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To: San Francisco Department of Parking and Traffic
From: David Binder
Date: August 24th, 2005
Re: Executive Summary—2005 Department of Parking and Traffic Employee Survey

Results from a survey of 204 Department of Parking and Traffic (DPT) employees, conducted in July 2005, show that three-fourths take pride in their work for DPT and nearly two-thirds are satisfied with their job.

This recent survey used the same methodology as conducted in 2003 and 2004.

Specific conclusions from this survey:

1. Three-fourths of DPT employees are proud of the work that they perform; with a plurality saying they are very proud of their work.

- Nine in ten management / supervisory employees and technical / professional workers take pride in their work, while enforcement / safety workers have less pride in their work.
- Employees who feel that the DPT is meeting the goals set forth by the department's mission statement are much more likely to take pride in their work than those who do not feel the department is meeting its goals.
- Four in five new employees (4 years or less) take pride in their work, while two-thirds of longer term employees (10 years or more) take pride in their work.

How proud are you of the work you do for DPT?			
	2003	2004	2005
Very Proud	47%	46%	41%
Proud	35	37	35
Sometimes Proud	12	12	13
Not Proud	6	4	10
Proud	82	83	76
Not Proud	18	16	23

2. DPT employees are satisfied with their jobs.

- A strong majority (61%) of DPT employees are satisfied with their jobs, compared to 38% whom are dissatisfied.
- Employee satisfaction declined from 2004, but reflects employee satisfaction levels from 2003.
- Newly hired employees (1 year or less) are highly satisfied (83%) with their jobs, with a majority (50%) stating that they are very satisfied.
- Employees working in the Enforcement (47%) and Citations / RPP (53%) divisions are less satisfied than colleagues working in other divisions. However, employees in the Citations / RPP division are more satisfied with their jobs than they were in 2003 and 2004 (38%). 85% of employees in the Engineering division are satisfied with their jobs.

Generally, how would you rate your overall satisfaction with your job?			
	2003	2004	2005
Very Satisfied	23%	27%	18%
Somewhat Satisfied	40	44	43
Somewhat Dissatisfied	25	22	23
Not Satisfied at All	12	5	15
Satisfied	63	71	61
Dissatisfied	37	27	38

3. DPT employees give a satisfactory rating to their relationship with their immediate supervisor.

- 79% of DPT employees are satisfied with their working relationship with their supervisor, with a majority (51%) stating they are very satisfied.
- Technical / professional employees and field operations / maintenance employees (93% and 92%, respectively) are highly satisfied with their relationship with their supervisor.
- A satisfactory relationship with a supervisor is closely correlated with a positive perception of job support from their supervisor when they have questions or concerns about the job.

How would you rate your working relationship with your immediate supervisor?			
	2003	2004	2005
Excellent	43%	51%	52%
Good	27	34	27
Fair	16	13	8
Poor	12	3	10
Excellent / Good	70	85	79
Fair / Poor	28	16	18

4. Employees are split in whether or not they feel appreciated by DPT management staff.

- Technical / professional employees (78%) and management / supervisory employees (72%) feel more appreciated by management than their colleagues—field operations / maintenance (54%), administrative / clerical (52%) and enforcement / safety employees (26%).
- Employees feel less appreciated than they did in 2003, but it is an increase from 2003.
- Employees who are satisfied with their jobs are much more likely to feel appreciated by management than those employees who are not satisfied with their jobs.

Do you feel that your work effort is appreciated by DPT management staff?			
	2003	2004	2005
Very Appreciated	20%	17%	20%
Appreciated	25	38	29
Somewhat Appreciated	32	27	28
Not Appreciated At All	22	15	22
Appreciated	45	55	49
Somewhat Appreciated	54	42	50

5. Three-fourths of employees feel they receive the support they need to do their job well.

- As in 2004, three-fourths (77%) of employees feel they receive excellent or good support from their immediate supervisor, with a plurality (46%) stating that they always receive the support they need.
- Technical / professional workers are the most likely (93%) to state that they receive either excellent or good support from their supervisors when they have questions or concerns.

How would you rate the level of support you receive from your immediate supervisor when you have questions or concerns about your job?			
	2003	2004	2005
Excellent—I always receive the support I need to do my job well	38%	42%	46%
Good—I generally receive the support I need to do my job well	25	35	31
Fair—I sometimes receive the support I need to do my job well	22	15	11
Poor—I never receive the support I need to do my job well	14	6	11
Excellent / Good	63	77	77
Fair / Poor	36	21	22

6. A majority of employees give a positive rating to communication between employees in their division.

- Technical / professional workers (83%) and management / supervisory workers (77%) are the most likely to positively rate employee communication.
- Three-fourths of new employees (4 years or less) rate communication between employees as either excellent or great.

How would you rate the communication <u>between employees</u> within your division?			
	2003	2004	2005
Excellent—We communicate clearly and information is timely	22%	23%	17%
Good—Generally we communicate well	42	47	44
Average—Comm. can be unclear and isn't always timely	23	24	23
Poor—We don't communicate at all and info is rarely timely	14	5	16
Excellent / Good	64	70	61
Average / Poor	37	29	39

7. The trend towards a negative rating for communication between divisions within DPT continues.

- Two-thirds of technical / professional workers rate communication between departments positively, more so than any of their colleagues—management / supervisory (47%), administrative / clerical (39%), and enforcement / safety (24%) employees.

How would you rate the communication <u>between divisions</u> of DPT?			
	2003	2004	2005
Excellent—We communicate clearly and information is timely	5%	11%	3%
Good—Generally we communicate well	34	26	36
Average—Comm. Can be unclear and isn't always timely	39	42	43
Poor—We don't communicate at all and info is rarely timely	19	15	17
Excellent / Good	39	37	39
Average / Poor	58	57	60

8. Employees have mixed feelings on whether or not DPT is meeting the goals set forth in the mission statement.

- While a plurality (45%) feel that the DPT is doing an excellent or good job of meeting the goals, one-third (35%) felt that they were doing a fair or poor job of meeting the goals.
- 16% of employees are unfamiliar with DPT's mission statement, which was a slight increase from 2004 but a decrease from 2003.
- Technical / professional employees (76%) and management / supervisory employees (72%) are more likely than their colleagues to think that DPT is achieving its mission statement—enforcement / safety employees (21%) are the least likely.

Overall, how well do you feel DPT is meeting its goals as set forward by the department's mission?			
	2003	2004	2005
Excellent	14%	16%	13%
Good	29	41	33
Fair	19	18	21
Poor	10	8	14
I am not familiar with the mission statement	27	13	16
Excellent / Good	43	57	46
Fair / Poor	29	26	35

9. One-third of employees feel that their work at the DPT is appreciated by the public.

- There is a continued trend among employees to feel unappreciated by the public
- Enforcement / safety officers (11%) feel the least appreciated by the public.
- Newly hired employees (1 year or less) are more likely to feel appreciated (67%) than their co-workers.

Do you feel that your work is appreciated by the public?			
	2003	2004	2005
Very Appreciated	11%	22%	9%
Appreciated	29	22	24
Somewhat Appreciated	42	37	45
Not Appreciated at All	17	16	22
Appreciated	40	44	33
Somewhat Appreciated	59	53	67

10. A narrow majority of employees feel that they either always or usually have the proper tools, equipment, and technology to do their job well.

- Opinion among employees is split on whether or not they have the tools, equipment and technology to do their job, but a narrow majority (52%) feel that they do, in fact, have the proper tools, equipment and tools necessary.
- Management / supervisory employees and technical / professional employees are more likely to feel that they have the necessary tools and equipment (74% and 66%, respectively), whereas enforcement / safety employees are less likely (39%).

Do you feel you have the proper tools, equipment, and / or technology to do your job well?			
	2003	2004	2005
I always have the proper tools/equipment/technology	17%	19%	9%
I usually have the proper tools/equipment/technology	42	44	43
I sometimes have the proper tools/equipment/technology	30	29	35
I never have the proper tools/equipment/technology	11	6	13
Always / Usually	59	63	52
Sometimes / Never	41	35	48

11. A majority of employees feel that their voices are unheard when they have suggestions.

- Management / supervisory employees (77%) and technical / professional employees (66%) feel that their suggestions are heeded. In contrast, only 26% of administrative / clerical workers and 19% of enforcement / safety workers feel that they have a voice in the workplace.
- Four in ten employees feel that their voice is heard when they have suggestions, a slight decrease from previous years.

When you have a suggestion to improve service or employee work conditions do you feel your voice is heard?			
	2003	2004	2005
I feel I am always heard	11%	15%	12%
I feel I am usually heard	33	30	28
I feel I am sometimes heard	30	35	36
I feel that I am never heard	24	17	21
Always / Usually	44	45	40
Sometimes / Never	54	52	57