



City of Oakland Park, Florida
Report of Results
2010

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Survey Background and Methodology

The National Employee Survey™ (The NES) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NES was developed by NRC to provide local governments with a statistically valid and meaningful survey, especially for managers who want to link service quality measures with measures of workforce commitment, ability, teamwork and satisfaction. It measures 10 dimensions of the employee experience through more than 60 questions.

The City of Oakland Park partnered with NRC to conduct a city-wide employee survey using The NES™. Employees were asked questions about their job satisfaction, work environment, compensation, supervisory relationships, organizational climate and communication. This was the first survey of Oakland Park employees. The results can be used by the City to better understand employee experiences, address employee concerns and monitor perspectives over time.

The survey consisted of thematically grouped question sets asked on a four-point scale (e.g., strongly agree, somewhat agree, somewhat disagree, strongly disagree or excellent, good, fair, poor). A final section of the survey asked employment and sociodemographic questions.

City of Oakland Park employees received a postcard in the mail in March 2010 inviting them to complete the Web-based survey. Employees with email addresses also received two email reminder messages with the survey link over the following two weeks. The City sent additional reminder emails to employees on each of the last three days of data collection asking for their participation. Data collection continued through the beginning of April. Of the 179 employees receiving an invitation to complete the survey, a total of 117 employees completed the survey, providing a response rate of 65%.

Data were collected online, automatically saved electronically and analyzed by NRC staff using the Statistical Package for the Social Sciences (SPSS). The anonymity of all employees is fully maintained as no names or other unique identifiers have been recorded.

How the Results Are Reported

Frequency distributions (the percent of respondents giving each possible response to a particular question) are presented in the body of the report. On most of the questions in the survey, respondents could answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in *Appendix A: Complete Set of Survey Frequencies*. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables display the responses from respondents who had an opinion about a specific item.

When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of rounding percentages to the nearest whole number.

Benchmark Comparisons

NRC’s database of comparative employee opinion comprises the perspectives of more than 4,400 employees gathered from employee surveys from local governments across the U.S. Those employees evaluated the organization in which they work and gave their opinion about job satisfaction, supervisor relationships and other aspects of the employee experience. The City of Oakland Park was compared to the entire database. A benchmark comparison (the average percent positive from all the comparison organizations where a question was asked, including Oakland

Park's) has been provided when there were at least five organizations in which the question was asked. The percent positive response was created by combining the most favorable response options (i.e., "strongly agree" and "somewhat agree" or "excellent" and "good").

Where comparisons are available, differences of more than five percentage points between Oakland Park's ratings and the average of the comparison employee ratings are considered statistically significant and thus are marked as "above" or "below" the benchmark. When differences between Oakland Park's ratings and the benchmarks are five percentage points or fewer, they are marked as "similar" to the benchmark.

Oakland Park Employee Survey Results

The following pages contain a complete set of responses to each question on the survey excluding “don’t know” responses.

Job Satisfaction						
Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Oakland Park.	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Total	Comparison to benchmark
Overall, I am satisfied with my job	43%	41%	11%	4%	100%	Below
Overall, I feel positive about working for the City of Oakland Park	28%	39%	18%	15%	100%	Below
Overall, I think the City of Oakland Park is a good employer	26%	34%	21%	18%	100%	Below
I plan on working for this organization a year from now	62%	30%	5%	4%	100%	Similar
Overall, I feel that I am as productive as I can be	60%	31%	5%	4%	100%	Similar
I have the opportunity to do what I do best every day at work	45%	31%	17%	7%	100%	NA
I have the right skills and abilities for doing this job	83%	16%	0%	1%	100%	Similar
My values match or fit with the values of this organization	47%	29%	13%	10%	100%	Below
How hard I work makes a big difference in the success of the City of Oakland Park	58%	24%	9%	9%	100%	Similar
I have good friends at work	47%	41%	10%	2%	100%	Similar
I have the right amount of work to do, on average	34%	33%	20%	14%	100%	Below

Work Group Performance						
Please rate each of the following aspects of your work group.	Excellent	Good	Fair	Poor	Total	Comparison to benchmark
The overall quality of the working relationships within my work group	36%	48%	11%	4%	100%	Similar
Promoting a positive working relationship among work group members	13%	46%	24%	17%	100%	Below
The overall quality of the work being done in my group	49%	43%	6%	2%	100%	Above
The commitment of my fellow employees to doing quality work	37%	50%	7%	6%	100%	Similar
Work group members valuing every team member	29%	43%	19%	9%	100%	Below
The distribution of work among team members in the work group	18%	42%	21%	19%	100%	Below
The level of encouragement given to one another to do a good job	25%	39%	23%	13%	100%	Similar

Supervisor Relationship						
Please rate each of the following aspects of your SUPERVISOR'S performance.	Excellent	Good	Fair	Poor	Total	Comparison to benchmark
Fostering an atmosphere of mutual trust and confidence	24%	40%	16%	21%	100%	Below
Promoting positive working relationship	27%	38%	20%	16%	100%	Similar
Providing specific, constructive feedback that helps improve performance	31%	32%	18%	18%	100%	Similar
Motivating employees to do good work	23%	37%	19%	21%	100%	Similar
Motivating employees to improve performance	21%	41%	18%	20%	100%	Similar
Encouraging employees to contribute ideas about work performance	28%	34%	22%	17%	100%	Similar
Encouraging employees to make decisions concerning their work	34%	34%	16%	16%	100%	Above
Working together with employees to set goals	27%	32%	23%	18%	100%	Below
Communicating expectations of employees	18%	43%	21%	18%	100%	Similar
Caring about employees as people	27%	36%	19%	18%	100%	Above
Treating employees with respect	31%	35%	19%	15%	100%	Similar
Demonstrating the skills needed to do the job	34%	35%	17%	14%	100%	Similar
Informing employees about decisions that impact work	30%	31%	23%	16%	100%	Below
Providing recognition for doing good work	28%	39%	16%	18%	100%	Similar
Welcoming employee involvement in decision-making	26%	33%	21%	21%	100%	Similar

Performance Evaluation						
Please rate each of the following aspects of the organization's existing employee evaluation system.	Excellent	Good	Fair	Poor	Total	Comparison to benchmark
Defining performance objectives	11%	39%	35%	15%	100%	Below
Accurately evaluating performance	11%	35%	31%	23%	100%	Below
Dealing with low performing employees	6%	25%	26%	44%	100%	Above
Rewarding high performing employees	8%	29%	25%	38%	100%	Above

Employee Development						
Please rate each of the following aspects of the organization's employee development activities:	Excellent	Good	Fair	Poor	Total	Comparison to benchmark
Supporting continual learning and development	16%	42%	27%	16%	100%	Below
Providing opportunities that help employees to develop knowledge and skills	15%	43%	28%	14%	100%	Below
Coaching or mentoring new employees	11%	32%	31%	26%	100%	Below
Providing adequate opportunities for career advancement	5%	27%	33%	35%	100%	Below
Encouraging employees to come up with innovative solutions to problems	15%	36%	31%	18%	100%	Similar

Wages and Benefits						
Please rate how well the organization does at...	Excellent	Good	Fair	Poor	Total	Comparison to benchmark
Providing a fair wage for work responsibilities	10%	33%	34%	22%	100%	Below
Providing benefits (vacation, sick leave, health care, retirement plan, etc.)	11%	26%	34%	29%	100%	Below
Allowing flexibility in work schedules (like flex-time, alternative work schedules, etc.)	14%	25%	25%	37%	100%	Below

Communication and Decision-making						
Please rate each of the following aspects of communication and decision-making by top level management in the organization.	Excellent	Good	Fair	Poor	Total	Comparison to benchmark
Communicating its strategic direction, vision, mission and values	18%	41%	23%	18%	100%	Similar
Communicating information in a timely manner	12%	38%	30%	20%	100%	Below
Sending out information that helps employees to understand the problems and issues facing the City	14%	37%	34%	15%	100%	Similar
Welcoming employee involvement in decision-making	11%	29%	32%	28%	100%	Similar
Listening to employee opinions	8%	31%	32%	29%	100%	Below

Organizational Climate						
Please rate each of the following aspects of the organization's work environment.	Excellent	Good	Fair	Poor	Total	Comparison to benchmark
Promoting a climate of mutual understanding and respect for differences and similarities among members of different groups	16%	49%	23%	13%	100%	Similar
Applying discipline fairly and consistently	9%	34%	22%	35%	100%	Similar
Communicating standards of ethical behavior	16%	47%	24%	13%	100%	Similar
Modeling standards of ethical behavior	14%	43%	23%	19%	100%	Similar
Maintaining a work environment that is free of violence or harassment	35%	42%	15%	8%	100%	Similar
Maintaining a work environment that is free of drug or alcohol abuse	46%	42%	10%	2%	100%	Similar

Physical Work Environment						
Please rate each of the following aspects of the organization's physical work environment.	Excellent	Good	Fair	Poor	Total	Comparison to benchmark
Providing the necessary materials, resources and equipment to do the job effectively	14%	47%	31%	8%	100%	Below
Providing a work space to do the job effectively	11%	56%	19%	13%	100%	Below

Performance of Support Services: Quality						
Please rate the QUALITY of each of the following support services in Oakland Park.	Excellent	Good	Fair	Poor	Total	Comparison to benchmark
Custodial cleaning services	10%	31%	24%	35%	100%	NA
Maintenance and repair services	25%	36%	27%	12%	100%	NA
Facilities management services overall	17%	39%	29%	15%	100%	Below
Fleet maintenance services overall	49%	37%	13%	1%	100%	Above
Recruitment services	21%	38%	21%	21%	100%	NA
Benefits administration	10%	35%	26%	29%	100%	NA
Training services	19%	30%	26%	25%	100%	NA
Human resources services overall	21%	31%	25%	22%	100%	Below
Telephone system	10%	39%	23%	27%	100%	NA
Network services	9%	30%	30%	30%	100%	NA
Application services	8%	27%	30%	35%	100%	NA
Desktop / Help Desk services	8%	33%	29%	30%	100%	NA
General information technology (IT) services overall	8%	30%	31%	31%	100%	Below
Purchasing services	19%	58%	16%	7%	100%	Similar
Finance services	29%	55%	11%	5%	100%	Similar
Risk management services	22%	42%	25%	12%	100%	Below
Overall City internal services	8%	42%	40%	10%	100%	NA

Performance of Support Services: Timeliness

Please rate the TIMELINESS of each of the following support services in Oakland Park.	Excellent	Good	Fair	Poor	Total	Comparison to benchmark
Custodial cleaning services	13%	31%	30%	26%	100%	NA
Maintenance and repair services	22%	44%	28%	6%	100%	NA
Facilities management services overall	17%	41%	32%	9%	100%	Below
Fleet maintenance services overall	48%	41%	8%	4%	100%	Above
Recruitment services	19%	34%	22%	25%	100%	NA
Benefits administration	7%	39%	30%	24%	100%	NA
Training services	15%	34%	31%	19%	100%	NA
Human resources services overall	19%	37%	23%	22%	100%	Below
Telephone system	8%	40%	20%	32%	100%	NA
Network services	8%	29%	30%	33%	100%	NA
Application services	8%	33%	24%	36%	100%	NA
Desktop / Help Desk services	8%	34%	26%	32%	100%	NA
General information technology (IT) services overall	7%	34%	27%	33%	100%	Below
Purchasing services	22%	52%	19%	6%	100%	Similar
Finance services	24%	56%	14%	6%	100%	Below
Risk management services	26%	46%	19%	10%	100%	Below
Overall City internal services	10%	45%	32%	12%	100%	NA

Appendix A: Complete Set of Survey Frequencies

The following pages contain a complete set of responses to each question on the survey including “don’t know” responses.

Question 1: Job Satisfaction						
Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Oakland Park.	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	Total
Overall, I am satisfied with my job	43%	40%	11%	4%	2%	100%
Overall, I feel positive about working for the City of Oakland Park	27%	38%	18%	15%	3%	100%
Overall, I think the City of Oakland Park is a good employer	26%	34%	21%	18%	0%	100%
I plan on working for this organization a year from now	55%	26%	4%	3%	11%	100%
Overall, I feel that I am as productive as I can be	60%	31%	5%	4%	0%	100%
I have the opportunity to do what I do best every day at work	44%	31%	17%	7%	1%	100%
I have the right skills and abilities for doing this job	83%	16%	0%	1%	0%	100%
My values match or fit with the values of this organization	47%	29%	13%	10%	1%	100%
How hard I work makes a big difference in the success of the City of Oakland Park	57%	24%	9%	9%	2%	100%
I have good friends at work	47%	41%	9%	2%	2%	100%
I have the right amount of work to do, on average	33%	32%	20%	14%	1%	100%

Question 2: Work Group Performance						
Please rate each of the following aspects of your work group.	Excellent	Good	Fair	Poor	Don't know	Total
The overall quality of the working relationships within my work group	36%	48%	11%	4%	1%	100%
Promoting a positive working relationship among work group members	13%	46%	24%	17%	0%	100%
The overall quality of the work being done in my group	48%	43%	6%	2%	2%	100%
The commitment of my fellow employees to doing quality work	37%	50%	7%	6%	0%	100%
Work group members valuing every team member	29%	43%	19%	9%	0%	100%
The distribution of work among team members in the work group	18%	41%	21%	19%	2%	100%
The level of encouragement given to one another to do a good job	25%	39%	23%	13%	0%	100%

Question 3: Supervisor Relationship

Please rate each of the following aspects of your SUPERVISOR'S performance.	Excellent	Good	Fair	Poor	Don't know	Total
Fostering an atmosphere of mutual trust and confidence	24%	39%	15%	21%	1%	100%
Promoting positive working relationship	26%	38%	20%	15%	1%	100%
Providing specific, constructive feedback that helps improve performance	30%	32%	18%	18%	2%	100%
Motivating employees to do good work	22%	37%	19%	21%	2%	100%
Motivating employees to improve performance	21%	40%	17%	20%	3%	100%
Encouraging employees to contribute ideas about work performance	27%	33%	21%	16%	2%	100%
Encouraging employees to make decisions concerning their work	33%	33%	15%	15%	3%	100%
Working together with employees to set goals	26%	31%	22%	17%	3%	100%
Communicating expectations of employees	18%	42%	21%	18%	2%	100%
Caring about employees as people	27%	36%	19%	18%	0%	100%
Treating employees with respect	31%	35%	19%	15%	0%	100%
Demonstrating the skills needed to do the job	33%	35%	17%	14%	1%	100%
Informing employees about decisions that impact work	30%	31%	23%	15%	1%	100%
Providing recognition for doing good work	28%	39%	16%	18%	0%	100%
Welcoming employee involvement in decision-making	26%	33%	21%	21%	0%	100%

Question 4: Performance Evaluation

Please rate each of the following aspects of the organization's existing employee evaluation system.	Excellent	Good	Fair	Poor	Don't know	Total
Defining performance objectives	10%	38%	34%	15%	3%	100%
Accurately evaluating performance	11%	34%	30%	22%	3%	100%
Dealing with low performing employees	5%	22%	23%	39%	10%	100%
Rewarding high performing employees	8%	27%	23%	36%	6%	100%

Question 5: Employee Development

Please rate each of the following aspects of the organization's employee development activities.	Excellent	Good	Fair	Poor	Don't know	Total
Supporting continual learning and development	15%	42%	26%	15%	1%	100%
Providing opportunities that help employees to develop knowledge and skills	15%	43%	28%	14%	0%	100%
Coaching or mentoring new employees	10%	31%	29%	25%	5%	100%
Providing adequate opportunities for career advancement	5%	26%	32%	34%	2%	100%
Encouraging employees to come up with innovative solutions to problems	15%	35%	30%	17%	3%	100%

Question 6: Wages and Benefits

Please rate how well the organization does at...	Excellent	Good	Fair	Poor	Don't know	Total
Providing a fair wage for work responsibilities	10%	33%	34%	22%	0%	100%
Providing benefits (vacation, sick leave, health care, retirement plan, etc.)	11%	26%	34%	29%	0%	100%
Allowing flexibility in work schedules (like flex-time, alternative work schedules, etc.)	14%	24%	24%	36%	3%	100%

Question 7: Communication and Decision-making

Please rate each of the following aspects of communication and decision-making by top level management in the organization.	Excellent	Good	Fair	Poor	Don't know	Total
Communicating its strategic direction, vision, mission and values	18%	40%	23%	18%	1%	100%
Communicating information in a timely manner	12%	38%	30%	20%	1%	100%
Sending out information that helps employees to understand the problems and issues facing the City	14%	37%	34%	15%	0%	100%
Welcoming employee involvement in decision-making	10%	28%	32%	27%	3%	100%
Listening to employee opinions	8%	30%	32%	28%	3%	100%

Question 8: Organizational Climate

Please rate each of the following aspects of the organization's work environment.	Excellent	Good	Fair	Poor	Don't know	Total
Promoting a climate of mutual understanding and respect for differences and similarities among members of different groups	15%	48%	22%	13%	2%	100%
Applying discipline fairly and consistently	8%	31%	20%	32%	10%	100%
Communicating standards of ethical behavior	15%	45%	23%	13%	3%	100%
Modeling standards of ethical behavior	14%	41%	22%	18%	5%	100%
Maintaining a work environment that is free of violence or harassment	33%	41%	15%	8%	3%	100%
Maintaining a work environment that is free of drug or alcohol abuse	44%	41%	10%	2%	3%	100%

Question 9: Physical Work Environment

Please rate each of the following aspects of the organization's physical work environment.	Excellent	Good	Fair	Poor	Don't know	Total
Providing the necessary materials, resources and equipment to do the job effectively	14%	47%	31%	8%	0%	100%
Providing a work space to do the job effectively	11%	56%	19%	13%	1%	100%

Question 10: Performance of Support Services: Quality

Please rate the QUALITY of each of the following support services in Oakland Park.	Excellent	Good	Fair	Poor	Don't know	Total
Custodial cleaning services	9%	28%	22%	32%	9%	100%
Maintenance and repair services	25%	35%	26%	12%	2%	100%
Facilities management services overall	17%	38%	28%	15%	2%	100%
Fleet maintenance services overall	35%	26%	10%	1%	29%	100%
Recruitment services	16%	30%	16%	16%	21%	100%
Benefits administration	10%	34%	25%	28%	3%	100%
Training services	18%	28%	25%	24%	6%	100%
Human resources services overall	21%	30%	24%	22%	3%	100%
Telephone system	10%	39%	23%	27%	1%	100%
Network services	9%	30%	30%	30%	1%	100%
Application services	8%	25%	28%	32%	7%	100%
Desktop / Help Desk services	8%	32%	28%	29%	3%	100%
General information technology (IT) services overall	8%	29%	31%	31%	1%	100%
Purchasing services	15%	48%	14%	6%	17%	100%
Finance services	25%	47%	10%	4%	14%	100%
Risk management services	15%	27%	16%	8%	34%	100%
Overall City internal services	8%	41%	39%	9%	3%	100%

Question 11: Performance of Support Services: Timeliness

Please rate the TIMELINESS of each of the following support services in Oakland Park.	Excellent	Good	Fair	Poor	Don't know	Total
Custodial cleaning services	12%	28%	26%	23%	10%	100%
Maintenance and repair services	21%	42%	27%	6%	4%	100%
Facilities management services overall	17%	39%	30%	9%	5%	100%
Fleet maintenance services overall	33%	28%	5%	3%	31%	100%
Recruitment services	16%	28%	17%	20%	19%	100%
Benefits administration	7%	37%	28%	22%	5%	100%
Training services	14%	31%	28%	17%	9%	100%
Human resources services overall	18%	35%	22%	21%	4%	100%
Telephone system	8%	38%	19%	30%	5%	100%
Network services	8%	27%	28%	32%	5%	100%
Application services	7%	30%	22%	32%	10%	100%
Desktop / Help Desk services	8%	32%	25%	30%	6%	100%
General information technology (IT) services overall	7%	32%	26%	32%	3%	100%
Purchasing services	18%	43%	16%	5%	18%	100%
Finance services	20%	47%	12%	5%	15%	100%
Risk management services	16%	28%	11%	6%	40%	100%
Overall City internal services	10%	42%	30%	11%	8%	100%

Question 12: Respondent Department

In which City agency or department do you work?	Percent of respondents
Public Works	12%
Parks and Leisure Services	21%
Finance	6%
Fire Rescue	22%
Engineering and Community Development	19%
Other	22%
Total	100%

Question 13: Managerial Status

What is your management status?	Percent of respondents
Manager	35%
Non-manager	60%
Don't know	5%
Total	100%

Question 14: Respondent Exemption Status

What is your exemption status?	Percent of respondents
Exempt (not eligible for overtime)	42%
Non-exempt (eligible for overtime)	52%
Don't know	6%
Total	100%

Question 15: Respondent Employment Status

Are you employed full time or part time?	Percent of respondents
Full time	94%
Part time	6%
Total	100%

Question 16: Respondent Work Shift

If you do shift work, which is your predominant shift?	Percent of respondents
Day	58%
Evening	3%
Night	2%
N/A	37%
Total	100%

Question 17: Respondent Race

What is your race?	Percent of respondents
White	69%
Hispanic	7%
African American	14%
American Indian or Alaskan native	2%
Asian, Hawaiian or Pacific Islander	2%
Other	7%

**Total may equal more than 100% as respondents could chose more than one race*

Question 18: Respondent Gender

What is your gender?	Percent of respondents
Male	63%
Female	37%
Total	100%

Question 19: Respondent Age

What is your age range?	Percent of respondents
20 years or younger	1%
21 to 30 years	6%
31 to 40 years	26%
41 to 40 years	33%
51 to 60 years	29%
61 years or older	4%
Total	100%

Question 20: Respondent Tenure at the City

How many years have you worked for the City of Oakland Park?	Percent of respondents
0 to 5 years	40%
6 to 10 years	30%
11 to 15 years	16%
16 to 20 years	6%
More than 20 years	7%
Total	100%

Appendix B: Survey Instrument

The following pages contain The National Employee Survey™ formatted similarly to the Web version.

The City of Oakland Park Employee Survey

This survey is to be completed only once by City of Oakland Park employees. Your responses will be kept anonymous and reported in group form only.

Job Satisfaction

1) Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Oakland Park.

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know
Overall, I am satisfied with my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, I feel positive about working for the City of Oakland Park	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, I think the City of Oakland Park is a good employer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I plan on working for this organization a year from now	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, I feel that I am as productive as I can be	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the opportunity to do what I do best every day at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the right skills and abilities for doing this job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My values match or fit with the values of this organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How hard I work makes a big difference in the success of the City of Oakland Park	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have good friends at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the right amount of work to do, on average	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Work Group Performance

2) Please rate each of the following aspects of your work group.

	Excellent	Good	Fair	Poor	Don't know
The overall quality of the working relationships within my work group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The overall quality of the working relationships between sections or work groups in this organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The overall quality of the work being done in my group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The commitment of my fellow employees to doing quality work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work group members valuing every team member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The distribution of work among team members in the work group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The level of encouragement given to one another to do a good job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Supervisor Relationship

3) Please rate each of the following aspects of your SUPERVISOR'S performance.

	Excellent	Good	Fair	Poor	Don't know
Fostering an atmosphere of mutual trust and confidence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting a positive working relationship among work group members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing specific, constructive feedback that helps improve performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Motivating employees to do good work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Motivating employees to improve performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encouraging employees to contribute ideas about work performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encouraging employees to make decisions concerning their work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working together with employees to set goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicating expectations of employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Caring about employees as people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Treating employees with respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrating the skills needed to do the job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informing employees about decisions that impact work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing recognition for doing good work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Welcoming employee involvement in decision-making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Performance Evaluation

4) Please rate each of the following aspects of the organization's existing employee evaluation system.

	Excellent	Good	Fair	Poor	Don't know
Defining performance objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accurately evaluating performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dealing with low performing employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rewarding high performing employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee Development

5) Please rate each of the following aspects of the organization's employee development activities.

	Excellent	Good	Fair	Poor	Don't know
Supporting continual learning and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing opportunities that help employees to develop knowledge and skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coaching or mentoring new employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing adequate opportunities for career advancement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encouraging employees to come up with innovative solutions to problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Wages and Benefits

6) Please rate how well the organization does at...

	Excellent	Good	Fair	Poor	Don't know
Providing a fair wage for work responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing benefits (vacation, sick leave, health care, retirement plan, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allowing flexibility in work schedules (like flex-time, alternative work schedules, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Communication and Decision-making

7) Please rate each of the following aspects of communication and decision-making by top level management (City manager and his staff) in the organization.

	Excellent	Good	Fair	Poor	Don't know
Communicating its strategic direction, vision, mission and values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicating information in a timely manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sending out information that helps employees to understand the problems and issues facing the City	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Welcoming employee involvement in decision-making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Listening to employee opinions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Organizational Climate

8) Please rate each of the following aspects of the organization's work environment.

	Excellent	Good	Fair	Poor	Don't know
Promoting a climate of mutual understanding and respect for differences and similarities among members of different groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Applying discipline fairly and consistently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicating standards of ethical behavior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Modeling standards of ethical behavior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintaining a work environment that is free of violence or harassment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintaining a work environment that is free of drug or alcohol abuse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Physical Work Environment

9) Please rate each of the following aspects of the organization's physical work environment.

	Excellent	Good	Fair	Poor	Don't know
Providing the necessary materials, resources and equipment to do the job effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing a work space to do the job effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Performance of Support Services

10) Please rate the QUALITY of each of the following support service(s) in Oakland Park: Facilities management

	Excellent	Good	Fair	Poor	Don't know
Custodial cleaning services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintenance and repair services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilities management services overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11) Please rate the QUALITY of each of the following support service(s) in Oakland Park: Fleet maintenance

	Excellent	Good	Fair	Poor	Don't know
Fleet maintenance services overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12) Please rate the QUALITY of each of the following support service(s) in Oakland Park: Human resources

	Excellent	Good	Fair	Poor	Don't know
Recruitment services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefits administration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human resources services overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13) Please rate the QUALITY of each of the following support service(s) in Oakland Park: Information technology (IT)

	Excellent	Good	Fair	Poor	Don't know
Telephone system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Network services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Application services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Desktop / Help Desk services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General information technology (IT) services overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14) Please rate the QUALITY of each of the following support service(s) in Oakland Park: Purchasing

	Excellent	Good	Fair	Poor	Don't know
Purchasing services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15) Please rate the QUALITY of each of the following support service(s) in Oakland Park: Finance

	Excellent	Good	Fair	Poor	Don't know
Finance services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16) Please rate the QUALITY of each of the following support service(s) in Oakland Park: Risk management

	Excellent	Good	Fair	Poor	Don't know
Risk management services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17) Please rate the QUALITY of Oakland Park's internal services overall.

	Excellent	Good	Fair	Poor	Don't know
Overall City internal services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Performance of Support Services

18) Please rate the TIMELINESS of each of the following support service(s) in Oakland Park: Facilities management

	Excellent	Good	Fair	Poor	Don't know
Custodial cleaning services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintenance and repair services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilities management services overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19) Please rate the TIMELINESS of each of the following support service(s) in Oakland Park: Fleet maintenance

	Excellent	Good	Fair	Poor	Don't know
Fleet maintenance services overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20) Please rate the TIMELINESS of each of the following support service(s) in Oakland Park: Human resources

	Excellent	Good	Fair	Poor	Don't know
Recruitment services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefits administration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human resources services overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21) Please rate the TIMELINESS of each of the following support service(s) in Oakland Park: Information technology (IT)

	Excellent	Good	Fair	Poor	Don't know
Telephone system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Network services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Application services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Desktop / Help Desk services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General information technology (IT) services overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22) Please rate the TIMELINESS of each of the following support service(s) in Oakland Park: Purchasing

	Excellent	Good	Fair	Poor	Don't know
Purchasing services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23) Please rate the TIMELINESS of each of the following support service(s) in Oakland Park: Finance

	Excellent	Good	Fair	Poor	Don't know
Finance services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24) Please rate the TIMELINESS of each of the following support service(s) in Oakland Park: Risk management

	Excellent	Good	Fair	Poor	Don't know
Risk management services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25) Please rate the TIMELINESS of Oakland Park's internal services overall.

	Excellent	Good	Fair	Poor	Don't know
Overall City internal services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employment Information

Our last questions are about you. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.

26) In which City agency or department do you work? (Please choose one.)

- Public Works
- Parks and Leisure Services
- Finance
- Fire Rescue
- Engineering and Community Development
- Other

27) What is your management status?

- Manager
- Non-manager
- Don't know

28) What is your exemption status?

- Exempt (not eligible for overtime)
- Non-Exempt (eligible for overtime)
- Don't know

29) Are you employed full time or part time?

- Full time
- Part time

30) If you do shift work, which is your predominant shift?

- Day
- Evening
- Night
- N/A

Demographic Information

31) What is your race? (Check all that apply.)

- White
- Hispanic
- African American
- American Indian or Alaskan native
- Asian, Hawaiian or Pacific Islander
- Other

32) What is your gender?

- Male
- Female

33) What is your age range?

- 20 years or younger
- 21 to 30 years
- 31 to 40 years
- 41 to 50 years
- 51 to 60 years
- 61 years or older

34) How many years have you worked for the City of Oakland Park?

- 0 to 5 years
- 6 to 10 years
- 11 to 15 years
- 16 to 20 years
- More than 20 years

Thank you very much for completing this survey!