



**Otay Water District
2008 Employee
Satisfaction Survey**



OTAYWATERDISTRICT



Prepared for

**Otay Water District
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OTAY WATER DISTRICT 2008 EMPLOYEE SURVEY

EXECUTIVE SUMMARY

The Otay Water District conducted an employee survey to assess various characteristics of job satisfaction among the 161 employees who work for the District. Rea & Parker Research was selected to be the consultant that would draft, conduct, and analyze a web-based Internet survey. This survey was developed and conducted so that future employee surveys could be used to identify longitudinal trends in employee attitudes and behavior.

Section A of the survey contained 49 questions requesting employees to indicate the extent to which they agreed or disagreed that certain positive employment characteristics were provided and exhibited by the Otay Water District. Another 49 questions inquired as to the importance or lack of importance that the employees attached to each of these characteristics. Section B set forth 4 satisfaction based questions, and Section C contained 5 general information/demographic questions for a total of 107 questions in the survey.

Of the 161 employees, 143 completed the survey on May 29 at the Otay Water District offices. Some employees were away on vacation and others did not complete the survey for reasons known only to them, so, for one additional week, the website was left open for those who did not complete their survey to do so. Once submitted as final, surveys were no longer accessible to employees and were sent immediately to a secure server maintained by Rea & Parker Research, which was not accessible by anyone at the Otay Water District. During that extended period another 10 employees submitted their surveys, resulting in 153 completed surveys (95 percent) and leaving 8 not completed.

Overall Satisfaction

It is very clear that employees of the Otay Water District are quite satisfied with their employment. Employees rate their satisfaction with being an employee of the Otay Water District at a mean rating of 5.45 on a scale of 1 = Highly Dissatisfied to 7 = Highly Satisfied. More than one-half (53 percent) of employees rate their employment at 6 or 7 (indicative of a great deal of satisfaction). Overall satisfaction is highest among employees who are categorized as working in Administration, Information Technology (IT), or within the General Manager's office, with a mean satisfaction of 6.38. Operations employees (4.92) are notably lower in overall satisfaction. Along this same line, all employees also stated overwhelmingly (90 percent) that they would recommend the Otay Water District as a place of employment.

Survey Categories

The survey contained several subsections, eight of which identified and categorized the 49 positive employment-related characteristics. These eight categories of questions and their mean agreement and importance ratings are as follows:

Mean Agreement Ratings and Importance Ratings by Category		
Scale: 1 = Highly Disagree/Very Unimportant		
7 = Highly Agree/Very Important		
Category	Mean Agreement	Mean Importance
Workplace and Resources	5.75	6.33
Opportunities for Professional Growth	5.28	6.28
Compensation and Benefits	5.54	6.56
Management/Supervision	5.60	6.49
Employee Interaction	5.84	6.54
Feedback and Employee Evaluation	5.85	6.57
Morale	5.26	6.55
Communications	5.39	6.15
Overall Mean	5.45	6.38

The highest mean ratings for Agreement are found in the Feedback and Employee Evaluation (5.85) and Employee Interaction (5.84) categories. On the lower end are Morale (5.26) and Opportunities for Professional Growth (5.28). The high Importance categories also include Feedback and Employee Evaluation (6.57) and Employee Interaction (6.54), along with Compensation and Benefits (6.56) and Morale (6.55).

In all cases Importance receives higher ratings than Agreement; however, Morale, Compensation and Benefits, and Opportunities for Professional Growth demonstrate substantial differences between Agreement and Importance that show that Agreement has fallen particularly far behind Importance in those categories.

Agreement and Importance Ratings of Characteristics within Each Category

As with the high degree of overall satisfaction, the employees gave the District high marks in agreeing that the District exhibited these 49 characteristics, ranging from the highest mean rating of 6.52 that the employees agree that they Understand the Relationship of Their Work and the Success of the District to lowest rating of 4.70 (still well above the midpoint rating of 4) that the PIPELINE newsletter is valuable.

Importance ratings sometimes parallel agreement and at other times differ; however, what is very clear is that almost all employment characteristics are rated as being very important and are always rated higher in Importance than in Agreement. Specifically, 45 of the 49 characteristics are rated above 6.00 on the Importance scale the highest being Performance Evaluation is Fair (6.70), Department Employees Work as a Team (6.68), and Job Security (6.68). As with agreement, the lowest rated regarding importance was the PIPELINE is Valuable (4.83).

- Workplace and Resources: The District's promotion of safety in the workplace (6.14 to 78 percent rating of 6 or 7) is its strongest element in this category in terms of agreement among employees that this characteristic is exhibited by the District. Lowest among the characteristics in this category for agreement, but still strongly agreed upon, is that employees have all the information that is necessary to do their job (5.52 to 61 percent rating 6 or 7). Administration/IT employees are more strongly in agreement with each of the characteristics being adequately provided by the Otay Water District and Engineering and Operations are less in agreement. Having all necessary resources (6.64) and having all information necessary (6.55) are of the highest importance neither of which was

ranked that high in the agreement ratings, with having all information necessary ranking the lowest in agreement.

- Opportunities for Professional Growth: On the high end of these characteristics is having opportunities to be innovative (5.61 60 percent rating 6 or 7). A significantly lower agreement rating is evidenced for the District providing training to advance (4.96 44 percent rating 6 or 7). Administrative/IT employees demonstrate a greater degree of agreement that the District exhibits the positive employment characteristics of providing opportunities to advance skills, providing rewarding work and providing training needed to do the job than do Operations employees. Rewarding work (6.41) and receiving the training to do the job (6.39) are the two most important characteristics in this category.
- Compensation and Benefits: There is more agreement among employees that the benefits offered by the Otay Water District are good (5.77 64 percent rating 6 or 7) and competitive (5.71 68 percent rating 6 or 7) than is the pay fair (5.26 57 percent rating 6 or 7) or competitive (5.19 55 percent rating 6 or 7). Once again, it is worth noting that all ratings are good some are just higher than others, but none are poor. Management believes that their pay is fair and competitive; however, Supervisors and Non-management employees are less in agreement. All features of the Compensation and Benefits category are quite important (range 6.66-6.38).
- Management/Supervision: Being treated with respect by Supervisors appears at the top of both the agreement (6.15 79 percent rating 6 or 7) and importance (6.72) ratings. What emerges most in this category is the difference that employees see between their Supervisors and District Management. The five Supervisor characteristics are rated highly (range 6.15-5.71) in contrast to the two Management characteristics (4.83-4.90). Operations and Engineering employees' ratings, although still positive, are, in fact, lower for these Management characteristics than are these ratings from Administrative/Information Technology/General Manager and Finance employees.

Somewhat blurring this distinction between Management and Supervisors is that more than one-half of the employees in the survey are supervised by Management personnel not designated Supervisors. These employees give their Manager supervisors higher agreement ratings than Supervisors receive from their workers.

Crew Leaders, in particular, drive down the ratings for Management Making Informed Decisions (4.00). The two District management characteristics are important (both 6.51) much more important than they are agreed upon as being adequately provided. As with many of the characteristics in this survey, women place greater importance on them than do men.

- Employee Interaction: There is much satisfaction with employees within the worker's own department. Department employees work as a team (6.00 78 percent rating 6 or 7), department employees are accountable for their work (5.95 74 percent rating 6 or 7), and department employees share information (5.95 78 percent rating 6 or 7) rank highest in agreement in this category. Employees place great importance on Employee Interaction (range of importance ratings 6.68-6.41). This category contains the characteristic that is rated among the most important of all (Department Employees Work as a Team 6.68). The order of importance parallels the agreement order of Employee Interaction characteristics. Female employees especially find these characteristics to be important.

- **Feedback and Employee Evaluation:** There is considerable agreement among employees that they understand the connection between their job and the ultimate success of the District (6.52 91 percent rating 6 or 7). Operations employees tend toward the lower end of the agreement spectrum, with Administration/IT and Finance higher. Operations employees indicate lower levels of agreement regarding constructive feedback from Supervisors and fair employee evaluations. The highest rated of all characteristics (Performance Evaluation is Fair 6.70) in importance is in this category, and all characteristics are rated of very high importance (range 6.70-6.45).
- **Morale:** The Morale category has lower levels of agreement than previous categories, with the greatest amount of agreement for Employee Contributions Being Valued (5.57 61 percent rating 6 or 7). Supervisor morale characteristics are much lower than for Management or Non-management employees. Job Security is shown to be very important (6.68) and not rated nearly so highly for agreement (5.16 53 percent rating 6 or 7). Department morale also is revealed as being considerably more important than it is agreed upon. Morale is particularly important to female employees especially job security.
- **Communications:** Employees agree that they understand work goals and objectives to a strong degree (6.30 86 percent rating 6 or 7) but are relatively low in agreement on the PIPELINE Newsletter being valuable (4.70 33 percent rating 6 or 7) and that communications have improved in the District (4.71 41 percent rating 6 or 7). Administrative/IT and Finance employees agree with the District's provision of these characteristics more than do Operations and Engineering. Management displays greater agreement than do Supervisors. Limited importance is placed by employees upon the PIPELINE newsletter (4.93 the lowest of all importance ratings by far). On the higher end of importance are Understanding Work Goals and Objectives (6.57) and Supervisor Shares Information (6.48 in contrast to the lower rated District Shares Information 5.95).

Opportunities for Increased Employee Satisfaction

Correlations: Among relationships between agreement with the characteristics listed in the survey and overall satisfaction, every characteristic that can be categorized at or very near what is commonly accepted as a very strong relationship is a characteristic from one of three categories Morale, Management/Supervision, and Opportunities for Professional Growth. The individual characteristics of Department Morale, Management Provides Effective Leadership, Optimistic about Future Success with District, and Management Makes Informed Decisions display the highest correlations with overall satisfaction, thereby indicating that enhancing the agreement ratings of these characteristics can be expected to significantly improve overall satisfaction among employees.

Quadrant Analysis: Levels of agreement can be mapped on charts with importance such that agreement is graphically measured against how important an issue tends to be. In Quadrant Analysis high agreement and high importance represent characteristics that are indicative of what makes the Otay Water District a good place of employment; whereas lower agreement and high importance are characteristics that represent opportunities for effective improvements.

Quadrant Analysis indicates that the core characteristics that make the Otay Water District a good place of employment are:

- Having all resources and equipment necessary
- Having adequate time to do the job
- Safety
- Supervisor treats employees with respect
- Department works as a team
- Department employees are accountable for their work
- Understand relationship between work and success of District
- Benefits Package is good
- Supervisor is open to work-related concerns
- Department shares information
- Understand work goals and objectives

Quadrant Analysis also shows the factors where improvements would most likely enhance satisfaction to the greatest extent to be as follows:

- Pay is fair
- Pay is competitive
- Management makes informed decisions
- Management provides effective leadership
- Job security
- Optimistic about future success with District
- Department morale
- Individual employee morale
- Improved communications within District

Open-Ended Questions: Generally speaking, the open-ended responses to what works well and what needs improvement offset one another in most categories. New programs, Strategic Planning, and Customer Service are clear positives, whereas Management Style and Disciplinary Policies elicit more negative than positive feedback.

Conclusions

It must be emphasized that the Otay Water District is considered by its employees to be an excellent place of employment. Resources and equipment are excellent, safety is strongly emphasized and appreciated. Supervisors and managers who directly supervise are well thought of, and there is considerable teamwork and respect within the departments. The benefit package is appreciated, as are the new programs and planning processes instituted by the District.

Despite such strong positive support for the District in its role as employer, there do exist a few issues that can be improved upon and that would likely enhance employee satisfaction. Job security could be higher and an optimistic view of the employees' future success with the District is also possible to improve somewhat in pursuit of greater employee satisfaction. Inter-department communication and communication between management and employees can also be addressed further.

OTAY WATER DISTRICT 2008 EMPLOYEE SURVEY

INTRODUCTION

In 1956, the Otay Water District was authorized by the State Legislature and gained its entitlement to imported water. Today, the District serves the water and/or sewer needs of approximately 190,000 people, covering 125.5 square miles of southern San Diego County, by purchasing their water from the Metropolitan Water District of Southern California through the San Diego County Water Authority. The District takes delivery of the water through several connections to large pipelines owned and operated by the San Diego County Water Authority. Since its inception, the Otay Water District has also collected and reclaimed wastewater generated within the Jamacha drainage basin and pumped the reclaimed water south to the Salt Creek basin where it is used for irrigation and other non-potable uses.

The Otay Water District requested that a consultant conduct an employee survey to assess various characteristics of job satisfaction among the 161 employees who work for the District. Rea & Parker Research was selected to be the consultant that would draft, conduct, and analyze a web-based Internet survey. This survey was developed and conducted so that the 2004 employee survey could be used for some comparisons and that future employee surveys would be used to identify longitudinal trends in employee attitudes and behavior.

Section A of the survey (included in the appendix) contained 49 questions requesting employees to indicate the extent to which they agreed or disagreed that certain positive employment characteristics were provided and exhibited by the Otay Water District. Another 49 questions inquired as to the importance or lack of importance that the employees attached to each of these characteristics. Section B set forth 4 satisfaction based questions, and Section C contained 5 general information/demographic questions for a total of 107 questions in the survey.

Methodology

Several meetings were conducted with Otay Water District management and staff in order to develop this survey so that it would achieve the goals and objectives of finding out key satisfaction and importance opinions of the employees and be replicable for future tracking.

Two e-mails were sent to each employee—the first from the Otay Water District General Manager on Tuesday, May 27, 2008, as follows:

In our continuing commitment to create and maintain a professional work environment for employees, the District is asking you to participate in an employee survey.

The survey is designed to provide you with an opportunity to voice your opinions and observations about working at the District. Your participation in this survey is very important in helping the District in its continuing efforts to understand your perspective on work-related issues and to support and improve your experience as an employee of the District.

Within a few days, you will receive another e-mail directly from the researchers—Rea & Parker Research. This second e-mail will provide a unique user name and password that will enable you to access the survey on line.

There are no right or wrong answers, so just let us know what you think. All answers will be strictly anonymous and responses will be summarized when reported. Your individual responses will go directly to the Rea & Parker Research website and not be individually traceable or identifiable. The District will not be able to view individual results. The District will only receive information summarized by Rea and Parker Research.

Please look for the survey link in your e-mail. The District has set aside time for you to complete the survey on Thursday, May 29, 2008, from 6:30 a.m. to 7:30 a.m. for Operations and Field employees and from 8:00 a.m. to 9:00 a.m. for Administrative employees. All employees who have workstations, please complete the survey at your workstation. Computers will be set up in the Operations Crew Room for employees that do not have a workstation.

If you have any questions regarding this employee survey, you may contact Human Resources or Rea and Parker at lrea@rea-parker.com or at 858-279-5070. Thank you in advance for your time and thoughtfulness.

Mark Watton

Late in the evening of Wednesday, May 28, 2008, the following e-mail went out to all employees from Rea & Parker Research. This e-mail provided the link and unique (for each employee) user name and password that would allow them to access the survey at the appointed times of 6:30am on Thursday, May 29 for Operations and Field employees and 8:00am for office staff and management.

Dear Employee of the Otay Water District:

A few days ago, the District notified you by e-mail that it is conducting an employee survey. As an employee of the Otay Water District, your participation in this survey is very important in helping the District in its continuing efforts to understand your perspective on work-related issues and to support and improve your experiences as an employee.

This e-mail provides you with a unique user name and password that will enable you to access the survey. When you are ready to begin the survey, which is expected to take approximately 15 minutes, please click on the link below where you will be asked to input your user name and password. The survey will then be accessible to you and you will be able to complete it and submit it to our confidential server.

Survey link:

User name:

Password:

If you have any questions, please e-mail me at lrea@rea-parker.com.

Thank you in advance for your participation.

Sincerely,

Louis M. Rea
Vice President, Rea & Parker Research

Each employee was able to use his or her own work computer or was provided one for use by the Otay Water District to access the website and complete the survey. Only 3 employees had difficulty accessing the website and it was the case sensitivity of the password that caused two of them difficulty and the other mistook an ð¸¸ for a zero on the password. They were able to call Rea & Parker Research during the survey and obtain help.

Of the 161 employees, 143 completed the survey on May 29. Some employees were away on vacation and others did not complete the survey for reasons known only to them, so, for one additional week, the website was left open for those who did not complete their survey to do so. Once submitted as final, surveys were no longer accessible to employees and were sent immediately to a secure server maintained by Rea & Parker Research, which was not accessible by anyone at the Otay Water District.

Follow-up e-mails on Tuesday, June 3 and Thursday, June 5 went to the 18 who did not complete the survey informing them of the Friday, June 6, 2008 cut-off date. During that extended period

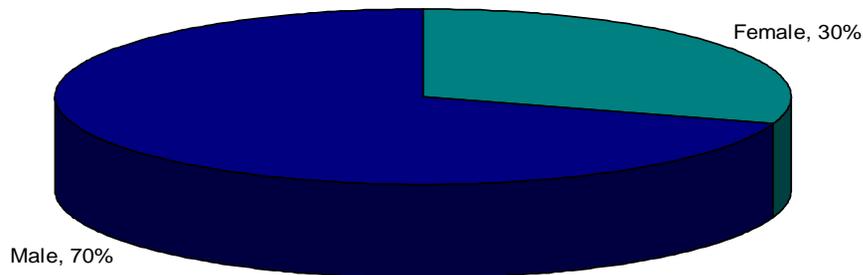
another 10 employees submitted their surveys, resulting in 153 completed surveys (95 percent) and leaving 8 not completed.

Data was then taken from the website, entered into a text file and loaded into SPSS (Statistical Package for the Social Sciences) for analysis. The report that follows details the results and findings of this analytical process.

Employee General Information/Demographics

Charts 1-5 depict certain demographic characteristics of Otay Water District employees who responded to the survey (153 out of 161). Responding employees of the District are 70 percent male (**Chart 1**).

Chart 1
Employee Gender



The median age of employees is 44.5 (**Chart 2**) and have worked for the Otay Water District for a median of approximately 6 years, with 12 percent having worked at the District 20 or more years and 5 percent presently in their first year of employment (**Chart 3**).

Chart 2
Employee Age
 (median age = 44.5)

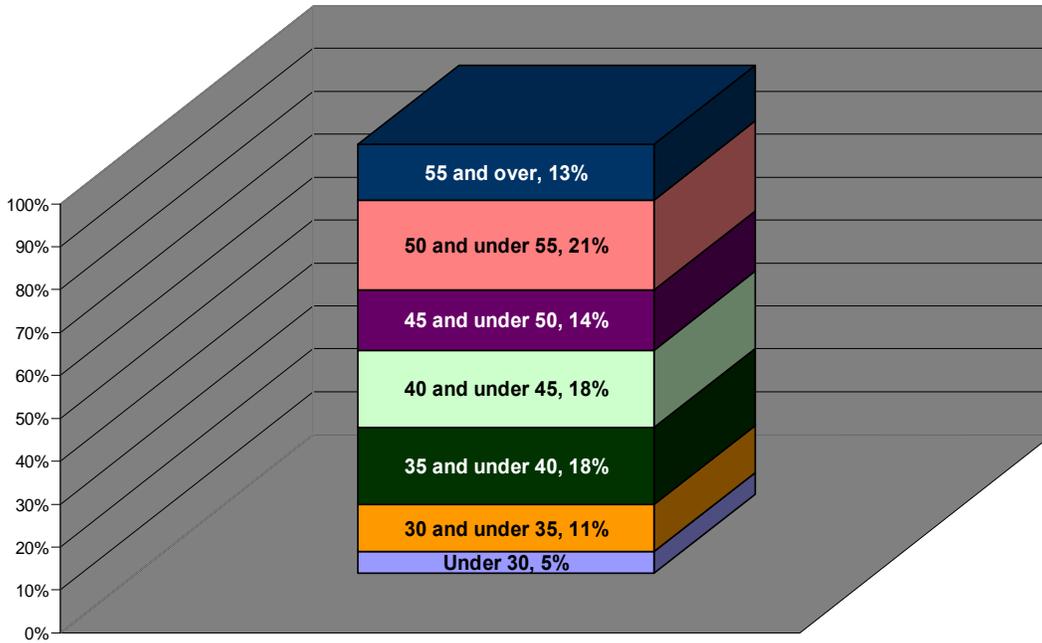
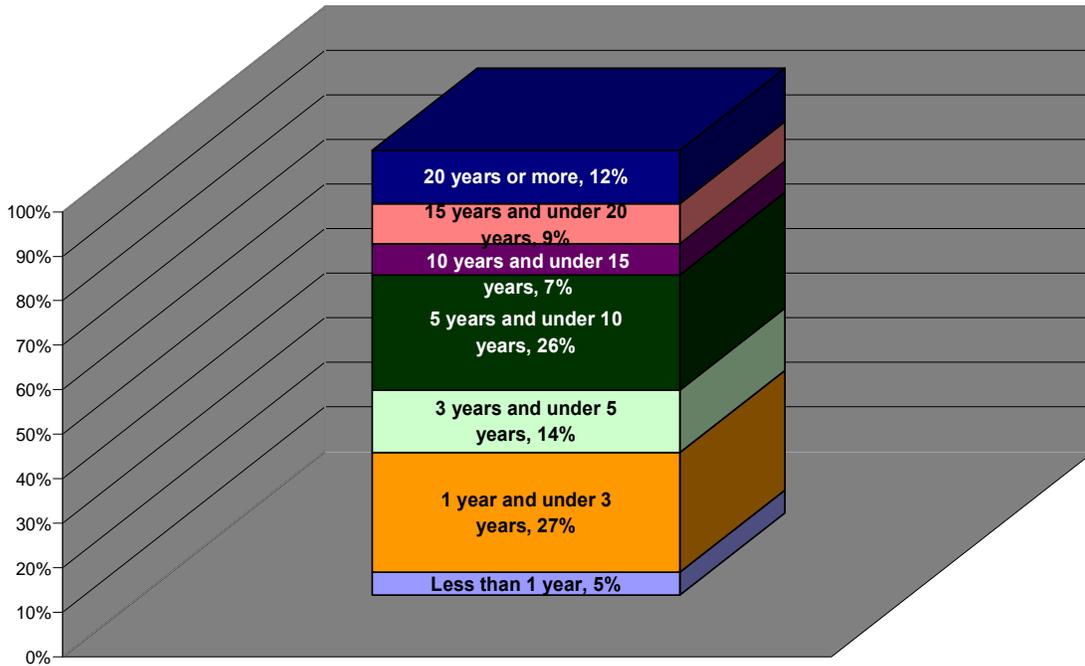


Chart 3
Employee Length of Service
 (median length of service = 6 years)



Operations is the largest department (38 percent) followed by Finance (24 percent) and almost three-fourths of employees (71 percent) are non-management, non-supervisory, and non-crew leader employees (Chart 5).

Chart 4
Department of Employment within Otay Water District

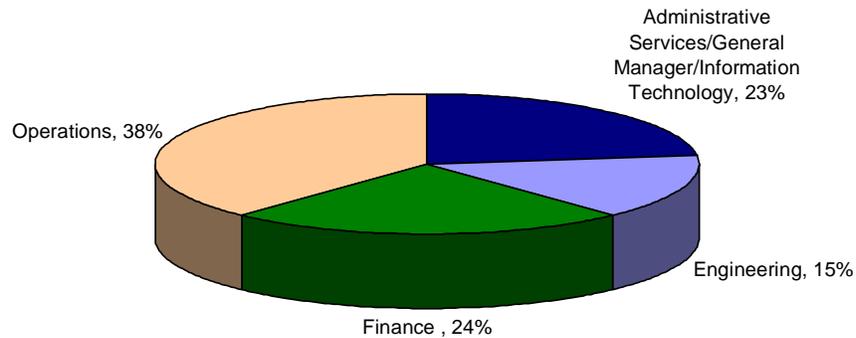
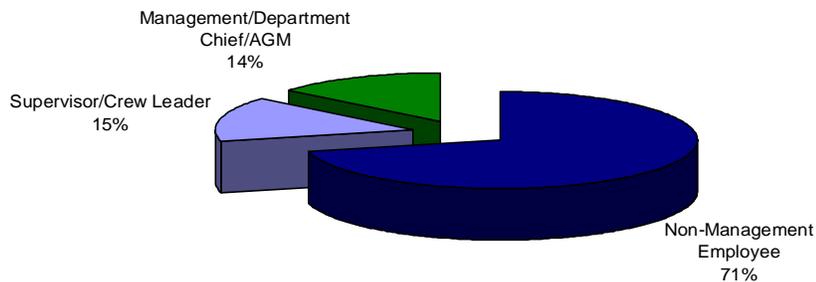


Chart 5
Position Type



SURVEY FINDINGS

Overall Satisfaction

It is very clear that employees of the Otay Water District are quite satisfied with their employment. **Chart 6** shows that employees rate their satisfaction with being an employee of the Otay Water District at a mean rating of 5.45 on a scale of 1 = Highly Dissatisfied to 7 = Highly Satisfied. More than one-half (53 percent) of employees rate their employment at 6 or 7 (indicative of a great deal of satisfaction). Overall satisfaction is highest among employees who are categorized as working in Administration, Information Technology (IT), or within the General Manager's office, with a mean satisfaction of 6.38. Operations employees (4.92) are notably lower in overall satisfaction. Finance (5.70) and Engineering (5.33) are in between the two. Along this same line, these employees also stated overwhelmingly (90 percent) that they would recommend the Otay Water District as a place of employment. **Chart 7.**

Agreement and Importance That the District Exhibits

Certain Employment-Related Characteristics

The survey contained several subsections, eight of which identified and categorized 49 positive employment-related characteristics and sought employee indications of the extent to which the employees agreed or disagreed that the Otay Water District exhibited these characteristics and how important these characteristics were to them as employees. Response categories were offered by the employees on a 1-to-7 scale, with 1 being Highly Disagree and 7 being Highly Agree that the Otay Water District demonstrates these beneficial employment characteristics and with 1 being Very Unimportant and 7 being Very Important in terms of rating the importance of these characteristics.

These eight categories of questions are as follows:

- Workplace and Resources
- Opportunities for Professional Growth
- Compensation and Benefits
- Management/Supervision
- Employee Interaction
- Feedback and Employee Evaluation
- Morale
- Communications

Chart 6
Overall Satisfaction as Employee of Otay Water District
 Scale: 1 = Highly Dissatisfied...7 = Highly Satisfied
 (Mean rating = 5.45)

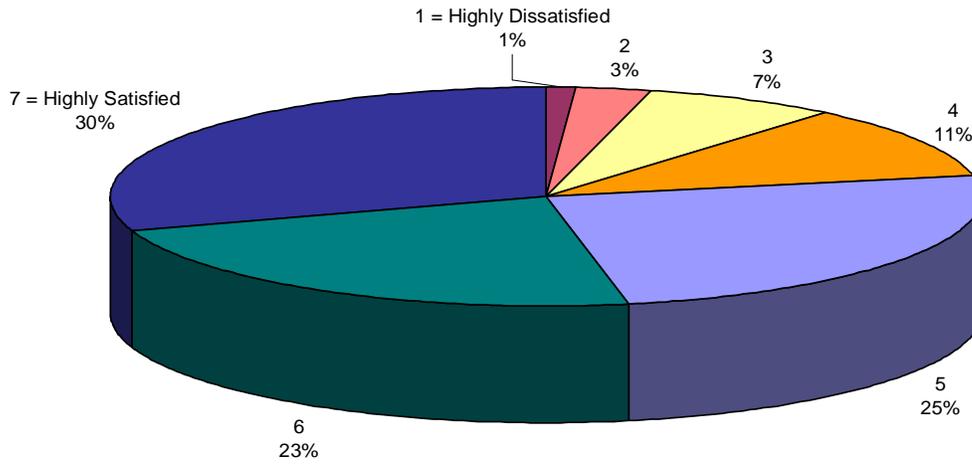
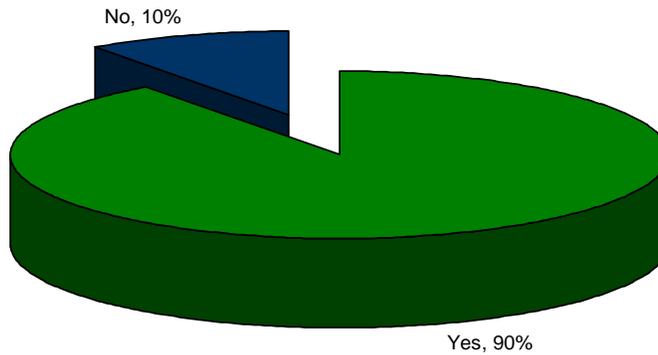


Chart 7
Recommend Otay Water District as Place of Employment



The appendix to this report contains the full distribution of responses to all 49 of these questions; however, for purposes of this report's analytical text, the mean rating on the 1-7 scale for each question and the percentage of respondents indicating substantial agreement and importance (ratings of 6 or 7) for each question are utilized because of their clarity for presentation purposes regarding these findings.

Charts 8-23 show the ratings for the individual characteristics belonging to each of the eight categories listed above. As with the high degree of overall satisfaction (**Chart 6**), the employees gave the District high marks in agreeing that the District exhibited these characteristics, ranging from the highest mean rating of 6.52 (on a 1-7 scale) that the employees agree that they Understand the Relationship of Their Work and the Success of the District to lowest rating of 4.70 (still well above the midpoint rating of 4) that the PIPELINE newsletter is valuable. Not many characteristics were rated especially close to the 6.52 registered by Understanding the Relationship Between Work and District Success, but next in terms of being highly agreed upon were Understand District Goals and Objective (6.30), Supervisor Treat Employees with Respect (6.15), District Promotes Safety (6.14), and Department Employees Work as a Team (6.00).

Importance ratings sometimes parallel agreement and at other times differ; however, what is very clear is that almost all employment characteristics are rated as being very important and are always rated higher in Importance than in Agreement. Specifically, 45 of the 49 characteristics are rated above 6.00 on the Importance scale—the highest being Performance Evaluation is Fair (6.70), Department Employees Work as a Team (6.68), Job Security (6.68), Pay is Fair (6.66), Benefit Package is Good (6.66), Understand Relationship Between Work and Success of District (6.65), and Have Resources Necessary to Perform Job (6.64). Three of the remaining four were rated at 5.61 and above (Promote Healthy Lifestyle, Participate in Goal Setting, and District Shares Information). As with agreement, the lowest rated regarding importance was the PIPELINE is Valuable (4.83). The Correlation and Quadrant Analysis sections that follow will combine these two factors (agreement and importance) to seek an understanding of the policy implications of the interrelationships between agreement and importance.

Workplace and Resources:

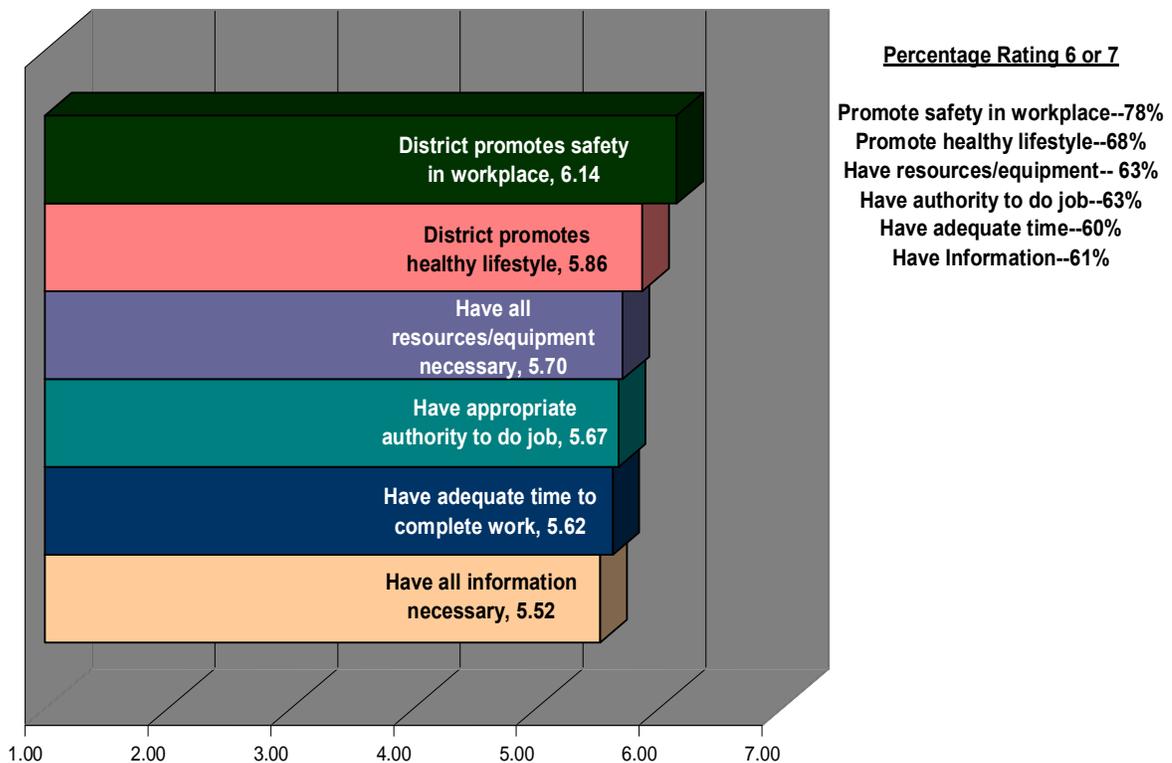
Summary: The District's promotion of safety in the workplace is its strongest element in this category in terms of agreement among employees that this characteristic is exhibited by the District. Lowest among the characteristics in this category for agreement, but still strongly

agreed upon, is that employees have all the information that is necessary to do their job). Administration/IT/GM employees are more strongly in agreement with each of the characteristics being adequately provided by the Otay Water District and Engineering and Operations are less in agreement. Having all necessary resources and having all information necessary are of the highest importance—neither of which was ranked that high in the agreement ratings.

Chart 8 shows that the first category, Workplace and Resources, which included 5 questions, had employees indicating that the District’s promotion of Safety in the Workplace is its strongest element in this category (mean = 6.14 78 percent of employees rating the promotion of safety in the workplace at 6 or 7). Lowest among the characteristics in this category, but still strongly agreed upon, is that employees have All Information Necessary to do their job (mean = 5.52 61 percent rating it at 6 or 7).

Chart 8
Agreement: Workplace and Resources Characteristics

Scale 1 = Highly Disagree...7 = Highly Agree
 (Workplace and Resources mean = 5.75)



Within the Workplace and Resources category, there exist some noteworthy differences among subgroups of employees. **Table 1** depicts these differences. Promotion of safety is agreed with more by Finance (6.32), Administration/IT (6.31), and Operations (6.30) than by Engineering (5.52). The table shows that, generally, Administration/IT employees are more strongly in agreement with each of the characteristics being adequately provided by the Otay Water District and Engineering and Operations are less in agreement.

Table 1		
Workplace & Resources		
Agreement	More Agreement	Less Agreement
Promote safety	Finance 6.32 Admin, IT, GM 6.31 Operations 6.30	Engineering 5.52
Resources to perform well	Admin, IT, GM 6.44	Operations 5.45 Engineering 5.48 Finance 5.61
Information to be effective	Admin, IT, GM 6.25	Engineering 5.05 Operations 5.19
Appropriate authority to do job	Admin, IT, GM 6.12 Finance 5.97	Operations 5.30
Promote healthy lifestyle	Admin, IT, GM 6.31 Finance 6.15 Employment less than 3 years 6.29	Operations 5.49 Employment 5 or more years 5.63

Other noteworthy differences are identified below:

- Newer employees (less than three years) agree more (6.29) than those who have been employees for 5 or more years (5.63) that the District promotes a healthy lifestyle.
- Non-management employees (6.71) and Management (6.70) agree more that they have the resources to do their job well than do Supervisors (6.32).
- Non-management employees (6.61) find that they have sufficient time to do their job more than do Supervisors (6.00) or Management (6.05).

Chart 9 shows corresponding importance ratings for Workplace and Resources, with Having All Necessary Resources (6.64) 92 percent rating 6 or 7) and Having All Information Necessary (6.55) 90 percent rating 6 or 7) of the highest importance—neither of which were ranked that high in agreement. Promotion of a Healthy Lifestyle (5.61) was notably lower than the other features but was high in agreement.

Chart 9
Importance: Workplace and Resources Characteristics

Scale: 1 = Very Unimportant....7 = Very Important
 (Workplace and Resources mean = 6.33)

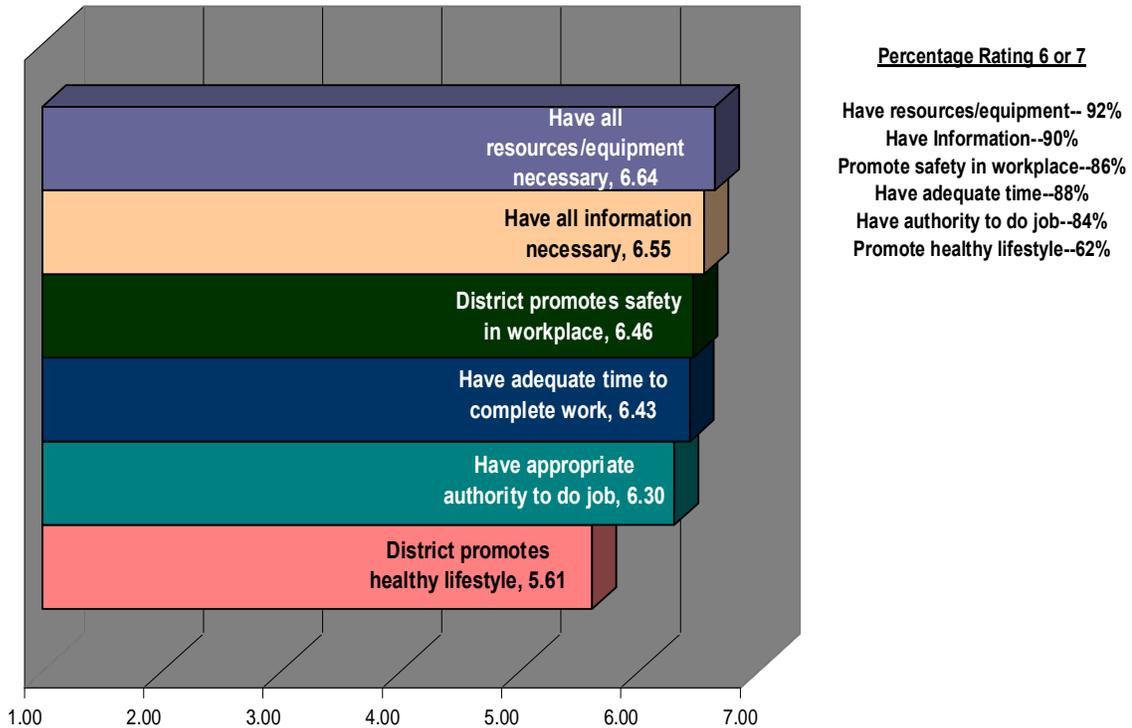


Table 2 shows importance rating differences by subgroup. Operations is much more inclined to consider the Promotion of Safety (6.75) to be more important than other departments. Promotion of a Healthy Lifestyle is particularly important to newer employees of less than one year (6.71) than it is to employees of ten or more years (5.25)

Other statistically significant differences in **Table 2** are listed below. It should be noted that the questionnaire itself caused Crew Leaders and Supervisors to be categorized together for their employment position. For purposes of subgroup analysis, it is found that these two should be evaluated separately. Therefore, for the balance of this report, subgroup analyses, such as that which follows, will provide data for Crew Leaders and Supervisors separately, when statistical significance is achieved.

- Promotion of a Healthy Lifestyle is more important to Administrative/IT (6.15) and Finance (5.75) employees than it is to Operations (5.30).

- Female employees feel that resources to perform effectively (6.83), adequate time to complete the job (6.79), and having all necessary information (6.79) are more important than men seem to feel (6.57, 6.29, and 6.45, respectively). It is noteworthy that, for every occurrence of a statistically significant difference in importance between men and women, female employees find the characteristics in the survey to be more important than men do.
- Non-management employees think that having adequate time to complete their work is more important (6.62) than indicated by Supervisors (6.08), Management (6.05) and Crew Leaders (5.88).

Table 2		
Workplace and Resources		
Importance	More Important	Less Important
Promote safety	Operations 6.75	Admin, IT, GM 6.13 Engineering 6.19
Promote healthy lifestyle	Admin, IT, GM 6.15 Finance 5.75 Less than 1 years 6.71	Operations 5.30 10 or more years 5.25
Resources to perform well	Females 6.83	Males 6.57
Adequate time to complete work	Non-management 6.62 Females 6.79	Supervisors 6.08 Management 6.05 Crew Leaders 5.88 Males 6.29
All information necessary to be effective	Females 6.79	Males 6.45

Opportunities for Professional Growth:

Summary: Overall, this category is rated lower in agreement than Workplace and Resources. On the high end of these characteristics are having opportunities to be innovative and that work is rewarding. A significantly lower agreement rating is evidenced for the District providing training to advance. Administrative/IT employees demonstrate a greater degree of agreement that the District exhibits the positive employment characteristics of providing opportunities to advance skills, providing rewarding work and providing training needed to do the job than do Operations employees. Rewarding work and receiving the training to do the job are the two most important characteristics in this category.

Chart 10 presents agreement ratings for questions that pertain to Opportunities for Professional Growth. Overall, this category is rated lower than Workplace and Resources (5.28 overall mean

for Opportunities for Professional Growth versus 5.75 for Workplace and Resources). On the high end of these characteristics are having Opportunities to be Innovative (5.61 and 60 percent rating 6 or 7) and that their Work is Rewarding (5.45 and 58 percent rating 6 or 7). A significantly lower rating is evidenced for the District Provides Training to Advance (4.96 and 44 percent).

Table 3 provides differences for the Opportunities for Professional Growth category by subgroup. Once again, Administrative/IT employees demonstrate a greater degree of agreement that the District exhibits the positive employment characteristics of Opportunities to Advance Skills (6.13), Work is Rewarding (6.09) and Receive Training Needed to do the Job (6.09) than do Operations employees (5.04, 5.23, and 4.98, respectively). In the case of professional growth, Finance is also less in agreement (4.67, 5.06, and 5.18, respectively) as is Engineering with regard to receiving training to do their job (4.67).

Chart 10
Agreement: Opportunities for Professional Growth

Scale: 1 = Highly Disagree...7 = Highly Agree
 (Opportunities for Professional Growth mean = 5.28)

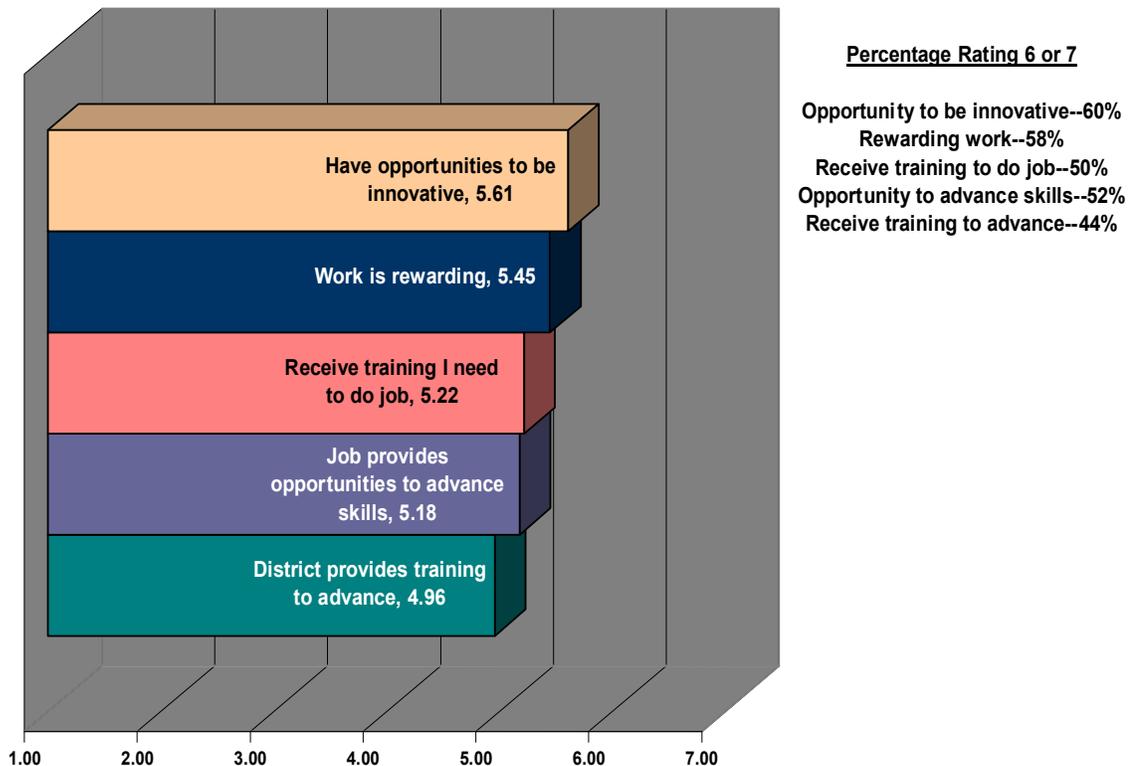
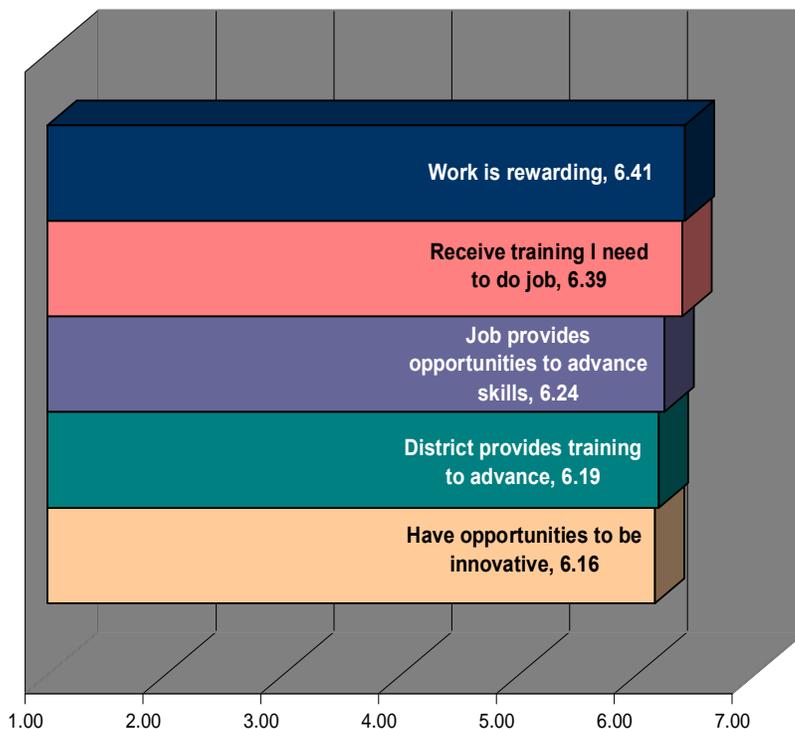


Table 3		
Opportunities for Professional Growth		
Agreement	More Agreement	Less Agreement
Opportunities to advance skills	Admin, IT, GM 6.13	Finance 4.67 Operations 5.04
Work is rewarding	Admin, IT, GM 6.09	Finance 5.06 Operations 5.23
Receive training to do job	Admin, IT, GM 6.09	Engineering 4.67 Operations 4.98 Finance 5.18

Chart 11 indicates that Rewarding Work (6.41) and Receiving the Training to Do the Job (6.39) are the two most important characteristics in the Opportunities for Professional Growth category. Both were highly rated regarding agreement.

Chart 11
Importance: Opportunities for Professional Growth

Scale: 1 = Very Unimportant...7 = Very Important
 (Opportunities for Professional Growth mean = 6.26)



Percentage Rating 6 or 7

- Rewarding work--86%
- Receive training to do job--82%
- Opportunity to advance skills--80%
- Receive training to advance--76%
- Opportunity to be innovative--74%

Table 4 reflects Non-management employees finding Opportunities to Advance Their Skills (6.39) more important than do Crew Leaders (5.89) and Management (5.95). Non-management employees also view Opportunities to Advance Their Skills as more important than do Supervisors (5.54) and Management (5.95). Female employees consider Opportunities to Advance Skills (6.52), Work is Rewarding (6.67) and Receiving Training to Do the Job (6.67) particularly important.

Table 4		
Opportunities for Professional Growth		
Importance	More Important	Less Important
Opportunities to advance skills	Non-management 6.41 Females 6.52	Supervisors 5.54 Management 5.95 Males 6.14
Receive training to do job	Non-management 6.56 Females 6.67	Crew Leaders 5.63 Management 5.95 Males 6.26
Work is rewarding	Females 6.67	Males 6.32

Compensation and Benefits:

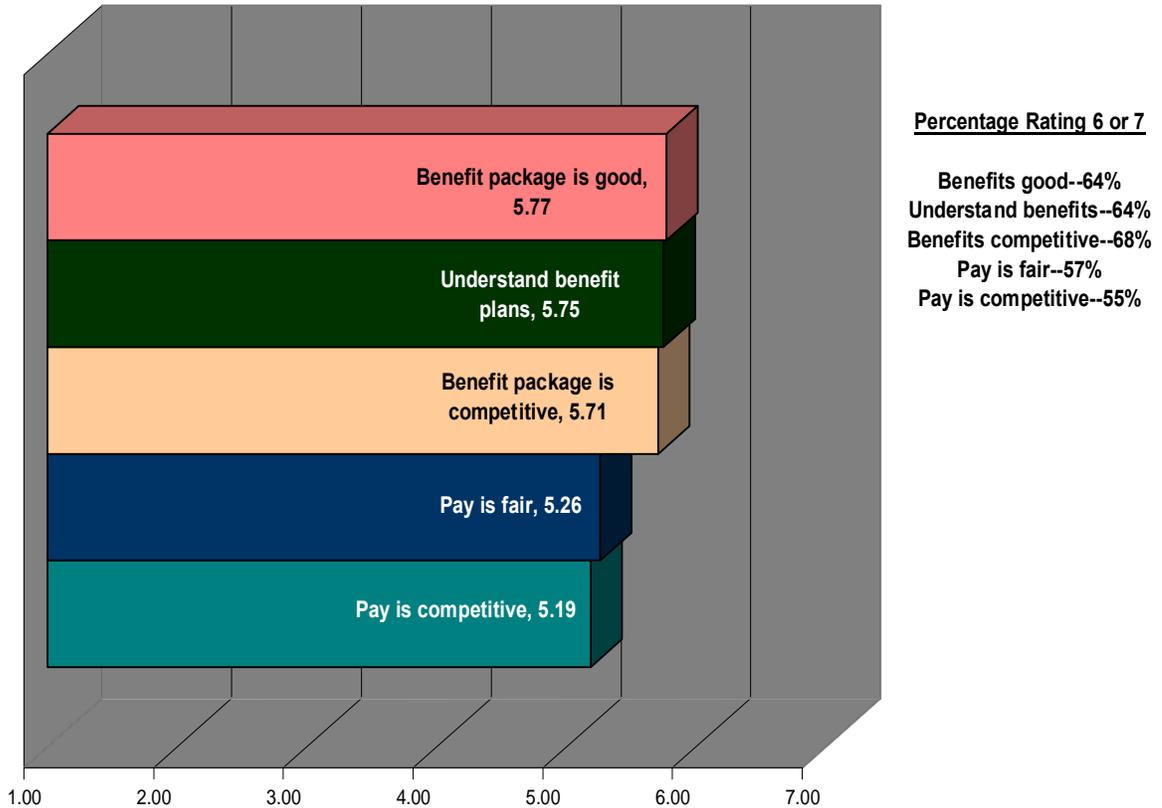
Summary: There is more agreement among employees that the benefits offered by the Otay Water District are competitive and good than is the pay fair or competitive. Once again, however, it is worth noting that all ratings are good—some are just higher than others, but none are poor. Management believes that their pay is fair and competitive; however, Supervisors and Non-management employees are less in agreement. All features of the Compensation and Benefits category are quite important.

Chart 12 concerns Compensation and Benefits and shows more agreement among employees that the benefits offered by the Otay Water District are competitive (5.71 and 68 percent rated 6 or 7) and good (5.77 and 64 percent rated 6 or 7) than is the pay (5.26 fair with 57 percent rating it at 6 or 7 and 5.19 competitive with 55 percent rated at 6 or 7). Once again, it is worth noting that all ratings are good—some are just higher than others, but none are poor.

Table 5 shows that those employees between the ages of 45 and 55 hold the benefits they receive from their employment in higher regard (6.25) than do those employees between 40 and 45 (5.19). Management considers itself to be fairly and competitively paid (6.15) more than all other employees.

Chart 12
Agreement: Compensation and Benefits

Scale: 1 = Highly Disagree...7 = Highly Agree
 (Compensation and Benefits mean = 5.54)



Agreement	More Agreement	Less Agreement
Good Benefit Package	45 and under 55 6.25	40 and under 45 5.19
Fairly Paid	Management 6.15	Non-management 5.19 Crew Leaders 4.88 Supervisors 5.23
Competitively Paid	Management 6.15	Non-management 5.17 Crew Leaders 4.75 Supervisors 4.77

Chart 13 shows that all features of the Compensation and Benefits category are quite important, with noteworthy distinctions between the high importance of pay issues and lower level agreement (but still quite favorable) that pay is fair and competitive.

Chart 13
Importance: Compensation and Benefits
 Scale: 1 = Very Unimportant..7 = Very Important
 (Compensation and Benefits mean = 6.56)

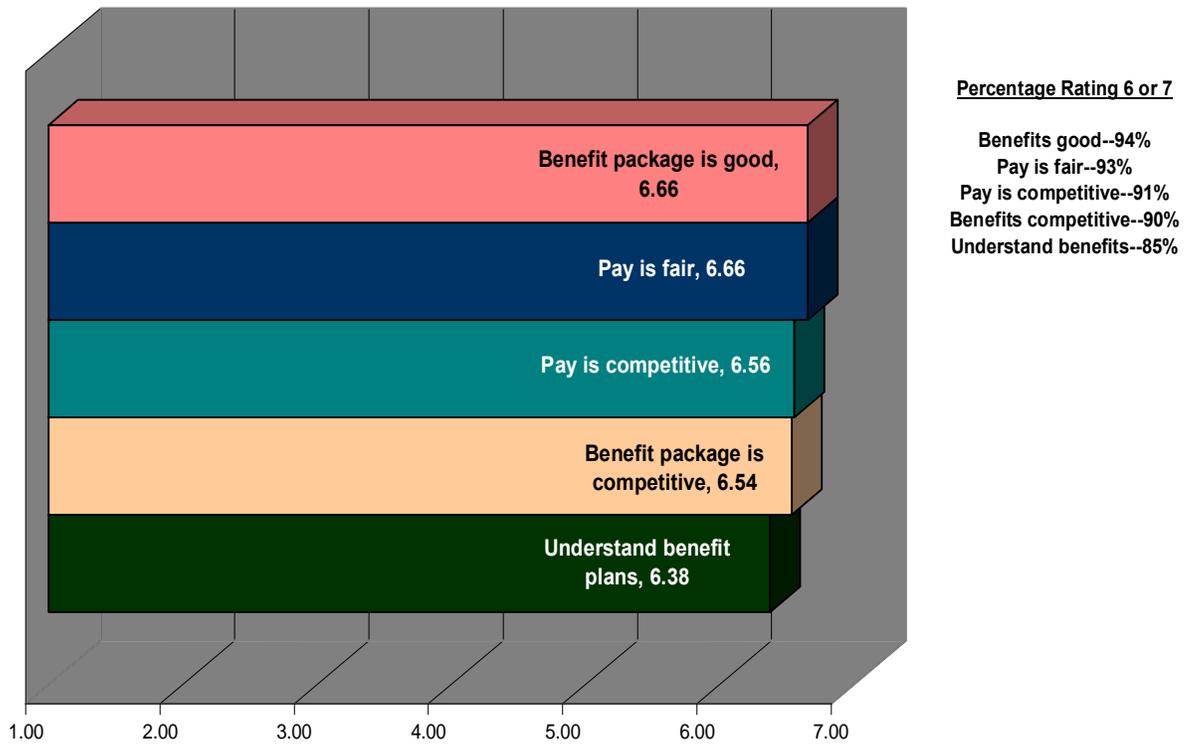


Table 6 demonstrates that benefit issues are particularly important to Non-management personnel and female employees, with no statistical differences among subgroups pertaining to pay.

Table 6		
Compensation & Benefits		
Importance	More Important	Less Important
Understand benefit plans	Females 6.05 Non-management 6.55	Males 5.65 Supervisors 6.08 Management 6.00
Competitive benefit package	Non-management 6.65	Crew Leaders 5.88

Management/Supervision:

Summary: Being treated with respect appears at the top of both the agreement and importance ratings. The five Supervisor characteristics are rated highly; whereas the two Management characteristics receive high, but still lower scores. This would seem to indicate that supervisors are more highly regarded than is management. This, however, is not the case because more

than one-half of all employees are actually supervised by a manager or senior manager and these managers receive higher ratings as supervisors than do designated supervisors.

Operations and Engineering employees' ratings are lower for District Management than are those ratings from Finance and Administration/IT/GM. On the other hand, the two District management characteristics are important—much more important than they are agreed upon as being adequately provided. As with many of the characteristics in this survey, women place greater importance on them than do men.

Chart 14 provides agreement ratings for the category of Management/Supervision. What becomes immediately visible is an apparent difference that employees see between their Supervisors and District Management. The five Supervisor characteristics are rated from 6.17 (Supervisor Treats Me/Employees with Respect— 79 percent ratings of 6 or 7) to 5.71 (Supervisor Encourages Learning New Skills— 66 percent ratings of 6 or 7); whereas the two Management characteristics receive relatively high, but still lower scores of 4.90 (District Management Makes Informed Decisions— 44 percent ratings of 6 or 7) and 4.83 (District Management Provides Effective Leadership— 45 percent ratings of 6 or 7). This distinction between management and supervisors, however, is not as it would seem. More than one-half of all employees are actually supervised by a manager or senior manager (81 out of 153 respondents) and these supervising managers receive higher ratings as supervisors than do designated supervisors.

Somewhat blurring this distinction between Management and Supervisors is that more than one-half of the employees in the survey are supervised by Management personnel— not designated Supervisors. These employees give their Manager supervisors higher agreement ratings than Supervisors receive from their workers. **Table 7** shows that management supervisors receive scores ranging from 5.84 to 6.30 on the five supervisor categories in contrast to designated supervisors who score between 5.52 and 5.97.

Table 8 shows that Administrative/IT employees demonstrate considerably more agreement that the Otay Water District exhibits these beneficial characteristics on five of the seven questions (ranging from 6.57— Supervisor Treats Employees with Respect— to 5.97— Management Provides Effective Leadership) than do Operations and Engineering employees where ratings, although still positive are lower for Management Makes Informed Decisions (Operations 4.17 and Engineering 4.95) and Management Provides Effective Leadership (Operations 4.15 and

Engineering 4.57). Crew Leaders, in particular, drive down the ratings for management Making Informed Decisions (4.00).

Table 7		
Management/Supervision Comparative Mean Ratings		
Agreement	Management Supervision	Supervisor Supervision
Supervisor treats employees w/ respect	6.30	5.97
Supervisor sets good example	5.90	5.52
Supervisor emphasizes customer service	6.10	5.86
Supervisor encourages learning new skills	5.84	5.56
Supervisor provides opportunity to express concerns	6.10	5.68

Chart 14
Agreement: Management/Supervision
 Scale: 1 = Highly Disagree...7 = Highly Agree
 (Management/Supervision mean = 5.60)

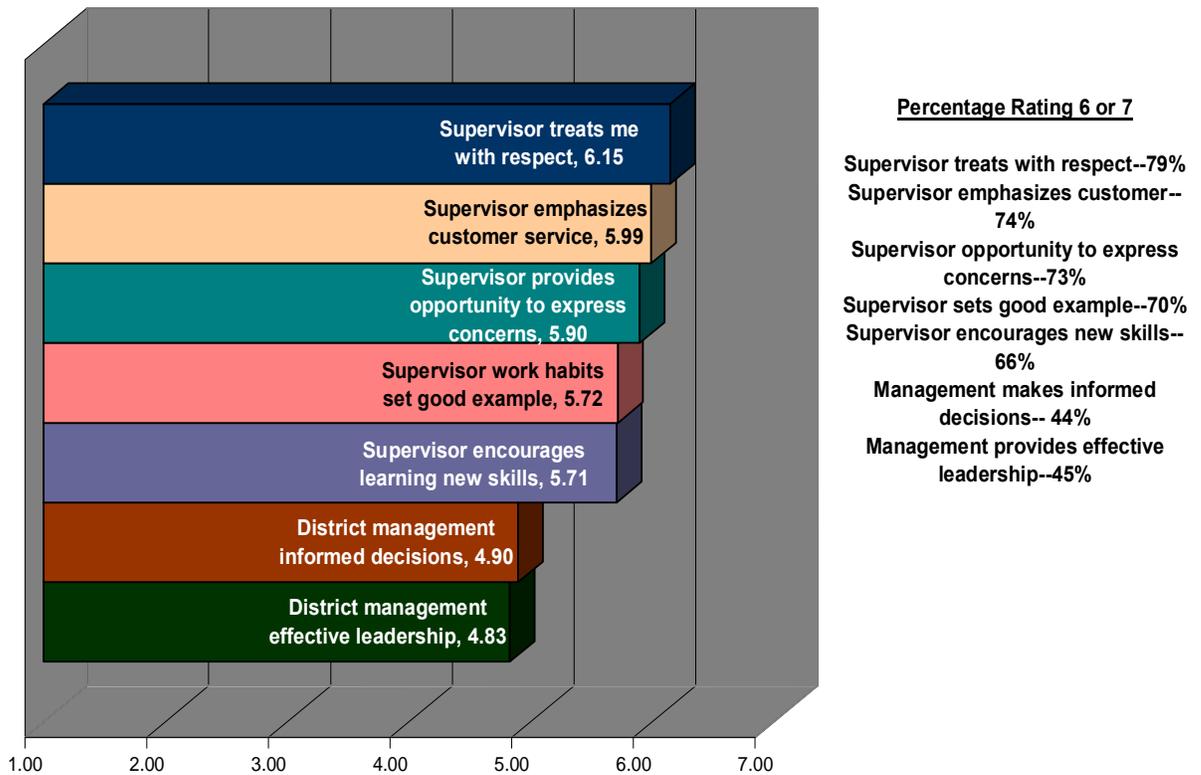


Table 8		
Management/Supervision		
Agreement	More Agreement	Less Agreement
Mgmt makes informed decisions	Admin, IT, GM 6.06 Management 5.80	Operations 4.17 Engineering 4.95 Crew Leaders 4.00 Non-management 4.88
Mgmt—effective leadership	Admin, IT, GM 5.97 Less than 3 years 5.47	Operations 4.15 Engineering 4.57 15 or more years 3.94
Supervisor treats employees w/ respect	Admin, IT, GM 6.57 Finance 6.52 Females 6.60	Engineering 5.67 Operations 5.89 Males 5.93
Supervisor sets good example	Admin, IT, GM 6.19 Finance 6.00 Non-management 5.83 Management 5.58 Supervisors 5.54	Engineering 5.24 Operations 5.32 Crew Leaders 4.13
Supervisor emphasizes customer service	Admin, IT, GM 6.35 Finance 6.24	Engineering 5.57

Other statistically significant differences in **Table 8** are as follows:

- There is more agreement among newer employees (Less than three years 5.47) than among longer term employees (15 or more years 3.94, slightly below the midpoint rating of 4) that Management Provides Effective Leadership.
- Crew Leaders are less in agreement that Supervisors work habits set a good example (4.13) than are Non-management employees (5.83), Management (5.58) and Supervisors, themselves (5.54).
- Female employees agree that they are treated with respect by their Supervisor (6.60) more so than do males (5.93)

Chart 15 shows that Management/Supervision issues are very important to Otay Water District employees. What emerges from a review of this chart is that the two District management characteristics (informed decisions and effective leadership), which exhibited relatively low agreement ratings (4.90 and 4.83, respectively), are much more important (6.51 for each) than they are agreed upon as being adequately provided. Being treated with respect appears at the top of each chart.

Chart 15
Importance: Management/Supervision
 Scale: 1 = Very Unimportant...7 = Very Important
 (Management/Supervision mean = 6.49)

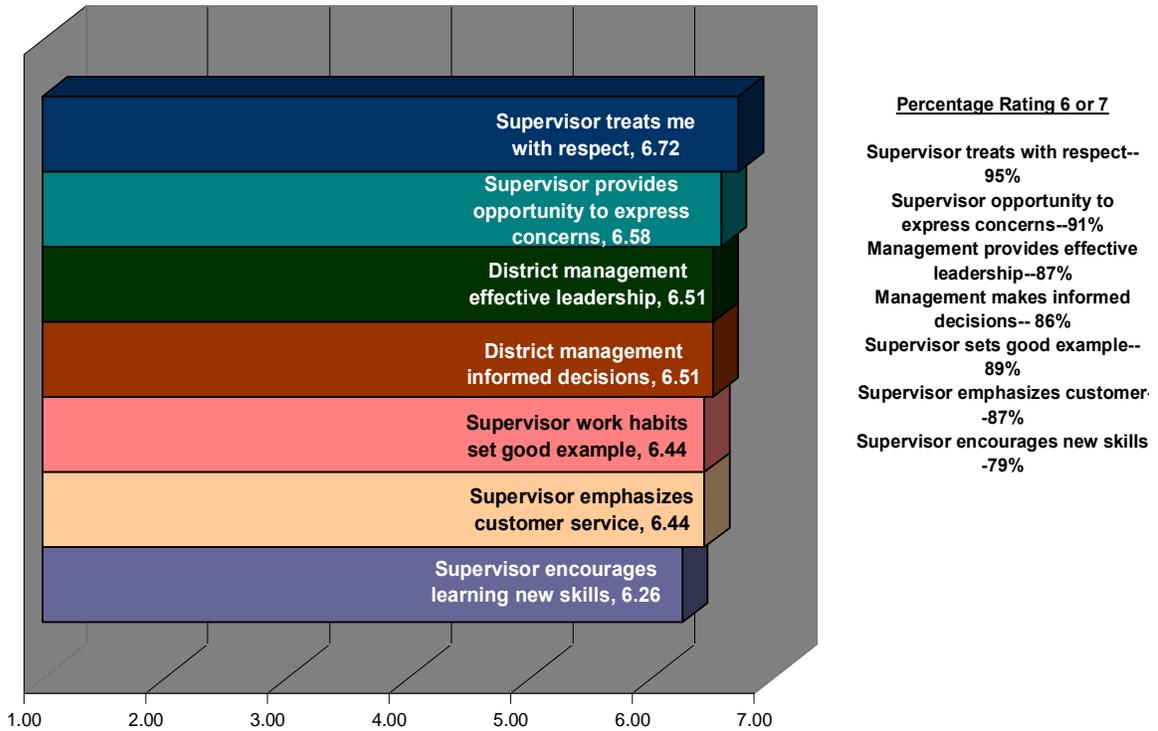


Table 9 demonstrates once again that female employees place greater importance on these characteristics than do men. Women find being treated with respect (6.90) and having their Supervisor encourage new skills (6.50) to be more important. There is no impact on importance for these factors based upon whether the employee's supervisor is a member of management or a supervisor.

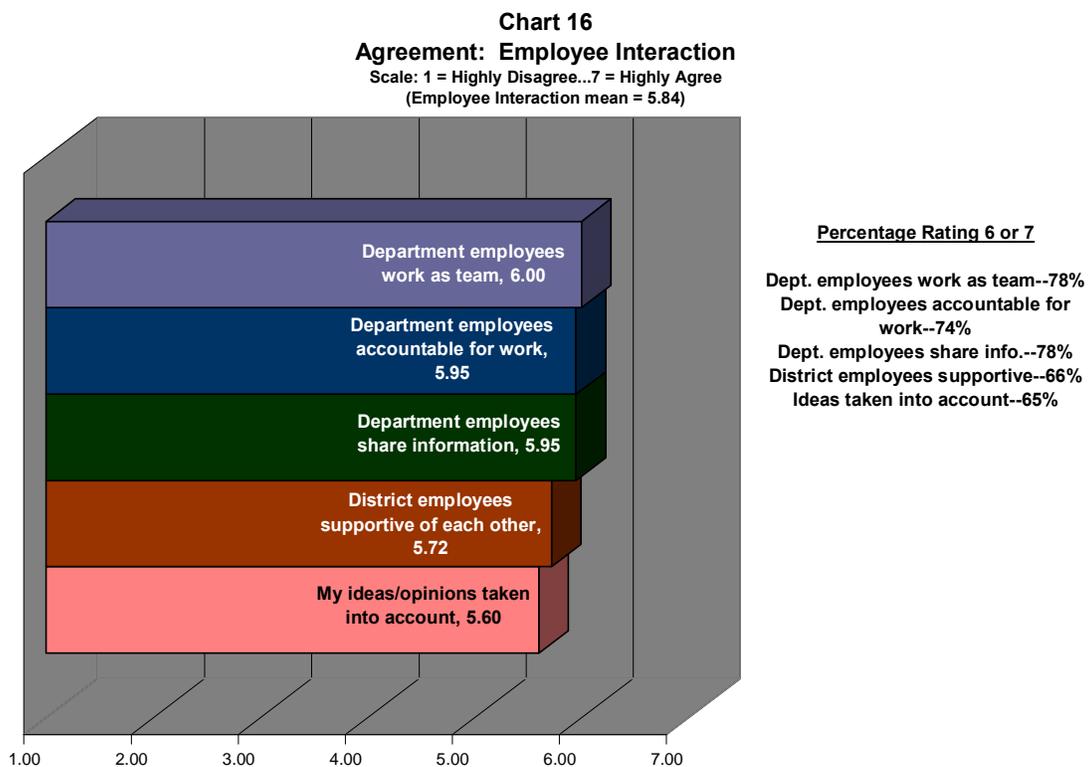
Table 9		
Management/Supervision		
Importance	More important	Less important
Supervisor treats employees w/ respect	Females 6.90	Males 6.65
Supervisor encourages new skills	Females 6.50	Males 6.13

Employee Interaction:

Summary: There is much satisfaction with employees within the worker's own department. Department employees work as a team, department employees are accountable for their work and department employees share information rank highest in agreement in this category.

Employees place great importance on Employee Interaction. This category contains the characteristic that is rated among the most important of all (Department Employees Work as a Team). The order of importance parallels the agreement order of Employee Interaction characteristics. Female employees especially find these characteristics to be important.

Chart 16 shows five characteristics of Employee Interaction, with the three questions about department employees achieving more agreement than the other two. That is, Department Employees Work as a Team (6.00 78 percent ratings of 6 or 7), Department Employees are Accountable for Their Work (5.95 74 percent) and Department Employees Share Information (5.95 78 percent) rank somewhat higher than District Employees are Supportive of Each Other (5.72 66 percent) and My Opinions are Taken into Account (5.60 65 percent). **Chart 16** and **Chart 14** show that there is much satisfaction in the District with Supervisors and employees within the worker's own department.



There are no statistically significant differences among the various subgroups regarding their agreement on these characteristics.

Chart 17 demonstrates the great importance that employees place on Employee Interaction. This category contains the characteristic that is rated among the most important of all (Department Employees Work as a Team 6.68 and 95 percent rating 6 or 7), and the lowest in terms of importance (Ideas/Opinions Taken into Account) is still a very strong 6.41, with 89 percent rating its importance at 6 or 7. The order of importance does parallel the agreement order of Employee Interaction characteristics. Female employees especially find these characteristics to be important (Table 10).

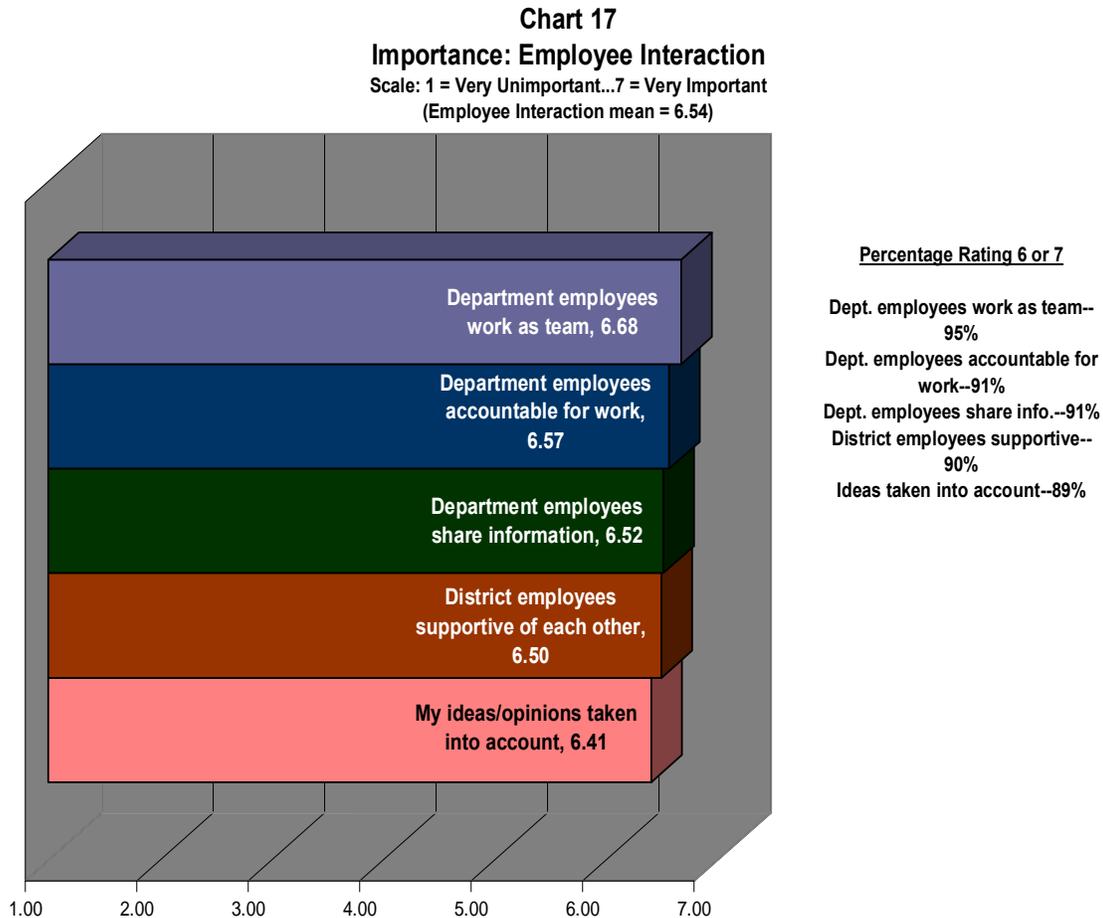


Table 10		
Employee Interaction		
Importance	More important	Less important
Department employees work as team	Females 6.83	Males 6.62
District employees supportive	Females 6.71	Males 6.40
Department employees share information	Females 6.69	Males 6.42
Department employees are accountable for work quality	Females 6.79	Males 6.46

Feedback and Employee Evaluation:

Summary: There is considerable agreement among employees that they understand the connection between their job and the ultimate success of the District. Operations employees tend toward the lower end of the agreement spectrum, with Administration/IT/GM and Finance higher. Operations employees indicate lower levels of agreement regarding constructive feedback from Supervisors and fair employee evaluations. The highest rated of all characteristics (Performance Evaluation is Fair) in importance is in this category, and all characteristics are rated of very high importance.

Chart 18 examines Feedback and Employee Evaluation. There is considerable agreement among employees that they understand the connection between their job and the ultimate success of the District (6.52 with 91 percent ratings of 6 or 7). On the lower end, employees are less in agreement that they are recognized by their supervisor for doing a good and that their supervisor provides constructive feedback although, once again, these ratings are high. Further, there is some difference between management supervision and supervisor supervision for these factors, with management receiving higher ratings (Recognized for good job: 5.67 management and 5.46 supervisors-----Constructive feedback: 5.85 management and 5.35 supervisors).

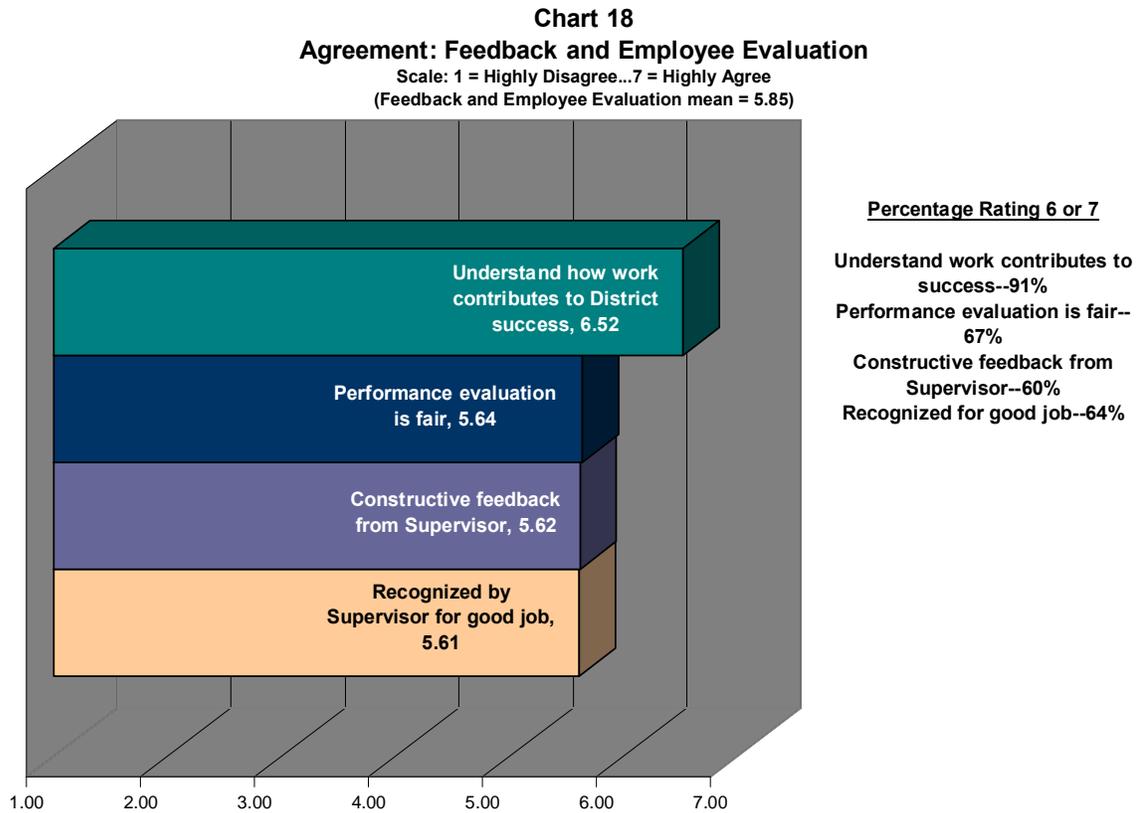


Table 11 indicates, once again, that Operations employees tend toward the lower end of the agreement spectrum, with Administration/IT and Finance higher. Operations employees indicate lower levels of agreement regarding Constructive Feedback from Supervisors (5.13) and Fair Employee Evaluations (5.16). Finance employees are higher for Fair Evaluations (6.07) and Constructive Feedback (5.94) as are Administrative/IT employees (6.04 and 6.10, respectively).

Table 11		
Feedback & Employee Evaluation		
Agreement	More Agreement	Less Agreement
Constructive feedback	Admin, IT, GM 6.10 Finance 5.94	Operations 5.13
Fair evaluations	Finance 6.07 Admin, IT, GM 6.04	Operations 5.16

Chart 19 depicts the importance ratings for Feedback and Employee Evaluation characteristics. The highest rated of all characteristics (Performance Evaluation is Fair 6.70 and 95 percent rating 6 or 7) in importance is in this category, and all characteristics are rated at least 6.45 (Constructive Feedback from Supervisor) on the 1-7 scale, which is of very high importance.

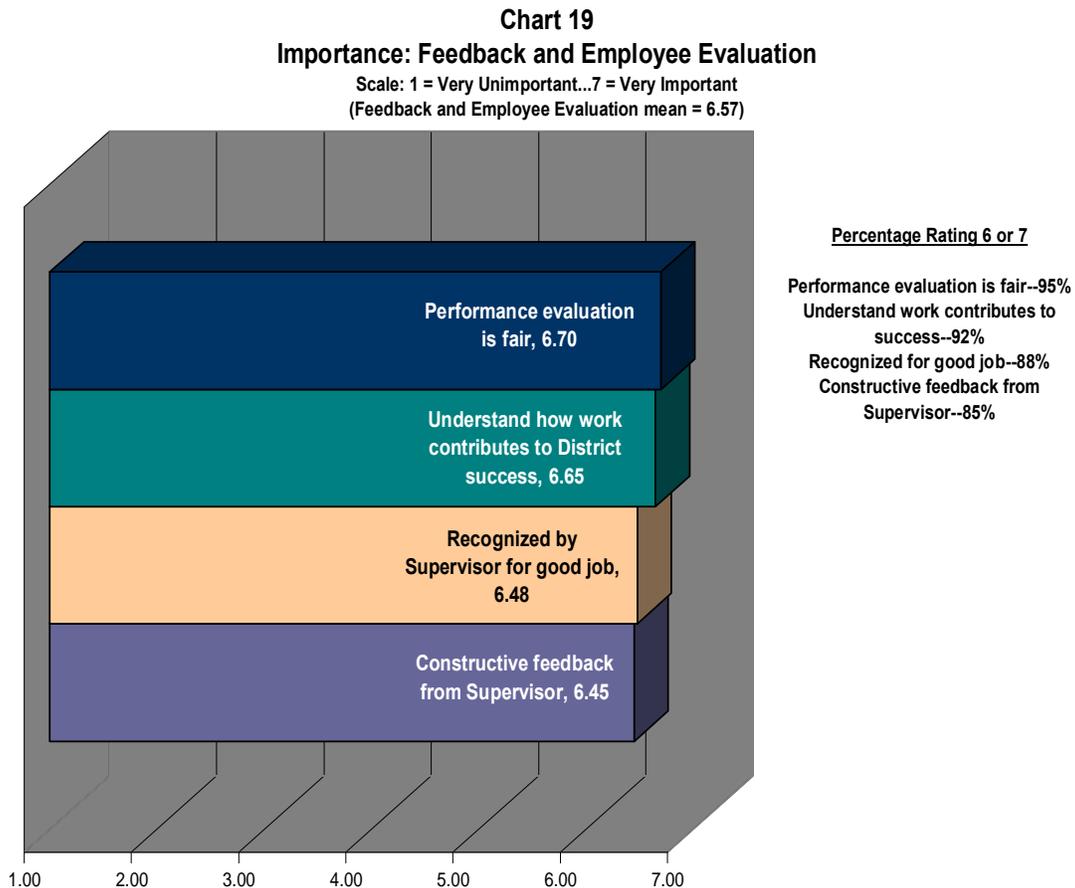


Table 12 shows that female employees value Constructive Feedback (6.69) and Recognition for a Good Job (6.76) very highly.

Table 12		
Feedback & Employee Evaluation		
Importance	More Important	Less Important
Constructive feedback	Females 6.69	Males 6.36
Recognition for good job	Females 6.76	Males 6.34

Morale:

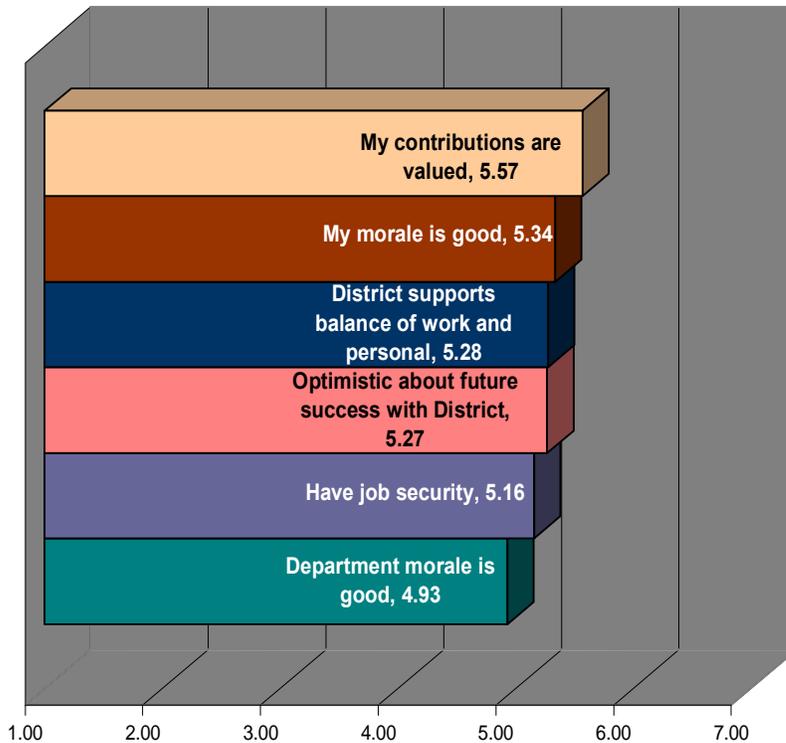
Summary: The Morale category has lower levels of agreement than previous categories, with the greatest amount of agreement for Employee Contributions Being Valued. Supervisor morale characteristics are much lower than for Management or Non-management employees. Job Security is shown to be very important and not rated nearly so highly for agreement. Department morale also is revealed as being considerably more important than it is agreed upon. Morale is particularly important to female employees—especially job security.

Chart 20 demonstrates that the Morale category has lower levels of agreement than previous categories, with the greatest amount of agreement for Employee Contributions Being Valued (5.57 61 percent ratings of 6 or 7) and the lowest for Department Morale is Good (4.93 45 percent).

Table 13 depicts differences within this category for the various subgroups of employees. Crew Leader morale characteristics are much lower than for Management employees and, to a lesser extent, Non-management employees. In **Table 13** Crew Leaders come up shorter in agreement on Job Security (3.63), Optimism about Future Success with the District (3.75), and their feeling that their Contributions Are Valued (4.75). Supervisors also are lower in agreement about the value their contributions receive. Operations employees also are shown to have lower agreement levels on Department Morale (4.38), Job Security (4.44), Optimism about Future Success with the District (4.52), the District's Balancing of Work and Personal Lives (4.73), and their own morale (My Morale 5.00). Engineering is particularly low regarding department morale, also (4.19). On the higher end of all of these are Administrative/IT employees and Management employees (agreement levels ranging between 5.70 (Job Security) and 6.35 (Contributions are Valued).

Male employees are also lower than female employees in agreeing that they have Job Security (5.64 Females vs 4.97 Males) and that the District Balances Work and Personal Lives (5.69 Females vs 5.16 Males).

Chart 20
Agreement: Morale
 Scale: 1 = Highly Disagree...7 = Highly Agree
 (Morale mean = 5.26)



Percentage Rating 6 or 7

- Contributions are valued--61%
- My morale is good--60%
- District supports balanced personal/work--54%
- Optimistic about future success--56%
- Have job security--53%
- Department morale is good--45%

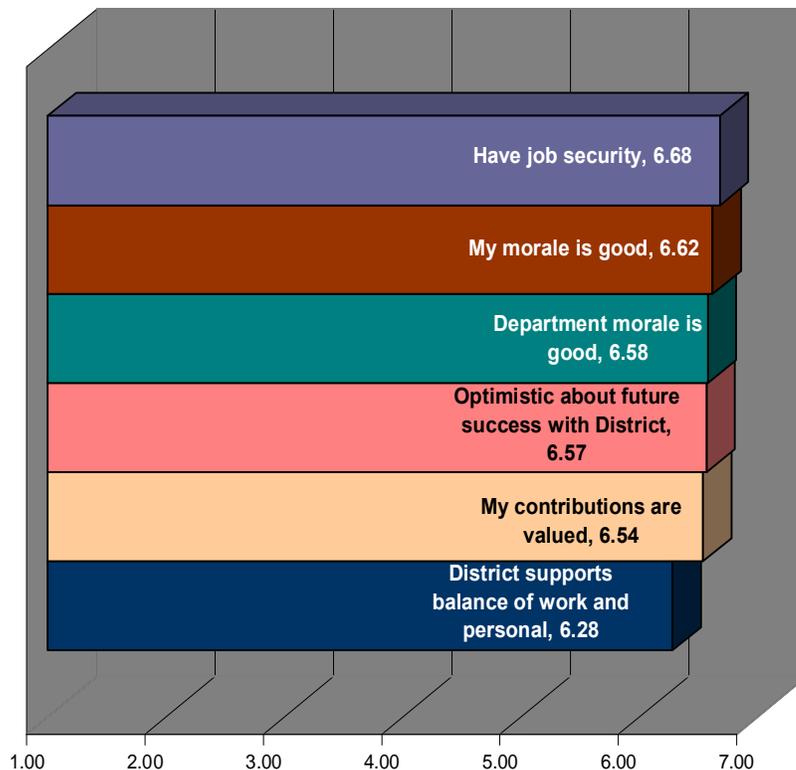
Chart 21 contains the very important characteristic of Job Security (6.68 vs 93 percent rating 6 or 7), which is not rated nearly so highly for agreement (5.16 vs **Chart 20**). Department Morale also is revealed as being considerably more important than it is agreed upon (6.58 importance versus 4.93 agreement). **Table 14** shows Morale to be particularly important to female employees especially job security (6.93).

Table 13		
Morale		
Agreement	More Agreement	Less Agreement
Contributions are valued	Management 6.35	Supervisors 4.92 Crew Leaders 4.75
Job security	Management 5.70 Non-management 5.27 Admin, IT, GM 6.03 Finance 5.70 Females 5.64	Crew Leaders 3.63 Operations 4.44 Engineering 5.10 Males 4.97
Optimistic about future	Management 6.05 Admin, IT, GM 6.03	Crew Leaders 3.75 Engineering 4.52 Operations 5.10
Department morale	Admin, IT, GM 6.03	Engineering 4.19 Operations 4.38 Finance 5.09
My morale is good	Admin, IT, GM 6.13	Operations 5.00
Balance work/personal	Admin, IT, GM 6.00 Finance 5.55 Females 5.69	Operations 4.73 Males 5.16

Chart 21

Importance: Morale

Scale: 1 = Very Unimportant...7 = Very Important
(Morale mean = 6.55)



Percentage Rating 6 or 7

Have job security--93%
My morale is good--93%
Department morale is good--92%
Optimistic about future success--87%
Contributions are valued--91%
District supports balanced personal/work--79%

Table 14		
Morale		
Importance	More Important	Less Important
My morale is good	Females 6.81	Males 6.54
Balance work/personal	Females 6.69	Males 6.06
Job security	Females 6.93	Males 6.55

Communications:

Summary: Employees agree that they understand work goals and objectives to a strong degree but are relatively low in agreement on the PIPELINE Newsletter being valuable and that communications have improved in the District. Administrative/IT and Finance employees agree with the District’s provision of these characteristics more than do Operations and Engineering. Management display greater agreement than do Supervisors. A limited importance is placed by employees upon the PIPELINE newsletter and also two other characteristics—Participation in Goal Setting and the District Sharing Information with Employees. On the higher end are Understanding Work Goals and Objectives and Supervisor Shares Information (in contrast to the lower rated District Shares Information). It is noteworthy that employees who are supervised by Management personnel rate their supervisors higher than do those supervised by designated Supervisors.

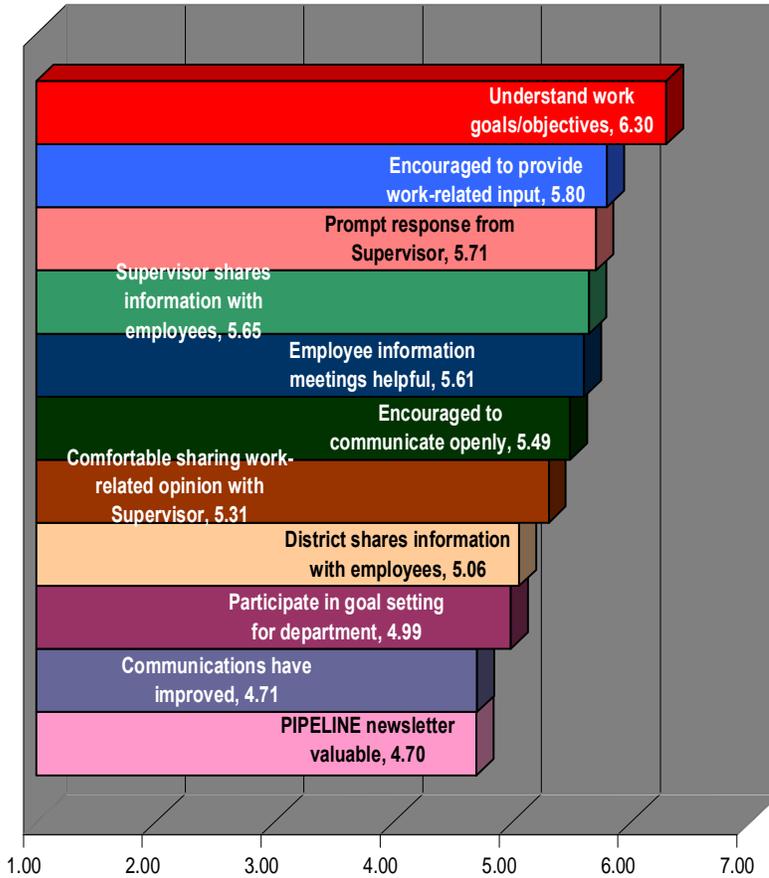
Chart 22 presents the agreement means for the 11 characteristics included in the Communications category. Employees agree that they Understand Work Goals and Objectives to a strong degree (6.30 86 percent rating of 6 or 7) but are relatively low in agreement on four characteristics: PIPELINE Newsletter is Valuable (4.70 33 percent ratings of 6 or 7), Communications Have Improved in the District (4.71 41 percent), employees Participate in Goal Setting for the Department (4.99 50 percent), and the District Shares Information with the Employees (5.06 44 percent).

Table 15 shows the same pattern as was in evidence earlier with regard to Management/Supervision. That is, employees supervised by members of management display greater agreement than those supervised by supervisors that the positive characteristics asked about are, in fact, provided in the course of employment with the Otay Water District.

Chart 22

Agreement: Communications

Scale: 1 = Highly Disagree...7 = Highly Agree
(Communications mean = 5.39)



Percentage Rating 6 or 7

- Understand work goals--86%
- Encourage work-related input--69%
- Prompt response from Supervisor--65%
- Supervisor shares info.--67%
- Employee meetings helpful--58%
- Encourage open communication--64%
- Comfortable sharing work opinion--60%
- District shares info.--44%
- Participate in goal-setting--50%
- Communications have improved--41%
- PIPELINE valuable--33%

Table 15		
Management/Supervision Comparative Mean Ratings		
Agreement	Management Supervision	Supervisor Supervision
Comfortable Sharing Opinions with Supervisors	5.85	4.70
Prompt Response from Supervisors	6.00	5.39
Supervisor Shares Information	5.73	5.56

Table 16 indicates the statistically significant subgroup differences that exist in agreement about Communications. Administrative/IT employees are particularly Comfortable Sharing Their Work-related Opinions (6.23), receiving Prompt Responses from Their Supervisors (6.42),

finding that Communications Have Improved (6.00), Participating in Goal Setting (5.74), and noticing that the District Shares Information with Employees (5.84). Finance employees are also in greater agreement they get Prompt Responses (6.03). Lower agreement is registered by Operations on all five of these characteristics (ranging from 3.96 for Improved Communications to 5.21 for Prompt Responses). Engineering also registers low agreement for all but their participation in goal setting. Their lower agreement scores range from 3.94 (Improved Communications) to 5.33 (Prompt Responses). Finance employees display lower agreement that they participate in Goal Setting (4.73).

Crew Leaders, in particular, are less positive about many of these Communications characteristics. Management agrees more with Improved Communications (5.80) in contrast to Supervisors (3.82), Crew Leaders (4.00), and Non-management (4.69) and with their Participation in Goal Setting (6.37) versus Non-management (4.64). Non-management (5.86) and Management (5.79) are stronger in their agreement with Prompt Responses from their Supervisors than Crew Leaders feel that they receive from theirs (4.13), and Non-management (4.89), Supervisors (4.64), and Management (4.45) also find the PIPELINE Newsletter to be valuable much more than do Crew Leaders (2.86).

Other significant differences are as follows:

- Those employees who are very new (less than one year 5.71) or very experienced (20 or more years 5.99) indicate less agreement that they Understand the District Goals and Objectives than do those who have worked at the District between 1 and 20 years (6.40).
- The PIPELINE Newsletter is of more value to employees of less than three years (5.27) than to those whose tenure has lasted 10 or more years (4.44).
- Males agree that they participate in Goal Setting (5.22) more than do female employees (4.50).

Chart 23 shows the relatively limited importance placed by employees upon the PIPELINE newsletter (4.83 and 39 percent rating 6 or 7) and also two other characteristics Participation in Goal Setting (5.62 and 63 percent rating 6 or 7) and the District Sharing Information with Employees (5.95 and 68 percent rating 6 or 7). Employee Information Meetings are also relatively low in importance (6.03 and 73 percent). On the higher end are Understanding Work

Goals and Objectives (6.57 and 90 percent rating 6 or 7) and Supervisor Shares Information (in contrast to the lower rated District Shares Information 6.48 and 89 percent rating 6 or 7).

Table 16		
Communication		
Agreement	More Agreement	Less Agreement
Comfortable sharing opinions	Admin, IT, GM 6.23 Finance 5.55	Operations 4.73 Engineering 4.86
Prompt response	Admin, IT, GM 6.42 Finance 6.03 Non-management 5.86 Management 5.79	Operations 5.21 Engineering 5.33 Crew Leaders 4.13
Participate in goal setting	Admin, IT, GM 5.74 Management 6.37 Males 5.22	Engineering 4.30 Finance 4.73 Non-management 4.64 Females 4.50
Improved communications	Admin, IT, GM 6.00 Management 5.80	Engineering 3.94 Operations 3.96 Supervisors 3.82 Crew Leaders 4.00 Non-management 4.69
District shares information	Admin, IT, GM 5.84	Operations 4.56 Engineering 4.90
Understand goals and objectives	Employment: 1 and less than 20 years 6.40	Employment: 20 or more years 5.59 Employment: Less than 1 year 5.71
PIPELINE valuable	Non-management 4.89 Supervisors 4.64 Management 4.45 Employment: Less than 3 years 5.27	Crew Leaders 2.86 Employment: 10 or more years 4.44

Table 17 again shows the importance that female employees place upon these characteristics and also points out that the lower level of importance placed upon the PIPELINE newsletter is heavily influenced by Crew Leaders (3.43) and Management (4.15) who do not share Non-Management employees' still relatively low but somewhat more important (5.01) perception of that publication.

Chart 23
Importance: Communications
 Scale: 1 = Very Unimportant...7 = Very Important
 (Communications mean = 6.15)

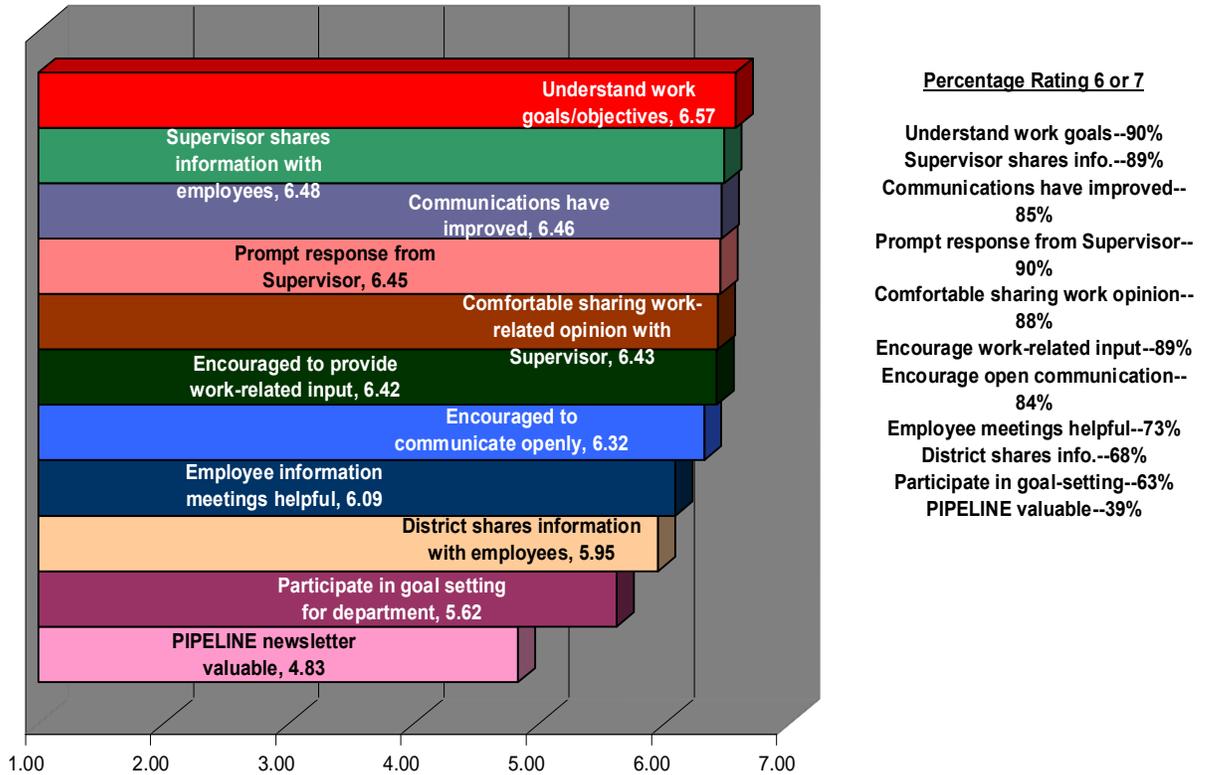


Table 17		
Communications		
Importance	More Important	Less Important
Understand goals and objectives	Females 6.76	Males 6.48
Comfortable sharing opinion	Females 6.67	Males 6.32
PIPELINE valuable	Non-management 5.01	Crew Leaders 3.43 Management 4.15

Overall Category Means:

Summary: The categories of Feedback and Employee Evaluation and Employee Interaction are agreed upon among Otay Water District employees to possess beneficial work-related characteristics to a greater extent than the characteristics that constitute Morale and Opportunities for Professional Growth. Morale, Management/Supervision, Compensation and Benefits, and Opportunities for Professional Growth all exhibit differences between agreement

and importance that show that agreement has fallen significantly behind importance in those categories.

Chart 24 serves as a further compilation and summary of the agreement data from the survey. Each of the eight category characteristic means is once again averaged to produce a total category mean. This chart shows that the categories of Feedback and Employee Evaluation (mean = 5.85) and Employee Interaction (mean = 5.84) are agreed upon among Otay Water District employees to possess beneficial work-related characteristics to a greater extent than the characteristics that constitute Morale (5.26) and Opportunities for Professional Growth (5.28).

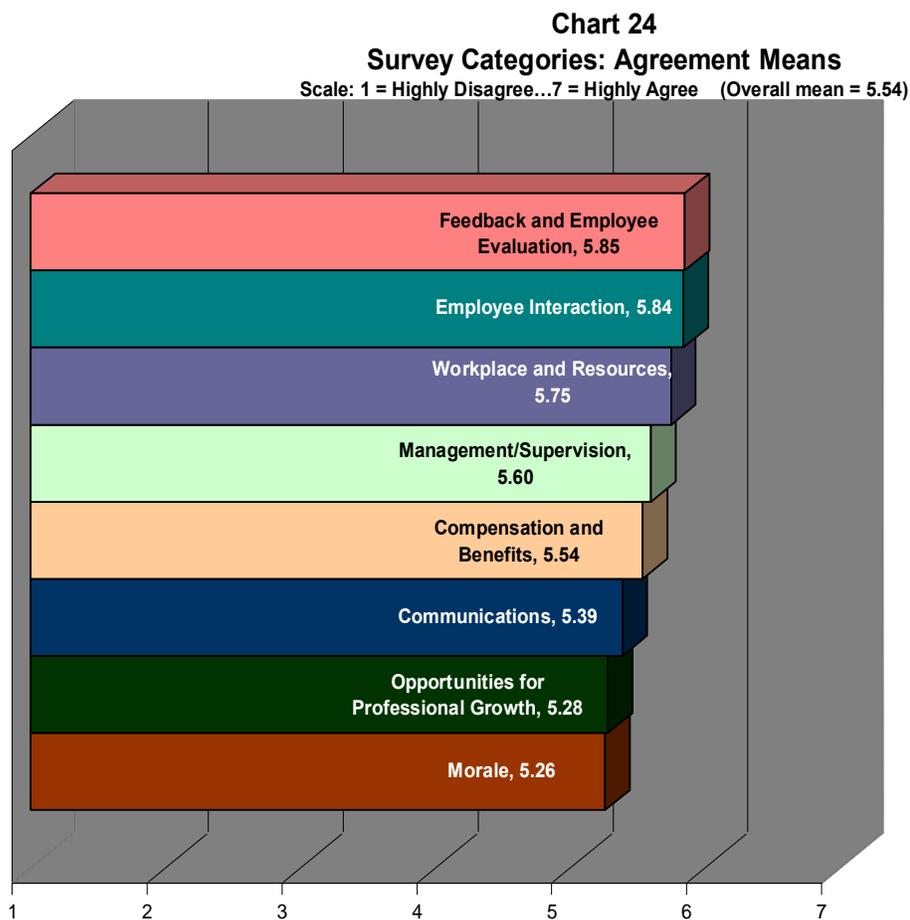
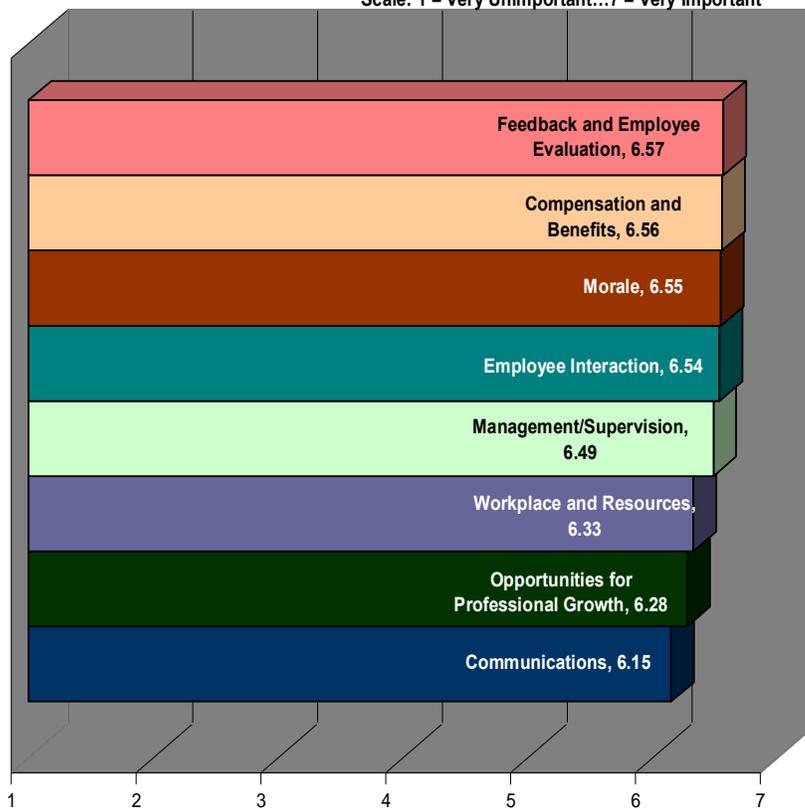


Chart 25 portrays the same for each category regarding Importance. In all cases, mean Importance is greater than mean Agreement. The difference between the overall mean Importance and overall mean Agreement is .93 rating points). As with Agreement, Feedback and

Employee Evaluation ranks highest (6.57) approximately three-fourths of a rating point greater than its Agreement rating (.72). This difference of three-fourths of a point-to-one full point repeats for Management/Supervision (.89), Communications (.76), and Employee Interaction (.70). The gap shrinks to a little more than one-half point (.58) for Workplace and Resources, indicating a relatively higher level of agreement vis-à-vis importance. On the other hand, Compensation and Benefits (1.02) and Opportunities for Professional Growth (1.00) exhibit full one point differences, showing that agreement has fallen farther behind importance in those categories, and the gap grows to over one and one-fourth point (1.29) for Morale.

Chart 25
Survey Categories: Importance Means
 Scale: 1 = Very Unimportant...7 = Very Important



Correlations: Characteristic Agreements and Overall Satisfaction

Summary: *Among relationships between agreement with the characteristics listed in the survey and overall satisfaction, every one that can be categorized at or very near what is accepted as a very strong relationship is a characteristic from one of three categories—Morale,*

Management/Supervision, and Opportunities for Professional Growth, with Department Morale, Management Provides Effective Leadership, Optimistic about Future Success with District, and Management Makes Informed Decisions displaying the highest correlations with overall satisfaction.

Pearson's *r* measures of association can be utilized to assess the relationship between the extent to which employees agree with the various characteristics and their level of overall satisfaction. The higher the value of Pearson's *r*, the stronger the relationship, indicating a greater association between the levels of agreement and satisfaction. The Pearson's *r* values for all 49 associations were statistically significant; however, not all of the relationships can be considered to be strong relationships. All relationships are positive in nature, whereby as one variable increases in value, the other also increases. That is, the greater the agreement, the greater the satisfaction. Among these relationships with overall satisfaction, those that can be categorized at or very near what is accepted as a very strong relationship ($r \geq .6$) are shown in **Table 18**, every one of which is a characteristic from one of three categories—Morale, Management/Supervision, and Opportunities for Professional Growth—as was suggested by the gaps shown in the discussion of **Charts 24-25**. It is these characteristics whose enhancement can be expected to lead to increases in overall employee satisfaction.

Table 18	
Strong Associations Between Agreement Characteristics and Overall Satisfaction	
Characteristic (Category)	Pearson's <i>r</i>
Department Morale is Good (Morale)	.731
Management Provides Effective Leadership (Management/Supervision)	.717
Optimistic About Future Success with District (Morale)	.716
Management Makes Informed Decisions (Management/Supervision)	.713
My Morale is Good (Morale)	.689
My Work is Rewarding (Opportunities for Professional Growth)	.642
Job Security (Morale)	.629
District Provides the Training I Need to Advance (Opportunities for Professional Growth)	.608
District Balances Work and Personal Life (Morale)	.602
Opportunity to Advance Skills (Opportunities for Professional Growth)	.594
Opportunities to be Innovative (Opportunities for Professional Growth)	.581

Satisfaction/Importance Quadrant Analysis

Summary: Levels of agreement can be mapped on charts with importance such that agreement is graphically measured against how important an issue tends to be. In Quadrant Analysis, high agreement and high importance represent characteristics that are indicative of what makes the Otay Water District a good place of employment; whereas lower agreement and high importance are characteristics that represent opportunities for effective improvements.

Quadrant Analysis indicates that the core characteristics that make the Otay Water District a good place of employment are:

- *Having all resources and equipment necessary*
- *Having adequate time to do the job*
- *Safety*
- *Supervisor treats employees with respect*
- *Department works as a team*
- *Department employees are accountable for their work*
- *Understand relationship between work and success of District*
- *Benefits Package is good*
- *Supervisor is open to work-related concerns*
- *Department shares information*
- *Understand work goals and objectives*

Quadrant Analysis also shows the factors where improvements would most likely enhance satisfaction to the greatest extent to be as follows:

- *Pay is fair*
- *Pay is competitive*
- *Management makes informed decisions*
- *Management provides effective leadership*
- *Job security*
- *Optimistic about future success with District*
- *Department morale*
- *Individual employee morale*
- *Improved communications within District*

Levels of agreement can be mapped on a chart with importance such that agreement is graphically measured against how important an issue is in four cells as follows:

- The upper-right quadrant represents features that display both high agreement and high importance. Characteristics in this quadrant are ones with high levels of agreement and high levels of importance. These characteristics, therefore, are the core characteristics that make the Otay Water District a highly rated employer.
- The lower-right quadrant represents features that display high agreement, but have low importance. These characteristics might be considered to be ones that are over-provided

and could be reduced somewhat in reallocating resources to other quadrants— especially the two upper quadrants.

- The lower-left quadrant represents features that have both less agreement and less importance. Because these features are of relatively low importance, efforts to improve these characteristics will have a relatively minor impact on overall satisfaction.
- The upper-left quadrant represents features that are less agreed upon as being well provided but are of high importance. The upper-left quadrant is critically important because it contains those employment characteristics that are important to employees but are not adequately provided. It is these characteristics that can increase satisfaction to the greatest extent.

Four Quadrant Analysis charts follow. **Chart 26** plots all characteristics in the first two categories— Workplace and Resources and Opportunities for Professional Growth. **Chart 27** plots the next three categories— Compensation and Benefits, Management/Supervision, and Employee Interaction. **Chart 28** plots Feedback and Employee Evaluation and Morale, and **Chart 29** plots Communication. These divisions are in order of the categories in the survey instrument and are made solely for presentation purposes so that the charts can be more easily read and analyzed. The quadrants are divided by the overall means of 5.54 agreement on all characteristics (horizontal axis) and 6.40 importance (vertical axis). The farther a characteristic is from each mean line, the more deeply entrenched it is in that particular quadrant. Conversely, those characteristics that are closer to the mean lines can be viewed more as borderline cases.

Chart 26 indicates that the core employment characteristics that lead to high degrees of agreement and satisfaction are Having Resources/Equipment Necessary, Having Adequate Time to Do the Job, and the District's Promotion of Safety. These characteristics represent the strength of Otay Water District as an employer. There are two borderline characteristics in need of improvement; those are Having All the Information Necessary and Rewarding Work. Having the Appropriate Authority and Opportunities to be Innovative are more than adequately provided by the District.

Chart 27 indicates that the core employment characteristics that lead to high degrees of agreement and satisfaction are many in the categories of Compensation and Benefits, Management/Supervision and Employee Interaction. Most firmly entrenched as core satisfaction characteristics among these many characteristics are Supervisor Treats Employees with Respect,

Department Employees Work as a Team, Department Employees are Accountable for Their Work, Benefit Package is Good, Supervisor Open to Expressions of Concern, and Department Employees Share Information. As was evident in the Agreement charts, there is much satisfaction within the District with Supervisors and employees working in the employee's own department. Four characteristics are evident in the upper-left quadrant, indicating that addressing these important (but less than average) agreement/satisfaction features would likely increase overall satisfaction. These characteristics are Pay is Fair, Pay is Competitive, Management Makes Informed Decisions, and Management Provides Effective Leadership. It should be noted, of course, that many employees might see a survey such as this as an opportunity to seek additional compensation whether or not they are truly satisfied with their pay. As such, the pay issues should be tempered somewhat in terms of their significance.

Chart 28 shows the core employment characteristics in the categories of Morale and Feedback and Employee Evaluation) to be an Understanding of the Relationship Between Their Work and the District's Success and Fair Performance Evaluations. To a lesser extent being Recognized for a Good Job, Constructive Feedback from Supervisors and Contributions Valued are also highly contributory to the District's success as an employer. The upper-left quadrant shows four characteristics in need of improvement— all of which reflect an undercurrent of discomfort and insecurity. These four characteristics are Job Security, Optimism about Their Future Success with the District, Department Morale, and the individual Employee's Morale.

Chart 29 (Communications) has fewer characteristics standing out as either core or in need of improvement. The chart does, however, show that Understanding Work Goals and Objectives is a strong core characteristic, with Supervisor Shares Information, Employee Encouraged to Provide Work-Related Input, and Prompt Response from Supervisor more marginal in their core characterization. The characteristic most in need of being addressed is that Communications Have Improved, with Comfortable Sharing Work-Related Opinions with Supervisor also worthy of being improved. What is most evident among these Communications characteristics are the number of those that are not strongly agreed upon but are also not high in importance. These include PIPELINE is Valuable, Participation in Goal Setting, District Shares Information, and, to a lesser extent, Encouraged to Communicate Openly.

Chart 26
Agreement (Satisfaction)/Importance Quadrants
 Workplace and Resources, Opportunities for Professional Growth

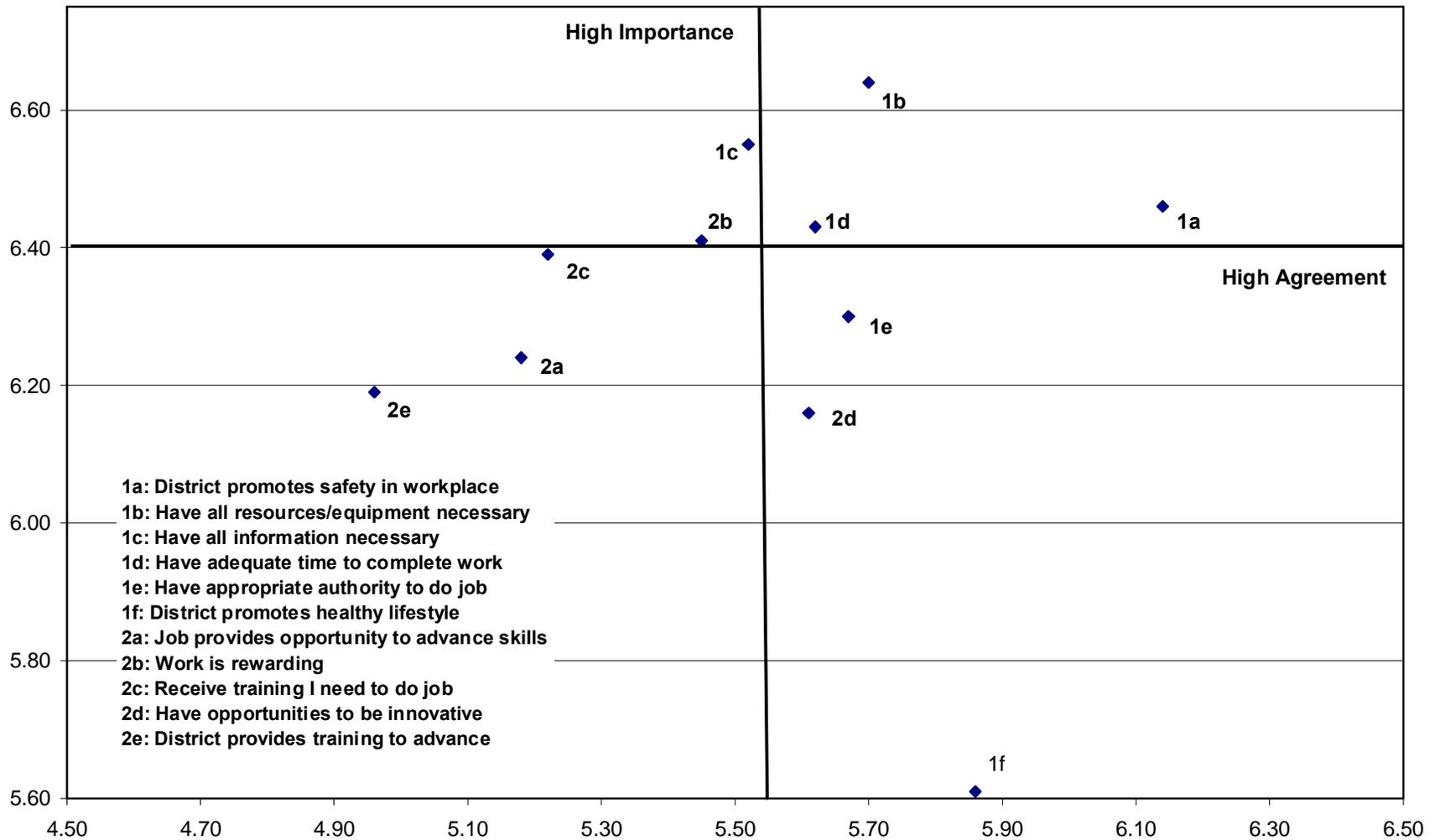


Chart 27
Agreement (Satisfaction)/Importance Quadrants
 Compensation and Benefits, Management/Supervision, Employee Interaction

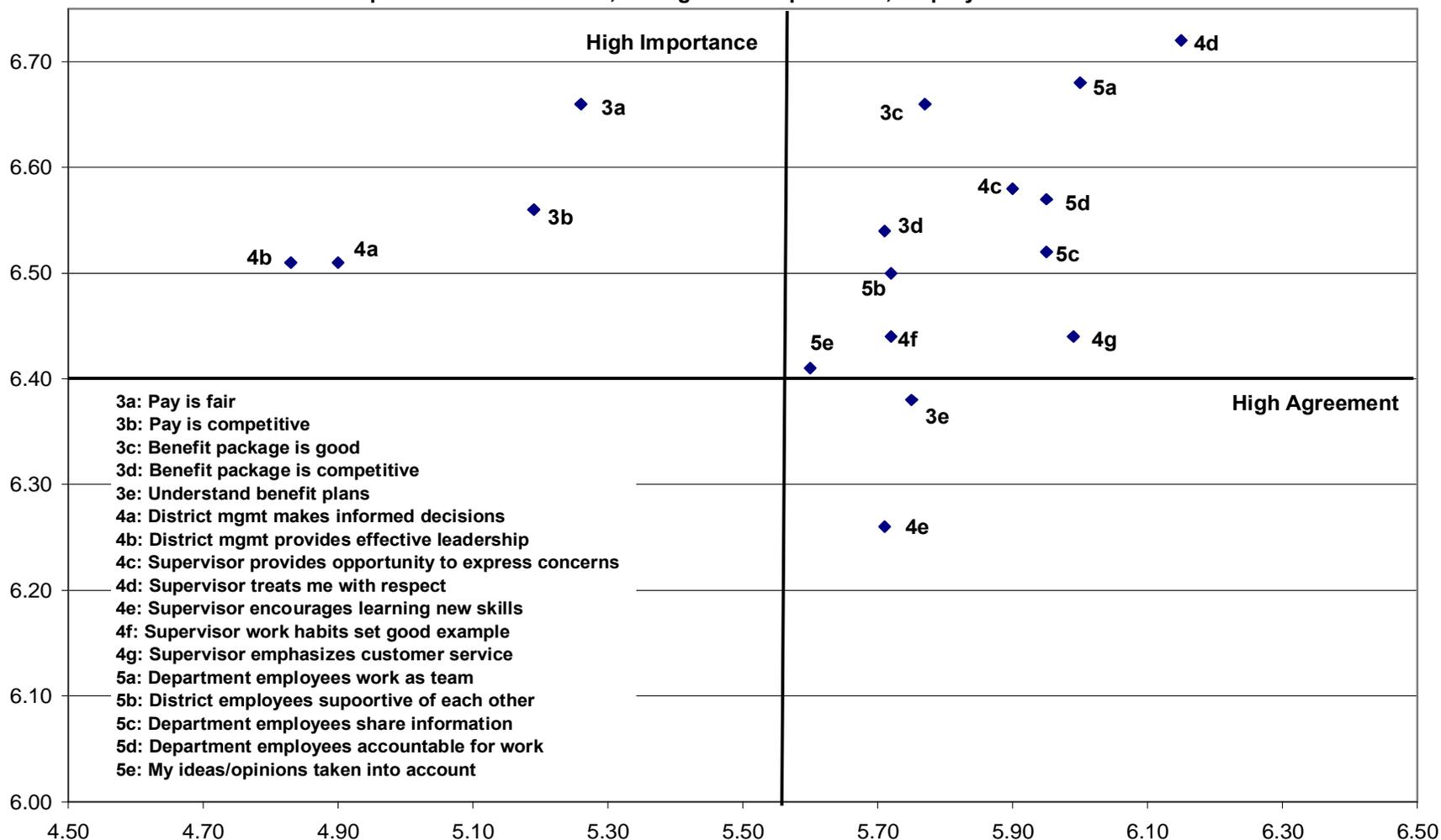


Chart 28
Agreement (Satisfaction)/Importance Quadrants
 Feedback and Employee Evaluation, Morale

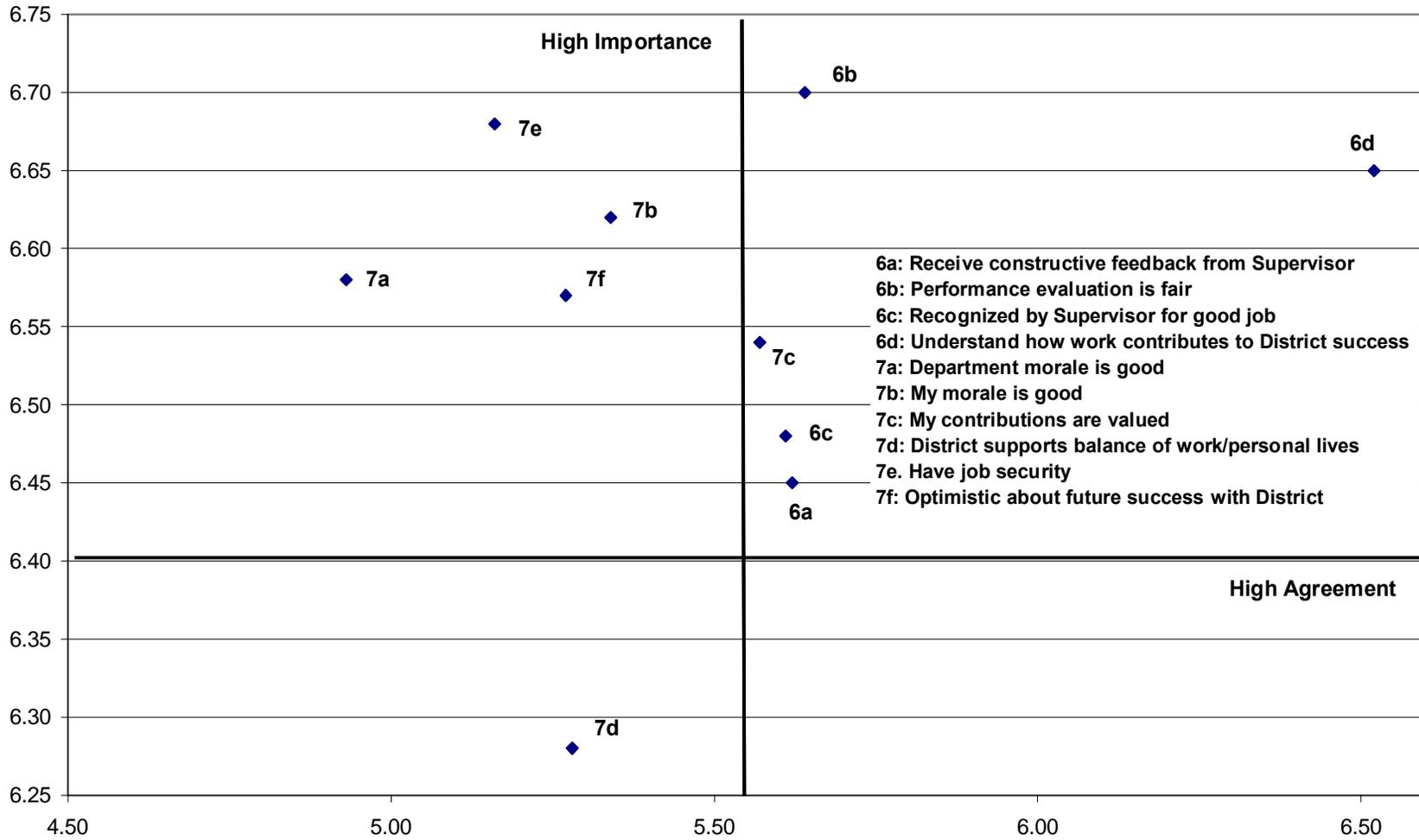
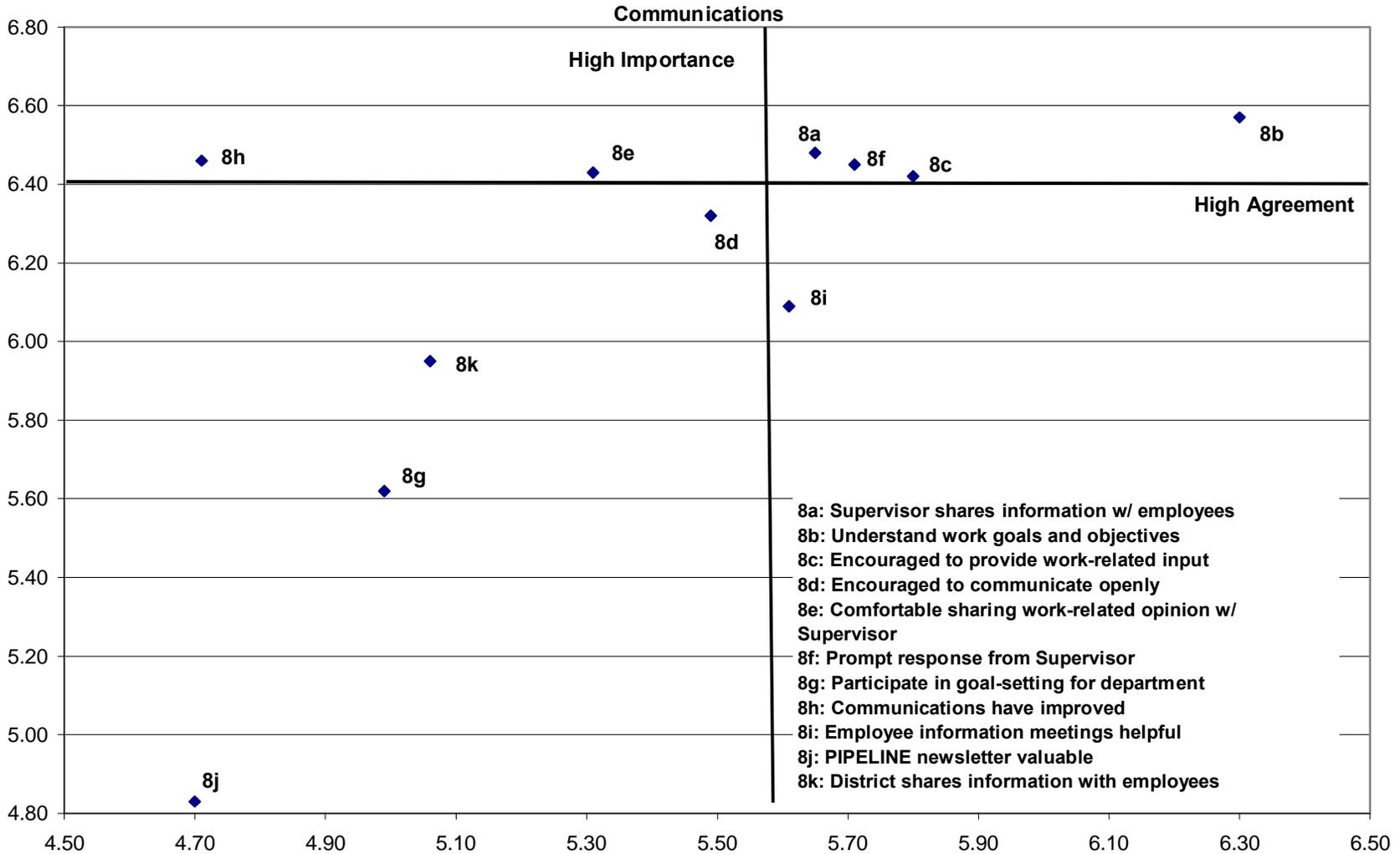


Chart 29
Agreement (Satisfaction)/Importance Quadrants



Employee Indications of Things Going Well at District and What Needs Improvement

Summary: Generally speaking, the open-ended responses to what works well and what needs improvement offset one another in most categories. New programs, Strategic Planning, and Customer service are clear positives, whereas Management Style and Disciplinary Policies elicit more negative than positive feedback.

The summary of the differences between agreement and importance by category in **Chart 24** and **Chart 25**, the analysis of Pearson's r correlations, and the Quadrant Analysis provide information about what is working and what can be improved at the Otay Water District. Besides this information, two open-ended questions were included in the survey that asked employees of the District what is an example of what is working well and what one thing needs improvement. **Chart 30** shows the responses to what is working well and **Chart 31** depicts those things that need improvement.

Chart 30
Example of What Works Well at District
 (n=111)

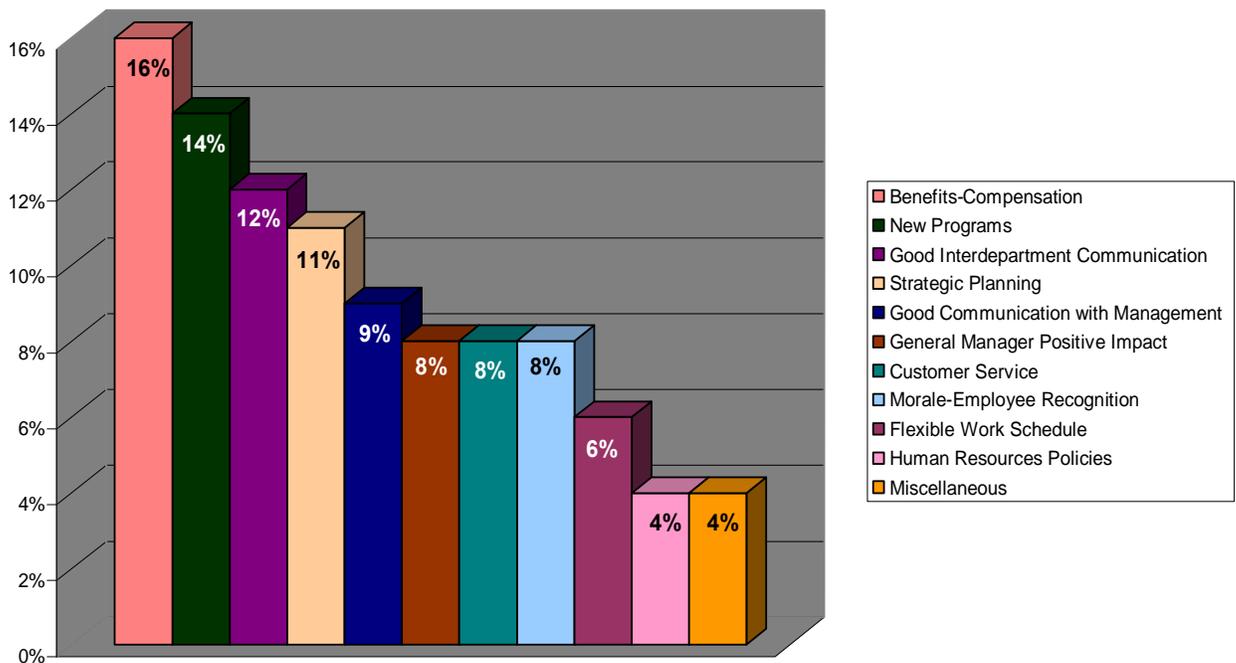


Chart 30 indicates that 111 of the 153 surveyed employees (73 percent) provided an example of what works well at the Otay Water District. Benefits and Compensation were cited by 16 percent of the respondents (12 percent of the overall employee base including those who chose not to respond). New Programs were cited by 14 percent of the 111 respondents (10 percent overall), followed by Good Inter-Department Communication (12 percent^o 9 percent overall), Strategic Planning (11 percent^o 8 percent overall), Good Communications with Management (9 percent^o 7 percent overall), General Manager's Positive Impact (8 percent^o 6 percent overall), Customer Service (8 percent^o 6 percent overall), and Employee Morale (8 percent^o 6 percent overall).

Statistically significant differences are found among subgroups of employees as shown in **Table 19**.

- Older employees (over 50 years of age) tend to think that Communication between Management and Employees (39 percent cite this as what works well) and Strategic Planning (46 percent) are particularly good at the District. Also indicating that these communications are a positive are Finance Department employees (38 percent) and Supervisors (27 percent).
- Management also finds Strategic Planning to work well (42 percent), as do Crew Leaders (40 percent).
- Engineering (33 percent), Management (26 percent), and Supervisors (18 percent) appreciate the impact of the General Manager.
- Younger employees (ages 25 and under 35) are more positive (43 percent) about Compensation and Benefits.
- Crew Leaders (20 percent) and Non-management employees (18 percent) are more appreciative of New Programs than are other employment categories.

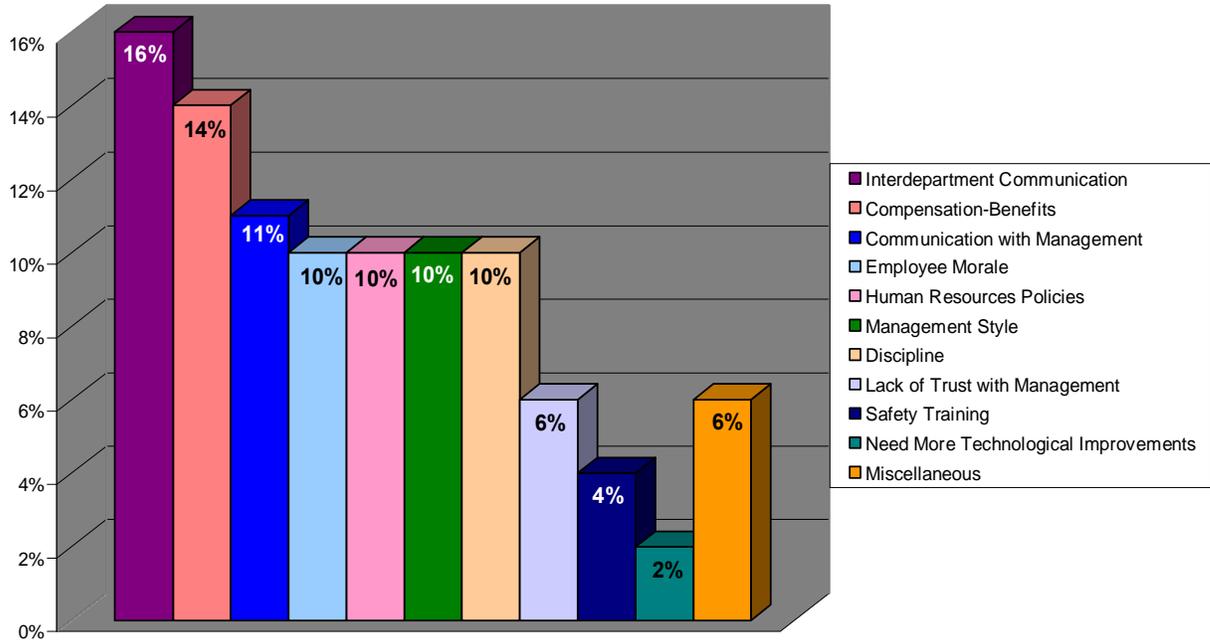
Of the 153 total respondents, 99 (65 percent of all surveyed employees) provided a response to what could be improved. **Chart 31** shows that Inter-department Communication is the most frequently cited characteristic in need of improvement (16 percent^o 10 percent overall). This is a slightly higher overall proportion than those who cited Inter-department Communication as working well (8 percent overall). Compensation and Benefits were mentioned as needing improvement by 14 percent (9 percent of overall, which is 3 percent less than those who indicated that Benefits and Compensation were positive characteristics). Communication with Management (11 percent^o 7 percent overall) displayed the same positive and needs improvement

percentages. Employee Morale (10 percent to 7 percent overall) was also essentially the same in the needs improvement category as it was in the what-is-done-well category (6 percent overall positive). Human Resources Policies (10 percent to 7 percent overall) appeared more as a negative than as a positive (4 percent to 3 percent overall). Two management-related characteristics to Discipline and Management Style also showed 10 percent responses, with no corresponding positive mentions.

Table 19 Subgroups With Statistically Significant Indications of What Works Well at the Otay Water District		
Best Example of What District Does Well	More supportive sub-groups	% of respondents from each group so indicating
Compensation/Benefits	Ages 25 - <35	43%
	Operations	21%
	Supervisors	20%
	Non-management	19%
	Admin, IT, GM	18%
Flexible Work Schedule	Operations	14%
	Ages 35 - <50	13%
Good Communication between Management and Employees	Ages 50 - <55	39%
	Finance	38%
	Supervisors	33%
GM has a Positive Impact	Engineering	33%
	Management	26%
	Ages 50 and older	15%
Good Customer Service and Use of Advanced Technology	Ages 35 - <40	22%
	Operations	12%
	Admin, IT, GM	11%
Strategic Planning	Ages 55 and older	46%
	Management	42%
	Admin, IT, GM	25%

Table 20 presents the subgroup differences for those characteristics that need improvement. Engineering department employees identify Communication between Management and Employees (29 percent) and Inter-department Communications (29 percent) as needing to be improved. Finance employees cite Compensation and Benefits (21 percent), Human Resources Policies (17 percent) and Inter-department Communications (21 percent). Administrative/IT/GM workers find Disciplinary Policies to be more of a problem (16 percent) and also, as would be expected, would want more Technological improvements (11 percent). Lastly, Operations workers cite Management Style as needing improvement (16 percent) more than do other employees.

Chart 31
One Thing That Can Be Improved
 (n =99)



What could be improved	More noteworthy sub-groups	% of respondents from each group so indicating
Compensation/Benefits	Finance	21%
Morale	Operations	18%
Human Resources Policies	Finance	17%
Communication between Management and Employees	Engineering	29%
Communication between/among Departments	Engineering Finance	29% 21%
Disciplinary Policies	Administration/IT	16%
Need More Technology	Administration/IT	11%
Management Style	Operations	16%

CONCLUSIONS

It must be emphasized that the Otay Water District is considered by its employees to be an excellent place of employment. Resources and equipment are excellent, safety is strongly emphasized and appreciated. Supervisors and managers who directly supervise are well thought of and there is considerable teamwork and respect within the departments. The benefit package is appreciated, as are the new programs and planning processes instituted by the District.

Despite such strong positive support for the District in its role as employer, there do exist a few issues that can be improved upon and that would likely enhance employee satisfaction. Job security could be higher and an optimistic view of the employees' future success with the District is also possible to improve somewhat in pursuit of greater employee satisfaction. Inter-department communication and communication between management and employees can also be addressed further.

OTAY WATER DISTRICT EMPLOYEE SURVEY

Section A Employee Work Satisfaction Issues

For each statement below, please indicate your level of agreement or disagreement on a scale of 1 to 7, where 1 is highly disagree and 7 is highly agree. Then, indicate how important each issue is to you. Again, use a scale from 1 to 7, where 1 is very unimportant and 7 is very important.

I. Workplace and Resources

a. The District promotes safety in the workplace.

Highly Disagree								Highly Agree						
1	2	3	4	5	6	7		Very Unimportant			Very Important			
1	2	3	4	5	6	7		1	2	3	4	5	6	7

b. I have all the resources and equipment necessary to perform my job well.

Highly Disagree								Highly Agree						
1	2	3	4	5	6	7		Very Unimportant			Very Important			
1	2	3	4	5	6	7		1	2	3	4	5	6	7

c. I have all the information I need to do my job effectively.

Highly Disagree								Highly Agree						
1	2	3	4	5	6	7		Very Unimportant			Very Important			
1	2	3	4	5	6	7		1	2	3	4	5	6	7

d. I have adequate time to complete my work.

Highly Disagree								Highly Agree						
1	2	3	4	5	6	7		Very Unimportant			Very Important			
1	2	3	4	5	6	7		1	2	3	4	5	6	7

e. I have appropriate authority to do my job.

Highly Disagree								Highly Agree						
1	2	3	4	5	6	7		Very Unimportant			Very Important			
1	2	3	4	5	6	7		1	2	3	4	5	6	7

f. The District promotes healthy lifestyle choices.

Highly Disagree								Highly Agree													
1	2	3	4	5	6	7		Very Unimportant							Very Important						
1	2	3	4	5	6	7		1	2	3	4	5	6	7	1	2	3	4	5	6	7

2. Opportunities for Professional Growth

a. My job provides opportunities to advance my skills and abilities.

Highly Disagree								Highly Agree													
1	2	3	4	5	6	7		Very Unimportant							Very Important						
1	2	3	4	5	6	7		1	2	3	4	5	6	7	1	2	3	4	5	6	7

b. My work is rewarding.

Highly Disagree								Highly Agree													
1	2	3	4	5	6	7		Very Unimportant							Very Important						
1	2	3	4	5	6	7		1	2	3	4	5	6	7	1	2	3	4	5	6	7

c. I receive the training I need to do my job well.

Highly Disagree								Highly Agree													
1	2	3	4	5	6	7		Very Unimportant							Very Important						
1	2	3	4	5	6	7		1	2	3	4	5	6	7	1	2	3	4	5	6	7

d. I have opportunities to be innovative in carrying out my job.

Highly Disagree								Highly Agree													
1	2	3	4	5	6	7		Very Unimportant							Very Important						
1	2	3	4	5	6	7		1	2	3	4	5	6	7	1	2	3	4	5	6	7

e. The District provides ample opportunity for me to receive the training I need to advance within the District.

Highly Disagree								Highly Agree													
1	2	3	4	5	6	7		Very Unimportant							Very Important						
1	2	3	4	5	6	7		1	2	3	4	5	6	7	1	2	3	4	5	6	7

3. Compensation and Benefits

a. I am fairly paid for the work I do.

Highly Disagree								Highly Agree													
1	2	3	4	5	6	7		Very Unimportant							Very Important						
1	2	3	4	5	6	7		1	2	3	4	5	6	7	1	2	3	4	5	6	7

- b. I feel that the pay I receive is competitive with similar jobs in similar organizations in the area.

Highly Disagree								Highly Agree						
1	2	3	4	5	6	7		Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

- c. The benefit package provided by the District is good.

Highly Disagree								Highly Agree						
1	2	3	4	5	6	7		Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

- d. I feel that the benefit package provided by the District is competitive with benefits provided by similar organizations in the area.

Highly Disagree								Highly Agree						
1	2	3	4	5	6	7		Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

- e. I understand my benefit plans.

Highly Disagree								Highly Agree						
1	2	3	4	5	6	7		Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

4. Management/Supervision

- a. I feel that the management of the District makes informed decisions.

Highly Disagree								Highly Agree						
1	2	3	4	5	6	7		Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

- b. The management of the District demonstrates effective leadership skills.

Highly Disagree								Highly Agree						
1	2	3	4	5	6	7		Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

- c. My supervisor provides me an opportunity to express my thoughts and concerns.

Highly Disagree								Highly Agree						
1	2	3	4	5	6	7		Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

- d. My supervisor treats me with respect.

Highly Disagree								Highly Agree						
1	2	3	4	5	6	7		Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

e. My supervisor encourages me to learn new skills.

Highly Disagree				Highly Agree				Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

f. My supervisor has good work habits and sets a good example.

Highly Disagree				Highly Agree				Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

g. My supervisor emphasizes strong customer service on a regular basis.

Highly Disagree				Highly Agree				Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

5. Employee Interaction

a. The employees in my department work well as a team.

Highly Disagree				Highly Agree				Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

b. Employees in the District are generally supportive of each other.

Highly Disagree				Highly Agree				Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

c. Employees in my department share relevant work-related information.

Highly Disagree				Highly Agree				Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

d. Employees in my department are held accountable for the quality of their work.

Highly Disagree				Highly Agree				Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

e. My ideas and opinions are taken into consideration at work.

Highly Disagree				Highly Agree				Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

6. Feedback and Employee Evaluation

NOTE: Question 6b has a “Not Applicable” option for those respondents to this survey who are new to the District and have not received a performance evaluation.

a. I receive constructive feedback from my supervisor that helps me improve my performance.

Highly Disagree							Highly Agree							Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

b. Overall my employee performance evaluation is fair.

Highly Disagree							Highly Agree							Very Unimportant							Very Important							NA
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	NA

c. I am recognized by my supervisor when I do a good job.

Highly Disagree							Highly Agree							Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

d. I understand how my work contributes to the success of the District.

Highly Disagree							Highly Agree							Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

7. Morale

a. Morale in my department is generally good.

Highly Disagree							Highly Agree							Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

b. My morale at work is generally good.

Highly Disagree							Highly Agree							Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

c. I feel that the contributions I make are valued.

Highly Disagree							Highly Agree							Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

d. The District has practices that are supportive of balancing work and personal life.

Highly Disagree				Highly Agree				Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

e. I feel that I have job security.

Highly Disagree				Highly Agree				Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

f. I am optimistic about my future success with the District.

Highly Disagree				Highly Agree				Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

8. Communication:

NOTE: Questions 8h, 8i, and 8j have a “Don’t Know” option for those respondents to this survey who are new to the District and do not know the answer to any or all of those questions.

a. My supervisor does a good job of sharing information with department employees.

Highly Disagree				Highly Agree				Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

b. I understand my work goals and objectives.

Highly Disagree				Highly Agree				Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

c. I am encouraged to provide input regarding work-related matters.

Highly Disagree				Highly Agree				Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

d. I am encouraged to communicate openly.

Highly Disagree				Highly Agree				Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

e. I feel comfortable sharing my honest opinion about work-related matters with my supervisor.

Highly Disagree					Highly Agree				Very Unimportant				Very Important		
1	2	3	4	5	6	7	1		2	3	4	5	6	7	

f. I receive prompt response from my supervisor to issues that are most important to me.

Highly Disagree					Highly Agree				Very Unimportant				Very Important		
1	2	3	4	5	6	7	1		2	3	4	5	6	7	

g. I participate in goal setting (strategic plan) for my department.

Highly Disagree					Highly Agree				Very Unimportant				Very Important		
1	2	3	4	5	6	7	1		2	3	4	5	6	7	

h. Communications have improved overall within the District.

Highly Disagree					Highly Agree				Very Unimportant				Very Important			DK
1	2	3	4	5	6	7	1		2	3	4	5	6	7		

i. Employee information meetings are helpful to keep me informed about District matters.

Highly Disagree					Highly Agree				Very Unimportant				Very Important			DK
1	2	3	4	5	6	7	1		2	3	4	5	6	7		

j. The Employee PIPELINE Newsletter is a valuable form of communication.

Highly Disagree					Highly Agree				Very Unimportant				Very Important			DK
1	2	3	4	5	6	7	1		2	3	4	5	6	7		

k. The District does a good job in sharing information with its employees about the District.

Highly Disagree					Highly Agree				Very Unimportant				Very Important		
1	2	3	4	5	6	7	1		2	3	4	5	6	7	

Section B Overall Employee Satisfaction

9. Overall, how satisfied are you as an employee of the District?

Highly Dissatisfied						Highly Satisfied
1	2	3	4	5	6	7

10. What is the best example of something that is going well at the District?

11. What would be the one thing that could be improved at the District?

12. Would you recommend the District as a place of employment?

- 1. Yes
- 2. No

Section C General Information

Please provide the following information as it relates to you. This information is used for data comparison purposes only.

13. Department within the Otay Water District

1. Administrative Services/General Manager/Information Technology
2. Engineering
3. Finance
4. Operations

14. Length of service with Otay Water District

1. 0 to 1 year
2. 1 year to 3 years
3. 3 years to 5 years
4. 5 years to 10 years
5. 10 years to 15 years
6. 15 years to 20 years
7. 20 years or more

15. Position Type

1. Employee (non management)
2. Supervisor/Crew Leader
3. Manager/Department Chief/AGM/GM

16. Age

1. Under 25
2. 25 and under 30
3. 30 and under 35
4. 35 and under 40
5. 40 and under 45
6. 45 and under 50
7. 50 and under 55
8. 55 and over

17. Gender

1. Female
2. Male

Notes		
Output Created	06-AUG-2008 11:46:19	
Comments		
Input	Data	C:\Program Files\SPSS\Otay Employee Data--Final.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
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	N of Rows in Working Data File	153
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data.
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Frequency Table

Promote safety-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	1	.7	.7	.7
	2	1	.7	.7	1.3
	3	2	1.3	1.3	2.6
	4	10	6.5	6.6	9.2
	5	20	13.1	13.2	22.4

	6	42	27.5	27.6	50.0
	Highly Agree	76	49.7	50.0	100.0
	Total	152	99.3	100.0	
Missing	REF	1	.7		
Total		153	100.0		

Promote safety-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	.7	.7	.7
	3	1	.7	.7	1.3
	4	6	3.9	3.9	5.3
	5	13	8.5	8.6	13.8
	6	29	19.0	19.1	32.9
	Very Important	102	66.7	67.1	100.0
	Total	152	99.3	100.0	
Missing	REF	1	.7		
Total		153	100.0		

Resources to perform well-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	4	2.6	2.6	2.6
	2	3	2.0	2.0	4.6
	3	4	2.6	2.6	7.2
	4	11	7.2	7.2	14.5
	5	34	22.2	22.4	36.8
	6	41	26.8	27.0	63.8
	Highly Agree	55	35.9	36.2	100.0
	Total	152	99.3	100.0	
Missing	REF	1	.7		
Total		153	100.0		

Resources to perform well-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	12	7.8	7.9	7.9
	6	31	20.3	20.4	28.3
	Very Important	109	71.2	71.7	100.0

	Total	152	99.3	100.0	
Missing	REF	1	.7		
Total		153	100.0		

Information to be effective-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	3	2.0	2.0	2.0
	3	6	3.9	3.9	5.9
	4	27	17.6	17.8	23.7
	5	24	15.7	15.8	39.5
	6	57	37.3	37.5	77.0
	Highly Agree	35	22.9	23.0	100.0
	Total	152	99.3	100.0	
Missing	REF	1	.7		
Total		153	100.0		

Information to be effective-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	4	2.6	2.6	2.6
	5	12	7.8	7.9	10.5
	6	33	21.6	21.7	32.2
	Very Important	103	67.3	67.8	100.0
	Total	152	99.3	100.0	
Missing	REF	1	.7		
Total		153	100.0		

Adequate time to complete work-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	2	1.3	1.3	1.3
	2	5	3.3	3.3	4.6
	3	6	3.9	3.9	8.6
	4	11	7.2	7.2	15.8
	5	37	24.2	24.3	40.1
	6	42	27.5	27.6	67.8
	Highly Agree	49	32.0	32.2	100.0
	Total	152	99.3	100.0	

Missing	REF	1	.7		
Total		153	100.0		

Adequate time to complete work-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	5	3.3	3.3	3.3
	5	13	8.5	8.6	11.8
	6	45	29.4	29.6	41.4
	Very Important	89	58.2	58.6	100.0
	Total	152	99.3	100.0	
Missing	REF	1	.7		
Total		153	100.0		

Appropriate authority-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	1	.7	.7	.7
	2	2	1.3	1.3	2.0
	3	10	6.5	6.6	8.6
	4	16	10.5	10.5	19.1
	5	27	17.6	17.8	36.8
	6	44	28.8	28.9	65.8
	Highly Agree	52	34.0	34.2	100.0
	Total	152	99.3	100.0	
Missing	REF	1	.7		
Total		153	100.0		

Appropriate authority-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	.7	.7	.7
	3	1	.7	.7	1.3
	4	6	3.9	3.9	5.3
	5	16	10.5	10.5	15.8
	6	48	31.4	31.6	47.4
	Very Important	80	52.3	52.6	100.0
	Total	152	99.3	100.0	
Missing	REF	1	.7		

Total		153	100.0		
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Promote healthy lifestyle-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2	1.3	1.3	1.3
	3	6	3.9	3.9	5.3
	4	11	7.2	7.2	12.5
	5	30	19.6	19.7	32.2
	6	47	30.7	30.9	63.2
	Highly Agree	56	36.6	36.8	100.0
	Total		152	99.3	100.0
Missing	REF	1	.7		
Total		153	100.0		

Promote healthy lifestyle-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Unimportant	5	3.3	3.3	3.3
	2	2	1.3	1.3	4.6
	3	6	3.9	3.9	8.6
	4	20	13.1	13.2	21.7
	5	25	16.3	16.4	38.2
	6	38	24.8	25.0	63.2
	Very Important	56	36.6	36.8	100.0
	Total		152	99.3	100.0
Missing	REF	1	.7		
Total		153	100.0		

Opportunity to advance skills-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	9	5.9	5.9	5.9
	2	4	2.6	2.6	8.6
	3	10	6.5	6.6	15.1
	4	20	13.1	13.2	28.3
	5	30	19.6	19.7	48.0
	6	43	28.1	28.3	76.3
	Highly Agree	36	23.5	23.7	100.0

	Total	152	99.3	100.0	
Missing	REF	1	.7		
Total		153	100.0		

Opportunity to advance skills-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1	.7	.7	.7
	4	8	5.2	5.3	5.9
	5	22	14.4	14.5	20.4
	6	43	28.1	28.3	48.7
	Very Important	78	51.0	51.3	100.0
	Total	152	99.3	100.0	
Missing	REF	1	.7		
Total		153	100.0		

Rewarding-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	3	2.0	2.0	2.0
	2	7	4.6	4.6	6.6
	3	6	3.9	3.9	10.5
	4	23	15.0	15.1	25.7
	5	24	15.7	15.8	41.4
	6	42	27.5	27.6	69.1
	Highly Agree	47	30.7	30.9	100.0
	Total	152	99.3	100.0	
Missing	REF	1	.7		
Total		153	100.0		

Rewarding-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1	.7	.7	.7
	4	4	2.6	2.6	3.3
	5	17	11.1	11.2	14.5
	6	39	25.5	25.7	40.1
	Very Important	91	59.5	59.9	100.0
	Total	152	99.3	100.0	

Missing	REF	1	.7		
Total		153	100.0		

Receive training-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	7	4.6	4.6	4.6
	2	5	3.3	3.3	7.9
	3	6	3.9	3.9	11.8
	4	21	13.7	13.8	25.7
	5	37	24.2	24.3	50.0
	6	43	28.1	28.3	78.3
	Highly Agree	33	21.6	21.7	100.0
	Total		152	99.3	100.0
Missing	REF	1	.7		
Total		153	100.0		

Receive training-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	4	2.6	2.6	2.6
	5	23	15.0	15.1	17.8
	6	35	22.9	23.0	40.8
	Very Important	90	58.8	59.2	100.0
	Total		152	99.3	100.0
Missing	REF	1	.7		
Total		153	100.0		

Opportunity to be Innovative-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	1	.7	.7	.7
	2	5	3.3	3.3	3.9
	3	10	6.5	6.6	10.5
	4	11	7.2	7.2	17.8
	5	34	22.2	22.4	40.1
	6	40	26.1	26.3	66.4
	Highly Agree	51	33.3	33.6	100.0
	Total		152	99.3	100.0

Missing	REF	1	.7		
Total		153	100.0		

Opportunity to be Innovative-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1	.7	.7	.7
	4	6	3.9	3.9	4.6
	5	32	20.9	21.1	25.7
	6	41	26.8	27.0	52.6
	Very Important	72	47.1	47.4	100.0
	Total	152	99.3	100.0	
Missing	REF	1	.7		
Total		153	100.0		

Opportunity for training to advance-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	9	5.9	6.0	6.0
	2	13	8.5	8.6	14.6
	3	8	5.2	5.3	19.9
	4	17	11.1	11.3	31.1
	5	37	24.2	24.5	55.6
	6	32	20.9	21.2	76.8
	Highly Agree	35	22.9	23.2	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Opportunity for training to advance-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	2	1.3	1.3	1.3
	4	5	3.3	3.3	4.6
	5	29	19.0	19.2	23.8
	6	42	27.5	27.8	51.7
	Very Important	73	47.7	48.3	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		

Total		153	100.0		
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Fairly paid-agree

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	8	5.2	5.3	5.3
	2	4	2.6	2.6	7.9
	3	10	6.5	6.6	14.6
	4	20	13.1	13.2	27.8
	5	23	15.0	15.2	43.0
	6	49	32.0	32.5	75.5
	Highly Agree	37	24.2	24.5	100.0
	Total		151	98.7	100.0
Missing	REF	2	1.3		
Total		153	100.0		

Fairly paid-important

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	.7	.7	.7
	4	2	1.3	1.3	2.0
	5	7	4.6	4.6	6.6
	6	27	17.6	17.9	24.5
	Very Important	114	74.5	75.5	100.0
	Total		151	98.7	100.0
Missing	REF	2	1.3		
Total		153	100.0		

Competitively paid-agree

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	8	5.2	5.3	5.3
	2	10	6.5	6.6	11.9
	3	8	5.2	5.3	17.2
	4	15	9.8	9.9	27.2
	5	26	17.0	17.2	44.4
	6	46	30.1	30.5	74.8
	Highly Agree	38	24.8	25.2	100.0
	Total		151	98.7	100.0

Missing	REF	2	1.3		
Total		153	100.0		

Competitively paid-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1	.7	.7	.7
	4	2	1.3	1.3	2.0
	5	10	6.5	6.6	8.6
	6	37	24.2	24.5	33.1
	Very Important	101	66.0	66.9	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Good benefit package-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2	1.3	1.3	1.3
	3	6	3.9	4.0	5.3
	4	18	11.8	11.9	17.2
	5	28	18.3	18.5	35.8
	6	41	26.8	27.2	62.9
	Highly Agree	56	36.6	37.1	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Good benefit package-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	2	1.3	1.3	1.3
	5	7	4.6	4.6	6.0
	6	32	20.9	21.2	27.2
	Very Important	110	71.9	72.8	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Competitive benefit package-agree					
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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	2	1.3	1.3	1.3
	2	3	2.0	2.0	3.3
	3	8	5.2	5.3	8.6
	4	14	9.2	9.3	17.9
	5	21	13.7	13.9	31.8
	6	52	34.0	34.4	66.2
	Highly Agree	51	33.3	33.8	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Competitive benefit package-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	3	2.0	2.0	2.0
	5	12	7.8	7.9	9.9
	6	36	23.5	23.8	33.8
	Very Important	100	65.4	66.2	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Understand benefit plans-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	2	1.3	1.3	1.3
	4	17	11.1	11.3	12.6
	5	36	23.5	23.8	36.4
	6	58	37.9	38.4	74.8
	Highly Agree	38	24.8	25.2	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Understand benefit plans-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	6	3.9	4.0	4.0

	5	16	10.5	10.6	14.6
	6	44	28.8	29.1	43.7
	Very Important	85	55.6	56.3	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Mgmt makes informed decisions-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	8	5.2	5.3	5.3
	2	9	5.9	6.0	11.3
	3	14	9.2	9.3	20.5
	4	23	15.0	15.2	35.8
	5	31	20.3	20.5	56.3
	6	37	24.2	24.5	80.8
	Highly Agree	29	19.0	19.2	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Mgmt makes informed decisions-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	3	2.0	2.0	2.0
	5	18	11.8	11.9	13.9
	6	29	19.0	19.2	33.1
	Very Important	101	66.0	66.9	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Mgmt effective leadership skill-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	11	7.2	7.3	7.3
	2	8	5.2	5.3	12.6
	3	15	9.8	9.9	22.5
	4	24	15.7	15.9	38.4

	5	25	16.3	16.6	55.0
	6	40	26.1	26.5	81.5
	Highly Agree	28	18.3	18.5	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Mgmt effective leadership skills-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	5	3.3	3.3	3.3
	5	15	9.8	9.9	13.2
	6	29	19.0	19.2	32.5
	Very Important	102	66.7	67.5	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Supervisor open to concerns-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	3	2.0	2.0	2.0
	2	6	3.9	4.0	6.0
	3	4	2.6	2.6	8.6
	4	8	5.2	5.3	13.9
	5	20	13.1	13.2	27.2
	6	38	24.8	25.2	52.3
	Highly Agree	72	47.1	47.7	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Supervisor open to concerns-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	4	2.6	2.6	2.6
	5	9	5.9	6.0	8.6
	6	33	21.6	21.9	30.5
	Very Important	105	68.6	69.5	100.0

	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Supervisor treats w/ respect-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	2	1.3	1.3	1.3
	2	3	2.0	2.0	3.3
	3	3	2.0	2.0	5.3
	4	8	5.2	5.3	10.6
	5	16	10.5	10.6	21.2
	6	34	22.2	22.5	43.7
	Highly Agree	85	55.6	56.3	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Supervisor treats w/ respect-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	1	.7	.7	.7
	5	7	4.6	4.6	5.3
	6	25	16.3	16.6	21.9
	Very Important	118	77.1	78.1	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Supervisor encourages new skill-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	4	2.6	2.6	2.6
	2	5	3.3	3.3	6.0
	3	4	2.6	2.6	8.6
	4	10	6.5	6.6	15.2
	5	29	19.0	19.2	34.4
	6	42	27.5	27.8	62.3
	Highly Agree	57	37.3	37.7	100.0

	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Supervisor encourages new skill-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	.7	.7	.7
	3	1	.7	.7	1.3
	4	8	5.2	5.3	6.6
	5	22	14.4	14.6	21.2
	6	35	22.9	23.2	44.4
	Very Important	84	54.9	55.6	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Supervisor sets good example-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	4	2.6	2.6	2.6
	2	3	2.0	2.0	4.6
	3	7	4.6	4.6	9.3
	4	18	11.8	11.9	21.2
	5	14	9.2	9.3	30.5
	6	44	28.8	29.1	59.6
	Highly Agree	61	39.9	40.4	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Supervisor sets good example-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	.7	.7	.7
	4	5	3.3	3.3	4.0
	5	10	6.5	6.6	10.6
	6	44	28.8	29.1	39.7
	Very Important	91	59.5	60.3	100.0

	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Supervisor emphasizes customer service-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	3	2.0	2.0	2.0
	2	2	1.3	1.3	3.3
	3	1	.7	.7	4.0
	4	11	7.2	7.3	11.3
	5	22	14.4	14.6	25.8
	6	44	28.8	29.1	55.0
	Highly Agree	68	44.4	45.0	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Supervisor emphasizes customer service-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	.7	.7	.7
	4	7	4.6	4.6	5.3
	5	12	7.8	7.9	13.2
	6	35	22.9	23.2	36.4
	Very Important	96	62.7	63.6	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Department employees work as team-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	1	.7	.7	.7
	2	4	2.6	2.6	3.3
	3	2	1.3	1.3	4.6
	4	7	4.6	4.6	9.3
	5	20	13.1	13.2	22.5
	6	56	36.6	37.1	59.6

	Highly Agree	61	39.9	40.4	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Department employees work as team-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	1	.7	.7	.7
	5	6	3.9	4.0	4.6
	6	33	21.6	21.9	26.5
	Very Important	111	72.5	73.5	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

District employees supportive-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	2	1.3	1.3	1.3
	2	3	2.0	2.0	3.3
	3	4	2.6	2.6	6.0
	4	9	5.9	6.0	11.9
	5	33	21.6	21.9	33.8
	6	57	37.3	37.7	71.5
	Highly Agree	43	28.1	28.5	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

District employees supportive-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	1	.7	.7	.7
	5	14	9.2	9.3	9.9
	6	45	29.4	29.8	39.7
	Very Important	91	59.5	60.3	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		

Total		153	100.0		
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Department employees share info-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	2	1.3	1.3	1.3
	2	3	2.0	2.0	3.3
	3	1	.7	.7	4.0
	4	9	5.9	6.0	9.9
	5	19	12.4	12.6	22.5
	6	63	41.2	41.7	64.2
	Highly Agree	54	35.3	35.8	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Department employees share info-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	4	2.6	2.6	2.6
	5	9	5.9	6.0	8.6
	6	43	28.1	28.5	37.1
	Very Important	95	62.1	62.9	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Department employees accountable for quality-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	1	.7	.7	.7
	2	3	2.0	2.0	2.6
	3	1	.7	.7	3.3
	4	15	9.8	9.9	13.2
	5	20	13.1	13.2	26.5
	6	48	31.4	31.8	58.3
	Highly Agree	63	41.2	41.7	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		

Total		153	100.0		
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Department employees accountable for quality-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	3	2.0	2.0	2.0
	5	10	6.5	6.6	8.6
	6	36	23.5	23.8	32.5
	Very Important	102	66.7	67.5	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Ideas/opinions taken into consideration-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	4	2.6	2.6	2.6
	2	4	2.6	2.6	5.3
	3	6	3.9	4.0	9.3
	4	17	11.1	11.3	20.5
	5	22	14.4	14.6	35.1
	6	48	31.4	31.8	66.9
	Highly Agree	50	32.7	33.1	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Ideas/opinions taken into consideration-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Unimportant	1	.7	.7	.7
	3	1	.7	.7	1.3
	4	3	2.0	2.0	3.3
	5	12	7.8	8.0	11.3
	6	45	29.4	30.0	41.3
	Very Important	88	57.5	58.7	100.0
	Total	150	98.0	100.0	
Missing	REF	3	2.0		
Total		153	100.0		

Constructive feedback-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	2	1.3	1.3	1.3
	2	7	4.6	4.6	6.0
	3	2	1.3	1.3	7.3
	4	15	9.8	9.9	17.2
	5	35	22.9	23.2	40.4
	6	39	25.5	25.8	66.2
	Highly Agree	51	33.3	33.8	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Constructive feedback-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	3	2.0	2.0	2.0
	5	19	12.4	12.6	14.6
	6	36	23.5	23.8	38.4
	Very Important	93	60.8	61.6	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Performance evaluation fair-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	4	2.6	3.0	3.0
	2	8	5.2	5.9	8.9
	3	2	1.3	1.5	10.4
	4	9	5.9	6.7	17.0
	5	22	14.4	16.3	33.3
	6	41	26.8	30.4	63.7
	Highly Agree	49	32.0	36.3	100.0
	Total	135	88.2	100.0	
Missing	Not Applicable	14	9.2		
	REF	4	2.6		
	Total	18	11.8		

Total		153	100.0		
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Performance evaluation fair-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	2	1.3	1.5	1.5
	5	5	3.3	3.7	5.2
	6	25	16.3	18.5	23.7
	Very Important	103	67.3	76.3	100.0
	Total	135	88.2	100.0	
Missing	Not Applicable	14	9.2		
	REF	4	2.6		
	Total	18	11.8		
Total		153	100.0		

Recognized when do good job-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	5	3.3	3.3	3.3
	2	5	3.3	3.3	6.6
	3	5	3.3	3.3	9.9
	4	10	6.5	6.6	16.6
	5	30	19.6	19.9	36.4
	6	45	29.4	29.8	66.2
	Highly Agree	51	33.3	33.8	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Recognized when do good job-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1	.7	.7	.7
	4	1	.7	.7	1.3
	5	16	10.5	10.6	11.9
	6	40	26.1	26.5	38.4
	Very Important	93	60.8	61.6	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		

Total		153	100.0		
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Understand work in relation to District success-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	1	.7	.7	.7
	2	1	.7	.7	1.3
	4	1	.7	.7	2.0
	5	11	7.2	7.3	9.3
	6	36	23.5	23.8	33.1
	Highly Agree	101	66.0	66.9	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Understand work in relation to District success-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	2	1.3	1.3	1.3
	5	10	6.5	6.6	7.9
	6	27	17.6	17.9	25.8
	Very Important	112	73.2	74.2	100.0
	Total	151	98.7	100.0	
Missing	REF	2	1.3		
Total		153	100.0		

Department morale good-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	7	4.6	4.7	4.7
	2	9	5.9	6.0	10.7
	3	9	5.9	6.0	16.8
	4	29	19.0	19.5	36.2
	5	28	18.3	18.8	55.0
	6	42	27.5	28.2	83.2
	Highly Agree	25	16.3	16.8	100.0
	Total	149	97.4	100.0	
Missing	REF	4	2.6		
Total		153	100.0		

Department morale good-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1	.7	.7	.7
	4	4	2.6	2.7	3.4
	5	7	4.6	4.7	8.1
	6	33	21.6	22.1	30.2
	Very Important	104	68.0	69.8	100.0
	Total	149	97.4	100.0	
Missing	REF	4	2.6		
Total		153	100.0		

My morale good-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	4	2.6	2.7	2.7
	2	9	5.9	6.0	8.7
	3	12	7.8	8.1	16.8
	4	17	11.1	11.4	28.2
	5	17	11.1	11.4	39.6
	6	46	30.1	30.9	70.5
	Highly Agree	44	28.8	29.5	100.0
	Total	149	97.4	100.0	
Missing	REF	4	2.6		
Total		153	100.0		

My morale good -important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	3	2.0	2.0	2.0
	5	8	5.2	5.4	7.4
	6	32	20.9	21.5	28.9
	Very Important	106	69.3	71.1	100.0
	Total	149	97.4	100.0	
Missing	REF	4	2.6		
Total		153	100.0		

Contributions valued-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Highly Disagree	3	2.0	2.0	2.0
	2	4	2.6	2.7	4.7
	3	7	4.6	4.7	9.4
	4	17	11.1	11.4	20.8
	5	27	17.6	18.1	38.9
	6	42	27.5	28.2	67.1
	Highly Agree	49	32.0	32.9	100.0
	Total	149	97.4	100.0	
Missing	REF	4	2.6		
Total		153	100.0		

Contributions valued-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	1	.7	.7	.7
	5	13	8.5	8.7	9.4
	6	39	25.5	26.2	35.6
	Very Important	96	62.7	64.4	100.0
	Total	149	97.4	100.0	
Missing	REF	4	2.6		
Total		153	100.0		

District balances work and personal-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	4	2.6	2.7	2.7
	2	7	4.6	4.7	7.4
	3	9	5.9	6.0	13.4
	4	20	13.1	13.4	26.8
	5	28	18.3	18.8	45.6
	6	46	30.1	30.9	76.5
	Highly Agree	35	22.9	23.5	100.0
	Total	149	97.4	100.0	
Missing	REF	4	2.6		
Total		153	100.0		

District balances work and personal-important					
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	2	1	.7	.7	.7
	3	1	.7	.7	1.3
	4	9	5.9	6.0	7.4
	5	21	13.7	14.1	21.5
	6	30	19.6	20.1	41.6
	Very Important	87	56.9	58.4	100.0
	Total	149	97.4	100.0	
Missing	REF	4	2.6		
Total		153	100.0		

Job security-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	6	3.9	4.0	4.0
	2	12	7.8	8.1	12.1
	3	8	5.2	5.4	17.4
	4	14	9.2	9.4	26.8
	5	30	19.6	20.1	47.0
	6	44	28.8	29.5	76.5
	Highly Agree	35	22.9	23.5	100.0
	Total	149	97.4	100.0	
Missing	REF	4	2.6		
Total		153	100.0		

Job security-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1	.7	.7	.7
	4	4	2.6	2.7	3.4
	5	5	3.3	3.4	6.7
	6	21	13.7	14.1	20.8
	Very Important	118	77.1	79.2	100.0
	Total	149	97.4	100.0	
Missing	REF	4	2.6		
Total		153	100.0		

Optimistic about future success-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Highly Disagree	6	3.9	4.0	4.0
	2	8	5.2	5.4	9.4
	3	6	3.9	4.0	13.4
	4	23	15.0	15.4	28.9
	5	23	15.0	15.4	44.3
	6	43	28.1	28.9	73.2
	Highly Agree	40	26.1	26.8	100.0
	Total	149	97.4	100.0	
Missing	REF	4	2.6		
Total		153	100.0		

Optimistic about future success-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	8	5.2	5.4	5.4
	5	11	7.2	7.4	12.8
	6	18	11.8	12.1	24.8
	Very Important	112	73.2	75.2	100.0
	Total	149	97.4	100.0	
Missing	REF	4	2.6		
Total		153	100.0		

Supervisor shares info-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	2	1.3	1.3	1.3
	2	5	3.3	3.4	4.7
	3	8	5.2	5.4	10.1
	4	12	7.8	8.1	18.1
	5	22	14.4	14.8	32.9
	6	52	34.0	34.9	67.8
	Highly Agree	48	31.4	32.2	100.0
	Total	149	97.4	100.0	
Missing	REF	4	2.6		
Total		153	100.0		

Supervisor shares info-important					
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	3	2	1.3	1.3	1.3
	4	2	1.3	1.3	2.7
	5	13	8.5	8.7	11.4
	6	38	24.8	25.5	36.9
	Very Important	94	61.4	63.1	100.0
	Total	149	97.4	100.0	
Missing	REF	4	2.6		
Total		153	100.0		

Understand goals and objectives-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	1	.7	.7	.7
	4	7	4.6	4.7	5.4
	5	13	8.5	8.7	14.1
	6	51	33.3	34.2	48.3
	Highly Agree	77	50.3	51.7	100.0
	Total	149	97.4	100.0	
Missing	REF	4	2.6		
Total		153	100.0		

Understand goals and objectives-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	3	2.0	2.0	2.0
	5	12	7.8	8.1	10.1
	6	31	20.3	20.8	30.9
	Very Important	103	67.3	69.1	100.0
	Total	149	97.4	100.0	
Missing	REF	4	2.6		
Total		153	100.0		

Encouraged to provide input-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	3	2.0	2.0	2.0
	2	4	2.6	2.7	4.8
	3	2	1.3	1.4	6.1
	4	13	8.5	8.8	15.0

	5	23	15.0	15.6	30.6
	6	46	30.1	31.3	61.9
	Highly Agree	56	36.6	38.1	100.0
	Total	147	96.1	100.0	
Missing	REF	6	3.9		
Total		153	100.0		

Encouraged to provide input-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1	.7	.7	.7
	4	4	2.6	2.7	3.4
	5	12	7.8	8.1	11.5
	6	46	30.1	31.1	42.6
	Very Important	85	55.6	57.4	100.0
	Total	148	96.7	100.0	
Missing	REF	5	3.3		
Total		153	100.0		

Encouraged to communicate-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	5	3.3	3.4	3.4
	2	5	3.3	3.4	6.8
	3	8	5.2	5.4	12.2
	4	17	11.1	11.5	23.6
	5	18	11.8	12.2	35.8
	6	50	32.7	33.8	69.6
	Highly Agree	45	29.4	30.4	100.0
	Total	148	96.7	100.0	
Missing	REF	5	3.3		
Total		153	100.0		

Encouraged to communicate-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	2	1.3	1.4	1.4
	4	6	3.9	4.1	5.4
	5	16	10.5	10.8	16.2

	6	42	27.5	28.4	44.6
	Very Important	82	53.6	55.4	100.0
	Total	148	96.7	100.0	
Missing	REF	5	3.3		
Total		153	100.0		

Comfortable sharing opinion-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	9	5.9	6.0	6.0
	2	8	5.2	5.4	11.4
	3	11	7.2	7.4	18.8
	4	14	9.2	9.4	28.2
	5	18	11.8	12.1	40.3
	6	36	23.5	24.2	64.4
	Highly Agree	53	34.6	35.6	100.0
	Total	149	97.4	100.0	
Missing	REF	4	2.6		
Total		153	100.0		

Comfortable sharing opinion-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1	.7	.7	.7
	4	6	3.9	4.0	4.7
	5	11	7.2	7.4	12.1
	6	41	26.8	27.5	39.6
	Very Important	90	58.8	60.4	100.0
	Total	149	97.4	100.0	
Missing	REF	4	2.6		
Total		153	100.0		

Prompt response from supervisor-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	5	3.3	3.4	3.4
	2	3	2.0	2.0	5.4
	3	4	2.6	2.7	8.1
	4	13	8.5	8.7	16.8

	5	28	18.3	18.8	35.6
	6	36	23.5	24.2	59.7
	Highly Agree	60	39.2	40.3	100.0
	Total	149	97.4	100.0	
Missing	REF	4	2.6		
Total		153	100.0		

Prompt response from supervisor-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	5	3.3	3.4	3.4
	5	10	6.5	6.7	10.1
	6	47	30.7	31.5	41.6
	Very Important	87	56.9	58.4	100.0
	Total	149	97.4	100.0	
Missing	REF	4	2.6		
Total		153	100.0		

Participate in goal setting-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	13	8.5	8.8	8.8
	2	8	5.2	5.4	14.3
	3	7	4.6	4.8	19.0
	4	23	15.0	15.6	34.7
	5	23	15.0	15.6	50.3
	6	34	22.2	23.1	73.5
	Highly Agree	39	25.5	26.5	100.0
	Total	147	96.1	100.0	
Missing	REF	6	3.9		
Total		153	100.0		

Participate in goal setting-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Unimportant	4	2.6	2.7	2.7
	2	3	2.0	2.0	4.8
	3	8	5.2	5.4	10.2
	4	16	10.5	10.9	21.1

	5	23	15.0	15.6	36.7
	6	38	24.8	25.9	62.6
	Very Important	55	35.9	37.4	100.0
	Total	147	96.1	100.0	
Missing	REF	6	3.9		
Total		153	100.0		

Communications have improved-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	10	6.5	7.4	7.4
	2	15	9.8	11.0	18.4
	3	11	7.2	8.1	26.5
	4	15	9.8	11.0	37.5
	5	29	19.0	21.3	58.8
	6	29	19.0	21.3	80.1
	Highly Agree	27	17.6	19.9	100.0
	Total	136	88.9	100.0	
Missing	Don't Know	12	7.8		
	REF	5	3.3		
	Total	17	11.1		
Total		153	100.0		

Communications have improved-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	4	2.6	2.9	2.9
	5	16	10.5	11.8	14.7
	6	30	19.6	22.1	36.8
	Very Important	86	56.2	63.2	100.0
	Total	136	88.9	100.0	
Missing	Don't Know	12	7.8		
	REF	5	3.3		
	Total	17	11.1		
Total		153	100.0		

Employee information meetings helpful-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Highly Disagree	1	.7	.7	.7
	2	3	2.0	2.1	2.8
	3	4	2.6	2.8	5.6
	4	20	13.1	14.0	19.6
	5	32	20.9	22.4	42.0
	6	38	24.8	26.6	68.5
	Highly Agree	45	29.4	31.5	100.0
	Total	143	93.5	100.0	
Missing	Don't Know	3	2.0		
	REF	7	4.6		
	Total	10	6.5		
Total		153	100.0		

Employee information meetings helpful-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Unimportant	1	.7	.7	.7
	3	1	.7	.7	1.4
	4	11	7.2	7.7	9.1
	5	25	16.3	17.5	26.6
	6	37	24.2	25.9	52.4
	Very Important	68	44.4	47.6	100.0
	Total	143	93.5	100.0	
	Missing	Don't Know	3	2.0	
REF		7	4.6		
Total		10	6.5		
Total		153	100.0		

PIPELINE valuable-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	6	3.9	4.1	4.1
	2	9	5.9	6.2	10.3
	3	14	9.2	9.7	20.0
	4	33	21.6	22.8	42.8
	5	35	22.9	24.1	66.9
	6	27	17.6	18.6	85.5
	Highly Agree	21	13.7	14.5	100.0
	Total	145	94.8	100.0	

Missing	Don't Know	3	2.0		
	REF	5	3.3		
	Total	8	5.2		
Total		153	100.0		

PIPELINE valuable-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Unimportant	7	4.6	4.8	4.8
	2	6	3.9	4.1	9.0
	3	13	8.5	9.0	17.9
	4	41	26.8	28.3	46.2
	5	21	13.7	14.5	60.7
	6	26	17.0	17.9	78.6
	Very Important	31	20.3	21.4	100.0
	Total	145	94.8	100.0	
Missing	Don't Know	3	2.0		
	REF	5	3.3		
	Total	8	5.2		
Total		153	100.0		

District shares info-agree					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	1	.7	.7	.7
	2	12	7.8	8.2	8.8
	3	10	6.5	6.8	15.6
	4	24	15.7	16.3	32.0
	5	35	22.9	23.8	55.8
	6	37	24.2	25.2	81.0
	Highly Agree	28	18.3	19.0	100.0
	Total	147	96.1	100.0	
Missing	REF	6	3.9		
Total		153	100.0		

District shares info-important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	5	3.3	3.4	3.4

	4	16	10.5	10.9	14.3
	5	26	17.0	17.7	32.0
	6	35	22.9	23.8	55.8
	Very Important	65	42.5	44.2	100.0
	Total	147	96.1	100.0	
Missing	REF	6	3.9		
Total		153	100.0		

Overall Satisfaction as employee					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Unsatisfied	1	.7	.7	.7
	2	4	2.6	2.7	3.4
	3	11	7.2	7.5	11.0
	4	16	10.5	11.0	21.9
	5	37	24.2	25.3	47.3
	6	34	22.2	23.3	70.5
	Highly Satisfied	43	28.1	29.5	100.0
	Total	146	95.4	100.0	
Missing	REF	7	4.6		
Total		153	100.0		

Best example of what District does well--coded					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Benefits/Compensation	18	11.8	16.2	16.2
	Flexible work schedule	7	4.6	6.3	22.5
	Good communication btwn employees and mgmt/Good morale	10	6.5	9.0	31.5
	General Manager has positive impact	9	5.9	8.1	39.6
	Good inter-department communication among employees	13	8.5	11.7	51.4
	Good customer service/Advanced technology for customer service	8	5.2	7.2	58.6
	Strong strategic planning/Future planning	12	7.8	10.8	69.4
	Human Resources	4	2.6	3.6	73.0
	Good new programs	16	10.5	14.4	87.4
	Good Morale	7	4.6	6.3	93.7
	Employee recognition	2	1.3	1.8	95.5
	Miscellaneous	5	3.3	4.5	100.0

	Total	111	72.5	100.0	
Missing	Not Applicable/Cannot think of anything	6	3.9		
	REF	36	23.5		
	Total	42	27.5		
Total		153	100.0		

One thing that could be improved--coded					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Compensation/Benefits	14	9.2	14.1	14.1
	Employee morale needs improvement	10	6.5	10.1	24.2
	Human Resources--hiring, promotions, evaluations	10	6.5	10.1	34.3
	Communication btwn employees and mgmt needs improvement	11	7.2	11.1	45.5
	Communication-interdepartment--among employees needs improvement	16	10.5	16.2	61.6
	Discipline harsh	10	6.5	10.1	71.7
	Need more technological improvements	2	1.3	2.0	73.7
	Safety training	4	2.6	4.0	77.8
	Lack of trust with management	6	3.9	6.1	83.8
	Management style	10	6.5	10.1	93.9
	Miscellaneous	6	3.9	6.1	100.0
	Total		99	64.7	100.0
Missing	Not answered/Cannot think of anything	12	7.8		
	REF	42	27.5		
	Total	54	35.3		
Total		153	100.0		

Supervised by					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Management	81	52.9	52.9	52.9
	Supervisor	72	47.1	47.1	100.0
	Total	153	100.0	100.0	

supervisor or crew leader?					
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	supervisor	13	8.5	61.9	61.9
	crew leader	8	5.2	38.1	100.0
	Total	21	13.7	100.0	
Missing	System	132	86.3		
Total		153	100.0		

Recommend District as place of employment?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	130	85.0	90.3	90.3
	No	14	9.2	9.7	100.0
	Total	144	94.1	100.0	
Missing	REF	9	5.9		
Total		153	100.0		

Department					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Admin Services/Genl Mgr/Info Tech	32	20.9	23.0	23.0
	Engineering	21	13.7	15.1	38.1
	Finance	33	21.6	23.7	61.9
	Operations	53	34.6	38.1	100.0
	Total	139	90.8	100.0	
Missing	REF	14	9.2		
Total		153	100.0		

Length of Employment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than One Year	7	4.6	5.0	5.0
	One and Less Than Three Years	38	24.8	27.1	32.1
	Three and Less Than Five Years	19	12.4	13.6	45.7
	Five and Less Than Ten Years	36	23.5	25.7	71.4
	Ten and Less Than Fifteen Years	10	6.5	7.1	78.6
	Fifteen and Less Than Twenty Years	13	8.5	9.3	87.9
	Twenty or More Years	17	11.1	12.1	100.0
	Total	140	91.5	100.0	
Missing	REF	13	8.5		
Total		153	100.0		

Employment Category					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non-Management Employee	99	64.7	70.7	70.7
	Supervisor/Crew Leader	21	13.7	15.0	85.7
	Manager/Department Chief/Asst GM/GM	20	13.1	14.3	100.0
	Total	140	91.5	100.0	
Missing	REF	13	8.5		
Total		153	100.0		

Age of Employee					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 25	2	1.3	1.4	1.4
	25 and Less Than 30	5	3.3	3.6	5.0
	30 and Less Than 35	15	9.8	10.7	15.7
	35 and Less Than 40	25	16.3	17.9	33.6
	40 and Less Than 45	26	17.0	18.6	52.1
	45 and Less Than 50	20	13.1	14.3	66.4
	50 and Less Than 55	29	19.0	20.7	87.1
	55 and Over	18	11.8	12.9	100.0
	Total	140	91.5	100.0	
Missing	REF	13	8.5		
Total		153	100.0		

Gender of Respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	42	27.5	30.2	30.2
	Male	97	63.4	69.8	100.0
	Total	139	90.8	100.0	
Missing	REF	14	9.2		
Total		153	100.0		

Position w-crewleads					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non-Management Employee	99	64.7	70.7	70.7
	Supervisor	13	8.5	9.3	80.0

	Manager/Department Chief/Asst GM/GM	20	13.1	14.3	94.3
	Crew Leader	8	5.2	5.7	100.0
	Total	140	91.5	100.0	
Missing	REF	13	8.5		
Total		153	100.0		

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Promote safety-agree	152	1	7	6.14	1.128
Promote safety-important	152	2	7	6.46	.934
Resources to perform well-agree	152	1	7	5.70	1.418
Resources to perform well-important	152	5	7	6.64	.626
Information to be effective-agree	152	2	7	5.52	1.245
Information to be effective-important	152	4	7	6.55	.753
Adequate time to complete work-agree	152	1	7	5.62	1.390
Adequate time to complete work-important	152	4	7	6.43	.786
Appropriate authority-agree	152	1	7	5.67	1.346
Appropriate authority-important	152	2	7	6.30	.934
Promote healthy lifestyle-agree	152	2	7	5.86	1.187
Promote healthy lifestyle-important	152	1	7	5.61	1.519
Opportunity to advance skills-agree	152	1	7	5.18	1.672
Opportunity to advance skills-important	152	3	7	6.24	.935
Rewarding-agree	152	1	7	5.45	1.539
Rewarding-important	152	3	7	6.41	.841
Receive training-agree	152	1	7	5.22	1.565
Receive training-important	152	4	7	6.39	.838
Opportunity to be Innovative-agree	152	1	7	5.61	1.410
Opportunity to be Innovative-important	152	3	7	6.16	.938
Opportunity for training to advance-agree	151	1	7	4.96	1.792
Opportunity for training to advance-important	151	3	7	6.19	.948
Fairly paid-agree	151	1	7	5.26	1.655
Fairly paid-important	151	2	7	6.66	.731
Competitively paid-agree	151	1	7	5.19	1.746
Competitively paid-important	151	3	7	6.56	.736
Good benefit package-agree	151	2	7	5.77	1.250

Good benefit package-important	151	4	7	6.66	.633
Competitive benefit package-agree	151	1	7	5.71	1.379
Competitive benefit package-important	151	4	7	6.54	.728
Understand benefit plans-agree	151	3	7	5.75	1.001
Understand benefit plans-important	151	4	7	6.38	.831
Mgmt makes informed decisions-agree	151	1	7	4.90	1.712
Mgmt makes informed decisions-important	151	4	7	6.51	.782
Mgmt effective leadership skill-agree	151	1	7	4.83	1.788
Mgmt effective leadership skills-important	151	4	7	6.51	.807
Supervisor open to concerns-agree	151	1	7	5.90	1.482
Supervisor open to concerns-important	151	4	7	6.58	.724
Supervisor treats w/ respect-agree	151	1	7	6.15	1.303
Supervisor treats w/ respect-important	151	4	7	6.72	.579
Supervisor encourages new skill-agree	151	1	7	5.71	1.481
Supervisor encourages new skill-important	151	2	7	6.26	1.010
Supervisor sets good example-agree	151	1	7	5.72	1.519
Supervisor sets good example-important	151	2	7	6.44	.846
Supervisor emphasizes customer service-agree	151	1	7	5.99	1.291
Supervisor emphasizes customer service-important	151	2	7	6.44	.906
Department employees work as team-agree	151	1	7	6.00	1.200
Department employees work as team-important	151	4	7	6.68	.582
District employees supportive-agree	151	1	7	5.72	1.250
District employees supportive-important	151	4	7	6.50	.692
Department employees share info-agree	151	1	7	5.95	1.199
Department employees share info-important	151	4	7	6.52	.729
Department employees accountable for quality-agree	151	1	7	5.95	1.224
Department employees accountable for quality-important	151	4	7	6.57	.707
Ideas/opinions taken into consideration-agree	151	1	7	5.60	1.493
Ideas/opinions taken into consideration-important	150	1	7	6.41	.899
Constructive feedback-agree	151	1	7	5.62	1.423
Constructive feedback-important	151	4	7	6.45	.789
Performance evaluation fair-agree	135	1	7	5.64	1.582
Performance evaluation fair-important	135	4	7	6.70	.614
Recognized when do good job-agree	151	1	7	5.61	1.523
Recognized when do good job-important	151	3	7	6.48	.764
Understand work in relation to District success-agree	151	1	7	6.52	.878
Understand work in relation to District success-	151	4	7	6.65	.665

important					
Department morale good-agree	149	1	7	4.93	1.643
Department morale good-important	149	3	7	6.58	.764
My morale good-agree	149	1	7	5.34	1.675
My morale good -important	149	4	7	6.62	.684
Contributions valued-agree	149	1	7	5.57	1.467
Contributions valued-important	149	4	7	6.54	.683
District balances work and personal-agree	149	1	7	5.28	1.555
District balances work and personal-important	149	2	7	6.28	1.032
Job security-agree	149	1	7	5.16	1.705
Job security-important	149	3	7	6.68	.727
Optimistic about future success-agree	149	1	7	5.27	1.659
Optimistic about future success-important	149	4	7	6.57	.848
Supervisor shares info-agree	149	1	7	5.65	1.428
Supervisor shares info-important	149	3	7	6.48	.819
Understand goals and objectives-agree	149	1	7	6.30	.935
Understand goals and objectives-important	149	4	7	6.57	.728
Encouraged to provide input-agree	147	1	7	5.80	1.389
Encouraged to provide input-important	148	3	7	6.42	.808
Encouraged to communicate-agree	148	1	7	5.49	1.584
Encouraged to communicate-important	148	3	7	6.32	.920
Comfortable sharing opinion-agree	149	1	7	5.31	1.852
Comfortable sharing opinion-important	149	3	7	6.43	.848
Prompt response from supervisor-agree	149	1	7	5.71	1.508
Prompt response from supervisor-important	149	4	7	6.45	.766
Participate in goal setting-agree	147	1	7	4.99	1.889
Participate in goal setting-important	147	1	7	5.62	1.528
Communications have improved-agree	136	1	7	4.71	1.885
Communications have improved-important	136	4	7	6.46	.815
Employee information meetings helpful-agree	143	1	7	5.61	1.311
Employee information meetings helpful-important	143	1	7	6.09	1.094
PIPELINE valuable-agree	145	1	7	4.70	1.590
PIPELINE valuable-important	145	1	7	4.83	1.676
District shares info-agree	147	1	7	5.06	1.518
District shares info-important	147	3	7	5.95	1.169
Overall Satisfaction as employee	146	1	7	5.45	1.410
Valid N (listwise)	119				