



# *2011 City of San Antonio Employee Survey*

## **Solid Waste Management Department Final Report**

*Submitted to*

*The City of San Antonio*



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# Contents

Overview .....	i
Section 1: Charts and Graphs .....	1
Section 2: Tabular Data .....	11

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## Overview

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For the 2011 City of San Antonio Employee Survey, a total of 383 employees identified themselves as employees of the Solid Waste Management Department. The actual response from the Solid Waste Management Department may be even higher, as some respondents to the survey did not identify the department in which they work. Overall, 86% of the employees in the Solid Waste Management Department were satisfied with their current job compared to 85% citywide. The highest and lowest rated items on the survey for the Solid Waste Management Department are listed below.

**Highest Rated Items.** Among the first 38 questions of the survey, which were designed to assess the quality of the City's work environment, some of the highest rated items based on the mean rating from all respondents in the Solid Waste Management Department are listed below:

- Q36. I am committed to my job (4.5)
- Q37. I am proud to work for City of San Antonio (4.4)
- Q31. I know my department's mission (4.1)
- Q9. My co-workers treat me with respect (4.0)
- Q10. My immediate supervisor treats me with respect (4.0)

**Lowest Rated Items.** Some of the lowest rated items based on the mean rating from all respondents in the Solid Waste Management Department are listed below:

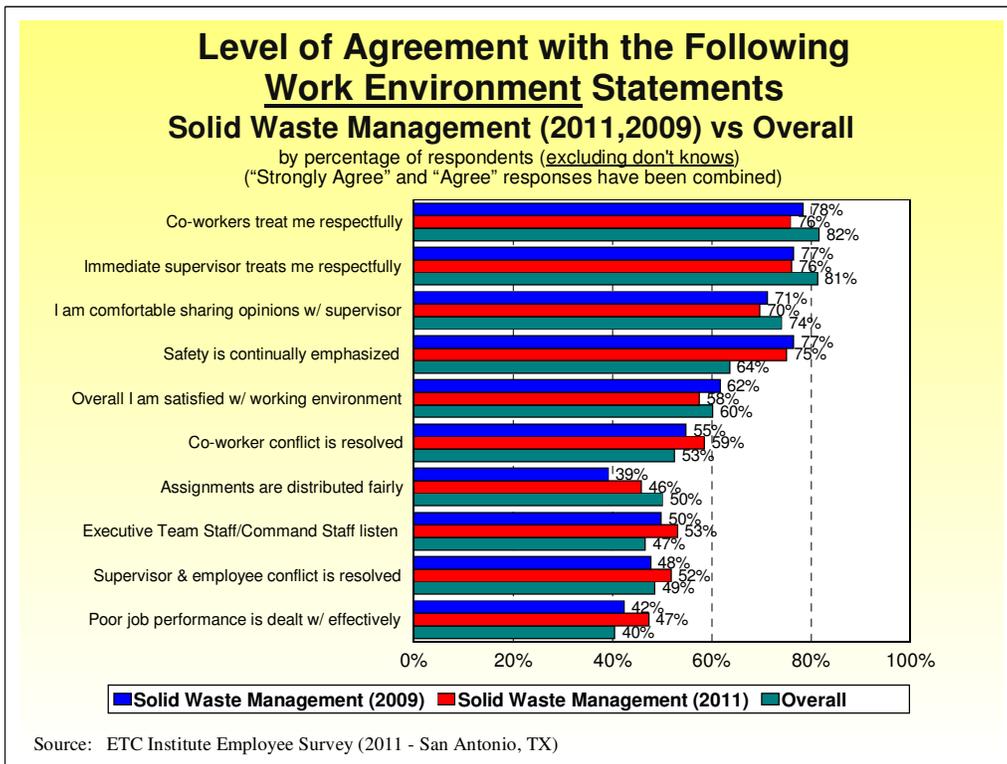
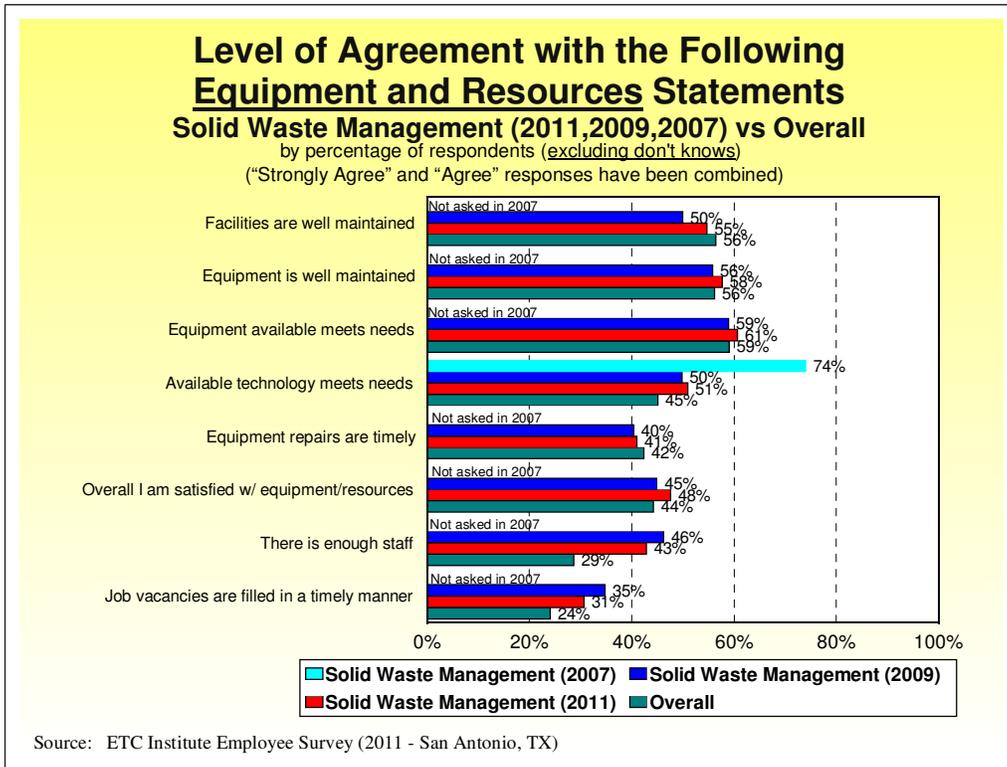
- Q15. Assignments in my department are distributed fairly (3.1)
- Q23. Rewards & recognition are distributed fairly in my department (3.1)
- Q3. Repairs to the equipment are completed in a timely manner (3.0)
- Q5. Job vacancies are filled in a timely manner (2.9)
- Q29. I have a mentor at work (2.8)

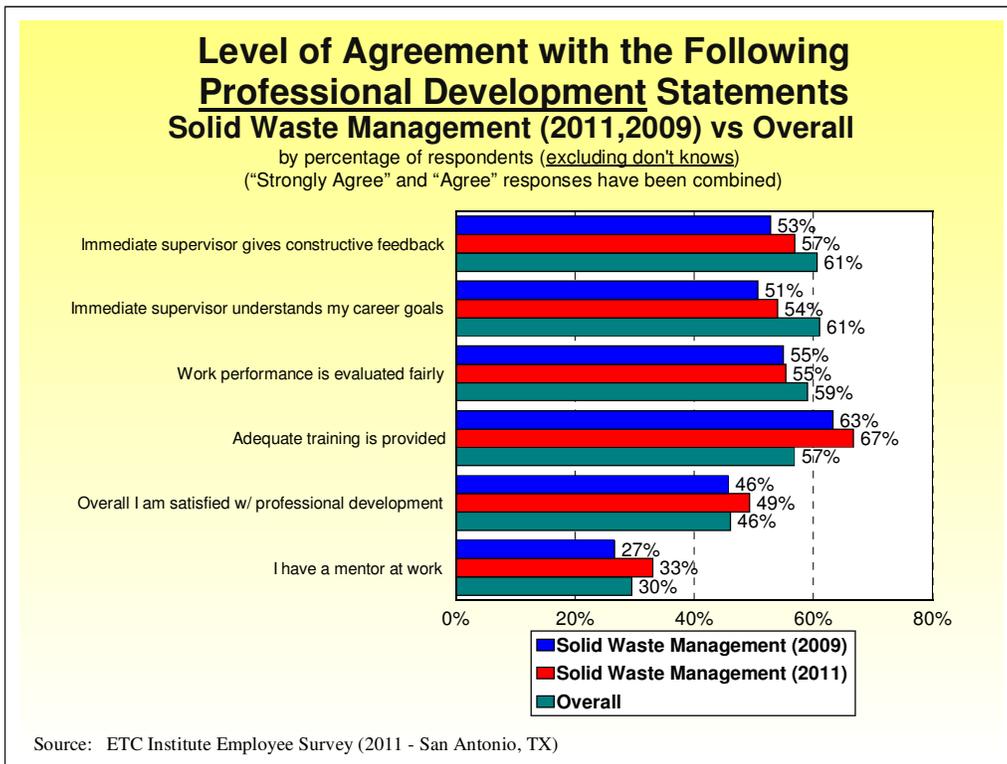
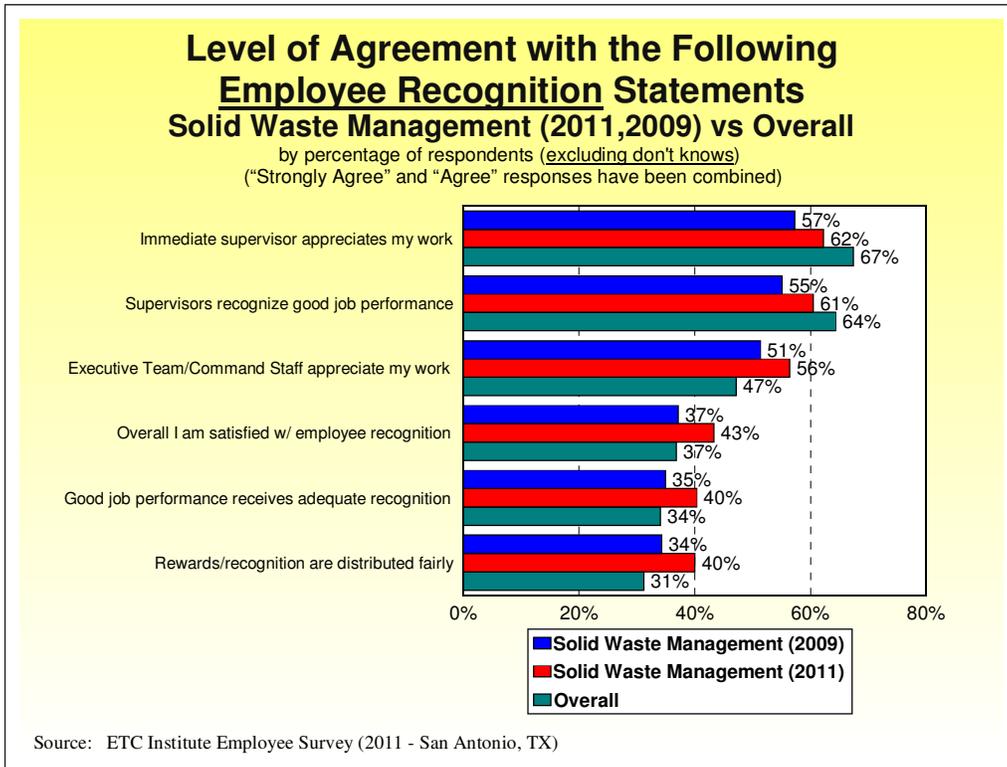
The table on the following page shows the profile of respondents who identified themselves as employees of the Solid Waste Management Department. Charts and graphs containing the results of the survey from the Solid Waste Management Department are on subsequent pages. Also contained in this report are tables that show the overall results for each question on the survey, and open-ended comments.

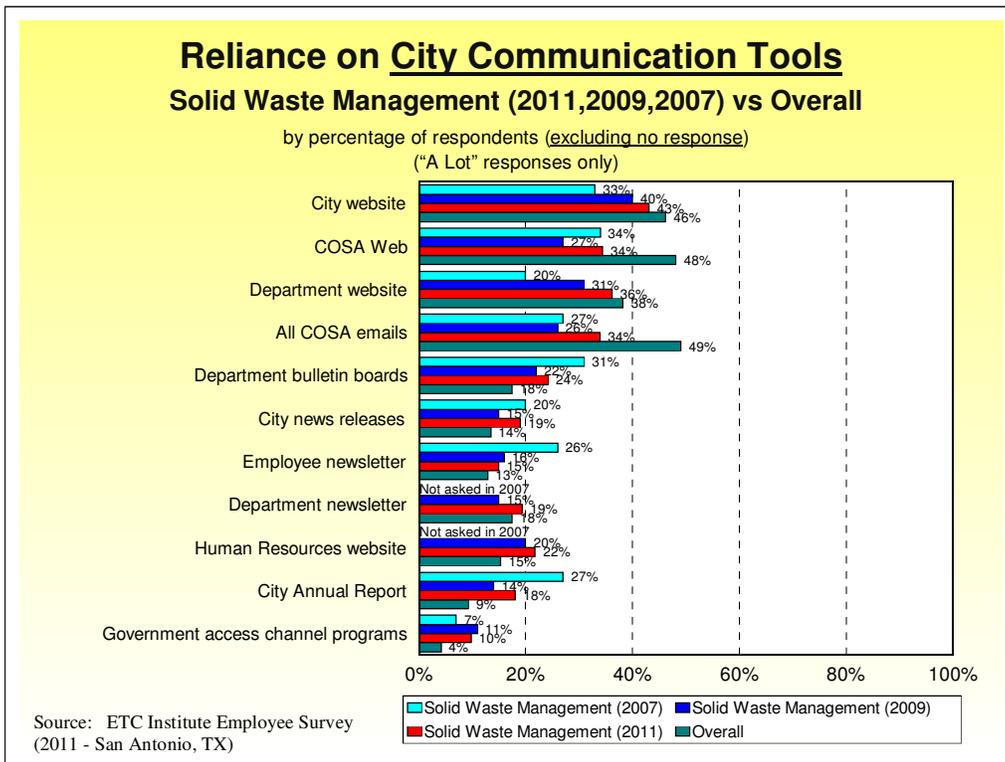
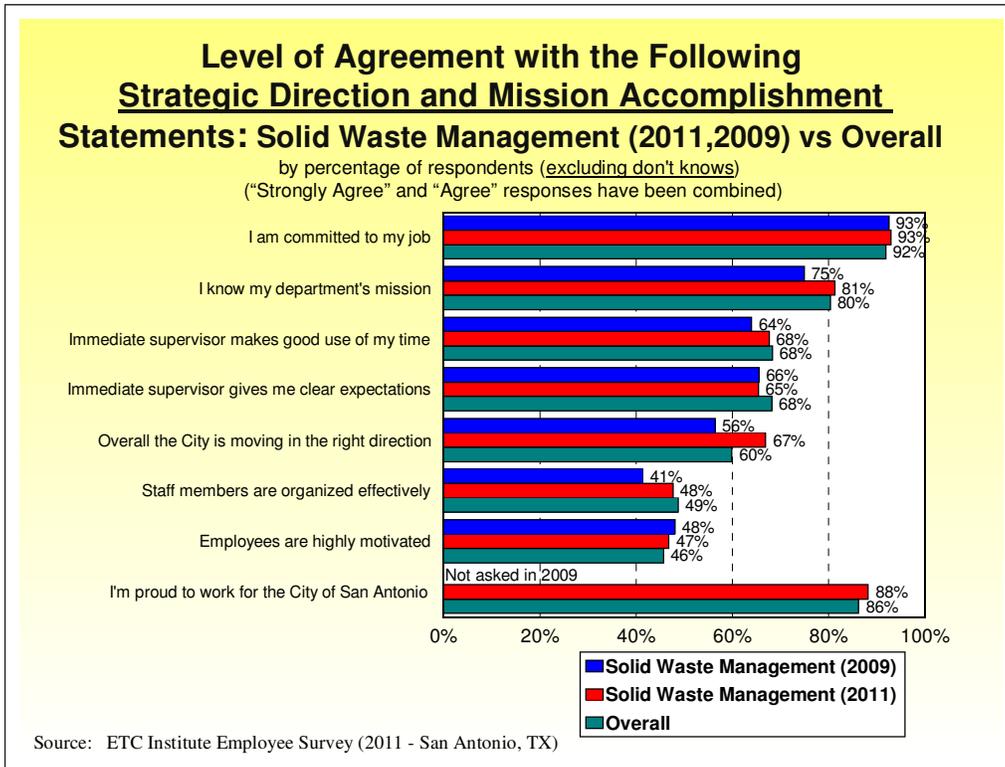
<b>Sample Profile By Type of Respondent</b>		
<b>Solid Waste Management</b>		
	<b>Number</b>	<b>Percent</b>
<b>Gender</b>		
Male	345	90.1%
Female	26	6.8%
Not provided	12	3.1%
Total	383	100%
<b>Ethnicity</b>		
White/Anglo	34	8.9%
Asian/Pacific Islander	4	1.0%
Hispanic/Latino	298	77.8%
Black/African	25	6.5%
Native American	5	1.3%
Other	4	1.0%
No Response	12	3.1%
Total	382	100%
<b>Job Type</b>		
Officials/Administrators	20	5.2%
Protective Services	1	0.3%
Skilled Craft	170	44.4%
Professionals	61	15.9%
Para-Professionals	15	3.9%
Service/Maintenance	62	16.2%
Technicians	7	1.8%
Clerical	6	1.6%
Other	30	7.8%
None chosen	11	2.9%
Total	383	100%

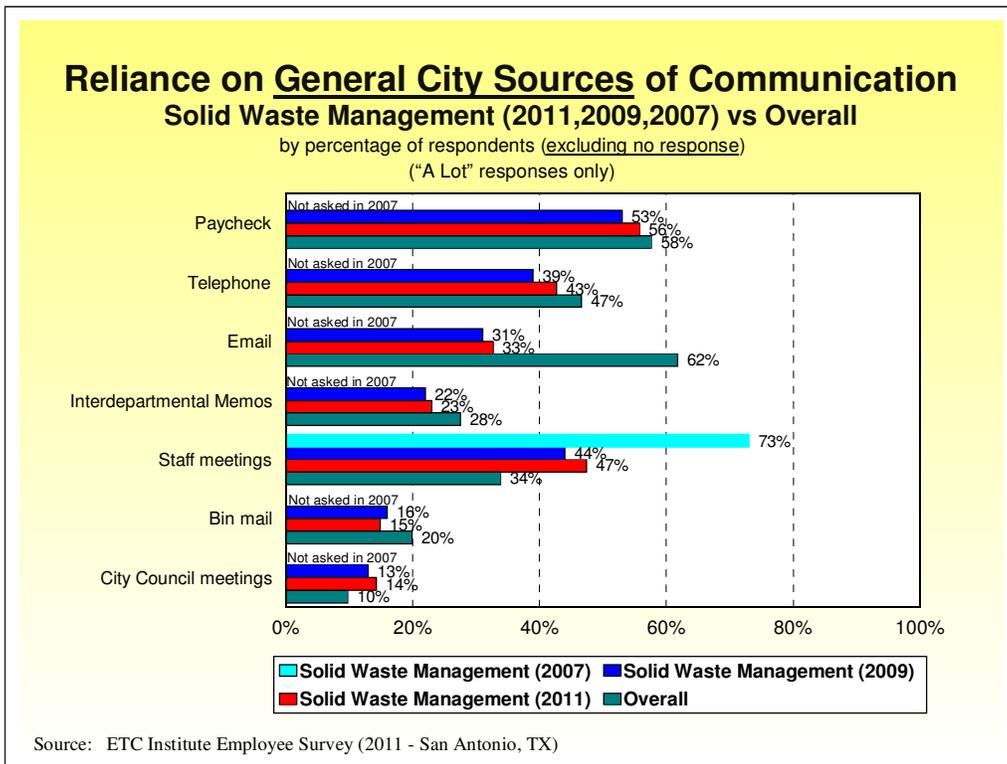
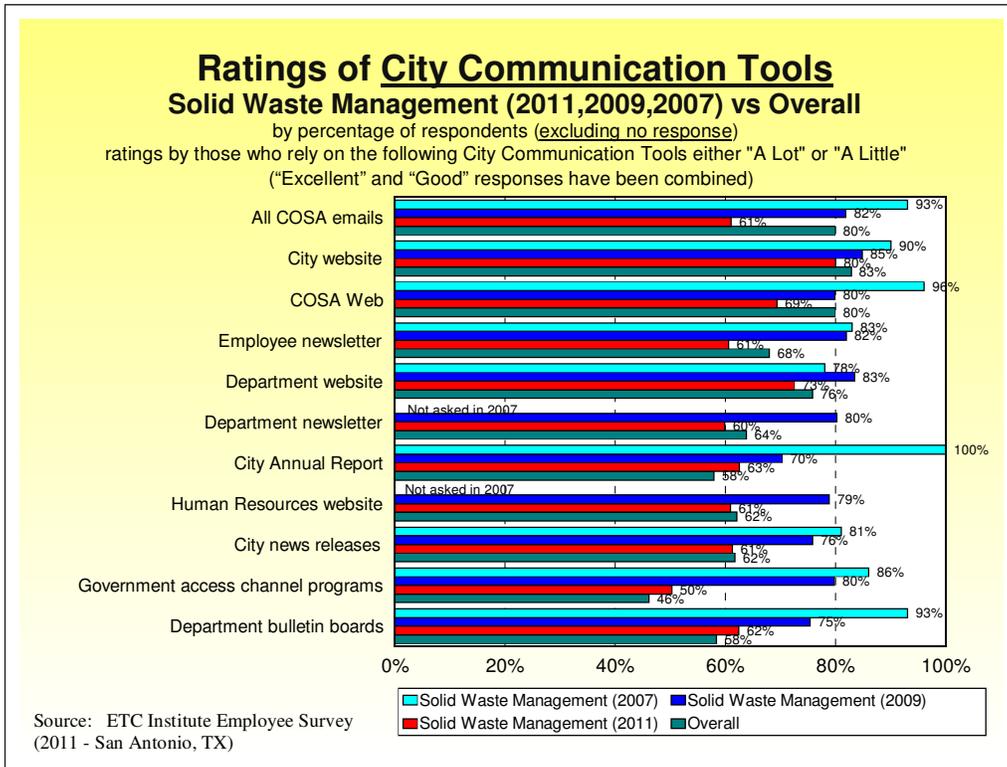
# **Section 1: Charts and Graphs**

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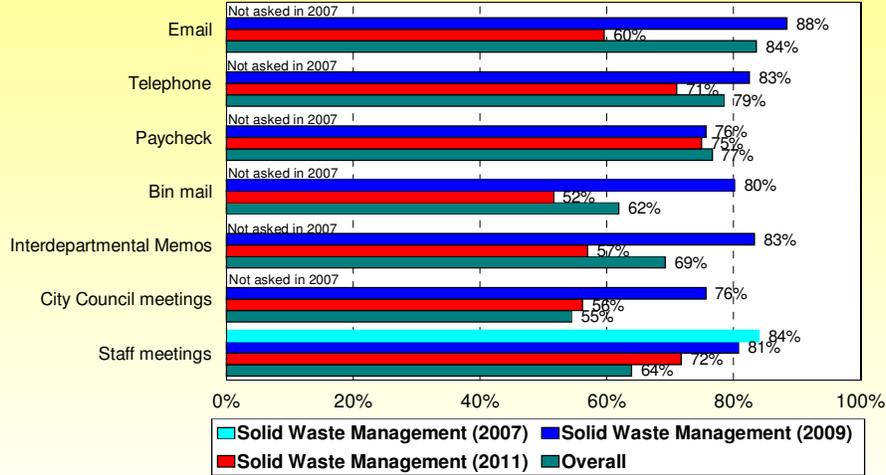






### Ratings of General City Sources of Communication Solid Waste Management (2011,2009,2007) vs Overall

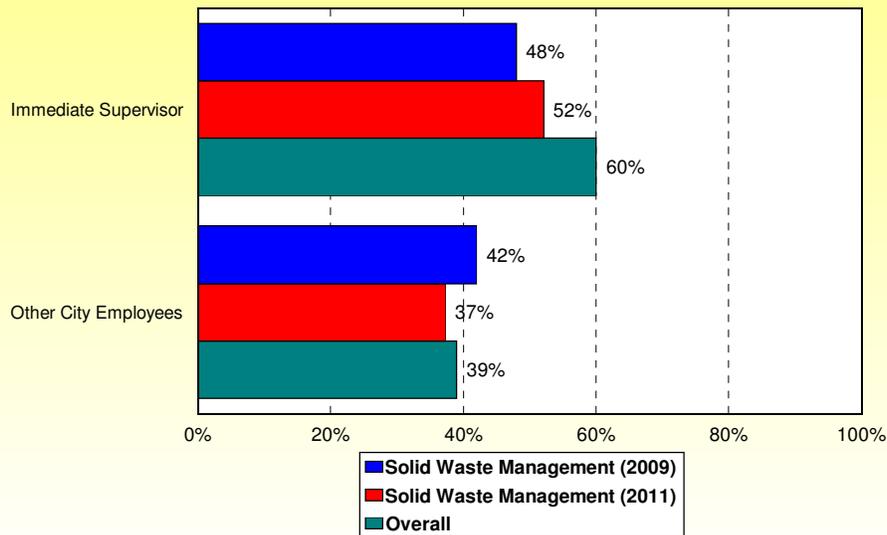
by percentage of respondents (excluding no response)  
ratings by those who rely on the following City Communication Tools either "A Lot" or "A Little"  
("Excellent" and "Good" responses have been combined)



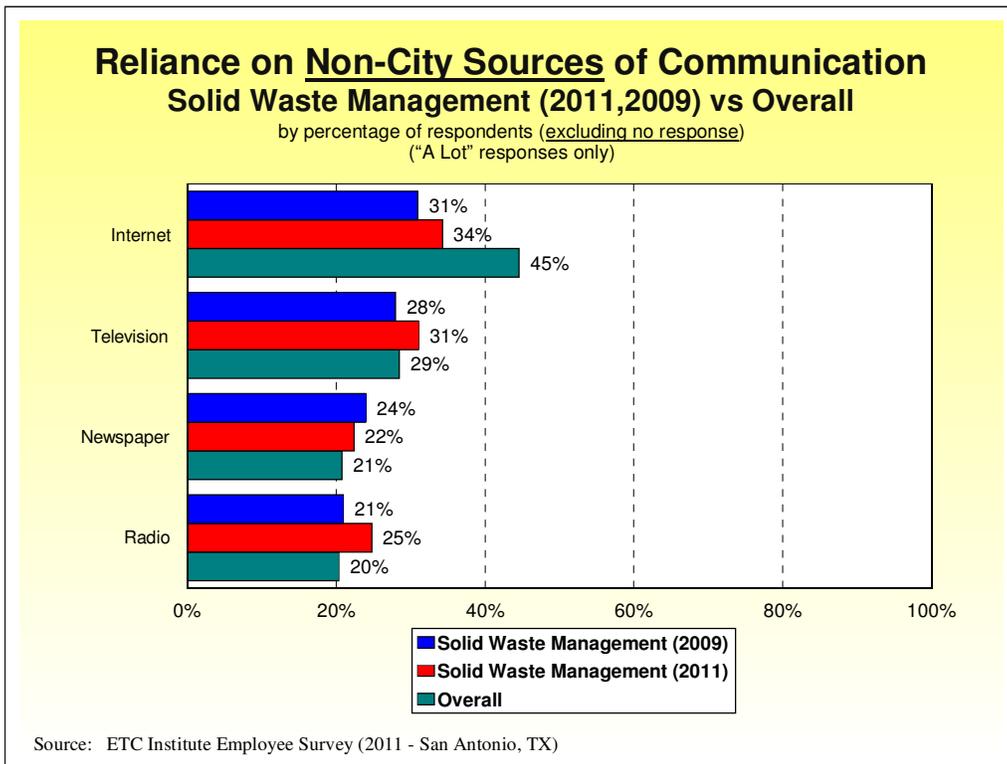
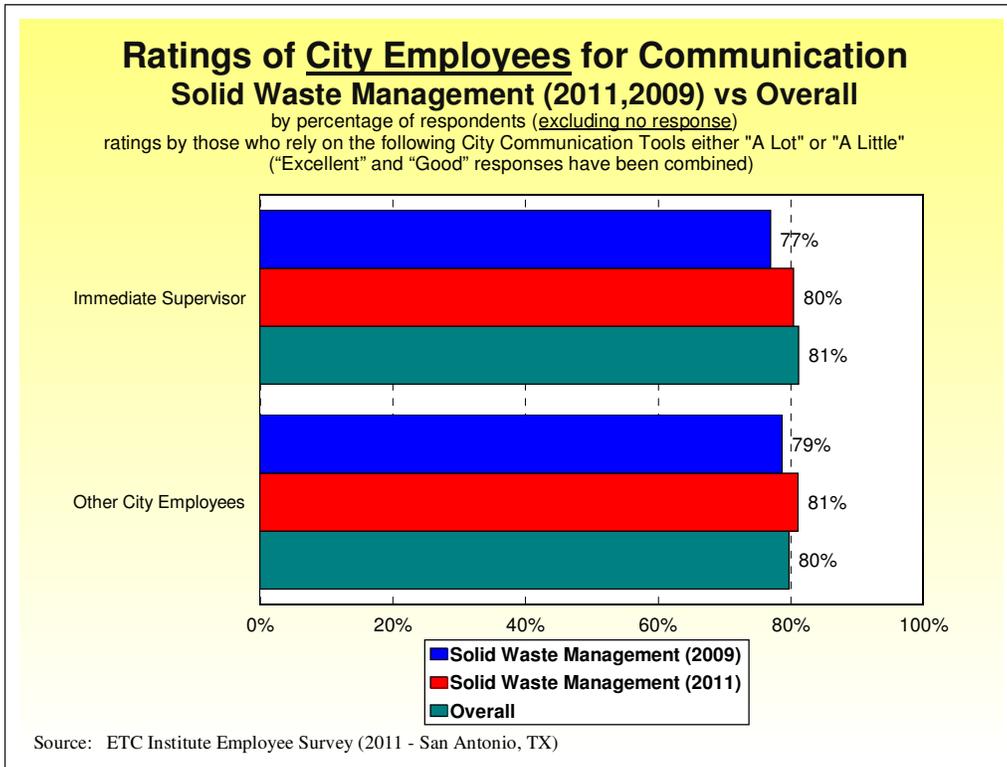
Source: ETC Institute Employee Survey (2011 - San Antonio, TX)

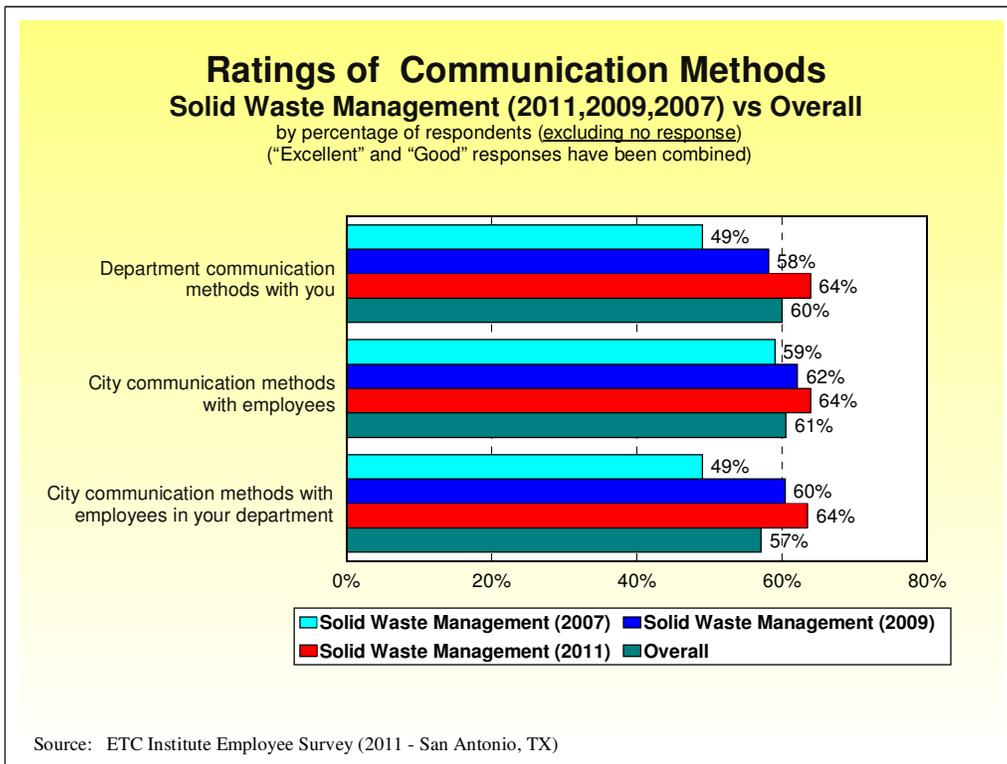
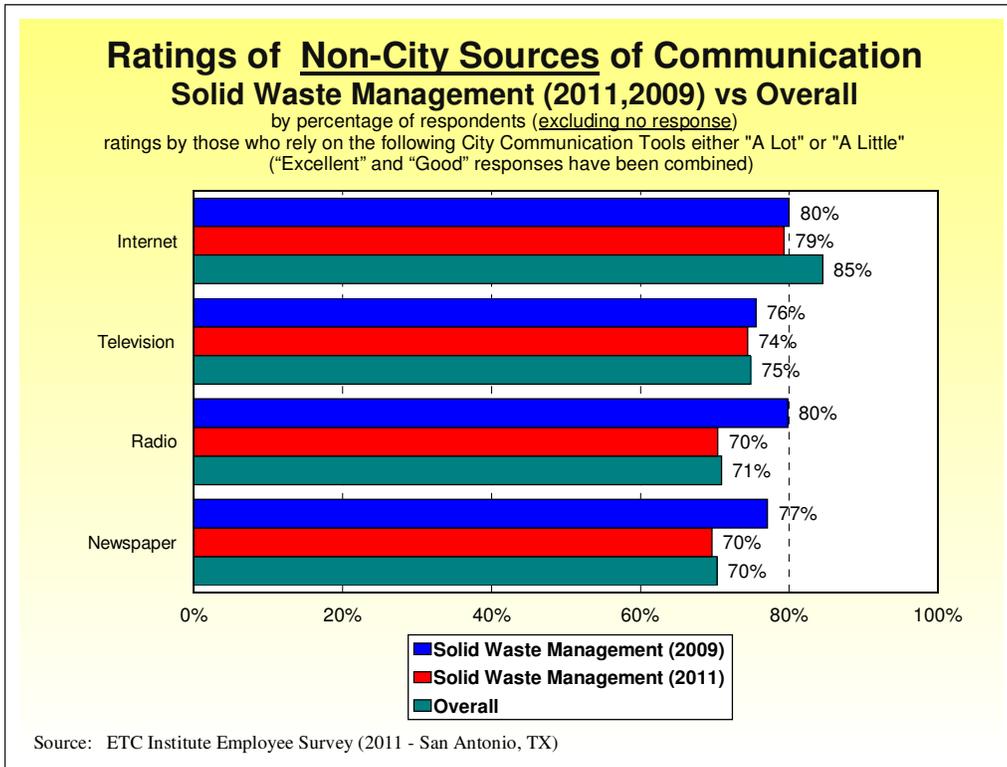
### Reliance on City Employees for Communication Solid Waste Management (2011,2009) vs Overall

by percentage of respondents (excluding no response)  
("A Lot" responses only)



Source: ETC Institute Employee Survey (2011 - San Antonio, TX)

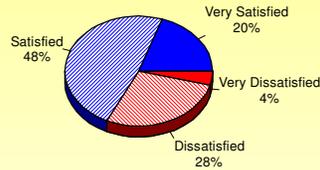




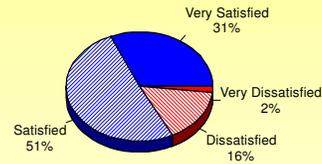
## Overall, how satisfied are you with your current job?

by percentage of respondents (excluding no response)

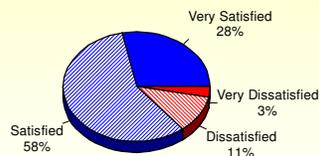
Solid Waste Management (2007)



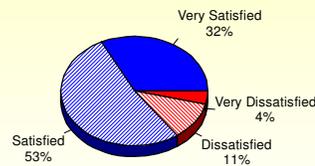
Solid Waste Management (2009)



Solid Waste Management (2011)



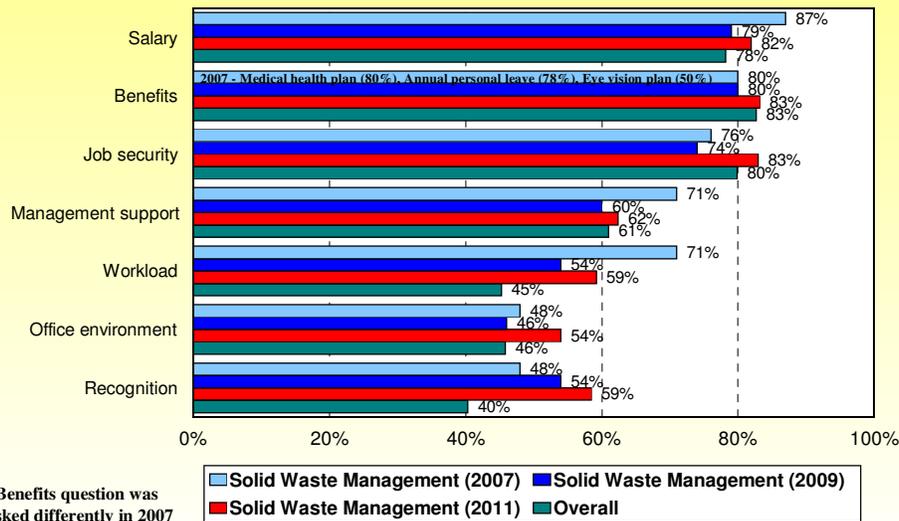
Overall



Source: ETC Institute Employee Survey (2011 - San Antonio, TX)

## The Importance of the Following Items to Job Satisfaction Solid Waste Management (2011,2009,2007) vs Overall

by percentage of respondents (excluding no response)  
("Very Important" responses only)

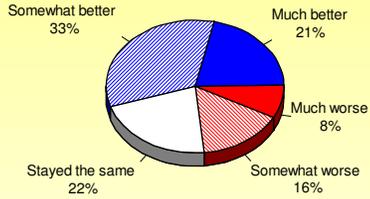


Source: ETC Institute Employee Survey (2011 - San Antonio, TX)

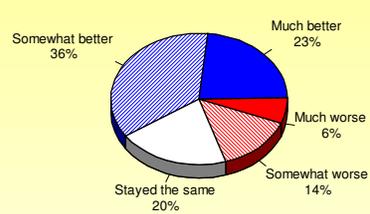
## How has the quality of the work environment in your department changed during the last 2 years?

by percentage of respondents (excluding don't know/was not here 2 years ago)

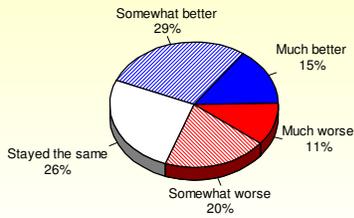
Solid Waste Management  
(2009)



Solid Waste Management  
(2011)



Overall



Source: ETC Institute Employee Survey (2011 - San Antonio, TX)

## **Section 2: Tabular Data**

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**Equipment and Resources (Excluding don't know/NA)**

**Q1-Q38. Using a scale of 1 to 5 where 5 means "strongly AGREE" and 1 means "strongly DISAGREE," please rate your level of agreement with each of the following statements.**

(N=383)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Q1. I have the equipment I need to do my job well	23.9%	36.9%	22.0%	11.7%	5.6%
Q2. The equipment I use is well-maintained	17.8%	39.9%	23.4%	14.6%	4.3%
Q3. Repairs to the equipment are completed in a timely manner	12.2%	28.7%	21.8%	25.8%	11.4%
Q4. Facilities are well maintained in my work area	14.4%	40.3%	26.9%	12.3%	6.1%
Q5. Job vacancies are filled in a timely manner	9.2%	21.6%	32.9%	22.4%	14.0%
Q6. We have enough staff in my department to do our job	14.7%	28.2%	26.5%	19.0%	11.5%
Q7. Technology available in my department meets my needs	14.9%	36.0%	30.7%	10.4%	8.0%
Q8. I am satisfied with quality & availability of equipment & resources in my department	14.0%	33.6%	29.4%	14.0%	9.0%

**Working Environment (Excluding don't know/NA)**

**Q1-Q38. Using a scale of 1 to 5 where 5 means "strongly AGREE" and 1 means "strongly DISAGREE," please rate your level of agreement with each of the following statements.**

(N=383)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Q9. My co-workers treat me with respect	32.9%	43.0%	17.5%	4.0%	2.7%
Q10. My immediate supervisor treats me with respect	37.5%	38.6%	14.6%	6.1%	3.2%
Q11. I am comfortable expressing opinions about work related issues to my immediate supervisor	32.5%	37.2%	16.1%	7.7%	6.6%
Q12. Executive Team Staff/Command Staff in my department listens to employees	18.1%	34.9%	26.4%	11.2%	9.3%
Q13. Conflict between co-workers is resolved effectively	16.1%	42.3%	22.4%	11.7%	7.4%
Q14. Conflict between managers/supervisors & employees is resolved effectively	14.9%	36.9%	27.4%	11.4%	9.5%
Q15. Assignments in my department are distributed fairly	12.1%	33.8%	23.3%	14.7%	16.1%
Q16. Poor job performance is dealt with effectively by managers/supervisors	12.0%	35.3%	23.1%	16.6%	13.0%
Q17. Workplace safety is continually emphasized in my department	27.8%	47.3%	18.4%	4.5%	1.9%
Q18. I am satisfied with working environment in my department	17.9%	39.6%	26.7%	10.2%	5.6%

**Employee Recognition (Excluding don't know/NA)**

**Q1-Q38. Using a scale of 1 to 5 where 5 means "strongly AGREE" and 1 means "strongly DISAGREE," please rate your level of agreement with each of the following statements.**

(N=383)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Q19. My immediate supervisor tells me when I do a good job	26.3%	34.2%	18.4%	12.1%	8.9%
Q20. My work is appreciated by my immediate supervisor	25.6%	36.7%	20.1%	10.8%	6.9%
Q21. My work is appreciated by Executive Team Staff/Command Staff	18.2%	38.2%	25.7%	11.8%	6.1%
Q22. Employees who perform well receive adequate recognition	12.7%	27.8%	29.9%	18.3%	11.3%
Q23. Rewards & recognition are distributed fairly in my department	10.1%	29.9%	29.6%	18.9%	11.5%
Q24. I am satisfied with level of employee recognition in my department	12.6%	30.6%	31.7%	15.1%	9.9%

**Professional Development (Excluding don't know/NA)**

**Q1-Q38. Using a scale of 1 to 5 where 5 means "strongly AGREE" and 1 means "strongly DISAGREE," please rate your level of agreement with each of the following statements.**

(N=383)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Q25. I receive adequate training to do my job properly	18.1%	48.6%	20.7%	7.3%	5.2%
Q26. The work I perform is evaluated fairly	14.5%	40.9%	24.3%	13.5%	6.9%
Q27. I receive constructive feedback on my job performance from my immediate supervisor	17.0%	39.9%	23.4%	14.9%	4.8%
Q28. My immediate supervisor understands my career/job goals	18.6%	35.4%	24.5%	16.0%	5.6%
Q29. I have a mentor at work	10.1%	22.8%	25.6%	21.7%	19.7%
Q30. I am satisfied with professional development opportunities	13.6%	35.7%	27.5%	14.7%	8.5%

**Strategic Direction/Mission Accomplishment (Excluding don't know/NA)**

**Q1-Q38. Using a scale of 1 to 5 where 5 means "strongly AGREE" and 1 means "strongly DISAGREE," please rate your level of agreement with each of the following statements.**

(N=383)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Q31. I know my department's mission	33.8%	47.5%	12.4%	4.7%	1.6%
Q32. Staff members in my department are organized effectively	14.1%	33.7%	31.0%	13.8%	7.4%
Q33. Employees in my department are highly motivated about accomplishing our goals	15.3%	31.5%	29.1%	17.5%	6.6%
Q34. My immediate supervisor gives me clear expectations for work assignments	21.4%	44.1%	20.1%	11.6%	2.9%
Q35. My immediate supervisor makes good use of my time	22.9%	44.7%	18.1%	9.3%	5.1%
Q36. I am committed to my job	57.9%	35.0%	5.8%	0.8%	0.5%
Q37. I am proud to work for City of San Antonio	57.4%	30.8%	7.9%	2.4%	1.6%
Q38. I think City is moving in right direction	30.1%	36.8%	22.7%	5.9%	4.5%

**City Communication Tools Reliance (Excluding "no response")**

**Q39-Q50. For each of the communication tools listed below, please indicate if you rely on them a lot, a little or not at all.**

(N=383)

	<u>A Lot</u>	<u>A Little</u>	<u>Not At All</u>
Q39. Employee newsletter - In the City	15.0%	48.2%	36.8%
Q40. Government access channel (TVSA) programs	9.8%	33.6%	56.6%
Q41. Department Website	36.2%	34.7%	29.1%
Q42. City website - www.sanantonio.gov	43.1%	36.3%	20.6%
Q43. COSA Web (City Intranet)	34.4%	33.5%	32.1%
Q44. All COSA emails	33.9%	25.1%	41.0%
Q45. Department bulletin boards	24.2%	48.1%	27.6%
Q46. City news releases	19.0%	45.4%	35.6%
Q47. City Annual Report	18.1%	39.0%	43.0%
Q48. Human Resources website	21.8%	38.5%	39.7%
Q49. Department newsletter	19.4%	40.8%	39.9%
Q50. Other communications tool	14.1%	32.6%	53.3%

**City Communication Tools (Write-in Responses)**

**Q50 - Other Communications Tools**

Q50-Other Communications

Tools

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PHONES

NETWORKING

NETWORKING

DIRECTOR MEETINGS

MEETINGS

CELL PHONES

WORD OF MOUTH

MONTHLY MEETING

WORD OF MOUTH

BULLETIN BOARD

GOSSIP

LAPTOP

MEETINGS

NEXTEL WALKIES

**City Communication Tools Ratings (Excluding "no response")**  
**Q39-Q50. Please rate each of the communication tools you rely on.**

(N=338)

	Excellent	Good	Only Fair	Poor
Q39. Employee newsletter - In the City	10.7%	49.8%	25.5%	14.0%
Q40. Government access channel (TVSA) programs	8.6%	41.6%	34.5%	15.3%
Q41. Department Website	22.3%	50.2%	20.8%	6.7%
Q42. City website - www.sanantonio.gov	25.5%	54.5%	14.9%	5.1%
Q43. COSA Web (City Intranet)	23.4%	46.0%	22.2%	8.4%
Q44. All COSA emails	25.5%	35.5%	23.9%	15.1%
Q45. Department bulletin boards	16.8%	45.6%	27.0%	10.6%
Q46. City news releases	14.6%	46.5%	29.2%	9.6%
Q47. City Annual Report	15.4%	47.1%	23.6%	13.9%
Q48. Human Resources website	16.1%	44.8%	24.1%	14.9%
Q49. Department newsletter	13.5%	46.2%	23.5%	16.7%
Q50. Other communications tool	13.4%	39.2%	29.9%	17.5%

**General City Sources Reliance (Excluding "no response")**

**Q51-Q57. For each of the general city sources listed below, please indicate if you rely on them a lot, a little, or not at all.**

(N=383)

	<u>A Lot</u>	<u>A Little</u>	<u>Not At All</u>
Q51. Staff meetings	47.4%	38.3%	14.3%
Q52. Telephone	42.7%	34.9%	22.5%
Q53. Email	32.7%	25.7%	41.6%
Q54. Interdepartmental Memos	23.0%	34.6%	42.4%
Q55. Bin mail	14.9%	31.2%	53.9%
Q56. Paycheck	55.8%	26.0%	18.2%
Q57. City council meetings	14.3%	32.0%	53.7%

**General City Sources (Write-in Responses)**

**Q58 - Other Source**

Q58 Other Source

DIRECTOR MEETINGS

NEWSPAPERS

BETTER COMMUNICATION

WORD OF MOUTH

COWORKERS

**General City Sources Ratings (Excluding "no response")**

**Q51-Q57. Please rate each of the general city sources you rely on.**

(N=340)

	Excellent	Good	Only Fair	Poor
Q51. Staff meetings	25.4%	46.4%	21.4%	6.9%
Q52. Telephone	23.9%	47.1%	19.1%	9.9%
Q53. Email	24.8%	34.8%	23.2%	17.2%
Q54. Interdepartmental Memos	14.8%	42.2%	26.6%	16.4%
Q55. Bin mail	9.0%	42.6%	27.5%	20.9%
Q56. Paycheck	34.5%	40.4%	16.1%	9.0%
Q57. City council meetings	11.2%	45.1%	23.6%	20.2%

**City Employees Reliance (Excluding "no response")**

**Q59-Q60. Please indicate if you rely on city employees a lot, a little, or not at all.**

(N=383)

	<u>A Lot</u>	<u>A Little</u>	<u>Not At All</u>
Q59. Immediate supervisor	52.1%	36.2%	11.7%
Q60. Other City employees	37.3%	51.6%	11.1%

**City Employees Ratings (Excluding "no response")**  
**Q59-Q60. Please rate city employees you rely on.**

(N=332)

	Excellent	Good	Only Fair	Poor
Q59. Immediate supervisor	33.2%	47.2%	14.4%	5.2%
Q60. Other City employees	21.9%	59.2%	15.8%	3.0%

**Non-City Sources Reliance (Excluding "no responses")**

**Q61-Q65. Please indicate if you rely on the following non-city sources a lot, a little or not at all.**

(N=383)

	A Lot	A Little	Not At All
Q61. Television	31.1%	40.5%	28.5%
Q62. Radio	24.8%	41.6%	33.6%
Q63. Newspaper	22.4%	47.0%	30.6%
Q64. Internet	34.3%	35.1%	30.6%
Q65. Other-non City source	9.6%	36.4%	53.9%

**Non-City Sources (Write-in Responses)**

**Q65 - Other Non-City Source**

Q65-Other Non City Source

WORD OF MOUTH

WALL POSTINGS

FEDERAL AND CIVIL

TEXT

**Non-City Sources Ratings (Excluding "no response")**  
**Q61-Q65. Please rate each source you rely on.**

(N=304)

	Excellent	Good	Only Fair	Poor
Q61. Television	21.0%	53.5%	20.2%	5.3%
Q62. Radio	15.8%	54.8%	20.7%	8.7%
Q63. Newspaper	14.5%	55.4%	24.0%	6.2%
Q64. Internet	26.4%	53.1%	15.1%	5.4%
Q65. Other-non City source	12.1%	47.9%	21.4%	18.6%

**(Excluding "no response")**

**Q66. Based on your own experience, would you rate the following as excellent, good, only fair or poor?**

(N=383)

	Excellent	Good	Only Fair	Poor
Q66a. Methods by which City communicates with employees	14.5%	49.5%	27.4%	8.7%
Q66b. Methods by which City communicates with employees in your Department	17.8%	45.7%	26.8%	9.7%
Q66c. Methods by which your Department communicates with you	20.3%	43.7%	26.8%	9.2%

**(Excluding "no response")**

**Q67. Overall, how satisfied are you with your current job?**

<u>Q67. How satisfied are you with your current job</u>	<u>Number</u>	<u>Percent</u>
Very satisfied	93	28.1 %
Satisfied	191	57.7 %
Dissatisfied	37	11.2 %
Very dissatisfied	10	3.0 %
Total	331	100.0 %

**(Excluding "no response")**

**Q68. Please indicate how important the following items are to your job satisfaction.**

(N=383)

	Very Important	Important	Not Very Important	Not At All Important
Q68a. Salary	81.9%	14.7%	2.1%	1.3%
Q68b. Benefits	83.2%	14.4%	1.6%	0.8%
Q68c. Workload	59.2%	35.3%	4.7%	0.8%
Q68d. Office environment	54.0%	30.4%	11.6%	4.0%
Q68e. Job security	83.0%	12.8%	3.9%	0.3%
Q68f. Management support	62.4%	25.6%	9.4%	2.6%
Q68g. Recognition	58.5%	26.8%	10.5%	4.2%

**(Excluding "don't know -was not here 2 years ago")**

**Q69. How has the quality of the work environment in your department changed during the last 2 years?**

Q69. How has quality of work environment in your department changed	Number	Percent
Much better	83	23.2 %
Somewhat better	128	35.9 %
Stayed the same	73	20.4 %
Somewhat worse	51	14.3 %
Much worse	22	6.2 %
Total	357	100.0 %