

City of Holland
Employee Survey Results

April 2017



Table of Contents

Introduction 1

Employee Survey Demographics 2

Employee Survey: All Results 3

Employee Survey: Results by Department..... 6

Employee Survey: Results by Tenure..... 10

Open-Ended Questions 14

Appendix A: Survey Tool 17

Introduction

In November 2016, the City of Holland engaged The Novak Consulting Group to conduct a Management, Organizational Structure, and Efficiency Study. The study included the review of five City departments (Management and Administrative Services, Fiscal Services, Community and Neighborhood Services, Transportation, and Parks and Recreation) and evaluated current management structures and the associated staffing workloads. The Study also identified opportunities to improve efficiencies and effectiveness and ways to enhance internal capacity to better deliver services to the community.

To assess employee perceptions regarding the City of Holland, The Novak Consulting Group administered a survey to employees in the following departments: Management and Administrative Services, Fiscal Services, Transportation, Community and Neighborhood Services, and Parks and Recreation. The survey tool was administered to a total of 170 full-time and part-time employees. With 134 responses, the survey had a response rate of 79%.

The survey was administered using a web-based survey tool, Survey Monkey®. In the survey, respondents were asked to provide their views on many facets of the City, including their work environment, employee engagement, and department and organizational culture. In addition to demographic information, questions were asked in two forms: ratings scale (strongly agree, agree, disagree, and strongly disagree) and open-ended. This survey was available from December 8, 2016 – December 23, 2016. A copy of the survey instrument is included as Attachment A.

Overall, respondents feel that they know what is expected of them at work and have a clear understanding of how their work contributes to the organization. Respondents indicated that customer service is a high priority within the organization, they are determined to give their best effort each day, and doing their job well gives them a sense of personal satisfaction.

However, areas of concern were raised such as a lack of opportunities for professional growth and advancement, not receiving recognition or praise, and not getting feedback about their progress or performance. Additional areas of concern included lack of accountability, timeliness of decision making, and employee involvement in decision making. Respondents also expressed a desire to increase recognition for achieving accomplishments and celebrating milestones within the organization.

When responses were analyzed by department and by tenure with the City, it became clear that employee experience depends on both factors. Newer employees, those with five years or less tenure, tended to view the City in a more favorable light than those who had been with the organization for longer periods. Employees in the Transportation and Fiscal Services departments had a less positive view of the organization overall than those in other areas.

The themes that emerged from the answers to open-ended questions matched the overall tone of the answers to the ratings-scale questions. Respondents were quick to emphasize the high quality of the services provided to residents and the strong customer service and teamwork mentality that exists throughout the City organization. While employees are proud of the services they provide, there are some morale concerns related to workload, uncertainty, and a lack of communication and leadership.

This report includes the overall results of the survey followed by the results by department and by tenure.

Employee Survey Demographics

The City of Holland 2016 Employee Survey was made available to 170 employees within five City departments. A total of 134 employees responded to the survey, giving the survey a response rate of 79%. This is considered a high level of employee engagement, as 30% is generally considered an average response rate. The tables that follow detail the demographic characteristics of survey respondents.

The first table lists the department affiliation of survey respondents. Note that these percentages are based on survey respondents and do not necessarily reflect the true populations within the organization.

Each of the respondents were asked to provide demographic information. Not all 134 respondents answered every question (and some chose not to provide demographic employee information). Of the respondents, 69% (91) indicated they were full-time employees and 30.5% (40 respondents) indicated they were permanent part-time employees. Approximately 28% of the respondents have been with organization over 21 years and 56% of the respondents have been with the organization ten years or less.

Table 1: Respondents by Department

Department/Functional Area	Number of Responses	% of Responses
Management & Administration	32	24%
Fiscal Services	14	11%
Transportation	23	18%
Community & Neighborhood Services	18	14%
Parks & Recreation	44	34%
Total	131	100%

The following table lists survey respondents' lengths of tenure with the City. Like the previous table, these percentages are based on survey respondents and do not necessarily reflect the true populations within the organization.

Table 2: Respondents by Tenure

Time with the City	Number of Responses	% of Responses
Less than 1 Year	14	11%
1-5 Years	36	27%
6-10 Years	23	18%
11-16 Years	11	8%
17-20 Years	10	8%
21-25 Years	20	15%
Over 25 Years	17	13%
Total	131	100%

Employee Survey: All Results

The following section summarizes all responses to the survey’s ratings scale questions. Respondents’ opinions regarding the City of Holland’s work environment, employee engagement, and organizational culture are summarized below.

Overall, statements with which 90% of respondents generally agree are considered areas of strength and statements with which more than 30% of respondents generally disagree are considered areas of concern. Therefore, statements that fall into either of those categories are explicitly called out in the narrative.

Work Environment

The following table shows respondents’ answers regarding their own work environment. Most respondents have a clear understanding of what is expected of them at work and how their work contributes to the success of the organization. However, respondents indicated that there were limited opportunities for professional growth or advancement and that no one had talked to them about their progress within the last six months or provided them with recognition or praise within the last seven days.

Table 3: Employee Level of Agreement with Work Environment

Answer Options	Strongly Agree	Agree	Disagree	Strongly Disagree
I know what is expected of me at work.	54%	45%	2%	0%
I have a clear understanding of how my work contributes to the overall success of the City in achieving its goals and objectives.	64%	33%	3%	1%
I have the necessary training, materials, and equipment to do my job.	35%	54%	9%	2%
I am satisfied with my opportunities for professional growth and advancement.	28%	38%	25%	8%
My job gives me the opportunity to use my own judgment and initiative.	53%	36%	8%	2%
My workload is reasonable.	22%	53%	19%	6%
Someone at work has talked to me about my progress within the last six months.	24%	30%	34%	12%
I have received recognition and praise for my work performance within the last seven days.	17%	38%	33%	12%
I feel my direct supervisor values diversity, inclusion, and multiculturalism.	43%	42%	12%	4%
I have a good friend at work.	28%	47%	18%	6%
My fellow staff members are willing to go the extra mile to get the job done and be responsive to the public.	43%	43%	11%	3%

Employee Engagement

Respondents were asked to rate their level of agreement with several statements regarding employee engagement.¹ The survey results indicated that respondents have a high desire to give their best effort at work each day and that doing their job well provides a sense of personal satisfaction.

The table shows respondents' answers regarding employee engagement within the organization.

Table 4: Employee Level of Agreement with Employee Engagement

Answer Options	Strongly Agree	Agree	Disagree	Strongly Disagree
I feel positive and optimistic about what the organization can accomplish.	33%	55%	12%	1%
I feel positive and optimistic about what my department can accomplish.	39%	50%	10%	1%
I get excited about going to work.	24%	53%	20%	3%
I am satisfied with the culture of my workplace.	23%	53%	21%	2%
I am determined to give my best effort at work each day.	66%	32%	2%	1%
Doing my job well gives me a sense of personal satisfaction.	73%	25%	2%	0%
I am satisfied with my overall job security.	33%	55%	11%	1%
I would recommend working for the City to a friend.	40%	46%	12%	2%

Organizational Culture

Respondents were asked to rate their level of agreement with the following statements regarding their department² and the City's³ organizational culture. The survey results indicated that customer service is a high priority within the organization. Areas identified as issues included employees being held personally accountable for the results of their work, important information being provided to employees in a timely manner, decisions being made in a timely manner (with employee involvement), and celebrating major accomplishments and milestones with employees.

The following tables show respondents' answers regarding the department and organizational culture.

¹ 129 Responses; 5 skipped questions

² 128 Responses; 6 skipped questions

³ 127 Responses; 7 skipped questions

Table 5: Employee Level of Agreement with Department Culture

Answer Options	Strongly Agree	Agree	Disagree	Strongly Disagree
My department director has done a good job of communicating the organization's vision, mission, and values.	31%	48%	18%	3%
I have access to the information I need to do my job.	34%	53%	12%	1%
My department director facilitates and encourages open, honest, and constructive communication.	42%	32%	22%	4%
Employees in my department cooperate as a team.	31%	48%	17%	4%
There is generally good teamwork and communication across departments.	16%	55%	23%	5%
Employees are held personally accountable for the results of their work.	15%	46%	30%	9%
My department encourages employees to actively improve work processes.	25%	50%	23%	2%
I trust the information that my department director provides employees.	43%	41%	13%	3%

Table 6: Employee Level of Agreement with the City's Organizational Culture

Answer Options	Strongly Agree	Agree	Disagree	Strongly Disagree
I believe our organization is moving in the right direction.	22%	54%	20%	3%
I believe that important information about the organization is provided to me in a timely manner.	20%	46%	31%	3%
Our organization treats employees with respect and applies policies/procedures fairly to all employees.	26%	48%	22%	5%
People with different ideas and opinions are valued within our organization.	21%	52%	24%	3%
Decisions in our organization are made in a timely manner, with the involvement of employees.	14%	37%	43%	6%
It is safe to ask questions after decisions have been made.	22%	54%	20%	3%
I trust the information that the City Manager provides employees.	23%	52%	21%	3%
Our organization has high standards and ethics.	32%	54%	12%	2%
Our organization uses taxpayer dollars cost effectively.	22%	56%	17%	5%
Customer service is a high priority in our organization.	48%	45%	6%	2%
I feel that the City's Leadership Team, Administration, and City Council value diversity, inclusion, and multiculturalism.	26%	57%	15%	2%
The City's Leadership Team, Administration, and City Council celebrate major accomplishments or milestones with employees.	16%	43%	37%	3%

Employee Survey: Results by Department

This section summarizes all responses to the ratings scale questions presented in the survey, organized by the respondent's department affiliation. The following table provides a broad overview and provides the average percentage of positive responses (defined as a "Strongly Agree" or "Agree" response) offered by survey respondents by department for each survey topic.

Table 7: Average of Department Response Rate of Strongly Agree and Agree by Topic

Question Category	Management & Admin Services	Fiscal Services	Transportation	Community & Neighborhood Services	Parks & Recreation	Average Positive Response Rate
Work Environment	88%	83%	69%	81%	81%	80%
Employee Engagement	97%	85%	74%	94%	89%	88%
Department Culture	88%	72%	60%	78%	84%	76%
Organizational Culture	87%	70%	61%	67%	85%	74%
Average Positive Response Rate	90%	78%	66%	80%	85%	80%

It is important to note the difference in the average positive response rates of the five departments. Management and Administrative Services, Parks and Recreation, and Community and Neighborhood Services all had positive response rates of 80% or above; while Fiscal Services had an average positive response rate of 78% and Transportation of 66%. The Transportation and Fiscal Services departments often had the lowest average positive responses to survey questions.

In terms of the survey category areas, Employee Engagement (88%) received the highest average positive rating amongst all departments with Organizational Culture (74%) receiving the least favorable. In the category of Work Environment, the highest scoring question was, "I know what is expected of me at work," with all departments having an average positive response rate of over 90%. The lowest scoring question was, "Someone at work has talked to me about my progress within the last six months." Respondents from Management and Administrative Services (76%) and Fiscal Services (62%) had a higher positive response rate in comparison to the other departments – Community and Neighborhood Services (56%), Parks and Recreation (51%), and Transportation (32%).

As mentioned previously, the area of Employee Engagement had the highest response rating for all departments. The two highest scoring questions were the same as when compared to the Citywide responses in this category – "Doing my job well gives me a sense of personal satisfaction" and "I am determined to give my best at work each day." For each question, the average positive response rate was over 90% for all departments. The lowest scoring question in this category was "I get excited about going to work," with both Management and Administrative Services and Parks and Recreation having an average response rate of over 90%. Community and Neighborhood Services had a positive response of 82% while Fiscal Services and Transportation's responses were in the 50% range (detailed response rates can be found in Table 9).

In terms of Department Culture, the highest scoring question was, "I have access to the information I need to do my job," with both Management and Administrative Services and Parks and Recreation having an average positive response rate above 90%. Fiscal Services and Community and Neighborhood Services

had an average response rate above 80% while Transportation had a response rate of 75%. The lowest scoring question in this category was, “*Employees are held personally accountable for the results of their work,*” with an average positive response rate of 84% from Management and Administrative Services and 73% from Parks and Recreation in comparison to much lower responses from the other departments – Fiscal Services (67%), Community and Neighborhood Services (63%), and Transportation (32%).

Overall, the category of Organizational Culture received the least favorable response ratings from all departments. Two questions stood out as receiving significantly lower positive ratings than the others. The first: “*Decisions in our organization are made in a timely manner with involvement of employees.*” Parks and Recreation had the highest average positive response rate of 74%, followed by Management and Administrative Services with 67%, in contrast the other departments had an average positive response rate that ranged from 31%-35% (detailed response rates can be found in Table 11). The second question to note: “*The City’s Leadership Team, Administration, and City Council celebrate milestones with employees.*” While Management and Administrative Services and Parks and Recreation had a positive response rating of 77%, all other departments responded much less favorably with ratings between 37%-47% (detailed responses can be found in table 11). It is worth noting that while this category was perceived the least favorably, one question received over 90% positive response ratings from all departments, except Transportation (78%): “*Customer service is a high priority in our organization.*”

The following table shows respondents’ answers regarding the work environment by department.

Table 8: Responses to questions regarding work environment, by department (combined responses of “Strongly Agree” and “Agree”)

Answer Options	Mngt & Admin Services	Fiscal Services	Transport	C&NS	Parks & Rec
I know what is expected of me at work.	100%	92%	96%	100%	100%
I have a clear understanding of how my work contributes to the overall success of the City in achieving its goals and objectives.	100%	100%	87%	94%	98%
I have the necessary training, materials, and equipment to do my job.	89%	100%	88%	83%	93%
I am satisfied with my opportunities for professional growth and advancement.	75%	75%	74%	56%	71%
My job gives me the opportunity to use my own judgment and initiative.	81%	92%	83%	94%	98%
My workload is reasonable.	84%	82%	70%	82%	85%
Someone at work has talked to me about my progress within the last six months.	76%	62%	32%	56%	51%
I have received recognition and praise for my work performance within the last seven days.	84%	55%	26%	67%	54%
I feel my direct supervisor values diversity, inclusion, and multiculturalism.	93%	92%	67%	83%	85%
I have a good friend at work.	97%	67%	67%	83%	63%
My fellow staff members are willing to go the extra mile to get the job done and be responsive to the public.	91%	92%	67%	94%	95%

The following table shows respondents' answers regarding employee engagement by department.

Table 9: Responses to employee engagement, by Department (combined responses of "Strongly Agree" and "Agree")

Answer Options	Mngt & Admin Services	Fiscal Services	Transport	C&NS	Parks & Rec
I feel positive and optimistic about what the organization can accomplish.	97%	92%	71%	94%	83%
I feel positive and optimistic about what my department can accomplish.	100%	85%	71%	100%	85%
I get excited about going to work.	98%	58%	50%	82%	90%
I am satisfied with the culture of my workplace.	92%	67%	74%	78%	78%
I am determined to give my best effort at work each day.	100%	100%	91%	100%	98%
Doing my job well gives me a sense of personal satisfaction.	100%	100%	91%	100%	98%
I am satisfied with my overall job security.	91%	100%	75%	100%	90%
I would recommend working for the City to a friend.	94%	77%	70%	94%	88%

The following table shows respondents' answers regarding department culture by department.

Table 10: Responses to questions regarding department culture, by Department (combined responses of "Strongly Agree" and "Agree")

Answer Options	Mngt & Admin Services	Fiscal Services	Transport	C&NS	Parks & Rec
My department director has done a good job of communicating the organization's vision, mission, and values.	93%	75%	58%	94%	83%
I have access to the information I need to do my job.	91%	83%	75%	88%	98%
My department director facilitates and encourages open, honest, and constructive communication.	76%	67%	58%	82%	80%
Employees in my department cooperate as a team.	94%	58%	63%	88%	85%
There is generally good teamwork and communication across departments.	93%	58%	70%	59%	80%
Employees are held personally accountable for the results of their work.	84%	67%	32%	63%	73%
My department encourages employees to actively improve work processes.	86%	83%	54%	69%	83%
I trust the information that my department director provides employees.	86%	83%	71%	81%	90%

The following table shows respondents' answers regarding organizational culture by department.

Table 11: Responses to questions regarding organizational culture, by department (combined responses of "Strongly Agree" and "Agree")

Answer Options	Mngt & Admin Services	Fiscal Services	Transport	C&NS	Parks & Rec
I believe our organization is moving in the right direction.	91%	83%	63%	71%	82%
I believe that important information about the organization is provided to me in a timely manner.	82%	42%	52%	56%	85%
Our organization treats employees with respect and applies policies/procedures fairly to all employees.	88%	73%	63%	75%	77%
People with different ideas and opinions are valued within our organization.	94%	75%	63%	44%	82%
Decisions in our organization are made in a timely manner, with the involvement of employees.	67%	33%	35%	31%	74%
It is safe to ask questions after decisions have been made.	91%	50%	67%	81%	90%
I trust the information that the City Manager provides employees.	82%	92%	50%	65%	89%
Our organization has high standards and ethics.	96%	92%	70%	88%	95%
Our organization uses taxpayer dollars cost effectively.	92%	69%	68%	88%	77%
Customer service is a high priority in our organization.	94%	92%	78%	94%	100%
I feel that the City's Leadership Team, Administration, and City Council value diversity, inclusion, and multiculturalism.	88%	92%	86%	63%	92%
The City's Leadership Team, Administration, and City Council celebrate major accomplishments or milestones with employees.	77%	46%	37%	47%	77%

Employee Survey: Results by Tenure

This section summarizes all responses to the ratings scale questions presented in the survey, organized by the respondent's tenure group. The following table provides a broad overview and the average percentage of positive responses (defined as a "Strongly Agree" or "Agree" response) offered by survey respondents by tenure group for each survey topic.

In terms of the demographic makeup of the survey, the majority of the respondents have been with the organization 10 years or less (56%); 16% of the respondents have been with the organization between 11-20 years and 28% have been with the organization 21 years or more.

Table 12: Average of Response Rate of Strongly Agree and Agree by Topic by Tenure Group

Question Category	Less than a Year	1-5 Years	6-10 Years	11-16 Years	17-20 Years	21-25 Years	Over 25 Years	Average Positive Response Rate
Work Environment	89%	83%	80%	69%	74%	78%	74%	78%
Employee Engagement	98%	92%	89%	70%	85%	85%	83%	86%
Department Culture	98%	79%	78%	56%	69%	80%	96%	79%
Organizational Culture	93%	82%	73%	45%	57%	79%	73%	72%
Average Positive Response Rate	95%	84%	80%	60%	71%	81%	82%	79%

When comparing the average positive responses of tenure groups, those respondents who have been with the organization less than a year had the highest response ratings, while those with 11-16 years of tenure had the lowest response rating in each category. Those respondents who have been with the organization longer tended to have a less favorable view of the organization; while those respondents with less than five years of tenure tended to view the organization more positively.

Employee Engagement (86%) was the highest scoring category and the category of Organizational Culture (72%) was the lowest scoring. It is also interesting to note that many of the same high and low scoring questions in each category were the same in this section as they were when comparing responses by department. However, it is important to look at specific tenure groups, and the varying perceptions of each group.

In the category of Work Environment, the question that had the highest average positive response was, *"I know what is expected of me at work,"* with all tenure categories having a positive rating of over 90%. The lowest scoring question was, *"Someone at work has talked to me about my progress within the last six months,"* with those respondents with less than one year of tenure having the highest average positive response rating of 86%, followed by those respondents with 1-5 years of tenure (72%). In comparison, those respondents with 11-16 years of tenure had a response rate of 64% and all other tenure groups had a response rate between 30-44% (detailed response rates can be found in Table 13).

Employee Engagement had the highest average positive response ratings. The top two questions in this category were the same as the Citywide and department comparison: *"I am determined to give my best effort at work each day"* and *"Doing my job well gives me a sense of personal satisfaction."* Both questions had a 97% average positive response rating from all tenure groups.

In the category of Department Culture, the question that had the highest positive response rating was, “*I have access to the information I need to do my job,*” with a positive response rating of 100% from respondents in two tenure groups – those with less than 1 year and those with 6-10 years of experience; all other tenure groups responded with a positive response rating of 80% or higher. The lowest scoring question was, “*Employees are held personally accountable for the results of their work,*” with respondents with less than one year of tenure responding the most favorably with an 86% positive response rating. In comparison, respondents with 6-10 and 17-20 years of tenure had a 50% positive response rating and those respondents with 11-16 years of tenure had a 27% response rating (detailed response rates can be found in Table 15).

As was similar in the Citywide and department survey results, the highest scoring question in Organization Culture was, “*Customer service is a high priority in our organization.*” All tenure groups responded with a positive response rating of 90% except those within the 11-16 tenure group who had a response rating of 73%. The lowest scoring question in this category was, “*Decisions in our organization are made in a timely manner with the involvement of employees.*” Again, the highest responding tenure group were those respondents with less than 1 year of experience which is in stark contrast to those within the 17-20 tenure group who had a 20% positive response rate and those in the 11-16 years of tenure who had a response rate of 18% (detailed response rates can found in Table 16).

The following table shows respondents’ answers regarding work environment by employee tenure.

Table 13: Responses to questions regarding employee work environment, by tenure (combined responses of “Strongly Agree” and “Agree”

Answer Options	Less than 1 year	1–5 years	6–10 years	11–16 years	17-20 years	21-25 years	Over 25 years
I know what is expected of me at work.	100%	97%	100%	91%	100%	100%	100%
I have a clear understanding of how my work contributes to the overall success of the City in achieving its goals and objectives.	93%	100%	100%	82%	90%	95%	100%
I have the necessary training, materials, and equipment to do my job.	100%	91%	100%	82%	80%	85%	75%
I am satisfied with my opportunities for professional growth and advancement.	71%	71%	64%	55%	50%	75%	75%
My job gives me the opportunity to use my own judgment and initiative.	93%	88%	95%	73%	70%	95%	94%
My workload is reasonable.	79%	85%	76%	73%	80%	70%	56%
Someone at work has talked to me about my progress within the last six months.	86%	72%	38%	64%	30%	40%	44%
I have received recognition and praise for my work performance within the last seven days.	79%	65%	45%	45%	70%	55%	31%
I feel my direct supervisor values diversity, inclusion, and multiculturalism.	93%	88%	90%	45%	80%	90%	88%
I have a good friend at work.	86%	74%	86%	73%	80%	70%	69%
My fellow staff members are willing to go the extra mile to get the job done and be responsive to the public.	100%	85%	86%	73%	80%	85%	88%

The following table shows respondents' answers regarding employee engagement by employee tenure.

Table 14: Responses to questions regarding employee engagement, by tenure (combined responses of "Strongly Agree" and "Agree")

Answer Options	Less than 1 year	1–5 years	6–10 years	11–16 years	17–20 years	21–25 years	Over 25 years
I feel positive and optimistic about what the organization can accomplish.	100%	94%	95%	55%	80%	85%	87%
I feel positive and optimistic about what my department can accomplish.	100%	97%	95%	73%	80%	85%	80%
I get excited about going to work.	93%	82%	68%	64%	80%	84%	73%
I am satisfied with the culture of my workplace.	100%	78%	77%	64%	60%	84%	67%
I am determined to give my best effort at work each day.	100%	100%	95%	91%	100%	95%	100%
Doing my job well gives me a sense of personal satisfaction.	93%	100%	100%	91%	100%	95%	100%
I am satisfied with my overall job security.	100%	91%	86%	82%	90%	85%	80%
I would recommend working for the City to a friend.	100%	91%	90%	45%	90%	90%	80%

The following table shows respondents' answers regarding department culture by employee tenure.

Table 15: Responses to questions regarding department culture, by tenure (combined responses of "Strongly Agree" and "Agree")

Answer Options	Less than 1 year	1–5 years	6–10 years	11–16 years	17–20 years	21–25 years	Over 25 years
My department director has done a good job of communicating the organization's vision, mission, and values.	100%	87%	77%	55%	60%	84%	73%
I have access to the information I need to do my job.	100%	85%	100%	82%	90%	80%	87%
My department director facilitates and encourages open, honest, and constructive communication.	93%	84%	73%	36%	60%	84%	67%
Employees in my department cooperate as a team.	100%	73%	81%	73%	70%	85%	73%
There is generally good teamwork and communication across departments.	100%	64%	68%	64%	70%	85%	73%
Employees are held personally accountable for the results of their work.	86%	73%	50%	27%	50%	60%	71%
My department encourages employees to actively improve work processes.	86%	79%	77%	64%	70%	74%	67%
I trust the information that my department director provides employees.	100%	91%	95%	45%	80%	89%	67%

The following table shows respondents' answers regarding organizational culture by employee tenure.

Table 16: Responses to questions regarding organizational culture, by tenure (combined responses of "Strongly Agree" and "Agree")

Answer Options	Less than 1 year	1–5 years	6–10 years	11–16 years	17–20 years	21–25 years	Over 25 years
I believe our organization is moving in the right direction.	92%	97%	77%	45%	40%	68%	87%
I believe that important information about the organization is provided to me in a timely manner.	100%	67%	50%	36%	60%	79%	80%
Our organization treats employees with respect and applies policies/procedures fairly to all employees.	100%	69%	71%	36%	70%	84%	73%
People with different ideas and opinions are valued within our organization.	92%	79%	82%	45%	40%	74%	73%
Decisions in our organization are made in a timely manner, with the involvement of employees.	85%	61%	45%	18%	20%	63%	47%
It is safe to ask questions after decisions have been made.	100%	82%	86%	45%	60%	84%	60%
I trust the information that the City Manager provides employees.	92%	91%	73%	36%	40%	70%	86%
Our organization has high standards and ethics.	100%	91%	91%	64%	70%	90%	80%
Our organization uses taxpayer dollars cost effectively.	100%	91%	77%	27%	60%	85%	67%
Customer service is a high priority in our organization.	92%	94%	95%	73%	100%	95%	93%
I feel that the City's Leadership Team, Administration, and City Council value diversity, inclusion, and multiculturalism.	85%	88%	86%	50%	80%	94%	79%
The City's Leadership Team, Administration, and City Council celebrate major accomplishments or milestones with employees.	83%	81%	38%	64%	40%	58%	53%

Open-Ended Questions

Several open-ended questions were included in the Employee Survey. Responses to these questions were categorized, and the most common themes that emerged from the responses are discussed below. In order to preserve confidentiality, the full listing of open-ended responses is not included with this report.

What do you believe the City or your department does particularly well?

Respondents were asked what they believed the City or their department does particularly well. Answers ranged from the services provided by their department and the City to the quality of the customer service provided by staff. In addition, respondents frequently mentioned the ability of the organization to do a lot with limited resources. The top themes are included in the table below.

Table 17: Summary of Responses to the question: What do you believe the City or your department does particularly well?

Category	Number of Responses	Percent of Responses
Provide Services	32	24%
Customer Service	26	19%
Teamwork/Collaboration	11	8%
Treat Employees Well	5	4%
Communication	5	4%
Keep the City Clean	4	3%
Quality of Life	3	2%

What do you believe is the most significant challenge facing the City or your department?

Respondents were asked what they believed to be the most significant challenge facing the City or their department. Common responses included the need for additional staff and the need for better communication, both within the City and between departments. The need for succession planning also has been heightened after recent departures of some employees and in recognition of pending retirements. The top themes are listed in the table below.

Table 18: Top five response categories to the question: What do you believe is the most significant challenge facing the City or your department?

Category	Number of Responses	Percent of Responses
Staffing	27	19%
Communication	13	9%
Morale	11	8%
Leadership	11	8%
Succession Planning	10	7%

If you could change one thing about the City and/or your department what would it be?

When asked what respondents would change about the City or their department, many noted that they would change staffing throughout the organization which included increasing staffing in some areas, retaining quality staff members, and making difficult personnel decisions when necessary. Other common themes involved communication and the desire to provide employee input on decisions and to know

about things before reading or hearing about them in the news. Additionally, respondents had concerns with organizational culture and management throughout the organization which ranged from issues of trust, respect, and micro-management. The top themes are included in the table below.

Table 19: Top seven response categories to the question: If you could change one thing about the City and/or your department what would it be?

Category	Number of Responses	Percent of Responses
Staffing	15	14%
Communication	14	13%
Management	14	13%
Organizational Culture	9	8%
Employee Equity	8	7%
Compensation & Benefits	7	6%
Employee Morale	6	6%

Are there programs or services you believe the City or your department should stop providing?

When asked if there were programs or services respondents believed the City or their department should stop providing, 62% of the respondents said no. However, of those that responded yes, many different ideas and suggestions were provided. Ideas ranged from consolidating services to eliminating programs or services altogether to evaluating how the City was providing a service. Ideas included:

- Eliminating Fall Leaf Pickup/Spring Cleanup
- Evaluating Park and Recreation programs
- Charging a fee for City Facilities
- Discontinue operating City Facilities like DeGraaf Nature Center, Windmill Island, etc.
- Eliminating Special Events like Tulip Time and the Farmer’s Market
- Eliminating City Calendars

In the past 12 months, have you considered seeking employment elsewhere? If yes, why?

Respondents were asked if they had considered seeking employment outside the organization within the past twelve months; 98 respondents answered this question. Fifty-five percent indicated no, 43% indicated yes, and 2% indicated maybe. The reasons for seeking new employment varied among respondents, but the top five cited are included in the figure below.

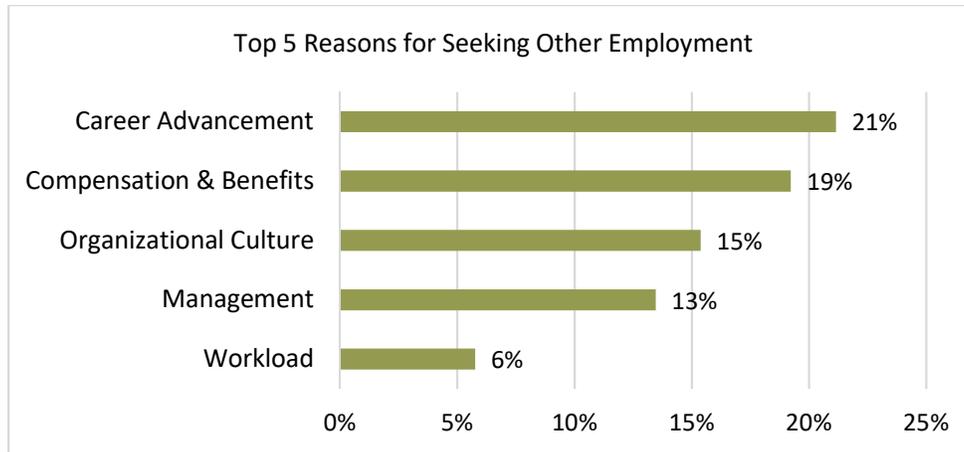


Figure 1: Top 5 response categories to the question: Reasons for Seeking Other Employment

Are there any other thoughts or comments about the organization that you would like to share that would be helpful to this Management, Organizational Structure and Efficiency Study?

Respondents were asked to share any other thoughts or comments about the City of Holland that would be helpful to the Study. Those who chose to respond provided a wide variety of ideas and comments ranging from a need for additional staffing to acknowledging that the City is a great a place to work. Common responses included the need for better communication and enhanced compensation and benefits, as well as training opportunities for staff and management. The top themes are included in the table below.

Table 20: Top seven response categories to the question: Are there any other thoughts or comments about the organization that you would like to share that would be helpful to this Management, Organizational Structure and Efficiency Study?

Category	Number of Responses	Percent of Responses
Staffing	9	9%
City is a great place to work	9	9%
Communication	8	8%
Compensation & Benefits	7	7%
Management	6	7%
Training	5	5%
Thank you for the opportunity to participate in the study	5	5%

Appendix A: Survey Tool

City of Holland Employee Survey Tool

The City of Holland has retained The Novak Consulting Group to conduct a Management, Organizational Structure, and Efficiency Study. The purpose of this Study is to identify opportunities for improved efficiency and effectiveness and to enhance internal capacity to deliver services to the community. As part of this effort, The Novak Consulting Group developed this survey to gather input and suggestions from employees. Your ideas regarding the work environment as well as possible improvements in operations, structure, and procedures will be very valuable. We appreciate you taking the time to complete this survey and share your thoughts. The survey will be available through Thursday, December 22nd.

All responses are confidential and no identifying information will be collected. Your submitted survey results will be sent directly to the consultant and tabulated and summarized by The Novak Consulting Group.

Demographics

What is your department/functional area?

- Management and Administrative Services
- Fiscal Services
- Transportation
- Community and Neighborhood Services
- Parks and Recreation

2. How long have you worked for the City?

- Less than a year
- 1-5 years
- 6-10 years
- 11-16 years
- 17-20 years
- 21-25 years
- Over 25 years

3. What is your employee status?

- Full-Time Employee
- Permanent Part-Time Employee

Work Environment

4. Please rate your level of agreement with the following statements regarding **your work environment**.

Scale - Strongly agree, Agree, Disagree, Strongly disagree

- I know what is expected of me at work.
- I have a clear understanding of how my work contributes to the overall success of the City in achieving its goals and objectives.
- I have the necessary training, materials, and equipment to do my job.
- I am satisfied with my opportunities for professional growth and advancement.
- My job gives me the opportunity to use my own judgement and initiative.
- My workload is reasonable.
- Someone at work has talked to me about my progress within the last six months.
- I have received recognition and praise for my work performance within the last seven days.
- I feel my direct supervisor values diversity, inclusion, and multiculturalism.
- I have a good friend at work.
- My fellow staff members are willing to go the extra mile to get the job done and be responsive to the public.

Employee Engagement

5. Please rate your level of agreement with the following statements regarding **employee engagement**.

Scale - Strongly agree, Agree, Disagree, Strongly disagree

- I feel positive and optimistic about what the organization can accomplish.
- I feel positive and optimistic about what my department can accomplish.
- I get excited about going to work.
- I am satisfied with the culture of my workplace.
- I am determined to give my best effort at work each day.
- Doing my job well gives me a sense of personal satisfaction.
- I am satisfied with my overall job security.
- I would recommend working for the City to a friend.

Organizational Culture

6. Please rate your level of agreement with the following statements about your **department's organizational culture**.

Scale - Strongly agree, Agree, Disagree, Strongly disagree

- My department director has done a good job of communicating the organization's vision, mission, and values.
- I have access to the information I need to do my job.
- My department director facilitates and encourages open, honest, and constructive communication.
- Employees in my department cooperate as a team.
- There is generally good teamwork and communication across departments.
- Employees are held personally accountable for the results of their work.
- My department encourages employees to actively improve work processes.

- I trust the information that my department director provides employees.

7. Please rate your level of agreement with the following statements about the **City's organizational culture**.

Scale - Strongly agree, Agree, Disagree, Strongly disagree

- I believe our organization is moving in the right direction.
- I believe that important information about the organization is provided to me in a timely manner.
- Our organization treats employees with respect and applies policies/procedures fairly to all employees.
- People with different ideas and opinions are valued within our organization.
- Decisions in our organization are made in a timely manner; with the involvement of employees.
- It is safe to ask questions after decisions have been made.
- I trust the information that the City Manager provides employees.
- Our organization has high standards and ethics.
- Our organization uses taxpayer dollars cost effectively.
- Customer service is a high priority in our organization.
- I feel that that the City's Leadership Team, Administration, and City Council value diversity, inclusion and multiculturalism.
- The City's Leadership Team, Administration, and City Council celebrate major accomplishments or milestones with employees.

Open-Ended Questions

8. What do you believe the City or your department does particularly well?
9. What do you believe is the most significant challenge facing the City or your department?
10. If you could change one thing about the City and/or your department, what would it be?
11. Are there programs or services you believe the City or your department should stop providing?
12. In the past 12 months, have you considered seeking employment elsewhere? If yes, why?
13. Are there any other thoughts or comments about the organization that you would like to share that would be helpful to this Efficiency Study?