18.2	22.7
		Agree	13	59.1	59.1	81.8
		Strongly Agree	4	18.2	18.2	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	1	4.8	4.8	4.8
		Neutral	4	19.0	19.0	23.8
		Agree	12	57.1	57.1	81.0
		Strongly Agree	4	19.0	19.0	100.0
		Total	21	100.0	100.0	

22g. I am satisfied with the quality of information I receive regarding my work plan.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	16.7	16.7	16.7
		Neutral	2	33.3	33.3	50.0
		Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Agree	4	66.7	66.7	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Not Answered	1	7.7	7.7	7.7
		Strongly Disagree	1	7.7	7.7	15.4
		Disagree	1	7.7	7.7	23.1
		Neutral	4	30.8	30.8	53.8
		Agree	5	38.5	38.5	92.3
		Strongly Agree	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Disagree	2	9.1	9.1	9.1
		Neutral	7	31.8	31.8	40.9
		Agree	11	50.0	50.0	90.9
		Strongly Agree	2	9.1	9.1	100.0
		Total	22	100.0	100.0	
Police	Valid	Not Answered	1	4.8	4.8	4.8
		Neutral	5	23.8	23.8	28.6
		Agree	11	52.4	52.4	81.0
		Strongly Agree	2	9.5	9.5	90.5
		Don't Know	2	9.5	9.5	100.0
		Total	21	100.0	100.0	

22h. I am satisfied with the quality of information I receive regarding other departments.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	6	100.0	100.0	100.0
Executive/Community Services/Legal	Valid	Not Answered	5	83.3	83.3	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Not Answered	10	76.9	76.9	76.9
		Strongly Disagree	2	15.4	15.4	92.3
		Agree	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Not Answered	20	90.9	90.9	90.9
		Neutral	1	4.5	4.5	95.5
		Agree	1	4.5	4.5	100.0
		Total	22	100.0	100.0	
Police	Valid	Not Answered	21	100.0	100.0	100.0

**23. at work, my opinions seem to count.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Neutral	2	33.3	33.3	50.0
		Agree	1	16.7	16.7	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Disagree	1	16.7	16.7	16.7
		Agree	3	50.0	50.0	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	2	15.4	15.4	15.4
		Neutral	3	23.1	23.1	38.5
		Agree	6	46.2	46.2	84.6
		Strongly Agree	2	15.4	15.4	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Disagree	1	4.5	4.5	4.5
		Neutral	7	31.8	31.8	36.4
		Agree	9	40.9	40.9	77.3
		Strongly Agree	5	22.7	22.7	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	2	9.5	9.5	9.5
		Neutral	4	19.0	19.0	28.6
		Agree	13	61.9	61.9	90.5
		Strongly Agree	2	9.5	9.5	100.0
		Total	21	100.0	100.0	



24. I have had the opportunity in the past six months to give input on workplace issues.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Neutral	1	16.7	16.7	33.3
		Agree	3	50.0	50.0	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Neutral	1	16.7	16.7	16.7
		Agree	2	33.3	33.3	50.0
		Strongly Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	1	7.7	7.7	7.7
		Neutral	1	7.7	7.7	15.4
		Agree	8	61.5	61.5	76.9
		Strongly Agree	3	23.1	23.1	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Disagree	1	4.5	4.5	4.5
		Neutral	3	13.6	13.6	18.2
		Agree	12	54.5	54.5	72.7
		Strongly Agree	6	27.3	27.3	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	1	4.8	4.8	4.8
		Neutral	4	19.0	19.0	23.8
		Agree	11	52.4	52.4	76.2
		Strongly Agree	5	23.8	23.8	100.0
		Total	21	100.0	100.0	

25. I feel my employment is secure.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	16.7	16.7	16.7
		Neutral	1	16.7	16.7	33.3
		Agree	2	33.3	33.3	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Disagree	1	16.7	16.7	16.7
		Neutral	2	33.3	33.3	50.0
		Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	3	23.1	23.1	23.1
		Neutral	2	15.4	15.4	38.5
		Agree	6	46.2	46.2	84.6
		Strongly Agree	2	15.4	15.4	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Neutral	3	13.6	13.6	13.6
		Agree	15	68.2	68.2	81.8
		Strongly Agree	4	18.2	18.2	100.0
		Total	22	100.0	100.0	
Police	Valid	Strongly Disagree	1	4.8	4.8	4.8
		Agree	14	66.7	66.7	71.4
		Strongly Agree	4	19.0	19.0	90.5
		Don't Know	2	9.5	9.5	100.0
		Total	21	100.0	100.0	

26. I've had the opportunity to learn/grow at work in the last year.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	16.7	16.7	16.7
		Agree	4	66.7	66.7	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Not Answered	1	16.7	16.7	16.7
		Disagree	1	16.7	16.7	33.3
		Agree	2	33.3	33.3	66.7
		Strongly Agree	1	16.7	16.7	83.3
		Don't Know	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	1	7.7	7.7	7.7
		Disagree	1	7.7	7.7	15.4
		Neutral	2	15.4	15.4	30.8
		Agree	7	53.8	53.8	84.6
		Strongly Agree	2	15.4	15.4	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Strongly Disagree	1	4.5	4.5	4.5
		Disagree	2	9.1	9.1	13.6
		Neutral	4	18.2	18.2	31.8
		Agree	10	45.5	45.5	77.3
		Strongly Agree	5	22.7	22.7	100.0
		Total	22	100.0	100.0	
Police	Valid	Neutral	1	4.8	4.8	4.8
		Agree	12	57.1	57.1	61.9
		Strongly Agree	8	38.1	38.1	100.0
		Total	21	100.0	100.0	

27. City employees are given growth and advancement opportunities in a fair and equitable manner.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Disagree	2	33.3	33.3	50.0
		Neutral	1	16.7	16.7	66.7
		Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Agree	3	50.0	50.0	66.7
		Strongly Agree	1	16.7	16.7	83.3
		Don't Know	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	3	23.1	23.1	23.1
		Disagree	2	15.4	15.4	38.5
		Neutral	2	15.4	15.4	53.8
		Agree	4	30.8	30.8	84.6
		Strongly Agree	1	7.7	7.7	92.3
		Don't Know	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Strongly Disagree	3	13.6	13.6	13.6
		Disagree	3	13.6	13.6	27.3
		Neutral	8	36.4	36.4	63.6
		Agree	5	22.7	22.7	86.4
		Strongly Agree	3	13.6	13.6	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	4	19.0	19.0	19.0
		Neutral	4	19.0	19.0	38.1
		Agree	9	42.9	42.9	81.0
		Strongly Agree	2	9.5	9.5	90.5
		Don't Know	2	9.5	9.5	100.0
		Total	21	100.0	100.0	

28. Someone at my work encourages my professional development.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	2	33.3	33.3	33.3
		Agree	4	66.7	66.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Disagree	1	16.7	16.7	16.7
		Neutral	1	16.7	16.7	33.3
		Agree	2	33.3	33.3	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	1	7.7	7.7	7.7
		Disagree	3	23.1	23.1	30.8
		Neutral	1	7.7	7.7	38.5
		Agree	5	38.5	38.5	76.9
		Strongly Agree	3	23.1	23.1	100.0
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Strongly Disagree	2	9.1	9.1	9.1
		Disagree	2	9.1	9.1	18.2
		Neutral	5	22.7	22.7	40.9
		Agree	8	36.4	36.4	77.3
		Strongly Agree	5	22.7	22.7	100.0
Police	Valid	Total	22	100.0	100.0	
		Disagree	1	4.8	4.8	4.8
		Neutral	2	9.5	9.5	14.3
		Agree	15	71.4	71.4	85.7
		Strongly Agree	2	9.5	9.5	95.2
		Don't Know	1	4.8	4.8	100.0
Total	21	100.0	100.0			

**29. My employer supports my efforts to stay aware of new developments in my field.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	16.7	16.7	16.7
		Neutral	1	16.7	16.7	33.3
		Agree	4	66.7	66.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Neutral	1	16.7	16.7	33.3
		Agree	2	33.3	33.3	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	1	7.7	7.7	7.7
		Neutral	2	15.4	15.4	23.1
		Agree	8	61.5	61.5	84.6
		Strongly Agree	2	15.4	15.4	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Disagree	2	9.1	9.1	9.1
		Neutral	6	27.3	27.3	36.4
		Agree	10	45.5	45.5	81.8
		Strongly Agree	4	18.2	18.2	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	2	9.5	9.5	9.5
		Neutral	2	9.5	9.5	19.0
		Agree	12	57.1	57.1	76.2
		Strongly Agree	5	23.8	23.8	100.0
		Total	21	100.0	100.0	

30. As long as I work hard, I have enough time to do my job well.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Disagree	2	33.3	33.3	50.0
		Agree	2	33.3	33.3	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Disagree	2	33.3	33.3	33.3
		Agree	4	66.7	66.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	1	7.7	7.7	7.7
		Disagree	2	15.4	15.4	23.1
		Neutral	3	23.1	23.1	46.2
		Agree	5	38.5	38.5	84.6
		Strongly Agree	2	15.4	15.4	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Strongly Disagree	1	4.5	4.5	4.5
		Disagree	1	4.5	4.5	9.1
		Neutral	5	22.7	22.7	31.8
		Agree	13	59.1	59.1	90.9
		Strongly Agree	2	9.1	9.1	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	1	4.8	4.8	4.8
		Neutral	1	4.8	4.8	9.5
		Agree	16	76.2	76.2	85.7
		Strongly Agree	3	14.3	14.3	100.0
		Total	21	100.0	100.0	

**31. The amount of stress in my job is manageable.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Neutral	2	33.3	33.3	50.0
		Agree	2	33.3	33.3	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Disagree	1	16.7	16.7	16.7
		Agree	2	33.3	33.3	50.0
		Strongly Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	4	30.8	30.8	30.8
		Neutral	3	23.1	23.1	53.8
		Agree	6	46.2	46.2	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Disagree	1	4.5	4.5	4.5
		Neutral	8	36.4	36.4	40.9
		Agree	11	50.0	50.0	90.9
		Strongly Agree	2	9.1	9.1	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	2	9.5	9.5	9.5
		Neutral	4	19.0	19.0	28.6
		Agree	15	71.4	71.4	100.0
		Total	21	100.0	100.0	



**32. I have received recognition or praise for doing good work in the last month.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Agree	5	83.3	83.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Neutral	1	16.7	16.7	16.7
		Agree	3	50.0	50.0	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	3	23.1	23.1	23.1
		Disagree	3	23.1	23.1	46.2
		Neutral	1	7.7	7.7	53.8
		Agree	4	30.8	30.8	84.6
		Strongly Agree	2	15.4	15.4	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
Public Works	Valid	Total	4	100.0	100.0	
		Strongly Disagree	2	9.1	9.1	9.1
		Disagree	2	9.1	9.1	18.2
		Neutral	6	27.3	27.3	45.5
		Agree	12	54.5	54.5	100.0
Police	Valid	Total	22	100.0	100.0	
		Disagree	4	19.0	19.0	19.0
		Neutral	7	33.3	33.3	52.4
		Agree	8	38.1	38.1	90.5
		Strongly Agree	2	9.5	9.5	100.0
		Total	21	100.0	100.0	

33. My supervisor acknowledges when my performance is strong.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	2	33.3	33.3	33.3
		Neutral	1	16.7	16.7	50.0
		Agree	2	33.3	33.3	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Disagree	1	16.7	16.7	16.7
		Neutral	1	16.7	16.7	33.3
		Agree	2	33.3	33.3	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	1	7.7	7.7	7.7
		Disagree	4	30.8	30.8	38.5
		Neutral	1	7.7	7.7	46.2
		Agree	6	46.2	46.2	92.3
		Strongly Agree	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Strongly Disagree	2	9.1	9.1	9.1
		Disagree	4	18.2	18.2	27.3
		Neutral	6	27.3	27.3	54.5
		Agree	9	40.9	40.9	95.5
		Strongly Agree	1	4.5	4.5	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	3	14.3	14.3	14.3
		Neutral	3	14.3	14.3	28.6
		Agree	12	57.1	57.1	85.7
		Strongly Agree	3	14.3	14.3	100.0
		Total	21	100.0	100.0	

**34. It is important to me that the City engage in cost effective/customer service oriented practices.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	16.7	16.7	16.7
		Neutral	2	33.3	33.3	50.0
		Agree	1	16.7	16.7	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Agree	2	33.3	33.3	33.3
		Strongly Agree	4	66.7	66.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Not Answered	1	7.7	7.7	7.7
		Neutral	2	15.4	15.4	23.1
		Agree	5	38.5	38.5	61.5
		Strongly Agree	5	38.5	38.5	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Neutral	1	4.5	4.5	4.5
		Agree	14	63.6	63.6	68.2
		Strongly Agree	7	31.8	31.8	100.0
		Total	22	100.0	100.0	
Police	Valid	Neutral	7	33.3	33.3	33.3
		Agree	12	57.1	57.1	90.5
		Strongly Agree	2	9.5	9.5	100.0
		Total	21	100.0	100.0	

35. The Mayor values the work I do.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	2	33.3	33.3	33.3
		Strongly Agree	3	50.0	50.0	83.3
		Don't Know	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Neutral	2	33.3	33.3	33.3
		Agree	1	16.7	16.7	50.0
		Strongly Agree	2	33.3	33.3	83.3
		Don't Know	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	1	7.7	7.7	7.7
		Disagree	4	30.8	30.8	38.5
		Agree	4	30.8	30.8	69.2
		Strongly Agree	3	23.1	23.1	92.3
		Don't Know	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Neutral	9	40.9	40.9	40.9
		Agree	8	36.4	36.4	77.3
		Strongly Agree	4	18.2	18.2	95.5
		Don't Know	1	4.5	4.5	100.0
		Total	22	100.0	100.0	
Police	Valid	Strongly Disagree	1	4.8	4.8	4.8
		Disagree	1	4.8	4.8	9.5
		Neutral	6	28.6	28.6	38.1
		Agree	7	33.3	33.3	71.4
		Strongly Agree	1	4.8	4.8	76.2
		Don't Know	5	23.8	23.8	100.0
Total	21	100.0	100.0			

36. The City Council values the work I do.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	16.7	16.7	16.7
		Agree	3	50.0	50.0	66.7
		Strongly Agree	1	16.7	16.7	83.3
		Don't Know	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Neutral	2	33.3	33.3	33.3
		Agree	1	16.7	16.7	50.0
		Strongly Agree	1	16.7	16.7	66.7
		Don't Know	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	2	15.4	15.4	15.4
		Disagree	3	23.1	23.1	38.5
		Neutral	1	7.7	7.7	46.2
		Agree	4	30.8	30.8	76.9
		Strongly Agree	2	15.4	15.4	92.3
		Don't Know	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Disagree	3	13.6	13.6	13.6
		Neutral	9	40.9	40.9	54.5
		Agree	7	31.8	31.8	86.4
		Strongly Agree	2	9.1	9.1	95.5
		Don't Know	1	4.5	4.5	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	3	14.3	14.3	14.3
		Neutral	3	14.3	14.3	28.6
		Agree	8	38.1	38.1	66.7
		Strongly Agree	2	9.5	9.5	76.2
		Don't Know	5	23.8	23.8	100.0
		Total	21	100.0	100.0	

37. The Administrator values the work I do.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	3	50.0	50.0	50.0
		Neutral	1	16.7	16.7	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Neutral	1	16.7	16.7	16.7
		Agree	2	33.3	33.3	50.0
		Strongly Agree	2	33.3	33.3	83.3
		Don't Know	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	1	7.7	7.7	7.7
		Disagree	1	7.7	7.7	15.4
		Neutral	3	23.1	23.1	38.5
		Agree	6	46.2	46.2	84.6
		Strongly Agree	1	7.7	7.7	92.3
		Don't Know	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Disagree	2	9.1	9.1	9.1
		Neutral	13	59.1	59.1	68.2
		Agree	4	18.2	18.2	86.4
		Strongly Agree	1	4.5	4.5	90.9
		Don't Know	2	9.1	9.1	100.0
		Total	22	100.0	100.0	
Police	Valid	Strongly Disagree	2	9.5	9.5	9.5
		Disagree	4	19.0	19.0	28.6
		Neutral	4	19.0	19.0	47.6
		Agree	5	23.8	23.8	71.4
		Strongly Agree	1	4.8	4.8	76.2
		Don't Know	5	23.8	23.8	100.0
		Total	21	100.0	100.0	

38. My Department Head values the work I do.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	2	33.3	33.3	33.3
		Neutral	1	16.7	16.7	50.0
		Strongly Agree	2	33.3	33.3	83.3
		Don't Know	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Not Answered	1	16.7	16.7	16.7
		Neutral	1	16.7	16.7	33.3
		Agree	1	16.7	16.7	50.0
		Strongly Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Not Answered	1	7.7	7.7	7.7
		Disagree	1	7.7	7.7	15.4
		Neutral	1	7.7	7.7	23.1
		Agree	6	46.2	46.2	69.2
		Strongly Agree	3	23.1	23.1	92.3
		Don't Know	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
Public Works	Valid	Total	4	100.0	100.0	
		Not Answered	1	4.5	4.5	4.5
		Strongly Disagree	1	4.5	4.5	9.1
		Neutral	4	18.2	18.2	27.3
		Agree	8	36.4	36.4	63.6
		Strongly Agree	8	36.4	36.4	100.0
Police	Valid	Total	22	100.0	100.0	
		Neutral	3	14.3	14.3	14.3
		Agree	10	47.6	47.6	61.9
		Strongly Agree	8	38.1	38.1	100.0
		Total	21	100.0	100.0	

**39. My Supervisor values the work I do.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	2	33.3	33.3	33.3
		Agree	2	33.3	33.3	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Not Answered	1	16.7	16.7	16.7
		Agree	3	50.0	50.0	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	1	7.7	7.7	7.7
		Disagree	1	7.7	7.7	15.4
		Neutral	2	15.4	15.4	30.8
		Agree	5	38.5	38.5	69.2
		Strongly Agree	4	30.8	30.8	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Not Answered	1	4.5	4.5	4.5
		Strongly Disagree	1	4.5	4.5	9.1
		Disagree	1	4.5	4.5	13.6
		Neutral	6	27.3	27.3	40.9
		Agree	7	31.8	31.8	72.7
		Strongly Agree	6	27.3	27.3	100.0
		Total	22	100.0	100.0	
Police	Valid	Neutral	3	14.3	14.3	14.3
		Agree	11	52.4	52.4	66.7
		Strongly Agree	7	33.3	33.3	100.0
		Total	21	100.0	100.0	



40. The work I do makes a difference.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	4	66.7	66.7	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Agree	1	16.7	16.7	16.7
		Strongly Agree	5	83.3	83.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Agree	9	69.2	69.2	69.2
		Strongly Agree	4	30.8	30.8	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Neutral	2	9.1	9.1	9.1
		Agree	12	54.5	54.5	63.6
		Strongly Agree	8	36.4	36.4	100.0
		Total	22	100.0	100.0	
Police	Valid	Neutral	2	9.5	9.5	9.5
		Agree	10	47.6	47.6	57.1
		Strongly Agree	9	42.9	42.9	100.0
		Total	21	100.0	100.0	

41. I understand how the work I do fits into the City's mission.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	4	66.7	66.7	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Strongly Agree	6	100.0	100.0	100.0
Community Development	Valid	Neutral	1	7.7	7.7	7.7
		Agree	9	69.2	69.2	76.9
		Strongly Agree	3	23.1	23.1	100.0
Finance	Valid	Total	13	100.0	100.0	
		Not Reported				
Public Works	Valid	Total	4	100.0	100.0	
		Neutral	1	4.5	4.5	4.5
		Agree	15	68.2	68.2	72.7
		Strongly Agree	6	27.3	27.3	100.0
Police	Valid	Total	22	100.0	100.0	
		Neutral	2	9.5	9.5	9.5
		Agree	13	61.9	61.9	71.4
		Strongly Agree	6	28.6	28.6	100.0
		Total	21	100.0	100.0	

42. at work, I have the opportunity to what I do best every day.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	16.7	16.7	16.7
		Agree	3	50.0	50.0	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Agree	2	33.3	33.3	33.3
		Strongly Agree	4	66.7	66.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	4	30.8	30.8	30.8
		Agree	6	46.2	46.2	76.9
		Strongly Agree	3	23.1	23.1	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Disagree	4	18.2	18.2	18.2
		Neutral	6	27.3	27.3	45.5
		Agree	11	50.0	50.0	95.5
		Strongly Agree	1	4.5	4.5	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	2	9.5	9.5	9.5
		Neutral	3	14.3	14.3	23.8
		Agree	14	66.7	66.7	90.5
		Strongly Agree	2	9.5	9.5	100.0
		Total	21	100.0	100.0	

43. The City's role in the community makes me feel that my job is important.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	16.7	16.7	16.7
		Neutral	2	33.3	33.3	50.0
		Agree	2	33.3	33.3	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Agree	1	16.7	16.7	16.7
		Strongly Agree	5	83.3	83.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Neutral	3	23.1	23.1	23.1
		Agree	7	53.8	53.8	76.9
		Strongly Agree	3	23.1	23.1	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Disagree	1	4.5	4.5	4.5
		Neutral	4	18.2	18.2	22.7
		Agree	10	45.5	45.5	68.2
		Strongly Agree	6	27.3	27.3	95.5
		Don't Know	1	4.5	4.5	100.0
		Total	22	100.0	100.0	
Police	Valid	Neutral	2	9.5	9.5	9.5
		Agree	16	76.2	76.2	85.7
		Strongly Agree	2	9.5	9.5	95.2
		Don't Know	1	4.8	4.8	100.0
		Total	21	100.0	100.0	

**44. My job uses my talents well.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Agree	3	50.0	50.0	50.0
		Strongly Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Agree	2	33.3	33.3	33.3
		Strongly Agree	4	66.7	66.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	1	7.7	7.7	7.7
		Disagree	2	15.4	15.4	23.1
		Agree	7	53.8	53.8	76.9
		Strongly Agree	3	23.1	23.1	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Disagree	1	4.5	4.5	4.5
		Neutral	2	9.1	9.1	13.6
		Agree	14	63.6	63.6	77.3
		Strongly Agree	5	22.7	22.7	100.0
		Total	22	100.0	100.0	
Police	Valid	Neutral	1	4.8	4.8	4.8
		Agree	12	57.1	57.1	61.9
		Strongly Agree	7	33.3	33.3	95.2
		Don't Know	1	4.8	4.8	100.0
		Total	21	100.0	100.0	

45. I would recommend employment with the City of Troutdale to a friend.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Disagree	1	16.7	16.7	33.3
		Neutral	1	16.7	16.7	50.0
		Agree	2	33.3	33.3	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Not Answered	1	16.7	16.7	16.7
		Neutral	1	16.7	16.7	33.3
		Agree	2	33.3	33.3	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	1	7.7	7.7	7.7
		Neutral	5	38.5	38.5	46.2
		Agree	5	38.5	38.5	84.6
		Strongly Agree	2	15.4	15.4	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Neutral	5	22.7	22.7	22.7
		Agree	10	45.5	45.5	68.2
		Strongly Agree	7	31.8	31.8	100.0
		Total	22	100.0	100.0	
Police	Valid	Agree	16	76.2	76.2	76.2
		Strongly Agree	4	19.0	19.0	95.2
		Don't Know	1	4.8	4.8	100.0
		Total	21	100.0	100.0	

46. If I had to do it all over again, I would choose to work for the City of Troutdale.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Neutral	1	16.7	16.7	33.3
		Agree	2	33.3	33.3	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Not Answered	1	16.7	16.7	16.7
		Agree	2	33.3	33.3	50.0
		Strongly Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	1	7.7	7.7	7.7
		Neutral	3	23.1	23.1	30.8
		Agree	6	46.2	46.2	76.9
		Strongly Agree	2	15.4	15.4	92.3
		Don't Know	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
Public Works	Valid	Total	4	100.0	100.0	
		Disagree	5	22.7	22.7	22.7
		Neutral	2	9.1	9.1	31.8
		Agree	10	45.5	45.5	77.3
		Strongly Agree	5	22.7	22.7	100.0
		Total	22	100.0	100.0	
Police	Valid	Neutral	2	9.5	9.5	9.5
		Agree	14	66.7	66.7	76.2
		Strongly Agree	4	19.0	19.0	95.2
		Don't Know	1	4.8	4.8	100.0
		Total	21	100.0	100.0	

47. My morale is good.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Disagree	1	16.7	16.7	33.3
		Agree	1	16.7	16.7	50.0
		Strongly Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Disagree	2	33.3	33.3	33.3
		Agree	2	33.3	33.3	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	1	7.7	7.7	7.7
		Disagree	2	15.4	15.4	23.1
		Neutral	6	46.2	46.2	69.2
		Agree	3	23.1	23.1	92.3
		Strongly Agree	1	7.7	7.7	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Strongly Disagree	1	4.5	4.5	4.5
		Disagree	3	13.6	13.6	18.2
		Neutral	4	18.2	18.2	36.4
		Agree	11	50.0	50.0	86.4
		Strongly Agree	3	13.6	13.6	100.0
		Total	22	100.0	100.0	
Police	Valid	Neutral	5	23.8	23.8	23.8
		Agree	14	66.7	66.7	90.5
		Strongly Agree	2	9.5	9.5	100.0
		Total	21	100.0	100.0	



48. Morale for others in my department is good.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Disagree	2	33.3	33.3	50.0
		Neutral	1	16.7	16.7	66.7
		Agree	1	16.7	16.7	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Disagree	2	33.3	33.3	50.0
		Neutral	2	33.3	33.3	83.3
		Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	4	30.8	30.8	30.8
		Disagree	2	15.4	15.4	46.2
		Neutral	4	30.8	30.8	76.9
		Agree	3	23.1	23.1	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Strongly Disagree	1	4.5	4.5	4.5
		Disagree	3	13.6	13.6	18.2
		Neutral	9	40.9	40.9	59.1
		Agree	9	40.9	40.9	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	2	9.5	9.5	9.5
		Neutral	7	33.3	33.3	42.9
		Agree	12	57.1	57.1	100.0
		Total	21	100.0	100.0	

**49. Overall morale of City employees is good.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Disagree	4	66.7	66.7	83.3
		Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Strongly Disagree	2	33.3	33.3	33.3
		Disagree	1	16.7	16.7	50.0
		Neutral	1	16.7	16.7	66.7
		Agree	1	16.7	16.7	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	2	15.4	15.4	15.4
		Disagree	4	30.8	30.8	46.2
		Neutral	3	23.1	23.1	69.2
		Agree	4	30.8	30.8	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Strongly Disagree	1	4.5	4.5	4.5
		Disagree	6	27.3	27.3	31.8
		Neutral	8	36.4	36.4	68.2
		Agree	7	31.8	31.8	100.0
		Total	22	100.0	100.0	
Police	Valid	Not Answered	1	4.8	4.8	4.8
		Disagree	3	14.3	14.3	19.0
		Neutral	5	23.8	23.8	42.9
		Agree	6	28.6	28.6	71.4
		Don't Know	6	28.6	28.6	100.0
		Total	21	100.0	100.0	

50. I do all that I can to improve morale.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Neutral	1	16.7	16.7	16.7
		Agree	3	50.0	50.0	66.7
		Strongly Agree	1	16.7	16.7	83.3
		Don't Know	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Neutral	2	33.3	33.3	33.3
		Agree	3	50.0	50.0	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Disagree	1	7.7	7.7	7.7
		Agree	10	76.9	76.9	84.6
		Strongly Agree	2	15.4	15.4	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
Public Works	Valid	Total	4	100.0	100.0	
		Neutral	7	31.8	31.8	31.8
		Agree	13	59.1	59.1	90.9
		Strongly Agree	2	9.1	9.1	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	1	4.8	4.8	4.8
		Neutral	3	14.3	14.3	19.0
		Agree	15	71.4	71.4	90.5
		Strongly Agree	2	9.5	9.5	100.0
		Total	21	100.0	100.0	

51. The Mayor does a good job of improving morale.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	1	16.7	16.7	16.7
		Neutral	1	16.7	16.7	33.3
		Agree	2	33.3	33.3	66.7
		Strongly Agree	1	16.7	16.7	83.3
		Don't Know	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Neutral	1	16.7	16.7	33.3
		Agree	2	33.3	33.3	66.7
		Don't Know	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	3	23.1	23.1	23.1
		Disagree	2	15.4	15.4	38.5
		Neutral	3	23.1	23.1	61.5
		Agree	5	38.5	38.5	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
Public Works	Valid	Total	4	100.0	100.0	
		Disagree	4	18.2	18.2	18.2
		Neutral	10	45.5	45.5	63.6
		Agree	5	22.7	22.7	86.4
		Don't Know	3	13.6	13.6	100.0
Police	Valid	Total	22	100.0	100.0	
		Disagree	2	9.5	9.5	9.5
		Neutral	6	28.6	28.6	38.1
		Agree	5	23.8	23.8	61.9
		Strongly Agree	1	4.8	4.8	66.7
		Don't Know	7	33.3	33.3	100.0
Total	21	100.0	100.0			

**52. The City Council does a good job of improving morale.**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Disagree	3	50.0	50.0	50.0
		Neutral	1	16.7	16.7	66.7
		Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Disagree	1	16.7	16.7	33.3
		Neutral	2	33.3	33.3	66.7
		Don't Know	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	4	30.8	30.8	30.8
		Disagree	1	7.7	7.7	38.5
		Neutral	6	46.2	46.2	84.6
		Agree	2	15.4	15.4	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Disagree	7	31.8	31.8	31.8
		Neutral	12	54.5	54.5	86.4
		Don't Know	3	13.6	13.6	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	3	14.3	14.3	14.3
		Neutral	6	28.6	28.6	42.9
		Agree	5	23.8	23.8	66.7
		Strongly Agree	1	4.8	4.8	71.4
		Don't Know	6	28.6	28.6	100.0
		Total	21	100.0	100.0	

53. The City Administrator does a good job of improving my morale.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	2	33.3	33.3	33.3
		Disagree	2	33.3	33.3	66.7
		Agree	1	16.7	16.7	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Strongly Disagree	2	33.3	33.3	33.3
		Neutral	2	33.3	33.3	66.7
		Agree	1	16.7	16.7	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	4	30.8	30.8	30.8
		Disagree	1	7.7	7.7	38.5
		Neutral	3	23.1	23.1	61.5
		Agree	5	38.5	38.5	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Strongly Disagree	2	9.1	9.1	9.1
		Disagree	10	45.5	45.5	54.5
		Neutral	9	40.9	40.9	95.5
		Agree	1	4.5	4.5	100.0
		Total	22	100.0	100.0	
Police	Valid	Strongly Disagree	4	19.0	19.0	19.0
		Disagree	5	23.8	23.8	42.9
		Neutral	5	23.8	23.8	66.7
		Agree	4	19.0	19.0	85.7
		Don't Know	3	14.3	14.3	100.0
		Total	21	100.0	100.0	

54. My Department Head does a good job of improving morale.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Disagree	2	33.3	33.3	50.0
		Agree	2	33.3	33.3	83.3
		Don't Know	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Not Answered	1	16.7	16.7	16.7
		Strongly Disagree	1	16.7	16.7	33.3
		Neutral	2	33.3	33.3	66.7
		Agree	1	16.7	16.7	83.3
		Strongly Agree	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	2	15.4	15.4	15.4
		Disagree	4	30.8	30.8	46.2
		Neutral	4	30.8	30.8	76.9
		Agree	3	23.1	23.1	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
Public Works	Valid	Not Answered	1	4.5	4.5	4.5
		Strongly Disagree	2	9.1	9.1	13.6
		Disagree	3	13.6	13.6	27.3
		Neutral	4	18.2	18.2	45.5
		Agree	9	40.9	40.9	86.4
		Strongly Agree	3	13.6	13.6	100.0
		Total	22	100.0	100.0	
Police	Valid	Disagree	1	4.8	4.8	4.8
		Neutral	3	14.3	14.3	19.0
		Agree	10	47.6	47.6	66.7
		Strongly Agree	7	33.3	33.3	100.0
Total	21	100.0	100.0			

55. My supervisor does a good job of improving morale.

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Strongly Disagree	1	16.7	16.7	16.7
		Disagree	1	16.7	16.7	33.3
		Neutral	1	16.7	16.7	50.0
		Agree	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Not Answered	1	16.7	16.7	16.7
		Disagree	1	16.7	16.7	33.3
		Agree	2	33.3	33.3	66.7
		Strongly Agree	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Strongly Disagree	2	15.4	15.4	15.4
		Disagree	4	30.8	30.8	46.2
		Neutral	1	7.7	7.7	53.8
		Agree	5	38.5	38.5	92.3
		Strongly Agree	1	7.7	7.7	100.0
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
		Not Answered	1	4.5	4.5	4.5
		Strongly Disagree	2	9.1	9.1	13.6
Public Works	Valid	Disagree	2	9.1	9.1	22.7
		Neutral	6	27.3	27.3	50.0
		Agree	9	40.9	40.9	90.9
		Strongly Agree	2	9.1	9.1	100.0
		Total	22	100.0	100.0	
Police	Valid	Strongly Disagree	1	4.8	4.8	4.8
		Disagree	1	4.8	4.8	9.5
		Neutral	3	14.3	14.3	23.8
		Agree	12	57.1	57.1	81.0
		Strongly Agree	4	19.0	19.0	100.0
Total	21	100.0	100.0			



**56. Overall, how would you rate the City of Troutdale as a place to work compared with other organizations you have worked for?**

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Below Average	1	16.7	16.7	16.7
		Average	1	16.7	16.7	33.3
		Above Average	4	66.7	66.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Average	1	16.7	16.7	16.7
		Above Average	2	33.3	33.3	50.0
		One of the Best	3	50.0	50.0	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Below Average	4	30.8	30.8	30.8
		Average	4	30.8	30.8	61.5
		Above Average	2	15.4	15.4	76.9
		One of the Best	3	23.1	23.1	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
		Not Answered	1	4.5	4.5	4.5
		Below Average	3	13.6	13.6	18.2
Public Works	Valid	Average	6	27.3	27.3	45.5
		Above Average	9	40.9	40.9	86.4
		One of the Best	3	13.6	13.6	100.0
		Total	22	100.0	100.0	
		Average	5	23.8	23.8	23.8
Police	Valid	Above Average	13	61.9	61.9	85.7
		One of the Best	3	14.3	14.3	100.0
		Total	21	100.0	100.0	

# Workforce Profile

## Tenure

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	6 - 10 Years	2	33.3	33.3	33.3
		11+ Years	4	66.7	66.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	0 - 5 Years	4	66.7	66.7	66.7
		6 - 10 Years	1	16.7	16.7	83.3
		11+ Years	1	16.7	16.7	100.0
		Total	6	100.0	100.0	
Community Development	Valid	0 - 5 Years	2	15.4	15.4	15.4
		6 - 10 Years	6	46.2	46.2	61.5
		11+ Years	5	38.5	38.5	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not Reported				
		Total	4	100.0	100.0	
		0 - 5 Years	3	13.6	13.6	13.6
		6 - 10 Years	8	36.4	36.4	50.0
Public Works	Valid	11+ Years	11	50.0	50.0	100.0
		Total	22	100.0	100.0	
		0 - 5 Years	6	28.6	28.6	28.6
		6 - 10 Years	6	28.6	28.6	57.1
Police	Valid	11+ Years	9	42.9	42.9	100.0
		Total	21	100.0	100.0	

## Employment Status

Department			Frequency	Percent	Valid Percent	Cumulative Percent
Not Answered	Valid	Not Answered	2	33.3	33.3	33.3
		Non-Supervisor	4	66.7	66.7	100.0
		Total	6	100.0	100.0	
Executive/Community Services/Legal	Valid	Supervisor	4	66.7	66.7	66.7
		Non-Supervisor	2	33.3	33.3	100.0
		Total	6	100.0	100.0	
Community Development	Valid	Supervisor	3	23.1	23.1	23.1
		Non-Supervisor	10	76.9	76.9	100.0
		Total	13	100.0	100.0	
Finance	Valid	Not reported				
		Total	4	100.0	100.0	
		Not Answered	1	4.5	4.5	4.5
Public Works	Valid	Supervisor	7	31.8	31.8	36.4
		Non-Supervisor	14	63.6	63.6	100.0
		Total	22	100.0	100.0	
Police	Valid	Supervisor	4	19.0	19.0	19.0
		Non-Supervisor	17	81.0	81.0	100.0
		Total	21	100.0	100.0	

# Appendix E

## Narrative Responses

The City of Troutdale 2007 Employee Survey included several narrative questions. Response rates for the narrative questions were significantly lower than that of the multiple choice questions and varied by question. The responses are quoted directly from the survey results. CPW grouped the responses into broad categories. In some responses, a black highlighter was used to edit specific names or positions from the responses. The purpose of blacking out specific names or positions was to retain the message of the narrative while maintaining confidentiality.

**1. If you could make one change to improve the delivery of services to Troutdale residents, what would that change be?**

Category	Responses
Customer Service	<ul style="list-style-type: none"> <li>▪ Good customer service starts at the top of the organization. If they do not treat employees well, morale, attitude, and customer service will be negatively impacted.</li> <li>▪ Create a strong customer service ethic in all employees.</li> <li>▪ Streamline the decades of rulings, policies, procedures, etc that have compounded and made everything so complicated when trying to swiftly help citizens. A lot of time we are prevented from using a common sense approach.</li> <li>▪ Perhaps keeping the department open one evening or one Saturday a month for walk-in customers.</li> <li>▪ After 5 PM hours once a week.</li> <li>▪ To treat the citizens more like customers and not as captives to drain money from.</li> <li>▪ Everyone would be required to provide courtesy to residents who come in or call for help!</li> </ul>
Increase personnel	<ul style="list-style-type: none"> <li>▪ More officers</li> <li>▪ Add more personnel to the Police Dept.</li> <li>▪ Hire one more full time staff</li> </ul>
Communication	<ul style="list-style-type: none"> <li>▪ A more comprehensive &amp; updated website.</li> <li>▪ Better effort to get feedback through the website, or other means.</li> <li>▪ Use the Troutdale Champion to let them know what each dept. is doing.</li> </ul>
Teamwork	<ul style="list-style-type: none"> <li>▪ Better department to department relations.</li> <li>▪ Create an atmosphere where all employees feel free to communicate with each other and feel confident that <u>all</u> the information is given in the exchange.</li> <li>▪ Working better as a team (not as isolated depts.) – well trained &amp; managed employees at all levels will improve the delivery of service</li> <li>▪ Employee morale – when morale is low folks tend to not be happy; when not happy we tend to not deliver services to residents/customers as good as we could.</li> </ul>
Managerial Skills	<ul style="list-style-type: none"> <li>▪ More supervision of my supervisor.</li> <li>▪ Qualified managers.</li> <li>▪ [REDACTED] take more time to read people and include them in matters that are important to the leader, less focus on producing leaders' result and more focus on people and team approach</li> <li>▪ Trust your staff</li> </ul>
Miscellaneous Responses	<ul style="list-style-type: none"> <li>▪ Spend less time chasing political issues that do not produce tangible results for residents.</li> <li>▪ Don't cater so much to our small business community. There are 15,000 others who are entitled to our service as well.</li> <li>▪ More advance notice.</li> <li>▪ Better money management at the higher levels.</li> <li>▪ I feel the services to Troutdale residents are up and beyond already.</li> <li>▪ A new police dept building with a large parking lot &amp; sally port for prisoners &amp;</li> </ul>

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holding cells.

**2. What is the single challenge facing your department? What could you do to help deal with it?**

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Category	Responses
Increase personnel	<ul style="list-style-type: none"><li>▪ Not enough employees to get the job done</li><li>▪ Staffing to get caught up with work in a few key areas</li><li>▪ Backup staffing.</li><li>▪ Not enough staff. Hire one more full time employee to spread out responsibilities.</li><li>▪ Manpower and everyone giving 100% to job at hand.</li><li>▪ Lack of time to process work. There's nothing I can do. The city needs more staff or staff support that will do their support work.</li><li>▪ Maintaining officers to cover patrol &amp; special details.</li></ul>
Resources	<ul style="list-style-type: none"><li>▪ Lack of resources. Research additional grant funding opportunities.</li><li>▪ Maintaining service w/limited resources. I can help us act more efficiently.</li><li>▪ Diminishing revenues relative to increasing demands.</li><li>▪ Many projects – limited staff and time. Work efficiently to get projects completed</li><li>▪ Office staff needs more money &amp; more persons. Unknown how to deal with it, as it's not in my control.</li><li>▪ Understaffed.</li></ul>
Communication	<ul style="list-style-type: none"><li>▪ Communication. Initiate communication more often.</li><li>▪ Communication amongst co-workers. More staff meetings</li></ul>
Teamwork	<ul style="list-style-type: none"><li>▪ Working w/other departments. Have accurate cost accounting for services so that depts. Use city instead of outside contractors.</li><li>▪ A matter involving one employee of the group. Very difficult situation.</li><li>▪ Dealing with difficult people who whine and complain about their treatment when it is really unjustified (squeaky wheels syndrome).</li><li>▪ Camaraderie. Do the best you can to be positive.</li><li>▪ Line of communication. Rudeness &amp; continual obstacles from [REDACTED] Because [REDACTED] is being picked on by everyone – we deal with it by kindness.</li><li>▪ I need to lower my standards in common courtesy and customer service and accept that <u>secrecy</u> is completely acceptable and being a team player isn't necessary!</li></ul>
Leadership	<ul style="list-style-type: none"><li>▪ Communication and supervisor doesn't care for employees. I feel that there is nothing I can do.</li><li>▪ Unreasonable expectations of staff – we follow codes because that is our job, so we shouldn't get in trouble for doing our jobs.</li><li>▪ Favoritism – unequal treatment of staff.</li><li>▪ Management &amp; lack of doing their job they are supposed to be doing, and "hoping" the problem goes away, or looking at it from only one person's side &amp; not all sides.</li><li>▪ Knowledge, leadership, and policies and procedures based on understanding of position requirements.</li></ul>
Facilities	<ul style="list-style-type: none"><li>▪ The building.</li><li>▪ Outgrown building. Need more room for resources/more equipment.</li><li>▪ New shop.</li><li>▪ A building of our own. Be part of a department of city.</li></ul>
Miscellaneous Responses	<ul style="list-style-type: none"><li>▪ Uncertain transition from [REDACTED] [edited specific position]; an outlined timeline for this change.</li><li>▪ Opinion without facts/knowledge. Prove correctly with facts.</li><li>▪ Not feeling we have true value to the community.</li><li>▪ Balancing needs of various constituents.</li></ul>

<b>3. What would help you be more effective in your work?</b>	
<b>Category</b>	<b>Responses</b>
Leadership	<ul style="list-style-type: none"> <li>▪ A supervisor that cared about the workplace.</li> <li>▪ More support and backup from supervisor, city administrator, &amp; city council when we are following their rules and procedures.</li> <li>▪ A solution to our departmental on-going staff problem.</li> <li>▪ Less time spent on meetings, such as various committees. Fewer initiatives by management that are poorly thought out.</li> <li>▪ More consistent long-range objectives from administration and realistic objectives from administration</li> <li>▪ Having mgmt get rid of some of the "baggage" that's giving the city employees a low morale.</li> <li>▪ Accountability amongst all workers in my dept.</li> <li>▪ Clearer priorities/consistent priorities from the city council.</li> <li>▪ No micro-management. No supervisor hovering over me while I work. Treat me with respect.</li> <li>▪ Different leadership style which focuses on people being the number one asset and that fosters trust and teamwork.</li> </ul>
Communication	<ul style="list-style-type: none"> <li>▪ If I trusted the person who was my backup. If I was sure I was getting all my messages. If communication was <u>normal</u> instead of hostile and resented. If valid concerns were address and not ignored or explained away.</li> <li>▪ Better cooperation between departments, etc. Policy and procedures that are written, comprehensible, clear, management backing.</li> </ul>
Improved facilities and equipment	<ul style="list-style-type: none"> <li>▪ Better building, equipment.</li> <li>▪ Adding the meeting room to city hall is a BIG improvement.</li> <li>▪ Better equipment/additional training.</li> <li>▪ New shop.</li> <li>▪ Better equipment.</li> <li>▪ New PD building – secure parking.</li> </ul>
Staff and resources	<ul style="list-style-type: none"> <li>▪ Additional staff to spread the work load.</li> <li>▪ More time/less intensive workload – cannot devote enough attention to some issues that need it/deserve it.</li> <li>▪ Having time to do things needed.</li> <li>▪ Another co-worker to take some of the workload.</li> <li>▪ More staff.</li> <li>▪ Additional line staff which would free up sometime to complete workload.</li> <li>▪ More resources.</li> <li>▪ Better tech support.</li> <li>▪ Flex schedule. M-Th9:00 day, F 8:00, every other F off.</li> </ul>
More training	<ul style="list-style-type: none"> <li>▪ G.I.S. training, specialized software, computer.</li> <li>▪ Training (specialized) assistant.</li> <li>▪ Training.</li> <li>▪ More in-service training</li> </ul>

**4. Please give three (3) recommendations for improving morale.**

Category	Responses
Leadership	<ul style="list-style-type: none"> <li>▪ Hold supervisor accountable for cheating on timesheet and sick leave.</li> <li>▪ Care about employees.</li> <li>▪ Get a new [redacted] [specific position edited]</li> <li>▪ Don't arbitrarily add duties to job specs. If someone is given more responsibilities, they should be reclassified &amp; compensated.</li> <li>▪ Make sure all supervisors are doing the same things – supervising in the same way.</li> <li>▪ Consistent handling of employee matters, and dealing w/conflicts and disciplinary issues</li> <li>▪ Better understanding by supervisor of current work load &amp; responsibilities.</li> <li>▪ No micro-management.</li> <li>▪ Supervisor shouldn't talk down to employees and should respect them.</li> <li>▪ Supervisor should set the example.</li> <li>▪ The largest problem with the city is the way some managers treat employees. This then creates a hostile climate that employees pass on to others. Deal with the trouble at the top and the rest will fall in line.</li> <li>▪ Management training in personnel issues.</li> <li>▪ Management training in dealing with difficult employees.</li> <li>▪ Management accountability.</li> <li>▪ If a customer complaint is received, discuss with employee before addressing issue. Believe employee's version until he/she is proven wrong. More support of staff by mgmt.</li> <li>▪ There is one dept. that has had a problem for almost 2 years with one employee causing disharmony in the dept. &amp; w/the entire city hall staff, but nothing has been done to alleviate this issue. Lack of mgmt. training in how to deal w/employees not able to work together is a big problem.</li> <li>▪ Hire a knowledgeable [redacted] [specific position edited] who actually knows their job and how to be helpful to the employees in resolving problems, instead of creating more</li> <li>▪ Staff is last to know about anything; totally antiquated management style.</li> <li>▪ More contact with supervisor.</li> <li>▪ Supervisor training for consistency in treatment of employees.</li> <li>▪ Make the first response-support of the staff rather than assume the staff is wrong (in dealing with a problem).</li> <li>▪ New [redacted] [specific position edited].</li> <li>▪ Bring resolution to inter-office conflicts quickly.</li> <li>▪ More balance in the way things are handed out.</li> <li>▪ Be more supportive of staff.</li> <li>▪ Allow us more time to do our core jobs instead of wasting time on silly or frivolous political issues.</li> <li>▪ [redacted] should not use staff as scapegoats [name edited]</li> <li>▪ Better understanding of our job functions.</li> <li>▪ Have fair employee evaluations.</li> <li>▪ Management/supervisors should not relay upon co-workers to evaluate another's performance.</li> <li>▪ Department heads should keep staff informed of things going on with the city other than just their dept.</li> <li>▪ Provide more support to staff.</li> <li>▪ [redacted] bring resolution to inter-office conflict quickly [specific position edited]</li> <li>▪ [redacted] must support staff by setting up to "own" Troutdale codes as to what they wrote [specific position edited].</li> <li>▪ Management actually caring and not pretending to care.</li> <li>▪ Fire [redacted]! [edited specific name]</li> </ul>

Culture	<ul style="list-style-type: none"> <li>▪ Women are treated differently than men – assert more control over where they are and what they are doing; men receive more respect, more camaraderie and more information.</li> <li>▪ Work with individuals with low morale to address the causes.</li> <li>▪ Treat all employees the same.</li> <li>▪ Eliminate double standard between officers &amp; supervisors, especially in area of time off requests, attendance, etc.</li> <li>▪ Everyone is treated exactly the same – no favoritism.</li> <li>▪ No favoritism.</li> <li>▪ More equal in the way things are dealt with.</li> <li>▪ Don't play favorites.</li> </ul>
Teamwork and Communication	<ul style="list-style-type: none"> <li>▪ Open the communication.</li> <li>▪ Communication.</li> <li>▪ Acknowledge a job well done.</li> <li>▪ Do something <u>meaningful</u> to show council/administrator value of employees' work.</li> <li>▪ Better communication of work performance &amp; listen to concerns of employee.</li> <li>▪ Better communication of performance issues &amp; guidance for improvement.</li> <li>▪ Keep people in the know.</li> <li>▪ Better communication.</li> <li>▪ Need to get control of all the gossiping that goes on.</li> <li>▪ More recognition.</li> <li>▪ Recognize staff competence – don't always assume the employee is wrong whenever there is a complaint.</li> <li>▪ Try to implement employee suggestions whenever reasonable to do so.</li> <li>▪ Avoiding responding to every issue with, "What do other jurisdictions do?"</li> <li>▪ Stop the complainers from griping about nothing but their own selfishness.</li> <li>▪ More frankness regarding deficiencies.</li> <li>▪ Reduce backstabbing, rumors.</li> <li>▪ Recognize that the staff do a great job despite the what the [REDACTED] [edited specific positions] does.</li> <li>▪ Have officers evaluate supervisors.</li> <li>▪ When a supervisor makes comments to temp workers and in interviews w/prospective hires that they will not be allowed to help other departments, it makes a bad impression of the interaction of city employees. After everyone finds out what negative comments were said, morale is lowered, and less support for mgmt. goals is the result.</li> <li>▪ Open barriers between departments.</li> <li>▪ Remove "adversarial" approach to contract negotiations.</li> <li>▪ Consistent information sharing.</li> <li>▪ More teamwork; less power given to middle mgmt; learn to communicate w/staff in a non-degrading manner; do not automatically validate customer complaints; follow-thru (customer service card issues, meetings to work out dept. problems that never happen).</li> <li>▪ Better recognition for what each employee and department accomplishes.</li> <li>▪ More positive feedback when a job is well done.</li> <li>▪ Create opportunities for anonymous feedback such as this survey.</li> <li>▪ Facilitate better connection with elected officials.</li> <li>▪ Help the various departments understand and identify with each other, such as the Police Department.</li> <li>▪ Getting more people involved in projects.</li> <li>▪ Better communication between depts. – inside &amp; out.</li> <li>▪ Clear direction from council undiluted by dept. heads.</li> <li>▪ Management encouragement for city employee relations/rewards for employees as a whole.</li> <li>▪ Reward employees for excellent safety record.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Improve attitude of [redacted] [edited specific position].</li> <li>▪ Council needs to be careful how they attack city employees during public mtgs.</li> <li>▪ Less bickering at contract negotiations.</li> <li>▪ Permitting input from staff.</li> </ul>
Improved Facilities and Equipment	<ul style="list-style-type: none"> <li>▪ Move police dept. into an adequate building.</li> <li>▪ Build a new City Hall/PD.</li> <li>▪ New city hall – the current one makes me feel second rate.</li> <li>▪ New building of our own.</li> <li>▪ Higher job range.</li> <li>▪ New PD building.</li> <li>▪ Better facility.</li> </ul>
Staff and Resources	<ul style="list-style-type: none"> <li>▪ More officers.</li> <li>▪ Higher wage.</li> <li>▪ Occasional down time to catch our breaths from the rapid pace.</li> <li>▪ Hire more staff to meet the needs of the departments.</li> <li>▪ Lower workload to a more manageable level.</li> <li>▪ Higher job range.</li> <li>▪ Mayor, council, &amp; administrator need to understand current volume of work before assigning additional duties.</li> <li>▪ More money.</li> <li>▪ More staffing.</li> <li>▪ Equal distribution of special assignments.</li> <li>▪ More opportunities for special assignments/promotions.</li> <li>▪ Employees need to be full time. It doesn't work well at all in the current configurations, burden of work put on other employees and things getting missed and not done. This has been a situation for some time and is frustrating to those involved with these functions.</li> <li>▪ Department has started to spread responsibilities throughout.</li> <li>▪ Allow us more time to do our core jobs instead of wasting time on silly or frivolous political issues.</li> </ul>
More Training	<ul style="list-style-type: none"> <li>▪ More trainings with the departments all together.</li> <li>▪ Provide support for individual effort to acquire knowledge.</li> <li>▪ Training.</li> <li>▪ Provide managers who have knowledge of their positions.</li> </ul>
Fiscal Management	<ul style="list-style-type: none"> <li>▪ Have the city quit writing quarter million \$ checks to developers.</li> <li>▪ Stop purchasing \$300,000 "parks" land.</li> <li>▪ Don't steal from enterprise funds to support general fund.</li> <li>▪ Force depts. to look in-house for services prior to contracting out.</li> </ul>
Social Activities	<ul style="list-style-type: none"> <li>▪ Yearly company picnic.</li> <li>▪ Barbeque for lunch.</li> <li>▪ Birthday lunch.</li> <li>▪ Have an employee gathering day, not birthdays or holidays. Get together.</li> </ul>
Benefits	<ul style="list-style-type: none"> <li>▪ Allow us to donate sick time to employees suffering from catastrophic illness.</li> <li>▪ Increase the amount of vac. &amp; comp. time we can accrue.</li> <li>▪ More vacation.</li> </ul>
Miscellaneous Responses	<ul style="list-style-type: none"> <li>▪ Shorter city council meetings</li> <li>▪ Offer outplacement services to the few disgruntled employees who affect city morale.</li> <li>▪ Thanks for the great job.</li> <li>▪ Provide policies and procedures that are in agreement with law</li> </ul>



<b>5. If you could make one change to improve working conditions for City of Troutdale employees, what would that change be?</b>	
<b>Category</b>	<b>Responses</b>
Communication	<ul style="list-style-type: none"> <li>▪ Change employee evaluations.</li> <li>▪ A public acknowledgement from the mayor that city employees work hard to carry out the codes passed by council – that if a citizen objects to a code that they need to “blame council, not staff.”</li> <li>▪ Departments that function together as a whole with services utilized by all departments easily and efficiently.</li> <li>▪ Have the mayor, council, and department heads acknowledge employees with a meeting to say thanks.</li> <li>▪ Get more input from employees of decision-making that have an impact.</li> <li>▪ Better communication &amp; understanding between management and staff as a whole, recognition that creates new initiatives can be more harmful than helpful.</li> <li>▪ Develop an employee recognition program.</li> <li>▪ I know from what I have seen and heard that there are conflicts between co-workers in each department. Would be great to work them out. I know not everyone gets along with everyone. But let's face it, life is too short.</li> <li>▪ Find ways to regularly show appreciation.</li> </ul>
Improved facilities and equipment	<ul style="list-style-type: none"> <li>▪ Newer building with better computer equipment.</li> <li>▪ New city hall and police department.</li> <li>▪ New facility.</li> <li>▪ New facility and better organization of resources.</li> <li>▪ Find a decent, permanent home for parks and facilities.</li> <li>▪ For our department to have a permanent home.</li> <li>▪ New shop.</li> <li>▪ A new city hall would help give everyone a brighter outlook. The current city hall is still dreary despite the remodeling.</li> </ul>
Leadership / Personnel	<ul style="list-style-type: none"> <li>▪ [redacted] – leave! [edited specific name]</li> <li>▪ Fire [redacted] [edited specific name]</li> <li>▪ Get new specific positions!</li> <li>▪ Management change at mid-level.</li> <li>▪ New leadership – stress is served from the <u>top</u> down!</li> <li>▪ Management training in dealing with subordinates on a level of trust and respect.</li> <li>▪ Get a new [redacted] [edited specific position]</li> <li>▪ Set goal/visions for employees. Create job advancement opportunities.</li> <li>▪ Get rid of supervisors that don't work or care.</li> </ul>
Compensation	<ul style="list-style-type: none"> <li>▪ More money, employees are underpaid.</li> <li>▪ More incentives.</li> <li>▪ Provide more all-City events: training, fairs, picnics, etc.</li> <li>▪ Pay more –salaries very low.</li> <li>▪ Eliminate sick time and have some quantity as paid time off.</li> <li>▪ Four day work week, 10 hour days.</li> <li>▪ More ability to have a flex schedule and part-time schedule.</li> <li>▪ Stop charging employees for benefits and then reducing those benefits (changing our health and dental plans so we receive less coverage).</li> </ul>
Personnel Increases	<ul style="list-style-type: none"> <li>▪ Staff up to spread out the work load.</li> <li>▪ Additional staffing in the building department.</li> </ul>
Fiscal Management	<ul style="list-style-type: none"> <li>▪ Better money management when it comes to property and park spending, i.e. not settling for hundreds of thousands of dollars for building development issues.</li> <li>▪ More resources available to the police department.</li> </ul>
Culture/Fairness	<ul style="list-style-type: none"> <li>▪ All employees should be treated the same in all departments. It is wrong for one manager to treat the employees like crap and others to be fair and consistent.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Equality – some are allowed to get away with things that others would be reprimanded for doing.</li> <li>▪ Get rid of the double standard and hold everyone accountable to the same standards across the table regarding employee behavior. Not letting certain people get away with things &amp; then other people doing the same thing &amp; being reprimanded.</li> <li>▪ Complete fairness across the board.</li> </ul>
Miscellaneous	<ul style="list-style-type: none"> <li>▪ Move the city to the tropics.</li> <li>▪ My supervisor is terrific. <u>Not</u> a micromanager, and is supportive. Very accessible to answer questions – <u>fully</u> answers them. Great customer service really lacking in some areas. Some individuals seem to be not very accommodating when dealing with the public. The goal should always be that the person needing information should be assisted courteously in every way possible. If <u>we</u> can't help them, then send them on their way with contact info and phone #s so they can proceed. I'm not certain that customer service training would help. Supervisors need to deal with those not providing good customer service.</li> </ul>