

Employee Civil Service and Human Resources System Survey Report

City of New Orleans

September 2012

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I. Introduction

1. Survey Purpose

The purpose of the Employee Civil Service and Human Resources System Survey was to:

- Measure employee perceptions of the workplace
- Measure employee engagement levels
- Identify challenges and opportunities for improvement in the City's Civil Service System
- Identify challenges and opportunities for improvement in the City's Human Resources processes

The survey results will be used to help identify specific actions to improve employee engagement and restore a merit-based employment system that allows the City to hire, retain, and reward a high performing workforce.

Employees have often said that if leadership in the Civil Service Commission and the City Administration would like to know what needs to be fixed in the Civil Service and Human Resources system and how, we should engage the employees first. Engaging employees in the process is critical because it is the employees who experience the Civil Service System and the Human Resources practices of the City first hand. While we have been and are conducting numerous interviews and focus groups on a variety of Civil Service and HR topics, we recognized that the only way to reach the largest share of employees was to conduct a survey.

2. Methodology

Chief Administrative Office staff designed the survey instrument, working with government transformation consultant Public Strategies Group and the Civil Service Department staff, attorney, and Commissioners for feedback and improvement. The survey collected information about the Civil Service and Human Resources system in four main areas:

- General Human Resources – Employee engagement, performance management, training, workload, and workplace environment
- Civil Service for all employees – Hiring, promotion, appeals, salary setting, and promotion processes
- Civil Service for supervisors – Hiring, promotion, appeals, salary setting, and promotion processes that supervisors engage in for staffing their units and departments
- Experiences with Human Resources and Civil Service and employee recommendations for improvements

It was not feasible to conduct the survey cost-effectively without primarily using an online tool, but there was a concern that conducting the surveys online would be difficult for a large number of full-time employees. In fact, we found that Police and Fire, who comprise the majority of City employees who work outside of administrative offices, have access to the internet. Working with department directors, we established special hardcopy survey protocols for the remaining 130 employees who do not have access to computers as part of their jobs.

3. Respondent Demographics and Response Rate

Approximately 25 percent of the City's 4,500 permanent employees responded to the survey. As a rule of thumb 10-20 percent is a common survey response rate goal, so city employees

exceeded the goal and helped ensure that the results are highly representative of the entire workforce. In total we received 1,163 complete and partial responses to the survey. Respondents were allowed to skip questions, so each question may have a different response rate. Response rates for each question tended to remain above 23 percent. We asked respondents to self identify as supervisors, which we classified as those having a direct role in hiring, disciplining, promoting, and/or evaluating other employees. We found that 27.8 percent of respondents identified as supervisors and responded to the section of the survey that asked questions exclusive to a manager’s experiences with Human Resources and Civil Service.

It is important that the respondent population reflect the city employee population as a whole, to ensure that the results do not have sample biases and can be applied to the general city workforce population and to ensure that the widest range of employee opinions and suggestions were collected.

The survey respondent population is highly representative of the City’s workforce population. We received a slightly higher percentage of survey responses from the category “All Other Departments and Offices” than those from Police, Fire, and Boards and Commissions.

Area of Government	City Workforce Population	Survey Respondent Population
Police Department	34.3%	28%
Fire Department	16.2%	8.2%
Boards & Commissions	7.4%	4.8%
All Other Departments and Offices	42.1%	59%

There was nearly no difference between the survey respondent population and the City workforce population for the primary type of work and number of years in the City workforce.

Primary Type of Work	City Workforce Population	Survey Respondent Population
General labor	5.3%	6.3%
Tradesperson	1.9%	1.7%
Administrative	25.4%	27.1%
Professional	67.4%	64.9%

Years with City	City Workforce Population	Survey Respondent Population
2 years or less	20%	17.3%
2-5 years	18.8%	19.4%
6-10 years	13.1%	11.7%
11-20 years	22.2%	23.5%
21-25 years	10.2%	11.6%
26 years or more	16.1%	16.6%

II. Discussion of Survey Responses

The survey solicited thoughtful, relevant feedback from employees and managers. There are some general trends to expect from employee engagement surveys and surveys about Human Resources. For all such surveys, we should expect some general consistencies:

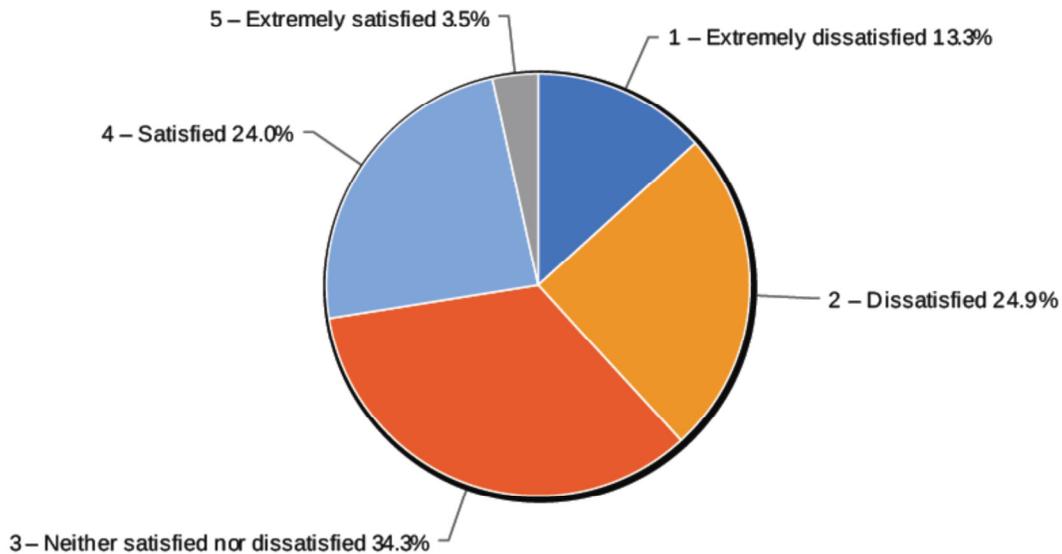
- Employees can believe they are underpaid and would like to receive higher pay
- Employees are generally content with their direct supervisors
- Supervisors believe they are performing well as managers
- Many employees do not have direct interactions with a central HR office

We were interested in learning more about what employees think works with the current Civil Service and Human Resources system at the City and what no longer works. The following sections provide survey results by topical area. We have included quotes from employees in their own words when it was reflective of the majority opinion or provided unique insight into the responses.

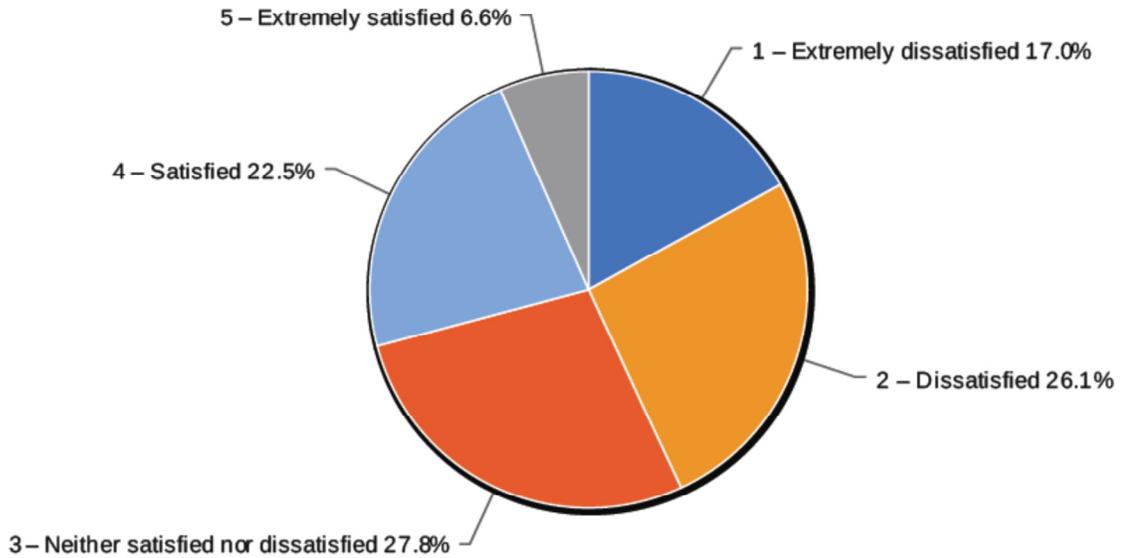
1. Overall Opinion of the Current Human Resources and Civil Service System

Overall, 38.2 percent of employees are dissatisfied with the Human Resources system, while 27.5 percent are satisfied. Slightly more – 43.1 percent – are dissatisfied with the Civil Service system, while 29.1 percent are satisfied.

Overall, how satisfied are you with the Human Resources practices of the City of New Orleans?

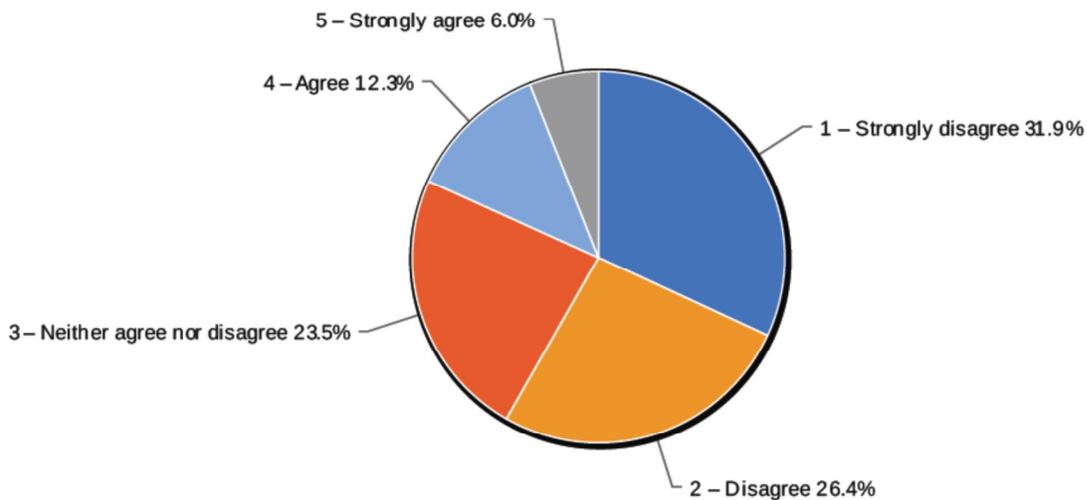


Overall, how satisfied are you with the Civil Service practices of the City of New Orleans?



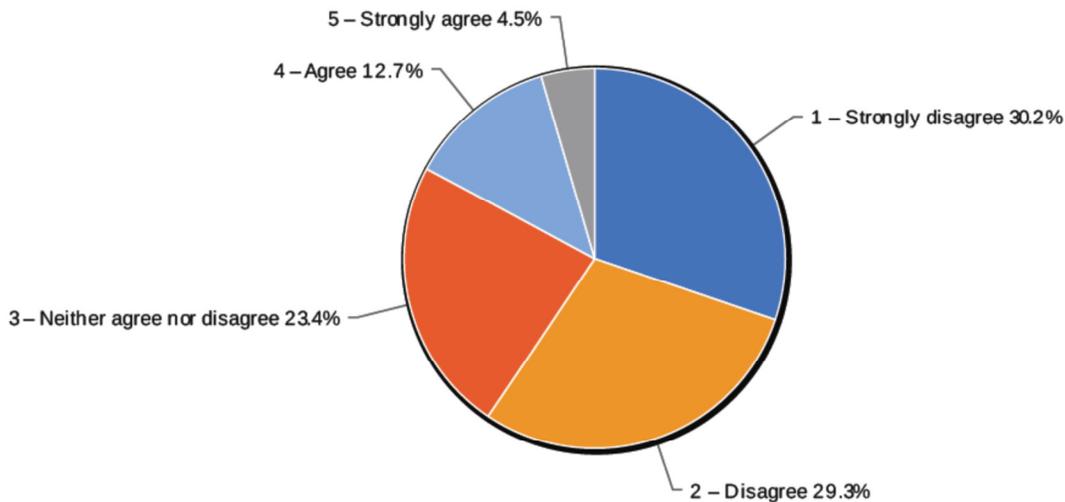
When we asked employees if the current Civil Service System is effective in ensuring that hiring, pay, promotion, and discipline decisions are made based on merit and not political or personal influence, only 18.3 percent agree that the current Civil Service System is effective at its mission, whereas 58.8 percent find Civil Service to be ineffective at its mission.

I believe that the current City Civil Service System is effective (i.e. hiring, pay, promotion, and discipline decisions for classified employees are made based on merit and who is best suited to perform the job, and not based on political or personal influence)



Separately, it was important to learn whether or not employees believe that the current Civil Service system is efficient in its operations. Only 17.2 percent agree that the system is efficient, whereas 59.5 percent of employees believe the City's current Civil Service System is inefficient.

I believe that the current City Civil Service System is efficient (i.e. actions move quickly, there is not too much bureaucracy)



Employees identified the top areas needing improvements as follows:

- Pay Increases
- Promotions
- Holding People Accountable for Performance
- Hiring

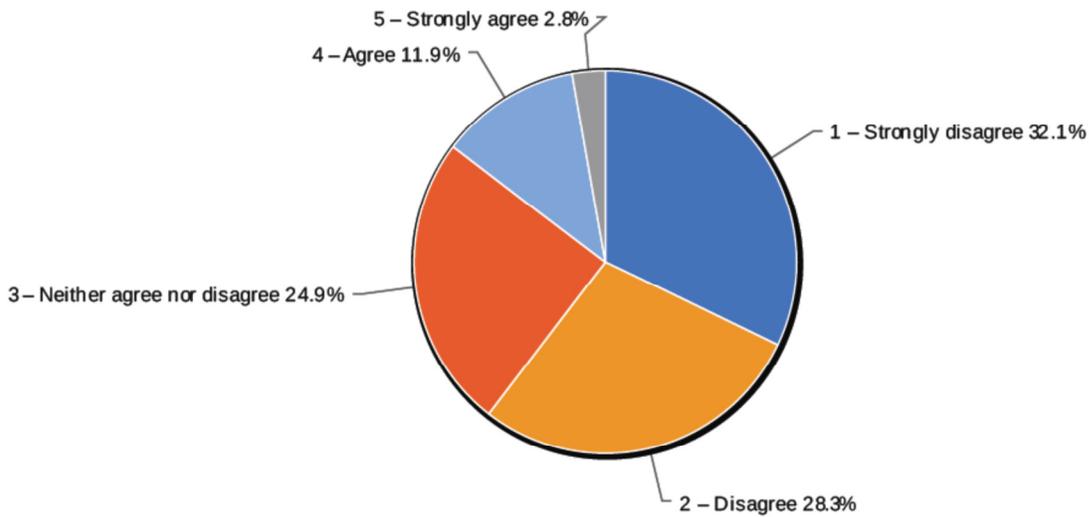
In Our Own Words

Employees were asked to share their experiences with the Human Resources and Civil Service system in open ended questions. We had a total of 473 open ended responses on a variety of topics from hiring to the unclassified system. Thirty-one of 34 employees who chose to relate their opinions on the current Civil Service System's integrity expressed concern that the current Civil Service System allows abuses to occur. Eighteen of 42 employees (43%) related positive experiences generally with the Civil Service department staff. Among employees who discussed experiences with the City's Human Resources system more generally, 34 employees (85%) were dissatisfied with Human Resources issues such as workplace policies, disorganization in the on-boarding process, and lack of access to information on employee benefits.

2. Hiring

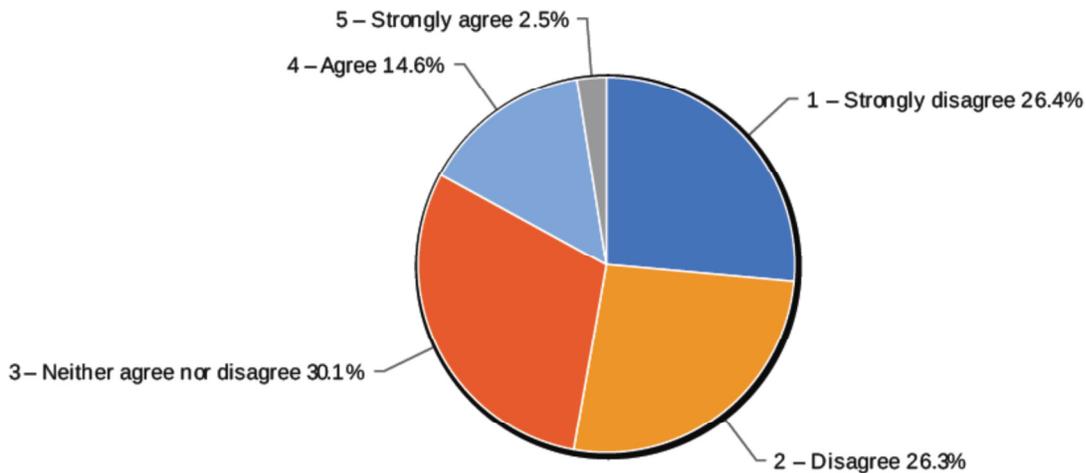
It is clear from past studies on Civil Service and focus groups and interviews with employees that City hiring and recruitment is a critical area to study for improvement. The survey asked several questions related to the hiring process. More than any other area in the survey, the current process for hiring stands out as being highly dissatisfactory to employees and supervisors. When asked about the efficiency of the City's hiring process, 60.4 percent believe it is inefficient, whereas only 14.7 percent believe it is efficient.

The hiring process for the City is efficient (i.e. hiring occurs quickly and does not require unnecessary steps)



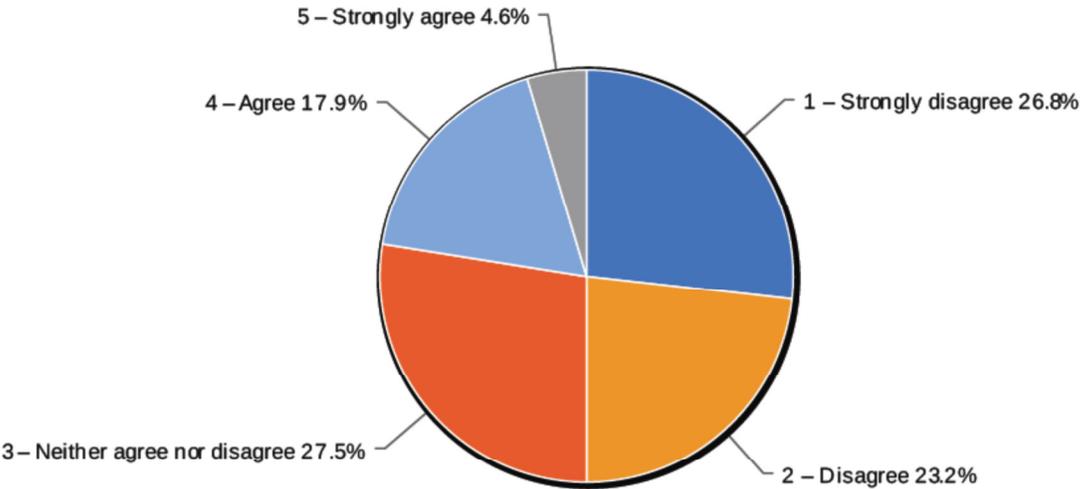
We asked two questions concerning a manager’s ability to make merit based hires under the current Civil Service System. First, we asked all employees if managers have the ability to hire the best candidates at the appropriate salaries. Only 17.1 percent believe that the system allows managers to hire the best candidates at the right salary, whereas 52.7 percent disagree or strongly disagree that the current system allows this.

Supervisors, managers, and department heads have the ability to hire the best candidates at the appropriate salaries to support the needs of the City organization



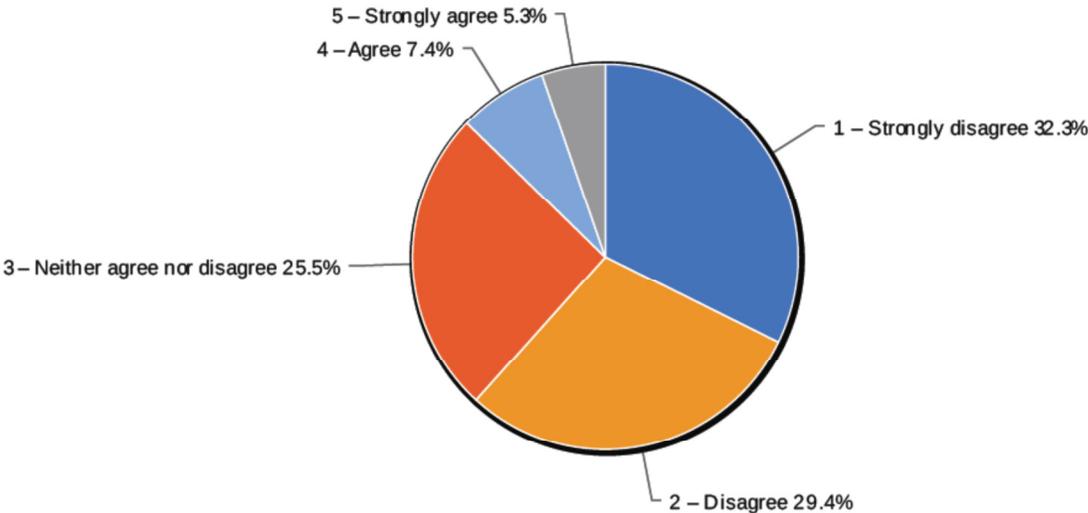
We asked supervisors *only* if the current Civil Service System allows them to hire the best candidates for the position and over half express that it does not, while alarmingly, only 22.5 percent believe that the system does allow for hiring the best candidate.

The current City Civil Service system allows me to hire the best candidates for the position



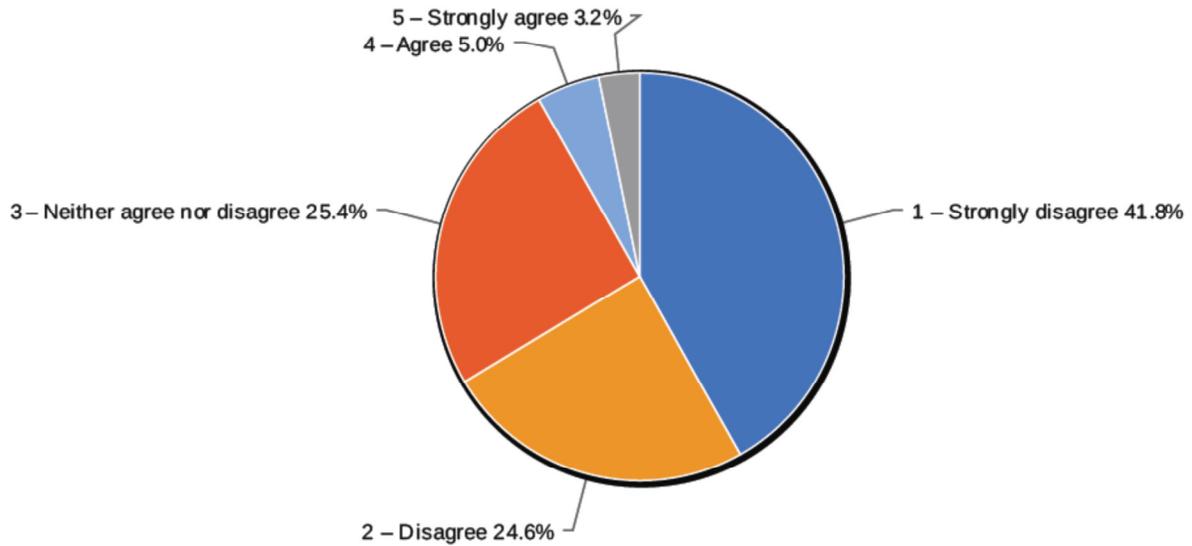
Because it is managers who have direct experiences hiring, we asked more detailed questions of them to help identify the major obstacles to merit based hiring at the City. First, when asked whether or not the current Civil Service System provides the flexibility to create the type and number of positions needed for their organization, only 12.7 percent feel that it does and 61.7 percent believe the current system does not afford them the type and number of positions they need. Under current rules, managers work with the Civil Service Department staff to either select job descriptions that approximate the needed position role and duties from classifications already available or engage in the process to create a new classification which takes from several months to a year or more.

The current City Civil Service system gives me the flexibility to create positions of the type and number I need



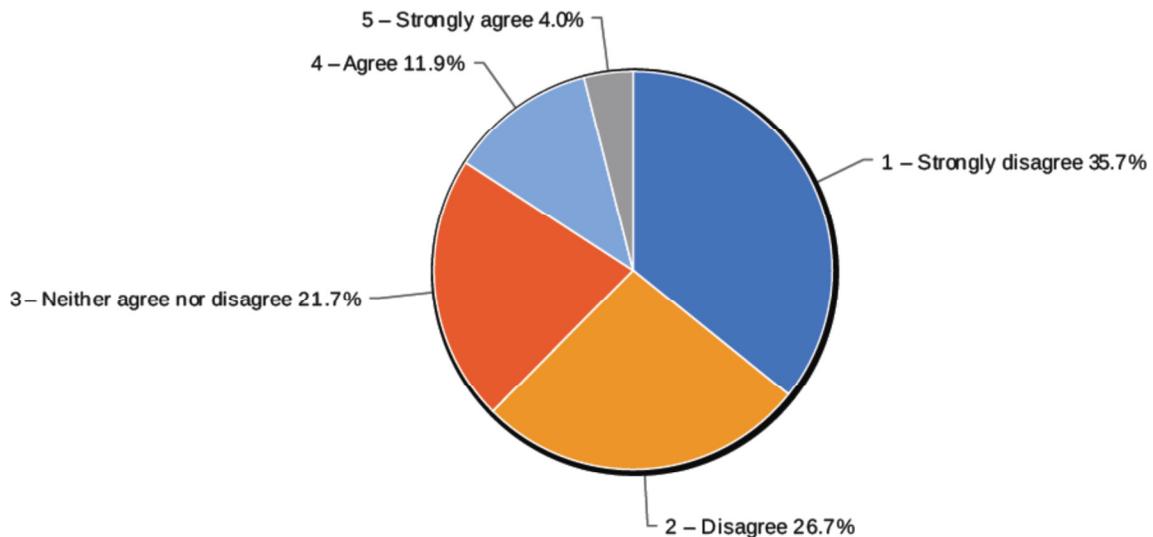
An even greater obstacle to merit based hiring was identified by supervisors in their ability to set the pay for new hires equal to their knowledge, skills, and ability to perform the job well. Over two-thirds (66.4%) believe the system as it is does not allow them to set hiring salaries appropriately, and only 8.2 percent feel that it does.

The current City Civil Service system allows me to set the pay for new hires equal to their knowledge, skills, and ability to perform the job well



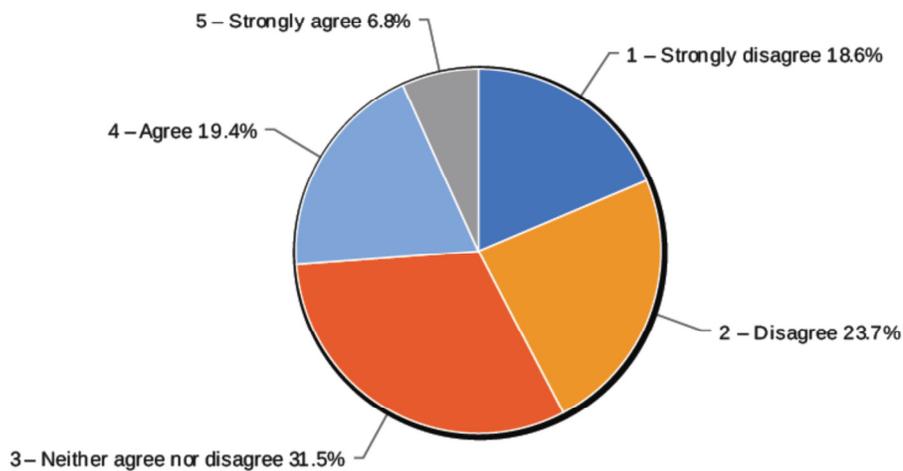
Supervisors identified concerns with the speed at which hiring occurs as well. Only 15.9 percent believe hiring occurs quickly enough and 62.4 percent believe that it does not.

The hiring process occurs quickly enough to meet the needs of my department/office



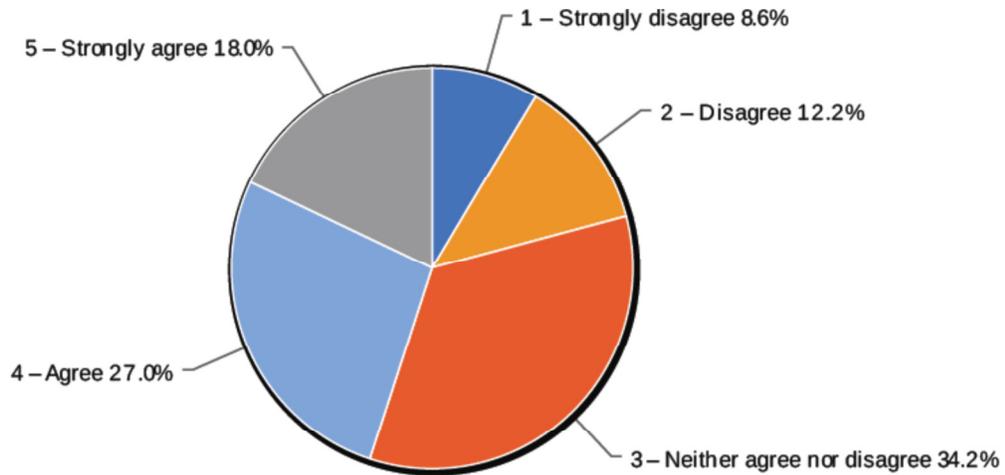
The current Civil Service System primarily relies on standard written exams, scoring of resumes, or a combination of both in order to rank candidates for consideration for a position. The testing process is important because candidates who do not score sufficiently high will receive no interview and no consideration for the position. In addition, under the current system the manager is required to select from the top three candidates or, in most cases, from the top band of candidates based solely on their score. We asked supervisors whether the standard written exams or the resume scoring performed by the Department of Civil Service accurately measure the knowledge, skills and abilities of the candidates, and if the supervisors feel they are necessary for hiring. Twice as many supervisors (42.3%) believe the tests and resume scoring are not accurate or useful, while 26.2 percent believe they are.

The current entrance exams or resume review performed by Civil Service Staff accurately measure the knowledge, skills, and abilities of the candidates and are necessary for the positions for which I hire



Since a goal of the survey was to identify solutions to persistent employee concerns with the Civil Service System, we asked managers if they would like to base hiring decisions on their own tests of knowledge, skills, abilities, such as through practical tests of the work that the candidate would perform if hired. The results were affirmative, with 45 percent indicating this preference and 20.8 percent not interested in administering job-specific practical tests in the hiring process.

I would like to base hiring decisions on my own tests of knowledge, skills, and abilities, such as through practical tests of the work the candidate will be expected to perform if hired. Examples would be to have a prospective employee write a memo or modify a report in excel



In Our Own Words

Ninety percent of the employee comments on hiring were negative. The following are representative comments from employees provided in the open ended questions concerning the hiring, salary setting, and testing, scoring, and ranking processes under the current Civil Service System:

“I know of a critical employee who needed additional staff to assist in maintaining our core systems but was unable to get accurately vetted candidates from Civil Service for 18 months. The position did not exist and it took too long to create the position. Once created, Civil Service staff did not have the qualifications to understand what made a viable potential candidate and sent many clearly unqualified individuals to the department for interview. This placed the City at great risk having no backup to a key resource and placed an undue burden on this key resource. This individual had to work 65+ hours every week to keep things running.”

“Based upon my personal experiences, at least one Civil Service entrance examination (Professional Series), needs to be completely revised. Some of the test questions were/are dated and do not accurately measure an individual's specialized skill level. A number of the test questions were too narrowly focused and did not allow for a generalized evaluation of an individual's knowledge base. In this series, specific questions should test an individual's ability to identify and utilize techniques and resources that would normally be available and utilized in the work environment, in performance of the stated job function.”

“For instance, the testing process for current city positions is bogus. You take a test and then are placed into a Band and then you have to wait until they reached that particular band for an interview. Some registers have 300 plus people on them and therefore anyone in a lower band does not have a shot of being pulled from the register. I would like to see this process eliminated and a new process set into place.”

“I believe that the current system of band ranking employees on a register makes it difficult to select the best candidate for the position. From interviewing about 30 people on a register

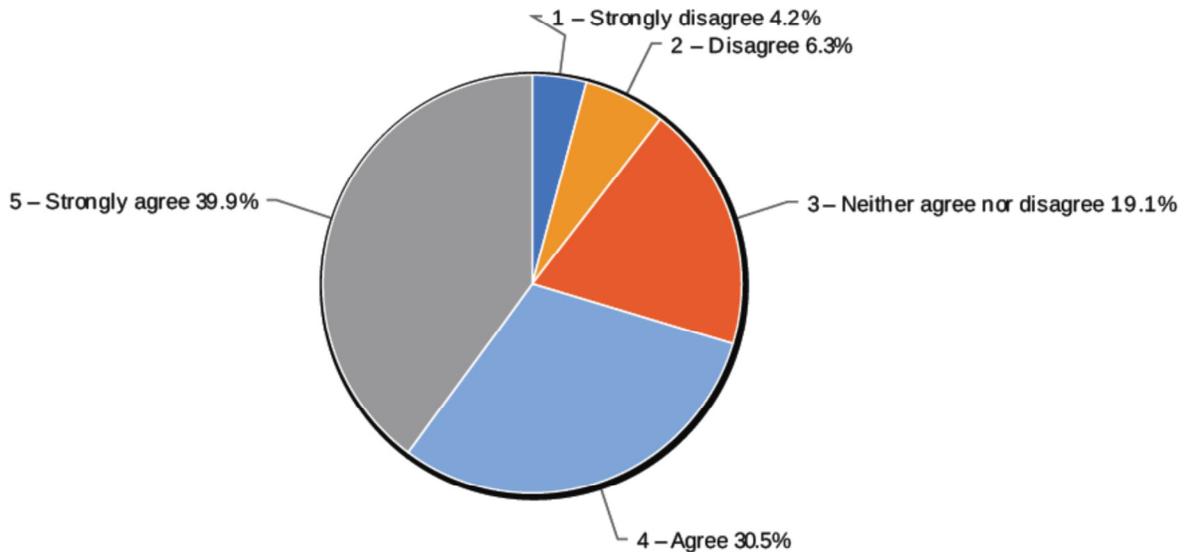
before making my selection, I was lucky enough to get the person that was in rank band 1. What if he/she wasn't? I would be forced to hire someone from the higher rank bands even though I knew that they wouldn't be a good fit. For the record, I feel very strongly that Civil Service is in place to protect the classified employee. Employees should have a right to appeal and be governed by rules and regulations. Job security is why I have remained with the City for so long. If I didn't want job stability I would have opted for an unclassified position or better yet I would have went into the private industry. The fact of the matter is that I perform my job to the best of my abilities but how much more difficult can you make my job when I do not have the proper staff, at times buy my own supplies and use my personal car to run city errands. I can only speak for my department when I say – 'All I really see is a bunch of dedicated employees that have to hear "Do more with less, do more with less!!!"

3. Salary, Retaining and Rewarding

Although nearly all employee surveys, including in the private sector, return insufficient pay as a major concern, regardless of the organization or pay levels, it is important for the City to investigate pay issues to find out how employees think pay should be increased in the future and what behavior or circumstances warrant better pay options.

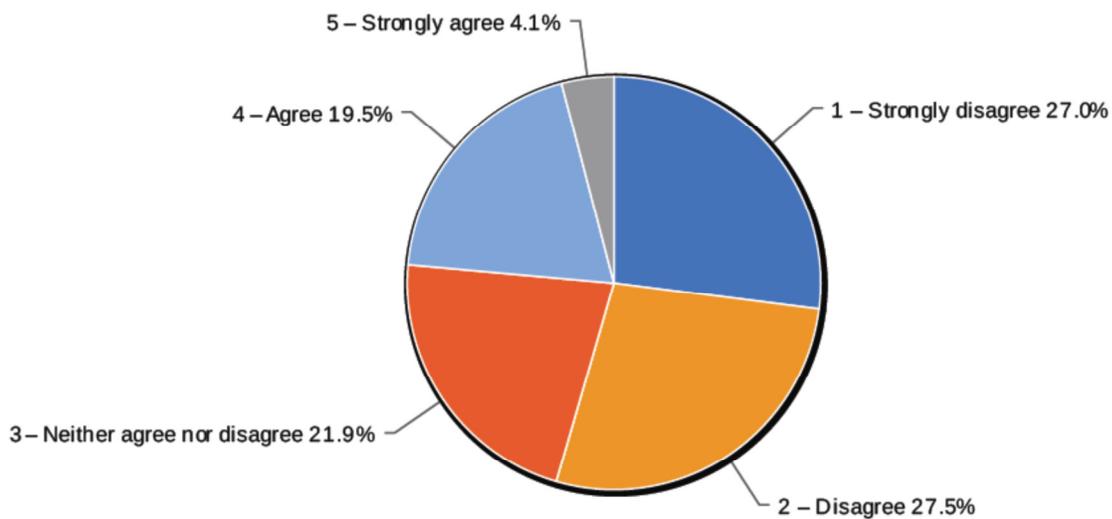
Increasing pay is the first priority of employees, which was further expressed through their responses to questions on pay and promotions. Under the current Civil Service System, the pay ranges established in the pay plan are not used as a matter of course. Only 14.8 percent of employees believe the entrance pay is equal to their knowledge, skills and abilities. Candidates are generally hired at the minimum of the range and can only move up through 2.5% longevity increases the first year and every five years after that, or through promotion to a different position. We asked employees whether the pay plan as it is currently serves its objective to ensure that everyone is paid fairly and only 12.3 percent of employees believe that it does. In seeking opportunities for solutions to this problem, we asked employees if the availability of pay increases or bonuses for outstanding performance would improve their performance. 70.4 percent of employees agreed this would help improve their performance, while 10.5 percent believed that it would not.

The availability of pay increases or bonuses for outstanding performance would help improve my performance



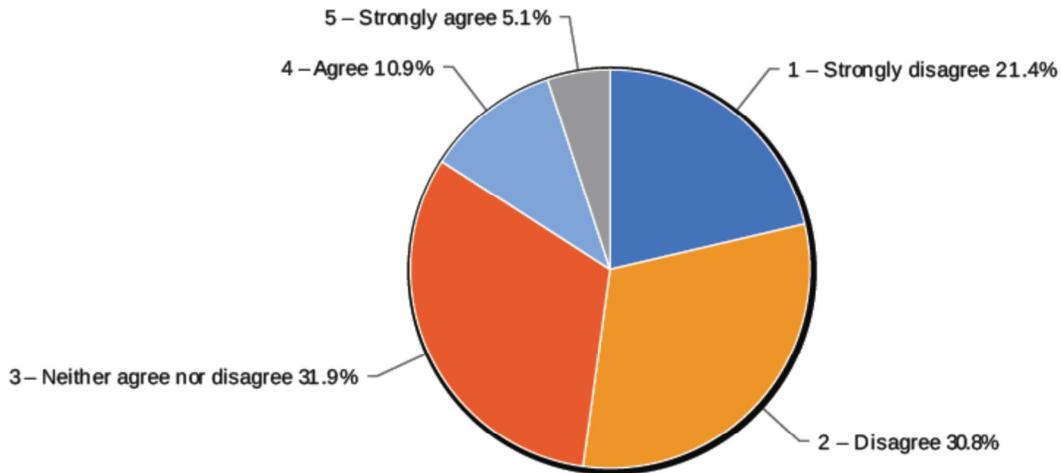
The only way to achieve a pay increase under the current system is to be promoted. Because promotions follow a testing, scoring and ranking process similar to hiring, we asked employees if they believe managers were able to promote employees based on outstanding performance. 23.6 percent of employees believe managers are able to consider outstanding performance when promoting employees, while 54.5 percent of employees believe that managers can not promote employees for outstanding performance.

It appears to me that supervisors, managers, and department heads have the ability to promote employees who exhibit outstanding performance

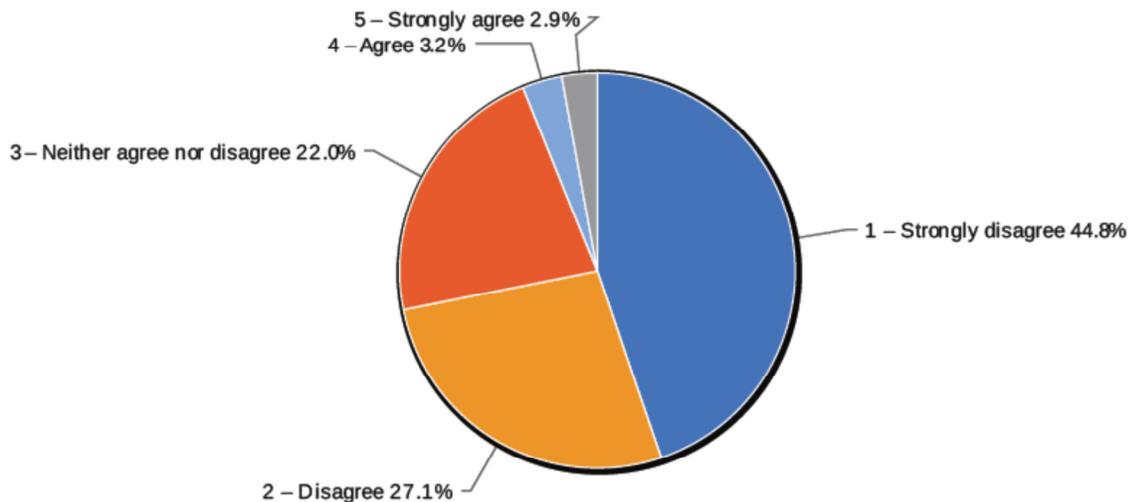


The acknowledgement that performance has little bearing on career opportunities is stark among supervisors. Only 16 percent of supervisors believe that the current Civil Service System allows them to promote qualified employees and a mere 6.1 percent of supervisors find that the current Civil Service System allows them to implement pay increases for employees who exhibit outstanding performance.

I am able to promote qualified employees into appropriate job classifications when needed



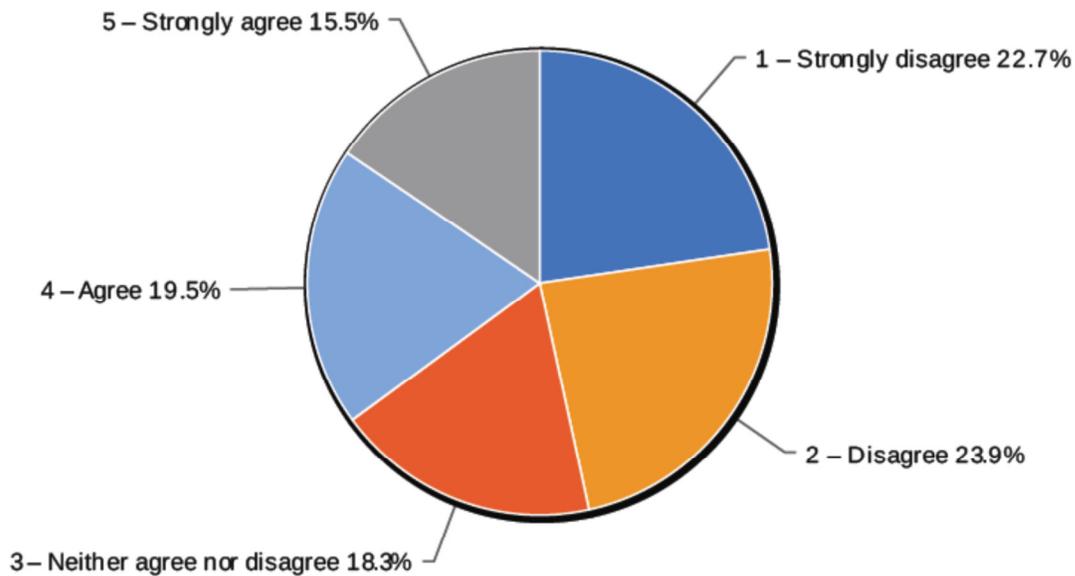
The current Civil Service System allows me to easily implement pay increases for employees who exhibit outstanding performance



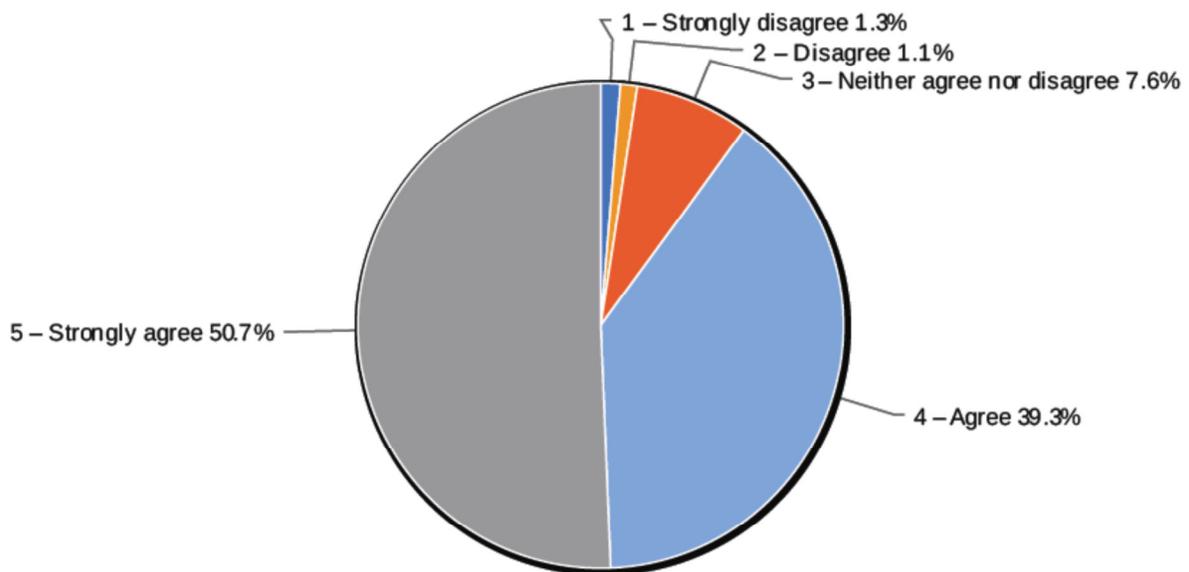
We asked two questions of employees to determine how they believe that the promotion process should occur. First we asked if the current criteria for promotions – based on longevity, Civil Service administered tests, and Civil Service training classes – is appropriate. 46.6 percent of employees disagreed with using the current criteria for promotions and 35 percent of

employees agreed with the current criteria. However, the response results for the question that follows appears to indicate that even employees who agree with the current criteria used for promotions also believe that performance on the job should be a criterion used for determining promotions. An overwhelming 90 percent of employees believe that if they perform their job very well, they should have promotional opportunities.

Promotions should be awarded based only on longevity, Civil Service examinations and Civil Service training course requirements



If I perform very well in my job, I should be given promotional opportunities



Under the current system, there is no mechanism for increasing employee pay for outstanding performance, so we asked employees if they believe pay here is tied to performance. A significant majority (77.1%) of employees believe that pay at the City is not tied to performance, and only 6.4 percent believe that it is.

In Our Own Words

Ninety-four percent of the employee comments on promotions and nearly all (97%) of employee comments on salary flexibility under the current system were negative. The following are representative comments from employees provided in the open ended questions concerning promotions and pay for existing employees under the current Civil Service System:

"I am a hard worker. I handle a very important task for the Police department. It is sad that my title and job classification is based on what is available at the time. Civilians are often overlooked and never appreciated. Salaries should be controlled by supervisors not civil service, not by people who do not know what my actual job skillset requires. I have to leave my office for half days in order to take civil service classes where the training guides haven't been updated in nearly 30 years."

"I have been in the position to receive two promotions and have watched a colleague receive a promotion. In both cases, the promotions that were requested by our department took 9 months to over a year to receive. The current classifications and salaries for personnel are outdated and do not coincide with the needs of the department. Suggestions from an expert for tiered salary levels for a position in the department were ignored ensuring that we were unable to hire qualified personnel to fill the position."

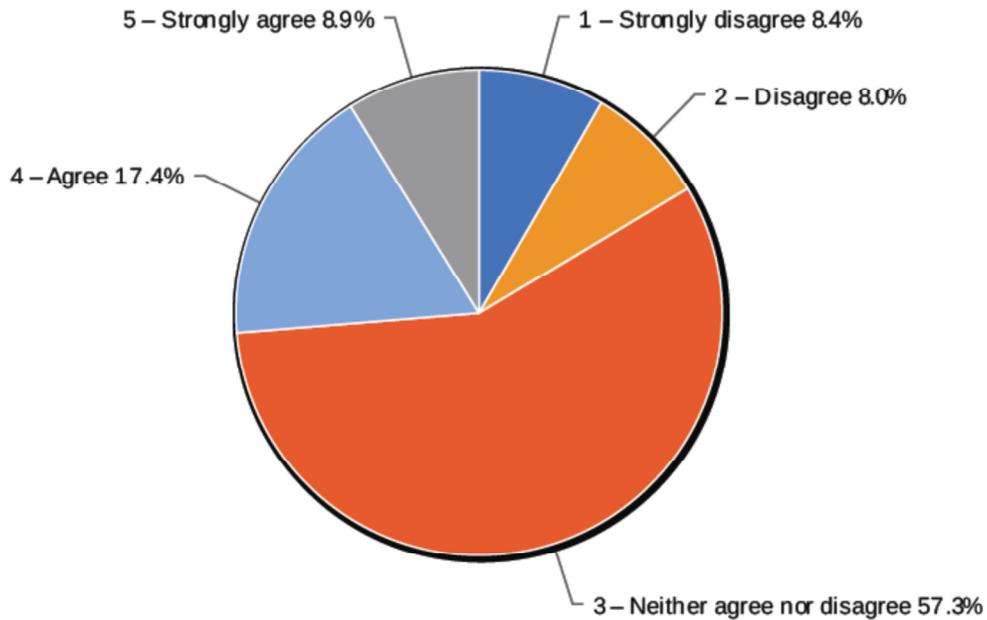
"... the fact that employee's have to wait 5 years to get a 2.5% increase, is a bad experience for everyone. Not everyone is able to find a promotable position and its a shame, the only other way to have an increase, is to be promoted to another position."

"High performing employees obtain Bachelor and Master Degrees and are unable to be promoted and compensated in their current positions and other positions because of Civil Service processes and band rankings on test. The current Civil Service process hinders advancement of current employees based on a testing procedures."

4. Appeals

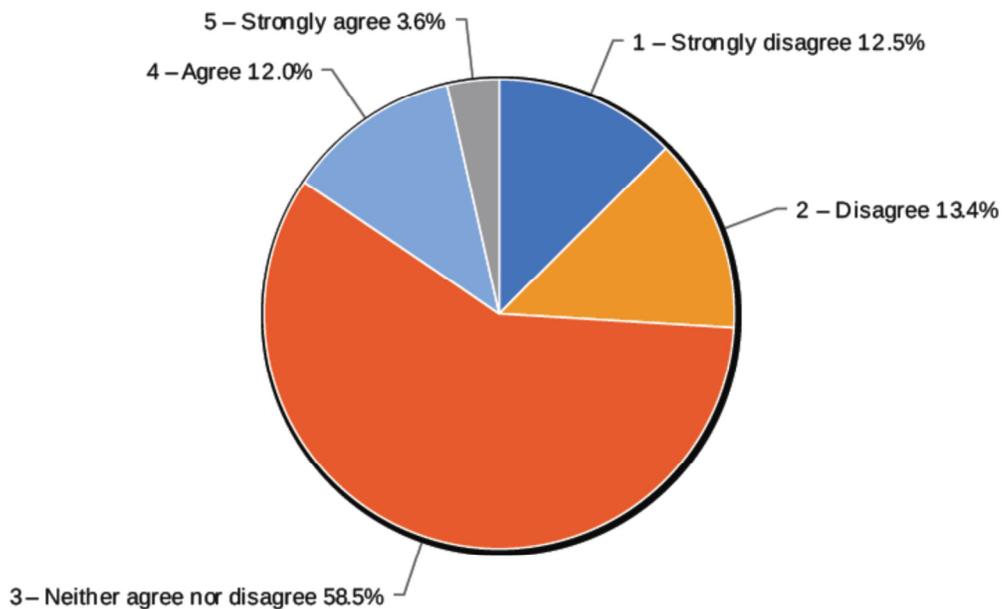
City employees in the classified services are afforded the right to appeal disciplinary actions against them by their managers to the Civil Service Commission for neutral arbitration, and both the manager and the employee may appeal the Commission's decision to the Louisiana 4th Circuit Court. The appeals process appears to be the most successful area of the City's current Civil Service System, as only 6.8 percent of employees believe that appeals is an area that needs improvement. A majority of employees did not appear to have first hand experience with the Civil Service appeals process. 26.3 percent of employees believe that the appeals process is fair and protects their interest, compared with 16.4 percent who believe it does not.

The Civil Service appeals process is fair and protects my interests



We asked employees whether or not appeals were decided in a timely fashion because delays in appeal decisions can create hardships for employees and a chilling effect for managers to issue disciplinary actions when warranted. 15.6 percent believe the process provide decisions in a timely manner and 25.9 percent believe decisions are not provided quickly enough.

The Civil Service appeals process provides decisions in a timely manner



In Our Own Words

The topic of appeals received the highest percentage of positive comments from respondents (52%). The following are representative comments from employees provided in the open ended questions concerning appeals under the current Civil Service System:

“I was granted my job back after an incident that resulted in me being terminated. After review, it was deemed I should have not been fired and was wrongfully accused. The civil service process was a welcome administrative layer that protected me.”

“Civil service has done an excellent job on several occasions when employees with the police dept were dismissed based upon unsubstantiated and frivolous accusations. It is an important commission to insure fair and unbiased decisions and a means of appeal for employees. It gives a sense of security for employees important for their job performance and decision making.”

“Fellow employee wrongfully fired from employment, It has been more than 18 months and the case is still in the appeals process.”

5. Management and Training

We also wanted to learn from employees how they feel about the City as a place to work. The latest research demonstrates that high performing organizations share the following characteristics (*Gallup Q12 Meta-Analysis: The Relationship Between Engagement at Work and Organizational Outcomes, 2009*):

- Clear expectations of ones duties
- Some control over the manner of performing work
- Sufficient resources to perform the job
- Recognition and regular feedback
- Development opportunities

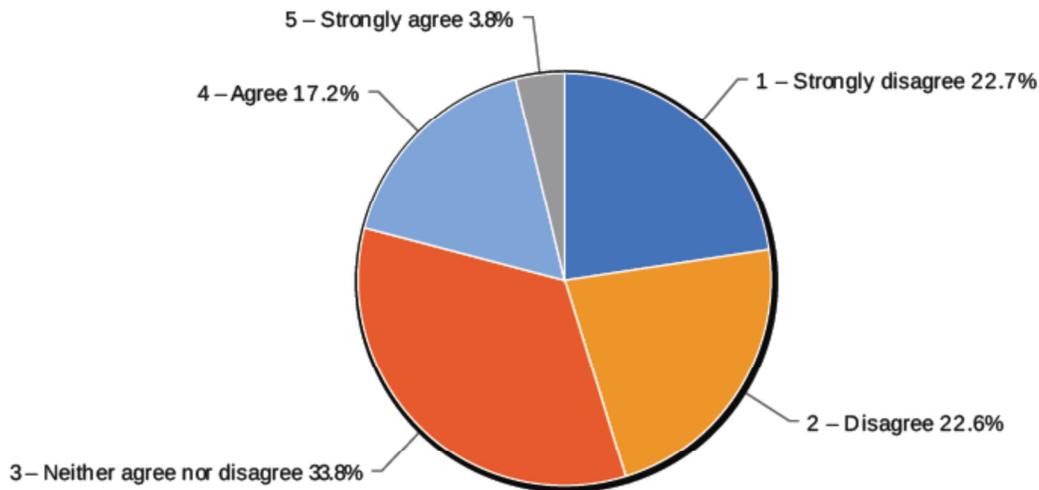
The top reasons to leave an organization tend to include inadequate pay, lack of recognition, and insufficient development opportunities (*SHRM 2011 Employee Job Satisfaction and Engagement*).

We asked employees several questions related to engagement and development opportunities. A majority of supervisors believe they are well-trained to be managers (60.1%) and only 18 percent believe they lack sufficient training. A large majority of employees know what work is expected of them (83.7%) and 45.2 percent believe they are encouraged to suggest new and better ways of performing their work. However, 31.4 percent of employees agree and 55.9 percent of employee disagree that they have the materials and equipment they need to perform their jobs well.

We asked detailed questions about performance evaluations and feedback because employees in interviews and focus groups had expressed a high level of frustration with the current Scantron based Civil Service uniform employee evaluation tool. Overall, employees generally believe that they receive regular performance feedback and that feedback is fair. 49 percent agreed that they receive regular performance feedback, but 27.9 percent indicated they do not. In addition, 52.2 percent believe that the feedback they receive helps them to improve their performance, while 20.2 percent do not the feedback is helpful for improving their performance.

It is also apparent to employees that the annual employee evaluations are not tied to promotional opportunities or continued employment, with only 21 percent agreeing with that statement and 45.3 percent disagreeing.

The annual evaluations are tied to my promotional opportunities and continued employment with the City



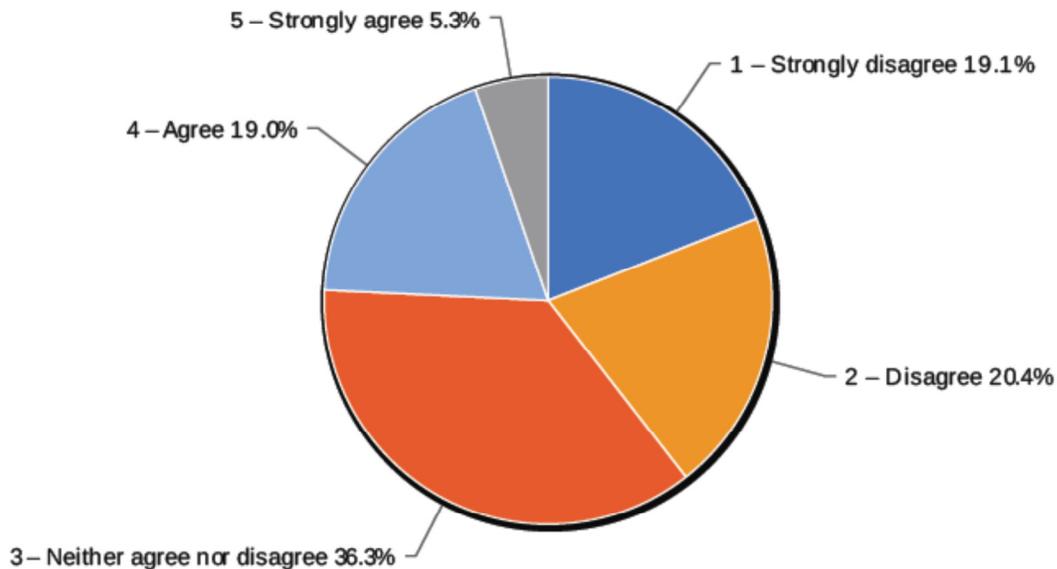
When we asked supervisors why few City employees receive low performance evaluations (in 2009 only 32 of over 4,000 City employees received a rating of Unsatisfactory or Needs Improvement), supervisors indicated the top three reasons as follows:

- Most of my employees perform competently or better
- The current Scantron format and questions do not allow accurate and relevant evaluations of employees
- Evaluations are not worthwhile because the Civil Service System makes it too complex to discipline or terminate employees for low performance

Nearly 40 percent of managers indicated that they use an alternative documented form of employee evaluations.

Training and development opportunities are currently provided in two ways, either independently through the department if the department director has a training budget or through optional and required Civil Service administered training courses. It is concerning that 39.5 percent of employees do not find the training courses currently provided by Civil Service useful or relevant for their duties, and only one quarter (24.3%) do find them relevant and useful. Employees are fairly split on whether or not they have sufficient development opportunities necessary for their current positions, with 35 percent believing that they do and 40.7 percent believing that they do not.

The training courses currently provided by Civil Service are relevant and useful for me in performing my duties



In Our Own Words

In the survey questions, employees expressed overall satisfaction with their supervisors and senior management. The open ended comments received on management were negative and very specific to individual circumstances, but we would expect this because employees were asked to share an experience. Only nine employees commented on the City's training. The following are several comments from employees provided in the open ended questions concerning training:

"My experiences with the civil service training courses has been horrendous. At best, these classes are barely palatable. At worst, they are offensively useless and instructed by people who seem barely able to construct a complete sentence. The idea that anyone who has already been hired by city hall is gaining anything of value from these courses is wholly unbelievable."

*"Personally, I was never given an opportunity to attend training to learn any of the operating systems that I use on a daily basis (buyspeed, cciol- *which i dont even know what the actual program is called*). When I did ask questions about the specifics of a program, I was ALWAYS told either, "I dont know" or "We used to have classes, but dont anymore." This slows my work down, but also doesn't allow me any opportunity to learn additional functions that are clearly possible via these operating system."*

"Long time clerical employees do not have the skills to use today's technology. If I rate them too low, I could loose the position due to budget cuts. Must provide training that matches the needed skills. Must allow new hire when someone leaves or retires."

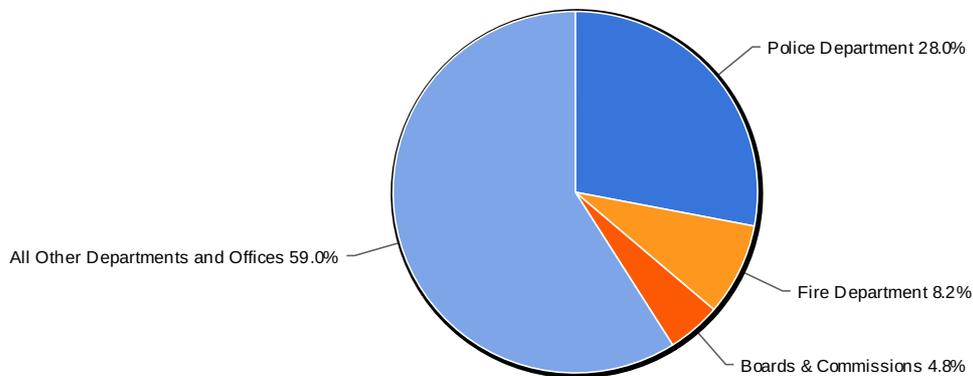
III. Survey Summary

This section provides a summary of all survey questions and responses.

Summary Report - Aug 14, 2012

Survey: Human Resources and Civil Service Employee Survey

Please select your area of government



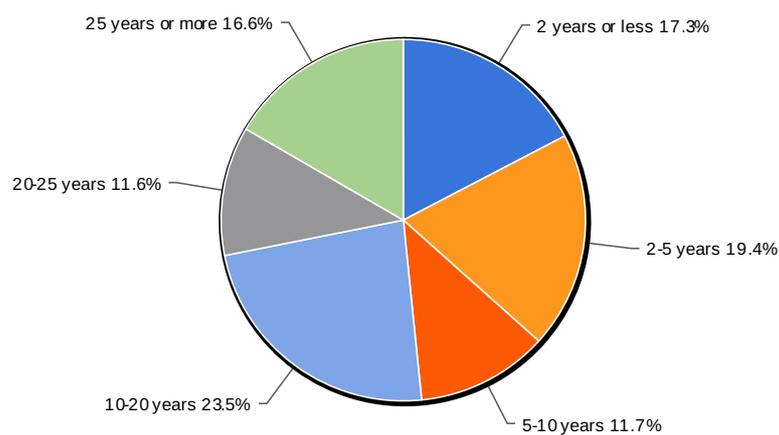
1. Please select your area of government

Value	Count	Percent %
Police Department	323	28%
Fire Department	95	8.2%
Boards & Commissions	55	4.8%
All Other Departments and Offices	680	59%

Statistics

Total Responses	1,153
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What is your cumulative number of years employed by City?



2. What is your cumulative number of years employed by City?

Value	Count	Percent %
2 years or less	199	17.3%
2-5 years	223	19.4%
5-10 years	135	11.7%
10-20 years	270	23.5%
20-25 years	133	11.6%

Statistics

Total Responses	1,151
Sum	11,654.0
Average	10.1
StdDev	8.68

25 years or more

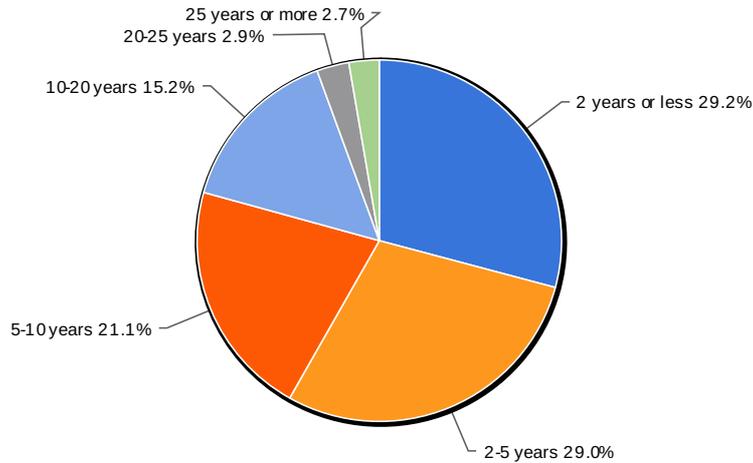
191

16.6%

Max

25.0

How long have you been in your current position?

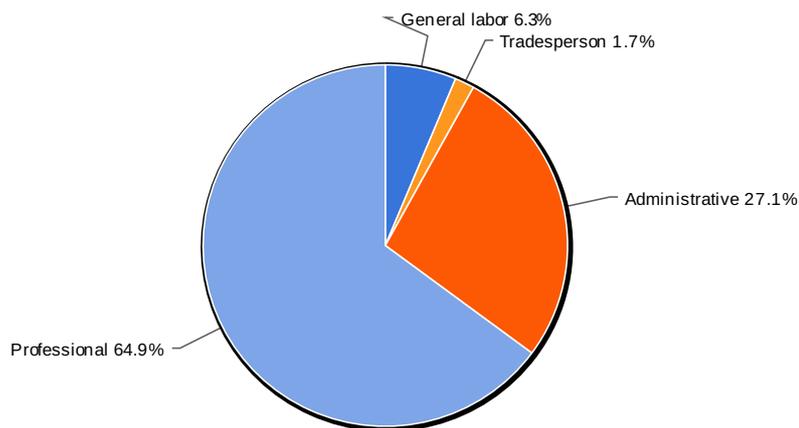


3. How long have you been in your current position?

Value	Count	Percent %
2 years or less	337	29.2%
2-5 years	335	29%
5-10 years	244	21.1%
10-20 years	175	15.2%
20-25 years	33	2.9%
25 years or more	31	2.7%

Statistics	
Total Responses	1,155
Sum	5,749.0
Average	5.0
StdDev	5.12
Max	25.0

What type of work do you provide for the City most of the time?

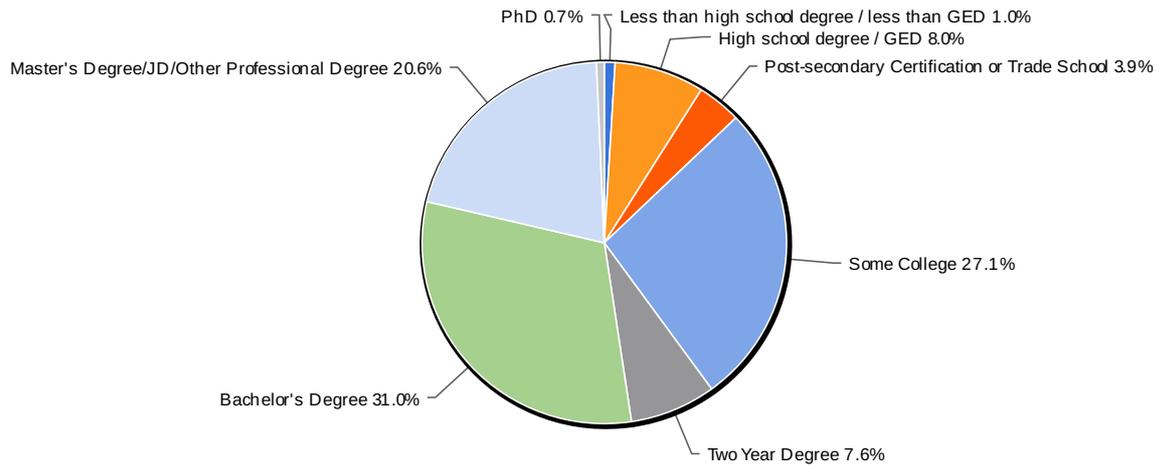


4. What type of work do you provide for the City most of the time?

Value	Count	Percent %
General labor	72	6.3%
Tradesperson	20	1.7%
Administrative	310	27.1%
Professional	742	64.9%

Statistics	
Total Responses	1,144

What is your highest education level obtained?



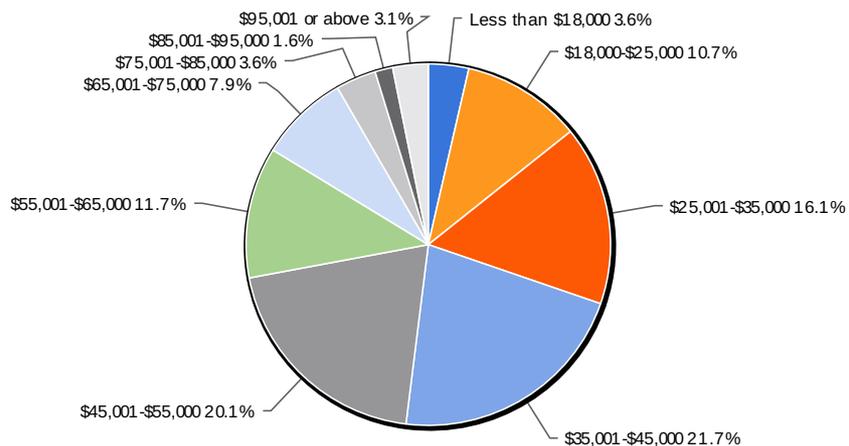
5. What is your highest education level obtained?

Value	Count	Percent %
Less than high school degree / less than GED	11	1%
High school degree / GED	92	8%
Post-secondary Certification or Trade School	45	3.9%
Some College	313	27.1%
Two Year Degree	88	7.6%
Bachelor's Degree	358	31%
Master's Degree/JD/Other Professional Degree	238	20.6%
PhD	8	0.7%

Statistics

Total Responses 1,153

What is your current annual salary?



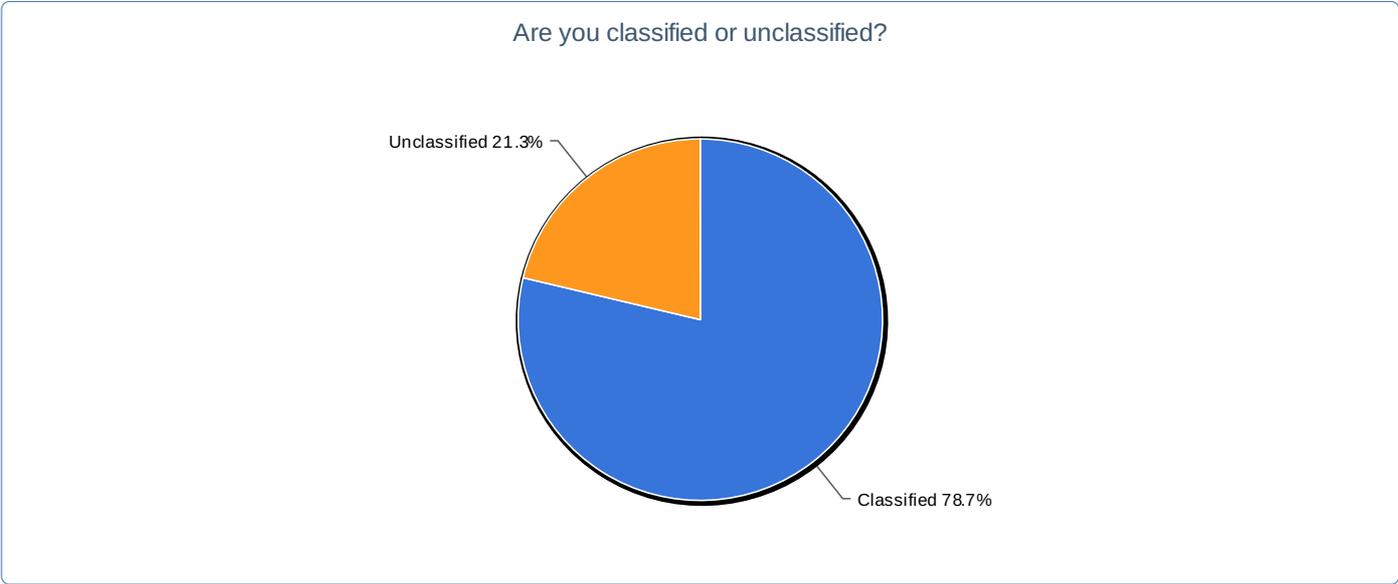
6. What is your current annual salary?

Value	Count	Percent %
Less than \$18,000	41	3.6%
\$18,000-\$25,000	122	10.7%
\$25,001-\$35,000	184	16.1%
\$35,001-\$45,000	248	21.7%
\$45,001-\$55,000	230	20.1%
\$55,001-\$65,000	134	11.7%

Statistics

Total Responses 1,145

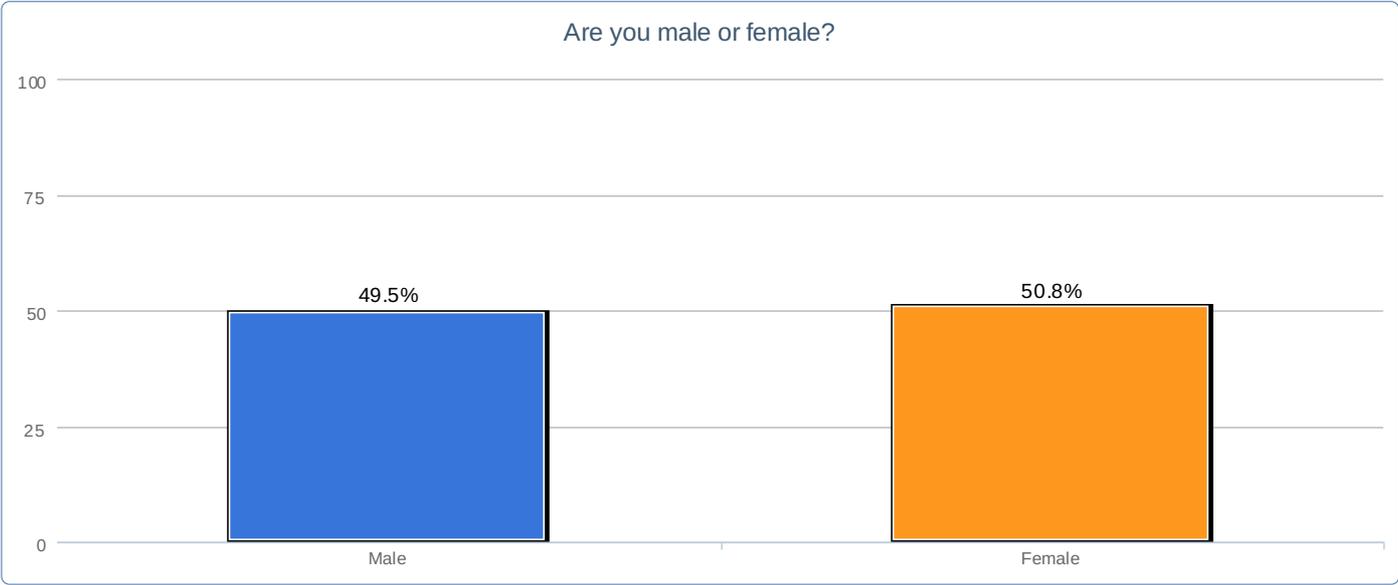
\$65,001-\$75,000	91	7.9%
\$75,001-\$85,000	41	3.6%
\$85,001-\$95,000	18	1.6%
\$95,001 or above	36	3.1%



7. Are you classified or unclassified?

Value	Count	Percent %
Classified	888	78.7%
Unclassified	240	21.3%

Statistics	
Total Responses	1,128

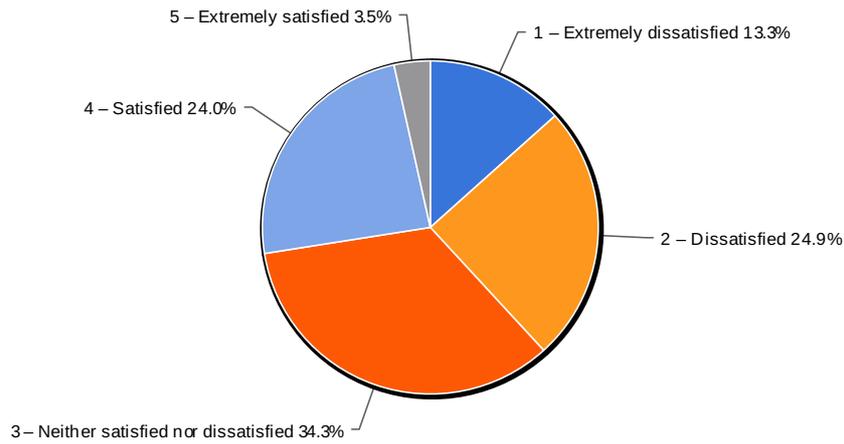


8. Are you male or female?

Value	Count	Percent %
Male	567	49.5%
Female	582	50.8%

Statistics	
Total Responses	1,145

Overall, how satisfied are you with the Human Resources practices of the City of New Orleans?

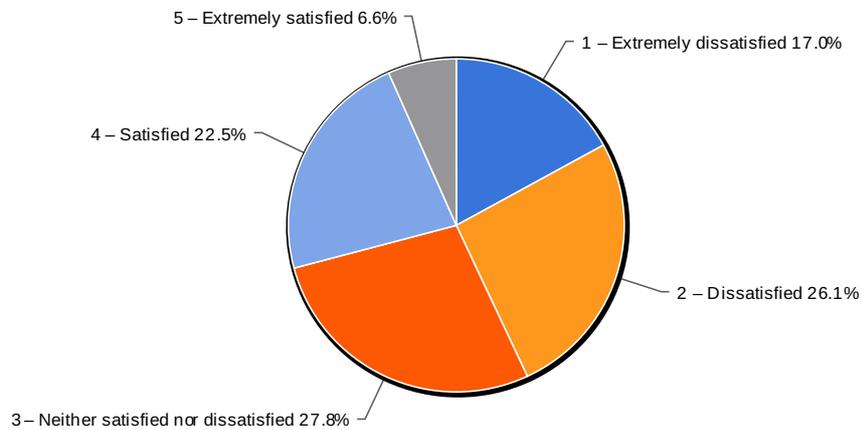


9. Overall, how satisfied are you with the Human Resources practices of the City of New Orleans?

Value	Count	Percent %
1 - Extremely dissatisfied	153	13.3%
2 - Dissatisfied	286	24.9%
3 - Neither satisfied nor dissatisfied	394	34.3%
4 - Satisfied	276	24%
5 - Extremely satisfied	40	3.5%

Statistics	
Total Responses	1,149
Sum	3,211.0
Average	2.8
StdDev	1.06
Max	5.0

Overall, how satisfied are you with the Civil Service practices of the City of New Orleans?

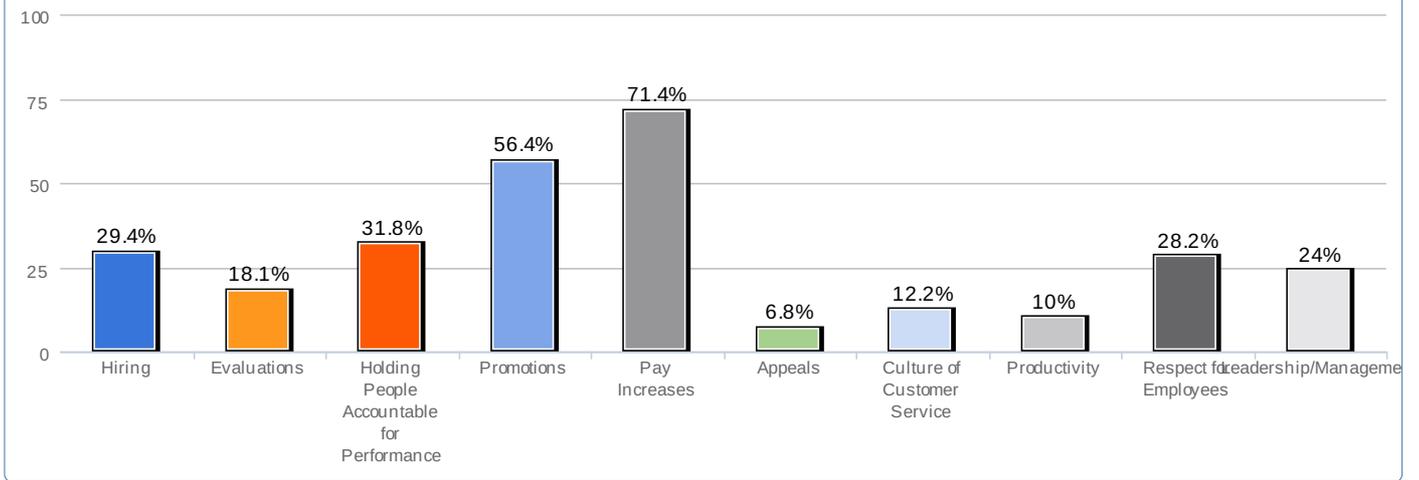


10. Overall, how satisfied are you with the Civil Service practices of the City of New Orleans?

Value	Count	Percent %
1 - Extremely dissatisfied	193	17%
2 - Dissatisfied	296	26.1%
3 - Neither satisfied nor dissatisfied	316	27.8%
4 - Satisfied	256	22.5%
5 - Extremely satisfied	75	6.6%

Statistics	
Total Responses	1,136
Sum	3,132.0
Average	2.8
StdDev	1.17
Max	5.0

Select the three most important areas to improve the City's HR and Civil Service practices

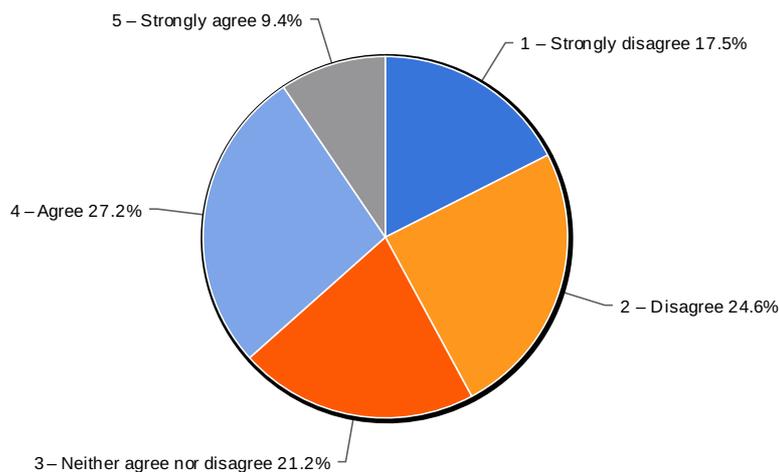


11. Select the three most important areas to improve the City's HR and Civil Service practices

Value	Count	Percent %
Hiring	337	29.4%
Evaluations	207	18.1%
Holding People Accountable for Performance	365	31.8%
Promotions	646	56.4%
Pay Increases	818	71.4%
Appeals	78	6.8%
Culture of Customer Service	140	12.2%
Productivity	115	10%
Respect for Employees	323	28.2%
Leadership/Management	275	24%

Statistics	
Total Responses	1,146

I think it is safe to challenge the way things are done in the City organization



12. I think it is safe to challenge the way things are done in the City organization

Value	Count	Percent %
1 - Strongly disagree	197	17.5%
2 - Disagree	277	24.6%
3 - Neither agree nor disagree	239	21.2%
4 - Agree	306	27.2%

Statistics	
Total Responses	1,125
Sum	3,222.0
Average	2.9

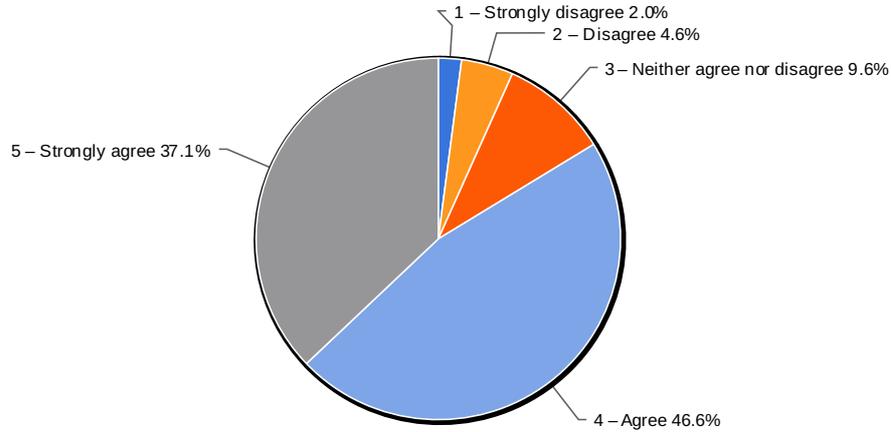
5 – Strongly agree

106

9.4%

StdDev	1.26
Max	5.0

I know what work is expected of me

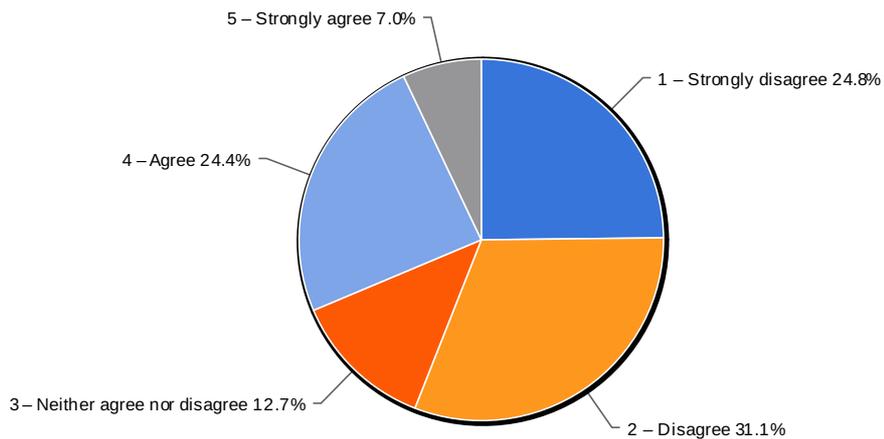


13. I know what work is expected of me

Value	Count	Percent %
1 – Strongly disagree	23	2%
2 – Disagree	52	4.6%
3 – Neither agree nor disagree	108	9.6%
4 – Agree	525	46.6%
5 – Strongly agree	418	37.1%

Statistics	
Total Responses	1,126
Sum	4,641.0
Average	4.1
StdDev	0.91
Max	5.0

I have the equipment and materials I need to do my work well and efficiently

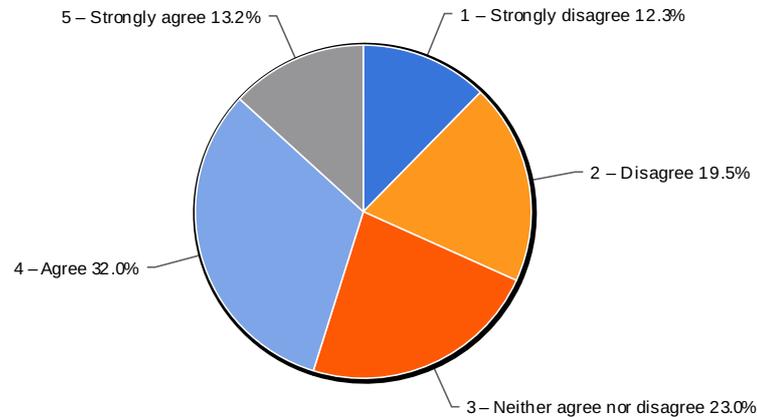


14. I have the equipment and materials I need to do my work well and efficiently

Value	Count	Percent %
1 – Strongly disagree	280	24.8%
2 – Disagree	351	31.1%
3 – Neither agree nor disagree	143	12.7%
4 – Agree	275	24.4%
5 – Strongly agree	79	7%

Statistics	
Total Responses	1,128
Sum	2,906.0
Average	2.6
StdDev	1.28

The people on my team are encouraged to come up with new and better ways of doing things

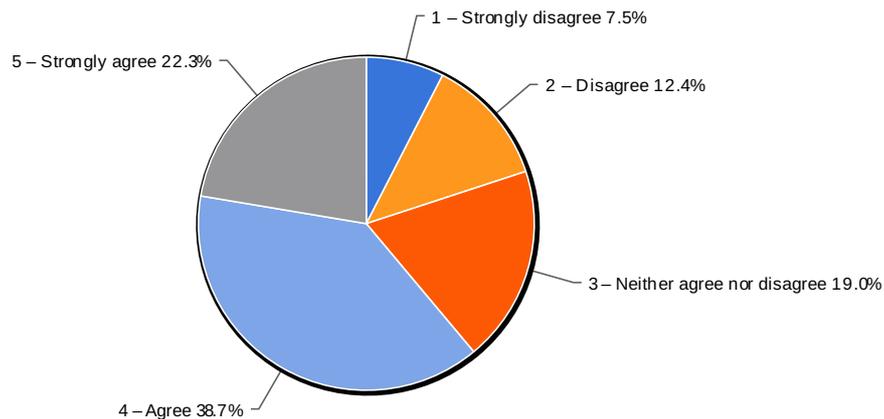


15. The people on my team are encouraged to come up with new and better ways of doing things

Value	Count	Percent %
1 - Strongly disagree	138	12.3%
2 - Disagree	219	19.5%
3 - Neither agree nor disagree	259	23%
4 - Agree	360	32%
5 - Strongly agree	148	13.2%

Statistics	
Total Responses	1,124
Sum	3,533.0
Average	3.1
StdDev	1.23
Max	5.0

My immediate supervisor helps me to understand how I contribute to the department's/office's objectives

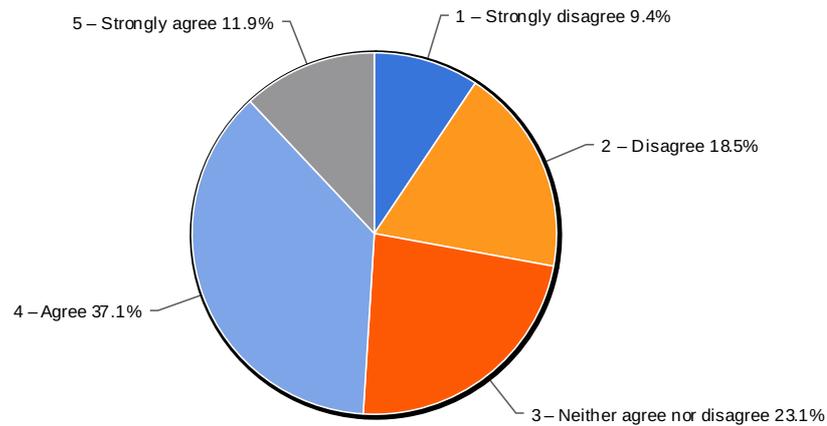


16. My immediate supervisor helps me to understand how I contribute to the department's/office's objectives

Value	Count	Percent %
1 - Strongly disagree	84	7.5%
2 - Disagree	139	12.4%
3 - Neither agree nor disagree	213	19%
4 - Agree	433	38.7%
5 - Strongly agree	250	22.3%

Statistics	
Total Responses	1,119
Sum	3,983.0
Average	3.6
StdDev	1.18

I receive regular feedback on my performance



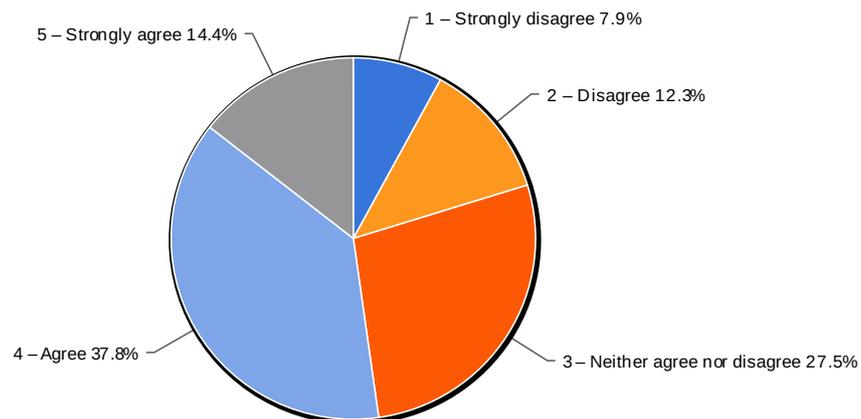
17. I receive regular feedback on my performance

Value	Count	Percent %
1 - Strongly disagree	105	9.4%
2 - Disagree	208	18.5%
3 - Neither agree nor disagree	259	23.1%
4 - Agree	416	37.1%
5 - Strongly agree	134	11.9%

Statistics

Total Responses	1,122
Sum	3,632.0
Average	3.2
StdDev	1.16
Max	5.0

The feedback I receive helps me to improve my performance



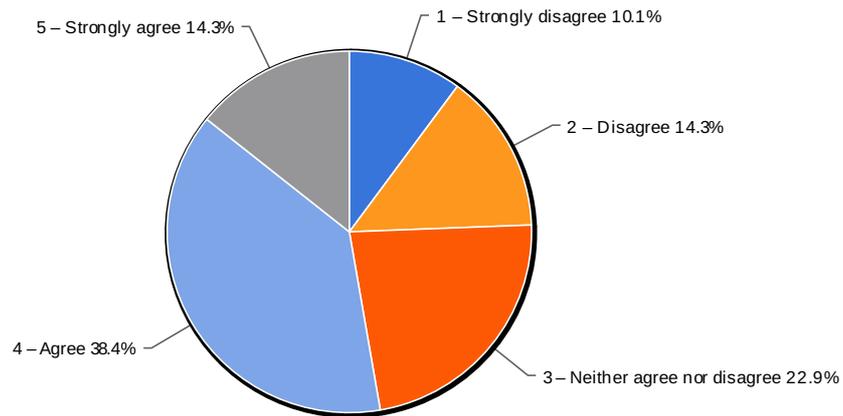
18. The feedback I receive helps me to improve my performance

Value	Count	Percent %
1 - Strongly disagree	89	7.9%
2 - Disagree	138	12.3%
3 - Neither agree nor disagree	309	27.5%
4 - Agree	424	37.8%
5 - Strongly agree	162	14.4%

Statistics

Total Responses	1,122
Sum	3,798.0
Average	3.4
StdDev	1.12
Max	5.0

I think that my performance is evaluated fairly

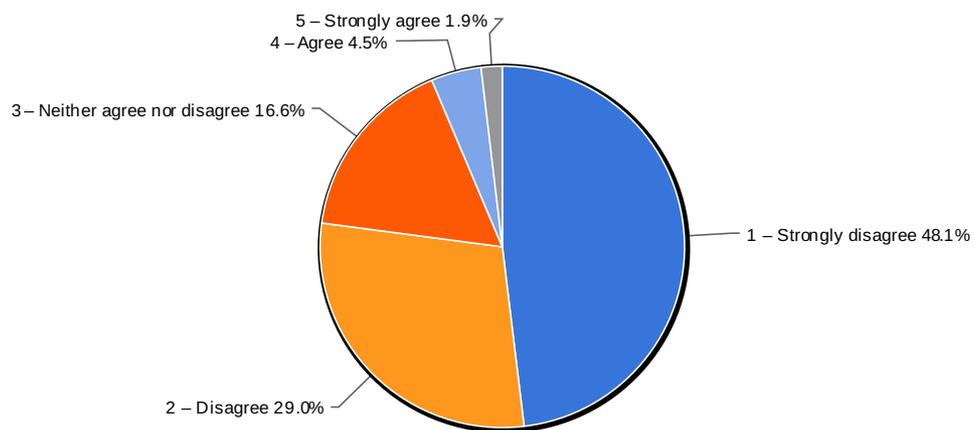


19. I think that my performance is evaluated fairly

Value	Count	Percent %
1 - Strongly disagree	113	10.1%
2 - Disagree	160	14.3%
3 - Neither agree nor disagree	256	22.9%
4 - Agree	430	38.4%
5 - Strongly agree	160	14.3%

Statistics	
Total Responses	1,119
Sum	3,721.0
Average	3.3
StdDev	1.18
Max	5.0

Pay here is tied to performance

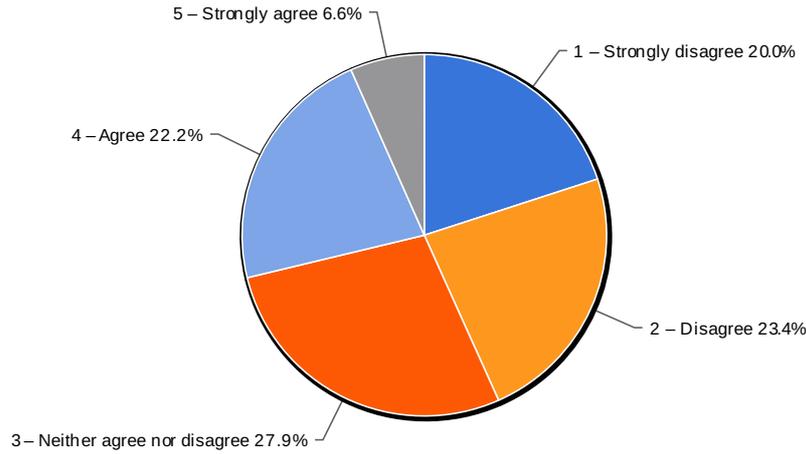


20. Pay here is tied to performance

Value	Count	Percent %
1 - Strongly disagree	540	48.1%
2 - Disagree	326	29%
3 - Neither agree nor disagree	186	16.6%
4 - Agree	50	4.5%
5 - Strongly agree	21	1.9%

Statistics	
Total Responses	1,123
Sum	2,055.0
Average	1.8
StdDev	0.98
Max	5.0

Poor performance is dealt with effectively on my team

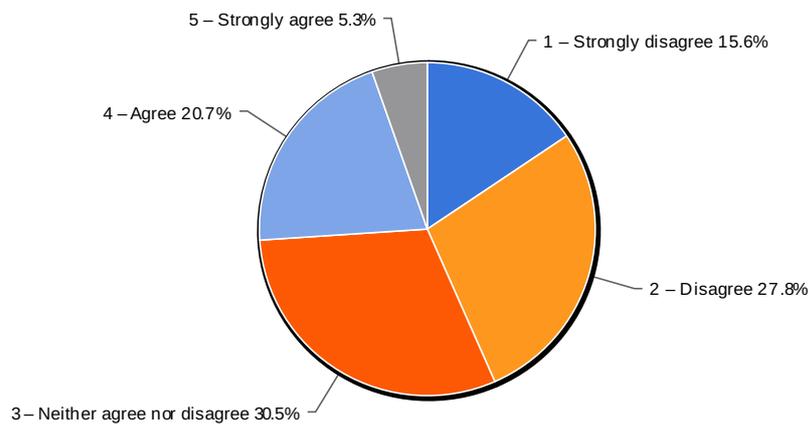


21. Poor performance is dealt with effectively on my team

Value	Count	Percent %
1 - Strongly disagree	224	20%
2 - Disagree	262	23.4%
3 - Neither agree nor disagree	313	27.9%
4 - Agree	249	22.2%
5 - Strongly agree	74	6.6%

Statistics	
Total Responses	1,122
Sum	3,053.0
Average	2.7
StdDev	1.20
Max	5.0

People in other departments/offices throughout the City work with me to find ways to improve the service we provide to the public

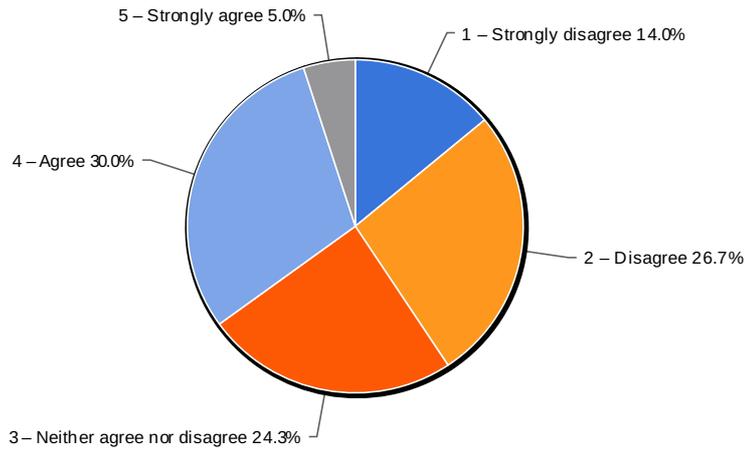


22. People in other departments/offices throughout the City work with me to find ways to improve the service we provide to the public

Value	Count	Percent %
1 - Strongly disagree	175	15.6%
2 - Disagree	313	27.8%
3 - Neither agree nor disagree	343	30.5%
4 - Agree	233	20.7%
5 - Strongly agree	60	5.3%

Statistics	
Total Responses	1,124
Sum	3,062.0
Average	2.7
StdDev	1.12
Max	5.0

I can access the right learning and development opportunities for my current position duties when I need to

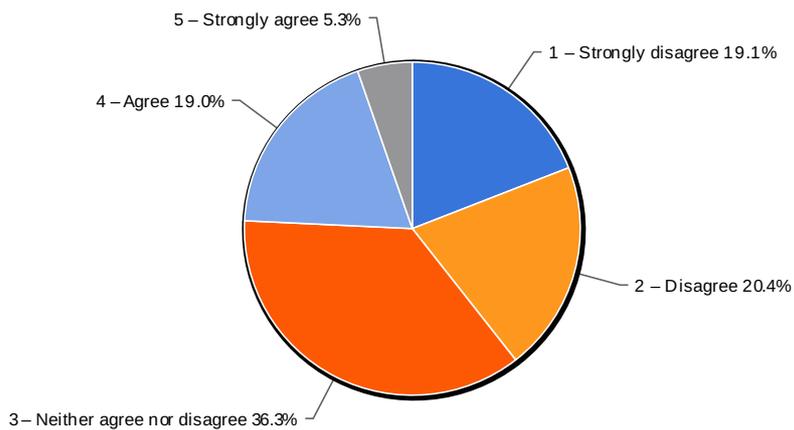


23. I can access the right learning and development opportunities for my current position duties when I need to

Value	Count	Percent %
1 - Strongly disagree	157	14%
2 - Disagree	300	26.7%
3 - Neither agree nor disagree	273	24.3%
4 - Agree	337	30%
5 - Strongly agree	56	5%

Statistics	
Total Responses	1,123
Sum	3,204.0
Average	2.9
StdDev	1.14
Max	5.0

The training courses currently provided by Civil Service are relevant and useful for me in performing my duties

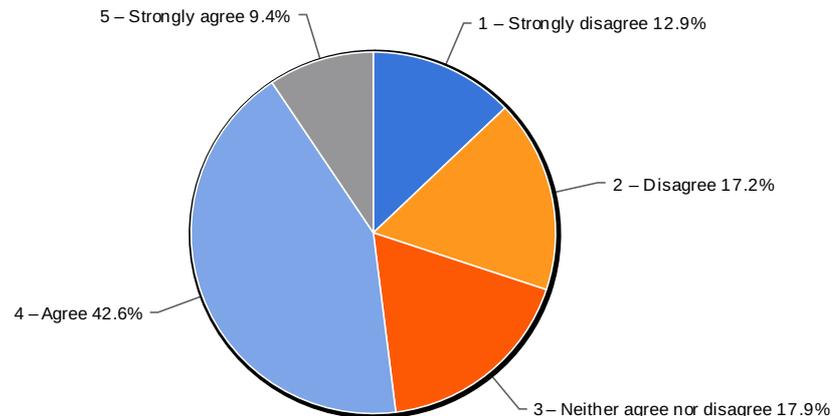


24. The training courses currently provided by Civil Service are relevant and useful for me in performing my duties

Value	Count	Percent %
1 - Strongly disagree	213	19.1%
2 - Disagree	228	20.4%
3 - Neither agree nor disagree	406	36.3%
4 - Agree	212	19%
5 - Strongly agree	59	5.3%

Statistics	
Total Responses	1,118
Sum	3,030.0
Average	2.7
StdDev	1.13

I have an acceptable workload



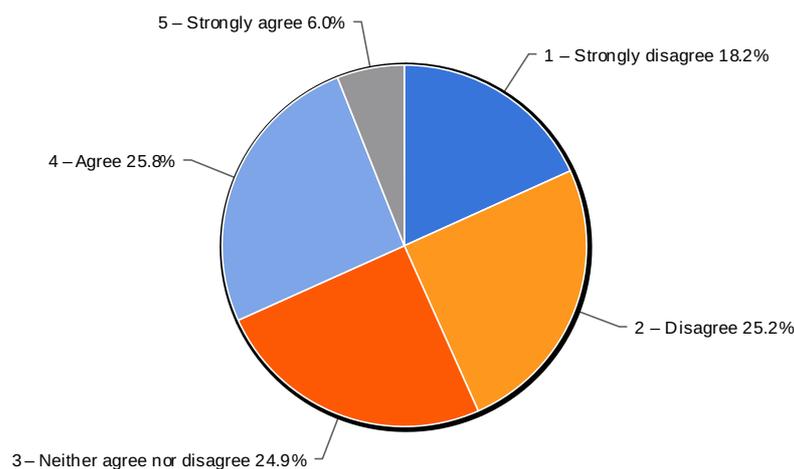
25. I have an acceptable workload

Value	Count	Percent %
1 – Strongly disagree	144	12.9%
2 – Disagree	193	17.2%
3 – Neither agree nor disagree	201	17.9%
4 – Agree	477	42.6%
5 – Strongly agree	105	9.4%

Statistics

Total Responses	1,120
Sum	3,566.0
Average	3.2
StdDev	1.21
Max	5.0

I could successfully take on additional duties and workload



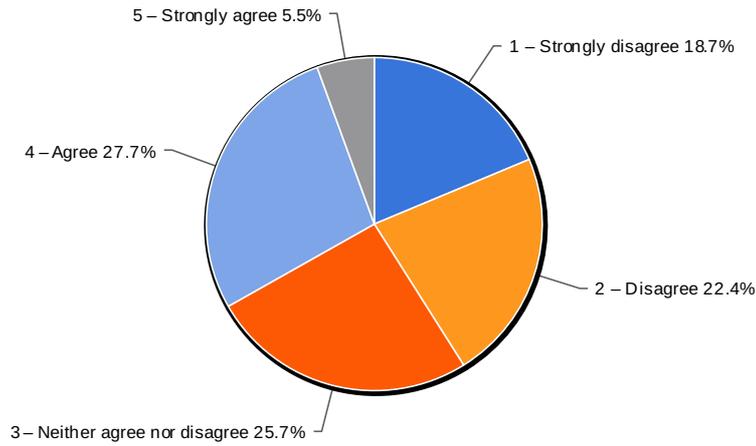
26. I could successfully take on additional duties and workload

Value	Count	Percent %
1 – Strongly disagree	204	18.2%
2 – Disagree	282	25.2%
3 – Neither agree nor disagree	279	24.9%
4 – Agree	289	25.8%
5 – Strongly agree	67	6%

Statistics

Total Responses	1,121
Sum	3,096.0
Average	2.8
StdDev	1.19
Max	5.0

Senior leaders and department heads in the City organization are accessible when needed

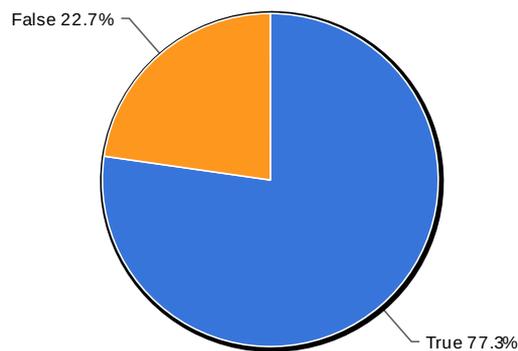


27. Senior leaders and department heads in the City organization are accessible when needed

Value	Count	Percent %
1 - Strongly disagree	209	18.7%
2 - Disagree	251	22.4%
3 - Neither agree nor disagree	288	25.7%
4 - Agree	310	27.7%
5 - Strongly agree	62	5.5%

Statistics	
Total Responses	1,120
Sum	3,125.0
Average	2.8
StdDev	1.19
Max	5.0

For the past 12 months I have personally been free from discrimination based on disability, age, gender, or race and ethnicity at work

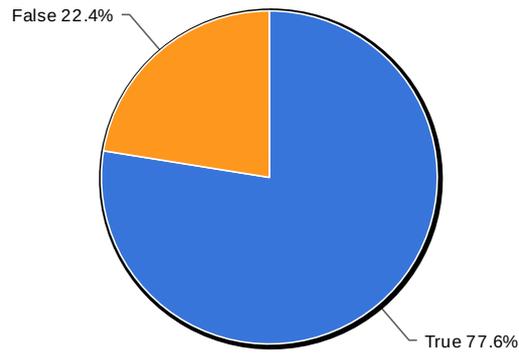


28. For the past 12 months I have personally been free from discrimination based on disability, age, gender, or race and ethnicity at work

Value	Count	Percent %
True	864	77.3%
False	254	22.7%

Statistics	
Total Responses	1,118

For the past 12 months I have personally been free from bullying or harassment at work

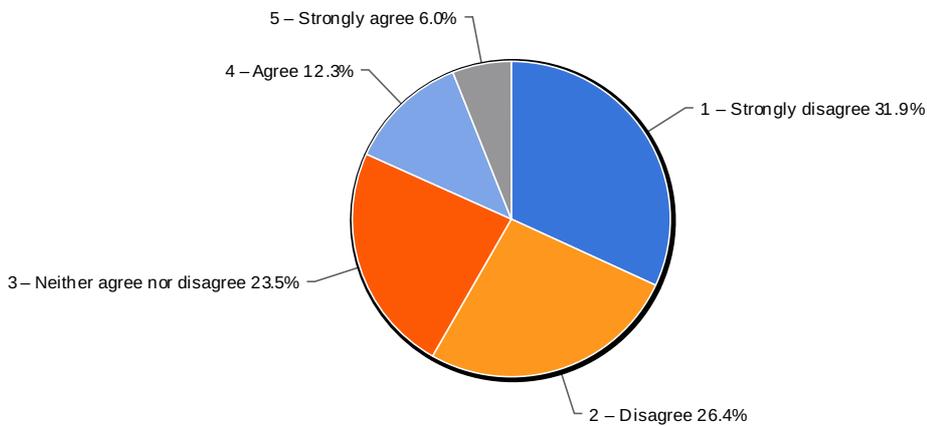


29. For the past 12 months I have personally been free from bullying or harassment at work

Value	Count	Percent %
True	864	77.6%
False	250	22.4%

Statistics	
Total Responses	1,114

I believe that the current City Civil Service System is effective (i.e. hiring, pay, promotion, and discipline decisions for classified employees are made based on merit and who is best suited to perform the job, and not based on political or personal influence)

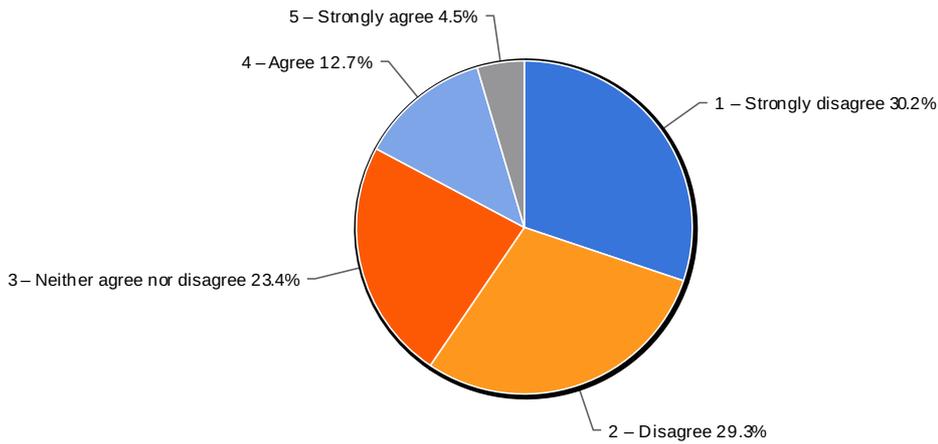


30. I believe that the current City Civil Service System is effective (i.e. hiring, pay, promotion, and discipline decisions for classified employees are made based on merit and who is best suited to perform the job, and not based on political or personal influence)

Value	Count	Percent %
1 - Strongly disagree	346	31.9%
2 - Disagree	286	26.4%
3 - Neither agree nor disagree	255	23.5%
4 - Agree	133	12.3%
5 - Strongly agree	65	6%

Statistics	
Total Responses	1,085
Sum	2,540.0
Average	2.3
StdDev	1.21
Max	5.0

I believe that the current City Civil Service System is efficient (i.e. actions move quickly, there is not too much bureaucracy)

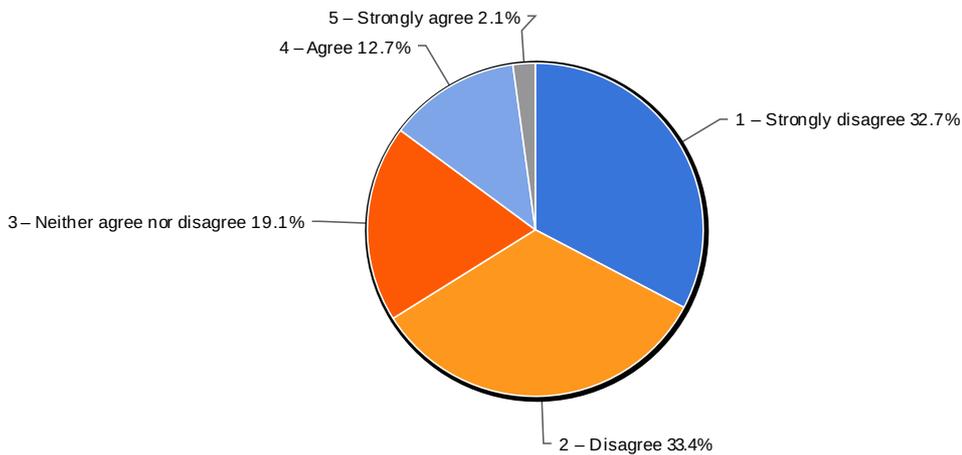


31. I believe that the current City Civil Service System is efficient (i.e. actions move quickly, there is not too much bureaucracy)

Value	Count	Percent %
1 - Strongly disagree	327	30.2%
2 - Disagree	317	29.3%
3 - Neither agree nor disagree	253	23.4%
4 - Agree	137	12.7%
5 - Strongly agree	49	4.5%

Statistics	
Total Responses	1,083
Sum	2,513.0
Average	2.3
StdDev	1.16
Max	5.0

The entrance pay is appropriately established to ensure that my salary is equal to my knowledge, skills and abilities

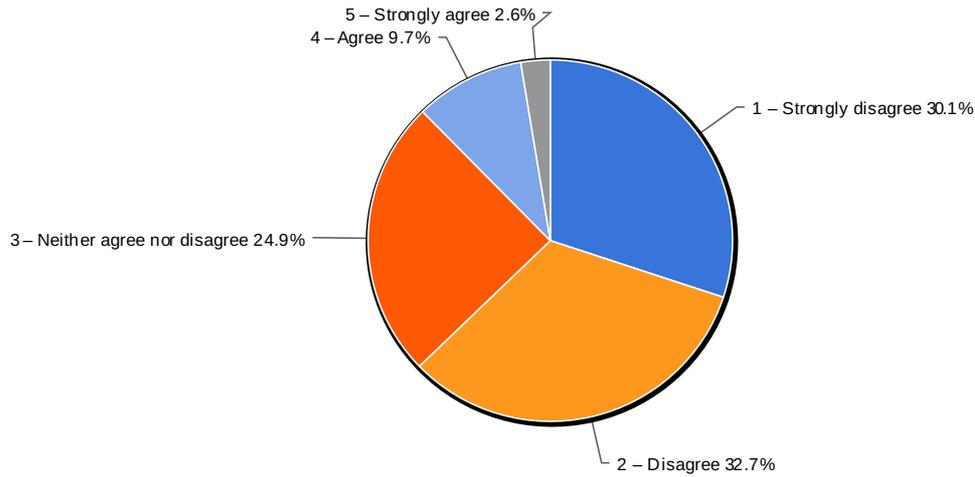


32. The entrance pay is appropriately established to ensure that my salary is equal to my knowledge, skills and abilities

Value	Count	Percent %
1 - Strongly disagree	353	32.7%
2 - Disagree	360	33.4%
3 - Neither agree nor disagree	206	19.1%
4 - Agree	137	12.7%
5 - Strongly agree	23	2.1%

Statistics	
Total Responses	1,079
Sum	2,354.0
Average	2.2
StdDev	1.09
Max	5.0

The pay plan ensures that everyone is paid fairly

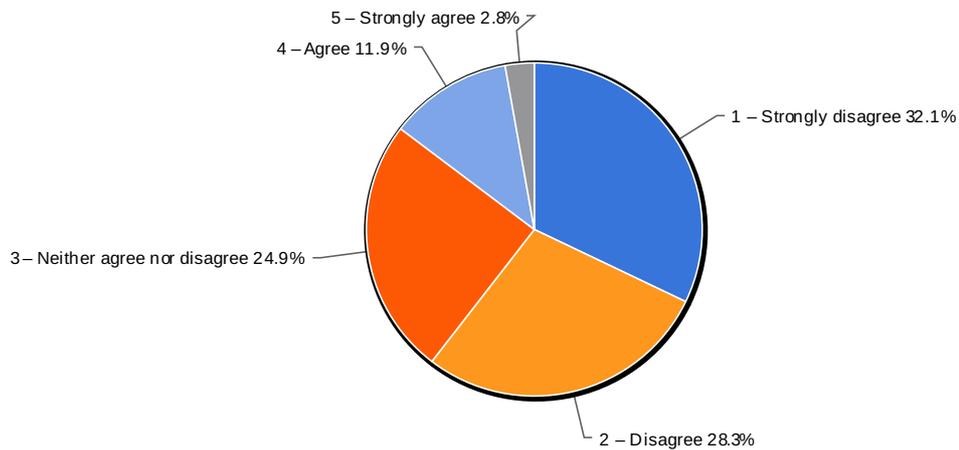


33. The pay plan ensures that everyone is paid fairly

Value	Count	Percent %
1 - Strongly disagree	324	30.1%
2 - Disagree	352	32.7%
3 - Neither agree nor disagree	268	24.9%
4 - Agree	105	9.7%
5 - Strongly agree	28	2.6%

Statistics	
Total Responses	1,077
Sum	2,392.0
Average	2.2
StdDev	1.06
Max	5.0

The hiring process for the City is efficient (i.e. hiring occurs quickly and does not require unnecessary steps)

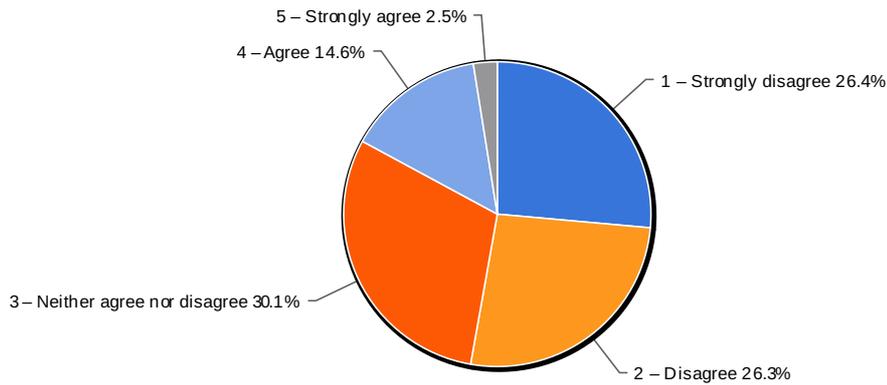


34. The hiring process for the City is efficient (i.e. hiring occurs quickly and does not require unnecessary steps)

Value	Count	Percent %
1 - Strongly disagree	346	32.1%
2 - Disagree	305	28.3%
3 - Neither agree nor disagree	268	24.9%
4 - Agree	128	11.9%
5 - Strongly agree	30	2.8%

Statistics	
Total Responses	1,077
Sum	2,422.0
Average	2.2
StdDev	1.11
Max	5.0

Supervisors, managers, and department heads have the ability to hire the best candidates at the appropriate salaries to support the needs of the City organization

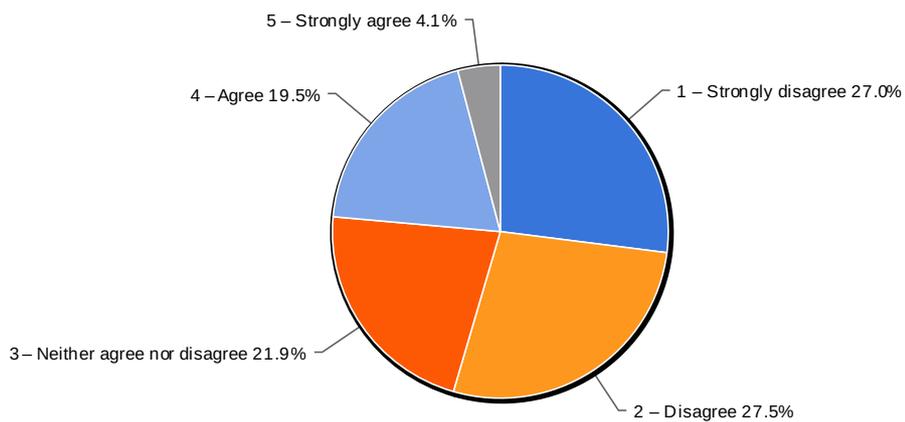


35. Supervisors, managers, and department heads have the ability to hire the best candidates at the appropriate salaries to support the needs of the City organization

Value	Count	Percent %
1 - Strongly disagree	285	26.4%
2 - Disagree	284	26.3%
3 - Neither agree nor disagree	325	30.1%
4 - Agree	157	14.6%
5 - Strongly agree	27	2.5%

Statistics	
Total Responses	1,078
Sum	2,591.0
Average	2.4
StdDev	1.10
Max	5.0

It appears to me that supervisors, managers, and department heads have the ability to promote employees who exhibit outstanding performance

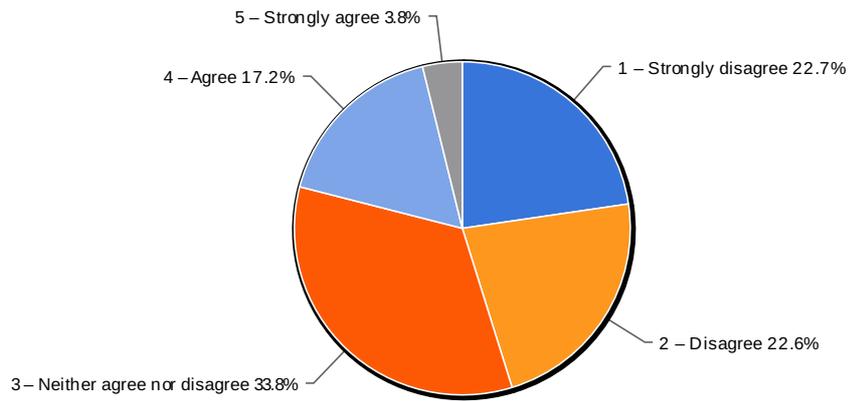


36. It appears to me that supervisors, managers, and department heads have the ability to promote employees who exhibit outstanding performance

Value	Count	Percent %
1 - Strongly disagree	291	27%
2 - Disagree	296	27.5%
3 - Neither agree nor disagree	236	21.9%
4 - Agree	210	19.5%
5 - Strongly agree	44	4.1%

Statistics	
Total Responses	1,077
Sum	2,651.0
Average	2.5
StdDev	1.19
Max	5.0

The annual evaluations are tied to my promotional opportunities and continued employment with the City

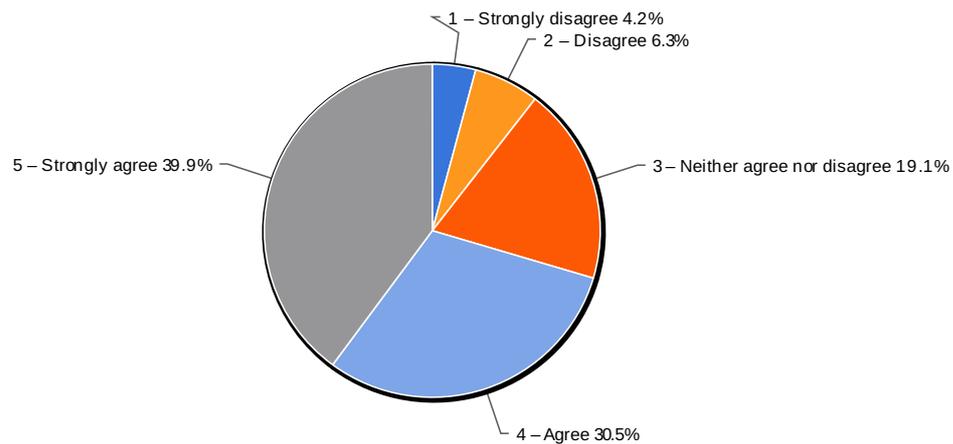


37. The annual evaluations are tied to my promotional opportunities and continued employment with the City

Value	Count	Percent %
1 - Strongly disagree	244	22.7%
2 - Disagree	243	22.6%
3 - Neither agree nor disagree	364	33.8%
4 - Agree	185	17.2%
5 - Strongly agree	41	3.8%

Statistics	
Total Responses	1,077
Sum	2,767.0
Average	2.6
StdDev	1.13
Max	5.0

The availability of pay increases or bonuses for outstanding performance would help improve my performance



38. The availability of pay increases or bonuses for outstanding performance would help improve my performance

Value	Count	Percent %
1 - Strongly disagree	45	4.2%
2 - Disagree	68	6.3%
3 - Neither agree nor disagree	206	19.1%
4 - Agree	329	30.5%

Statistics	
Total Responses	1,078
Sum	4,265.0
Average	4.0

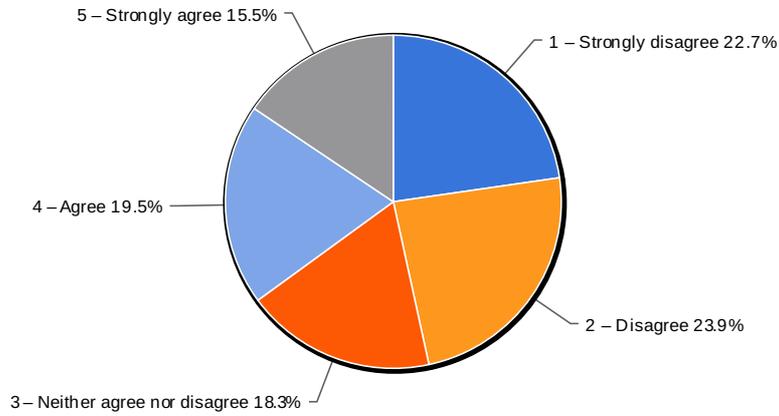
5 – Strongly agree

430

39.9%

StdDev	1.10
Max	5.0

Promotions should be awarded based only on longevity, Civil Service examinations and Civil Service training course requirements

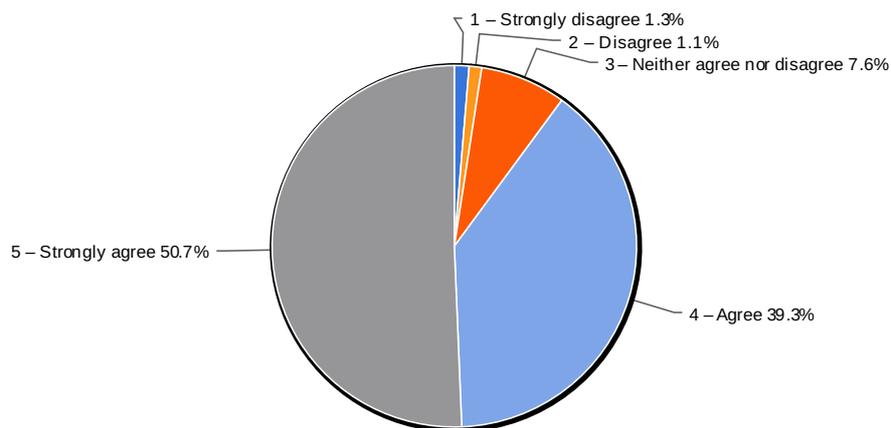


39. Promotions should be awarded based only on longevity, Civil Service examinations and Civil Service training course requirements

Value	Count	Percent %
1 – Strongly disagree	244	22.7%
2 – Disagree	257	23.9%
3 – Neither agree nor disagree	197	18.3%
4 – Agree	210	19.5%
5 – Strongly agree	167	15.5%

Statistics	
Total Responses	1,075
Sum	3,024.0
Average	2.8
StdDev	1.39
Max	5.0

If I perform very well in my job, I should be given promotional opportunities



40. If I perform very well in my job, I should be given promotional opportunities

Value	Count	Percent %
1 – Strongly disagree	14	1.3%
2 – Disagree	12	1.1%
3 – Neither agree nor disagree	82	7.6%
4 – Agree	423	39.3%

Statistics	
Total Responses	1,076
Sum	4,701.0
Average	4.4

5 – Strongly agree

545

50.7%

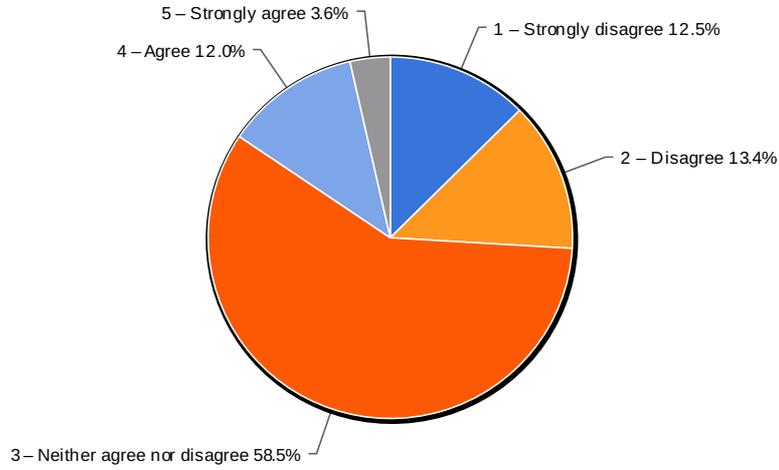
StdDev

0.78

Max

5.0

The Civil Service appeals process provides decisions in a timely manner



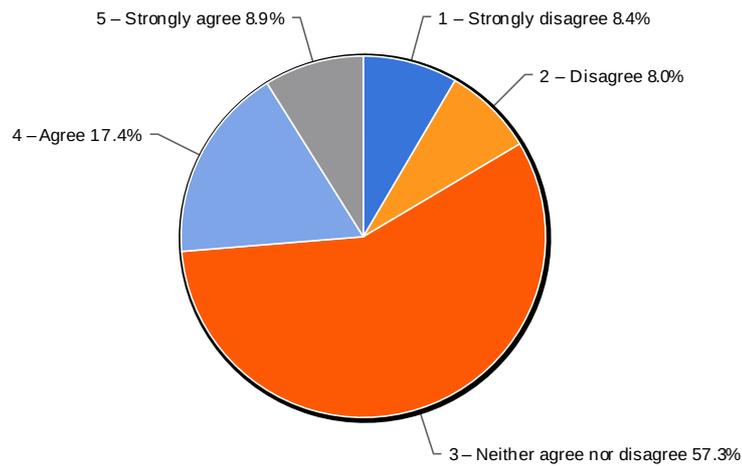
41. The Civil Service appeals process provides decisions in a timely manner

Value	Count	Percent %
1 – Strongly disagree	134	12.5%
2 – Disagree	143	13.4%
3 – Neither agree nor disagree	625	58.5%
4 – Agree	128	12%
5 – Strongly agree	38	3.6%

Statistics

Total Responses	1,068
Sum	2,997.0
Average	2.8
StdDev	0.93
Max	5.0

The Civil Service appeals process is fair and protects my interests



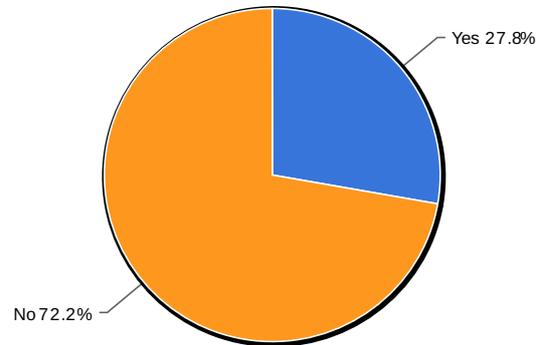
42. The Civil Service appeals process is fair and protects my interests

Value	Count	Percent %
1 – Strongly disagree	90	8.4%
2 – Disagree	86	8%
3 – Neither agree nor disagree	614	57.3%
4 – Agree	187	17.4%
5 – Strongly agree	95	8.9%

Statistics

Total Responses	1,072
Sum	3,327.0
Average	3.1
StdDev	0.97

I am a supervisor or manager and have a direct role in hiring, disciplining, promoting, and/or evaluating other employees



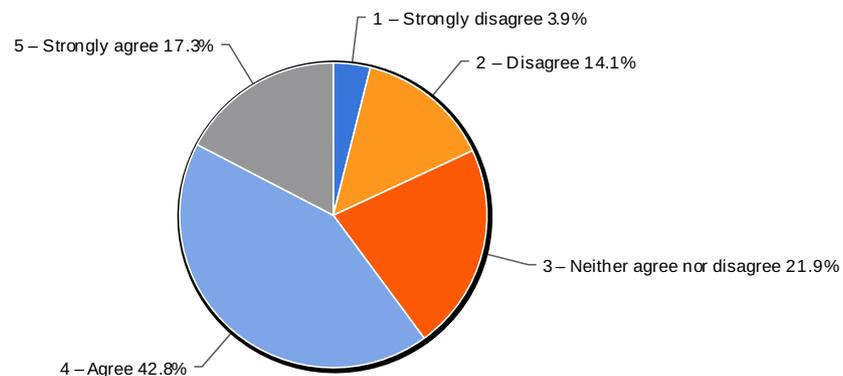
43. I am a supervisor or manager and have a direct role in hiring, disciplining, promoting, and/or evaluating other employees

Value	Count	Percent %
Yes	299	27.8%
No	778	72.2%

Statistics

Total Responses	1,077
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I have sufficient management training to ensure that my team and I achieve the City's objectives, perform to the best of our ability, and continually improve and grow



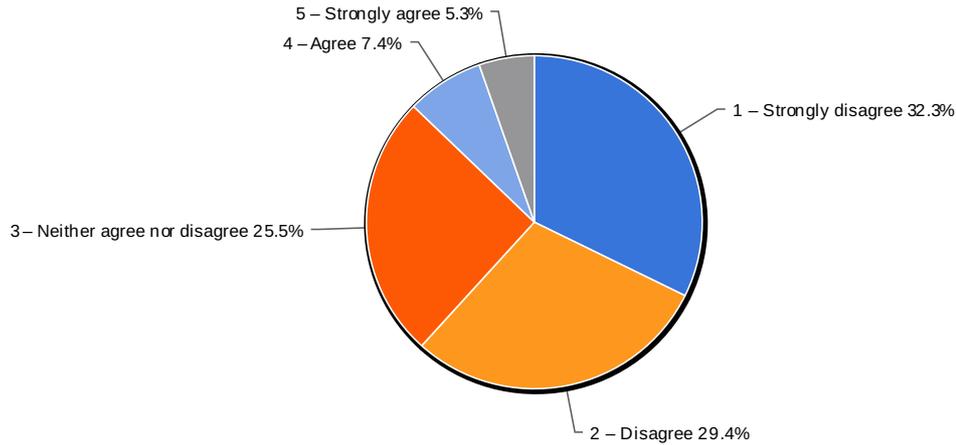
44. I have sufficient management training to ensure that my team and I achieve the City's objectives, perform to the best of our ability, and continually improve and grow

Value	Count	Percent %
1 - Strongly disagree	11	3.9%
2 - Disagree	40	14.1%
3 - Neither agree nor disagree	62	21.9%
4 - Agree	121	42.8%
5 - Strongly agree	49	17.3%

Statistics

Total Responses	283
Sum	1,006.0
Average	3.6
StdDev	1.05
Max	5.0

The current City Civil Service system gives me the flexibility to create positions of the type and number I need

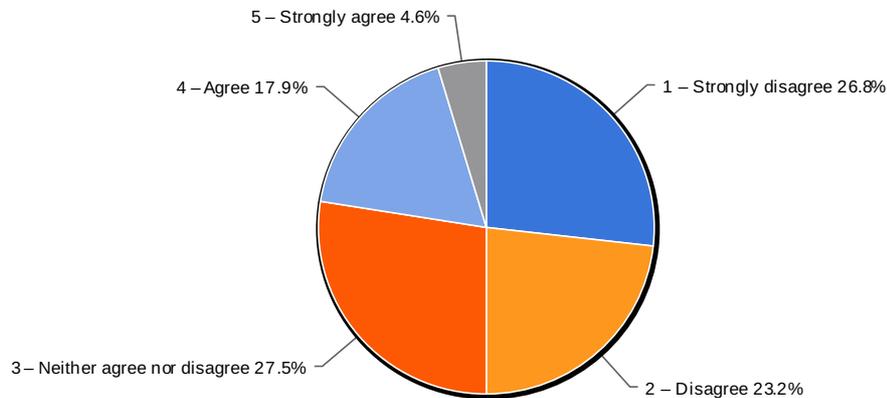


45. The current City Civil Service system gives me the flexibility to create positions of the type and number I need

Value	Count	Percent %
1 - Strongly disagree	91	32.3%
2 - Disagree	83	29.4%
3 - Neither agree nor disagree	72	25.5%
4 - Agree	21	7.4%
5 - Strongly agree	15	5.3%

Statistics	
Total Responses	282
Sum	632.0
Average	2.2
StdDev	1.14
Max	5.0

The current City Civil Service system allows me to hire the best candidates for the position

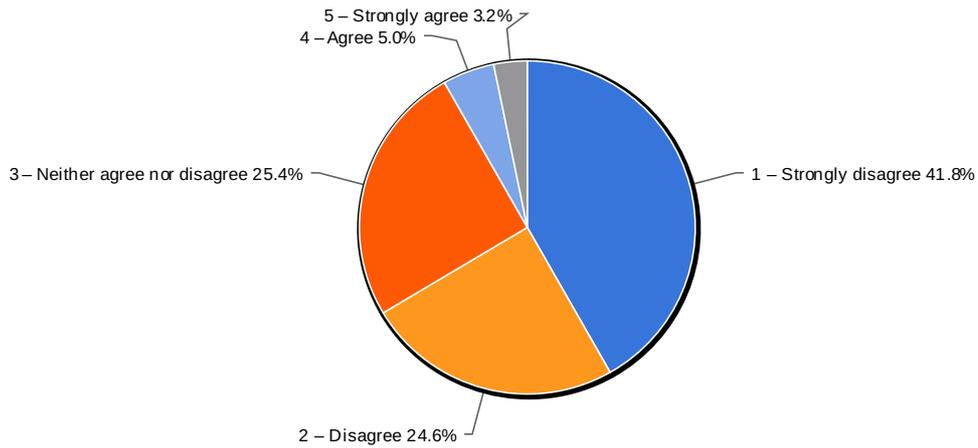


46. The current City Civil Service system allows me to hire the best candidates for the position

Value	Count	Percent %
1 - Strongly disagree	75	26.8%
2 - Disagree	65	23.2%
3 - Neither agree nor disagree	77	27.5%
4 - Agree	50	17.9%
5 - Strongly agree	13	4.6%

Statistics	
Total Responses	280
Sum	701.0
Average	2.5
StdDev	1.19
Max	5.0

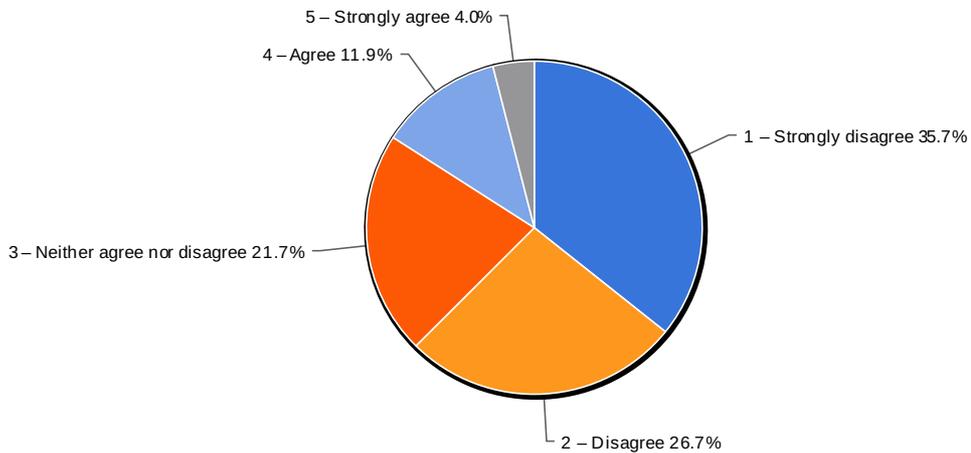
The current City Civil Service system allows me to set the pay for new hires equal to their knowledge, skills, and ability to perform the job well



47. The current City Civil Service system allows me to set the pay for new hires equal to their knowledge, skills, and ability to perform the job well

Value	Count	Percent %	Statistics	
1 - Strongly disagree	117	41.8%	Total Responses	280
2 - Disagree	69	24.6%	Sum	569.0
3 - Neither agree nor disagree	71	25.4%	Average	2.0
4 - Agree	14	5%	StdDev	1.08
5 - Strongly agree	9	3.2%	Max	5.0

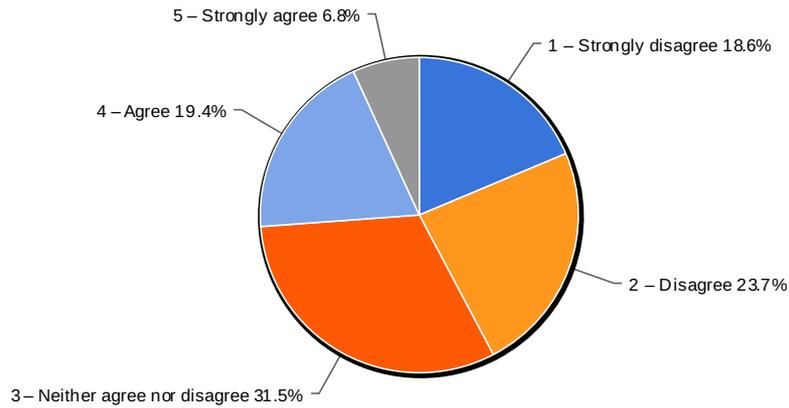
The hiring process occurs quickly enough to meet the needs of my department/office



48. The hiring process occurs quickly enough to meet the needs of my department/office

Value	Count	Percent %	Statistics	
1 - Strongly disagree	99	35.7%	Total Responses	277
2 - Disagree	74	26.7%	Sum	614.0
3 - Neither agree nor disagree	60	21.7%	Average	2.2
4 - Agree	33	11.9%	StdDev	1.17
5 - Strongly agree	11	4%	Max	5.0

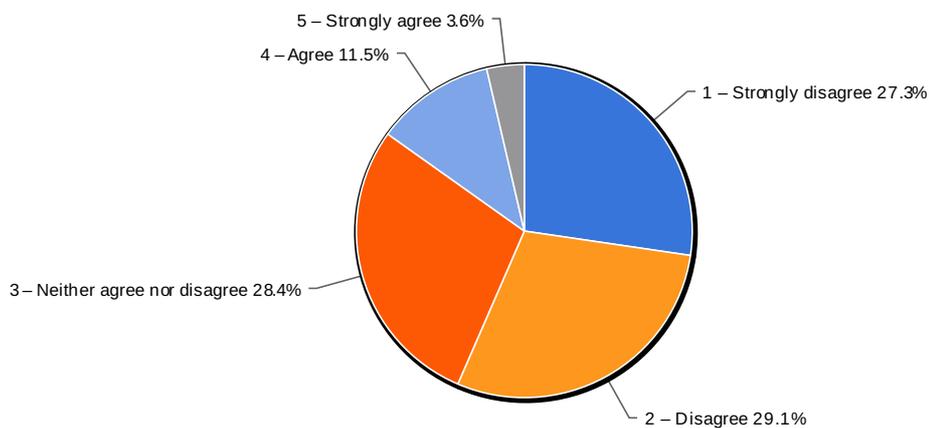
The current entrance exams or resume review performed by Civil Service Staff accurately measure the knowledge, skills, and abilities of the candidates and are necessary for the positions for which I hire



49. The current entrance exams or resume review performed by Civil Service Staff accurately measure the knowledge, skills, and abilities of the candidates and are necessary for the positions for which I hire

Value	Count	Percent %	Statistics	
1 - Strongly disagree	52	18.6%	Total Responses	279
2 - Disagree	66	23.7%	Sum	759.0
3 - Neither agree nor disagree	88	31.5%	Average	2.7
4 - Agree	54	19.4%	StdDev	1.17
5 - Strongly agree	19	6.8%	Max	5.0

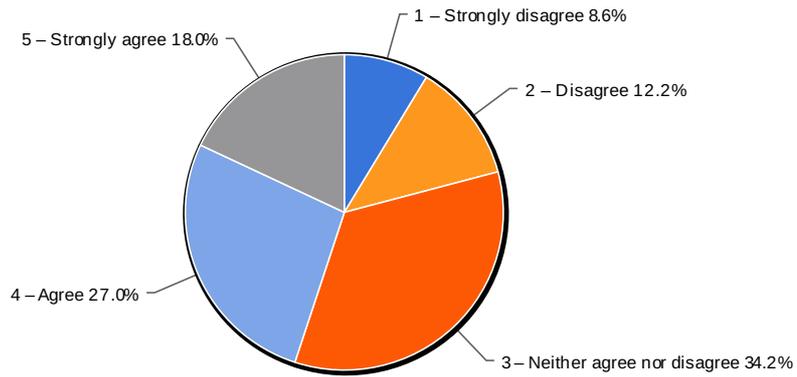
I am able to hire the best candidates at the appropriate salary to support the needs of my department/office



50. I am able to hire the best candidates at the appropriate salary to support the needs of my department/office

Value	Count	Percent %	Statistics	
1 - Strongly disagree	76	27.3%	Total Responses	278
2 - Disagree	81	29.1%	Sum	653.0
3 - Neither agree nor disagree	79	28.4%	Average	2.3
4 - Agree	32	11.5%	StdDev	1.10
5 - Strongly agree	10	3.6%	Max	5.0

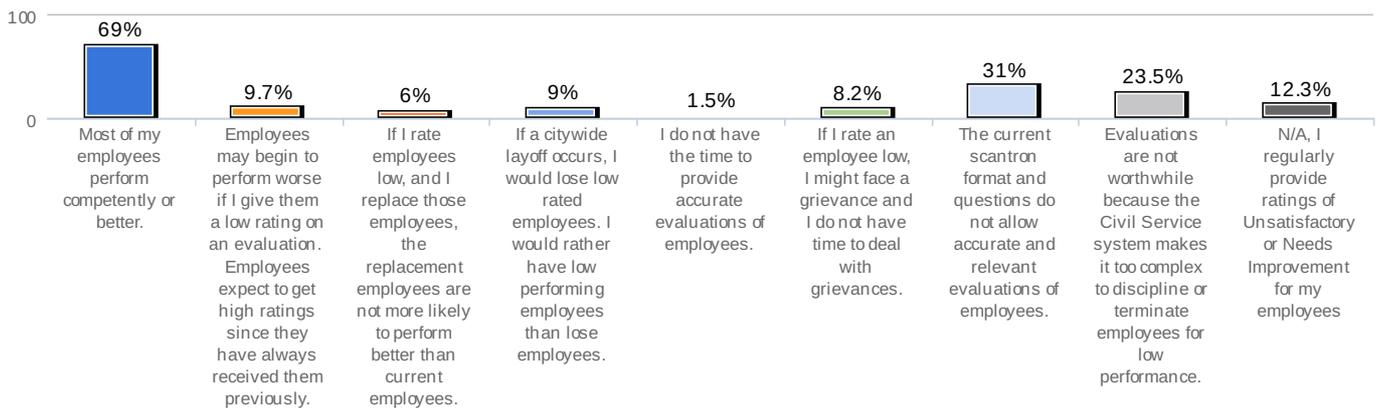
I would like to base hiring decisions on my own tests of knowledge, skills, and abilities, such as through practical tests of the work the candidate will be expected to perform if hired. Examples would be to have a prospective employee write a memo or modify a report in excel



51. I would like to base hiring decisions on my own tests of knowledge, skills, and abilities, such as through practical tests of the work the candidate will be expected to perform if hired. Examples would be to have a prospective employee write a memo or modify a report in excel

Value	Count	Percent %	Statistics	
1 - Strongly disagree	24	8.6%	Total Responses	278
2 - Disagree	34	12.2%	Sum	927.0
3 - Neither agree nor disagree	95	34.2%	Average	3.3
4 - Agree	75	27%	StdDev	1.16
5 - Strongly agree	50	18%	Max	5.0

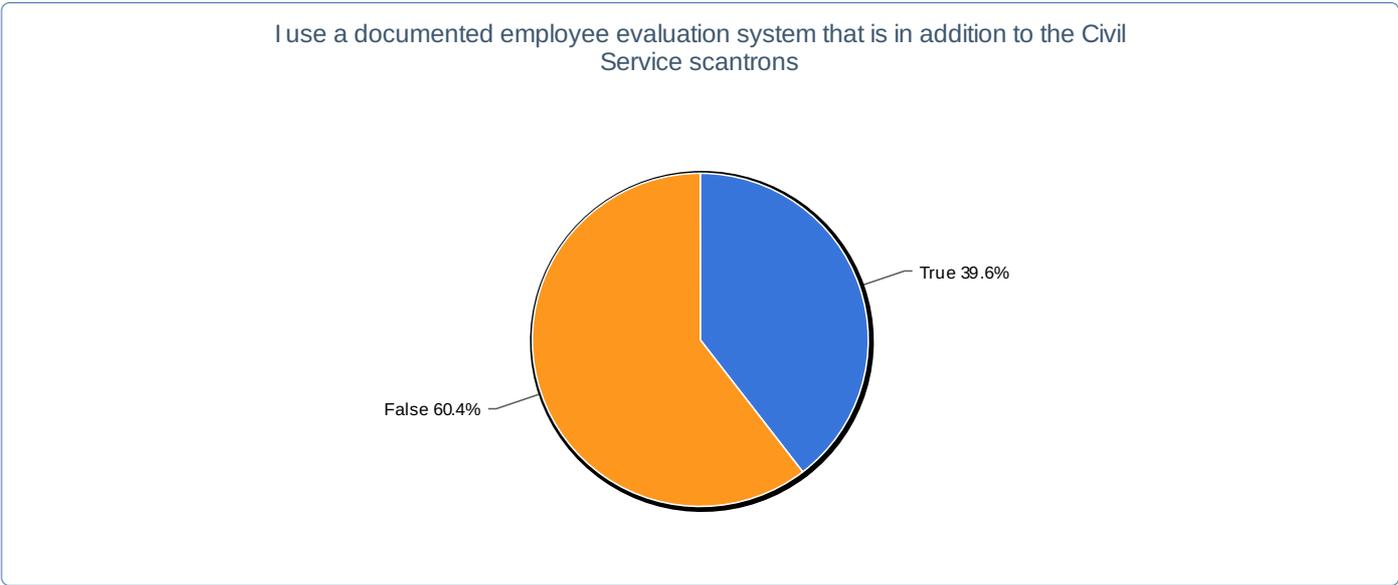
Few city employees receive scantron service ratings below competent. For example, in 2009 only 32 employees Citywide received a rating of Unsatisfactory (1) or Needs Improvement (2). Select all of the reasons why you rarely rate employees Unsatisfactory (1) or Needs Improvement (2) for the evaluations that you conduct.



52. Few city employees receive scantron service ratings below competent. For example, in 2009 only 32 employees Citywide received a rating of Unsatisfactory (1) or Needs Improvement (2). Select all of the reasons why you rarely rate employees Unsatisfactory (1) or Needs Improvement (2) for the evaluations that you conduct.

Value	Count	Percent %	Statistics	
Most of my employees perform competently or better.	185	69%	Total Responses	268
Employees may begin to perform worse if I give them a low rating on an evaluation. Employees expect to get high ratings since they have always received them previously.	26	9.7%		

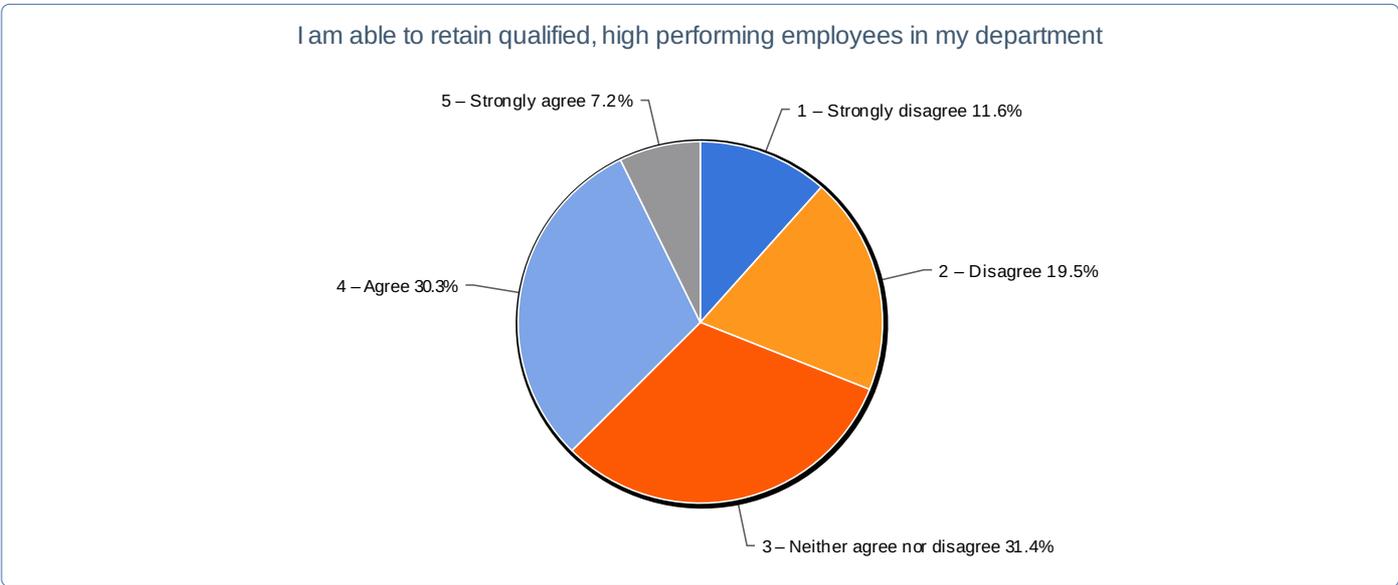
If I rate employees low, and I replace those employees, the replacement employees are not more likely to perform better than current employees.	16	6%
If a citywide layoff occurs, I would lose low rated employees. I would rather have low performing employees than lose employees.	24	9%
I do not have the time to provide accurate evaluations of employees.	4	1.5%
If I rate an employee low, I might face a grievance and I do not have time to deal with grievances.	22	8.2%
The current scantron format and questions do not allow accurate and relevant evaluations of employees.	83	31%
Evaluations are not worthwhile because the Civil Service system makes it too complex to discipline or terminate employees for low performance.	63	23.5%
N/A, I regularly provide ratings of Unsatisfactory or Needs Improvement for my employees	33	12.3%



53. I use a documented employee evaluation system that is in addition to the Civil Service scantrons

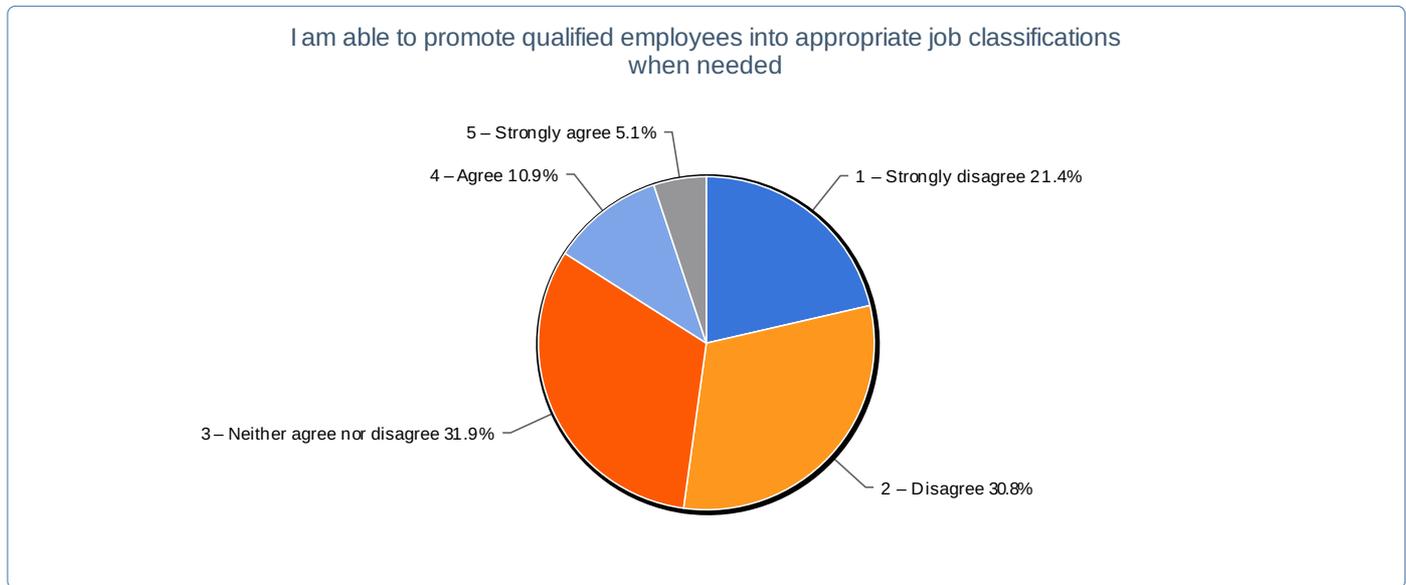
Value	Count	Percent %
True	108	39.6%
False	165	60.4%

Statistics	
Total Responses	273



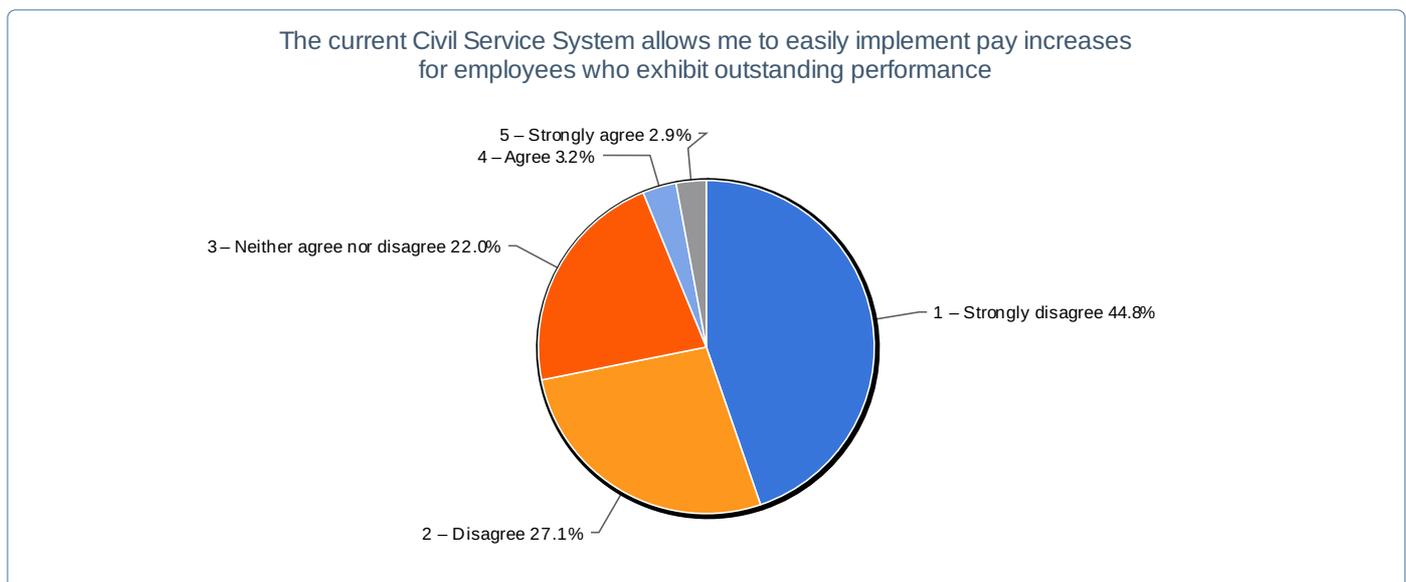
54. I am able to retain qualified, high performing employees in my department

Value	Count	Percent %	Statistics	
1 – Strongly disagree	32	11.6%	Total Responses	277
2 – Disagree	54	19.5%	Sum	837.0
3 – Neither agree nor disagree	87	31.4%	Average	3.0
4 – Agree	84	30.3%	StdDev	1.12
5 – Strongly agree	20	7.2%	Max	5.0



55. I am able to promote qualified employees into appropriate job classifications when needed

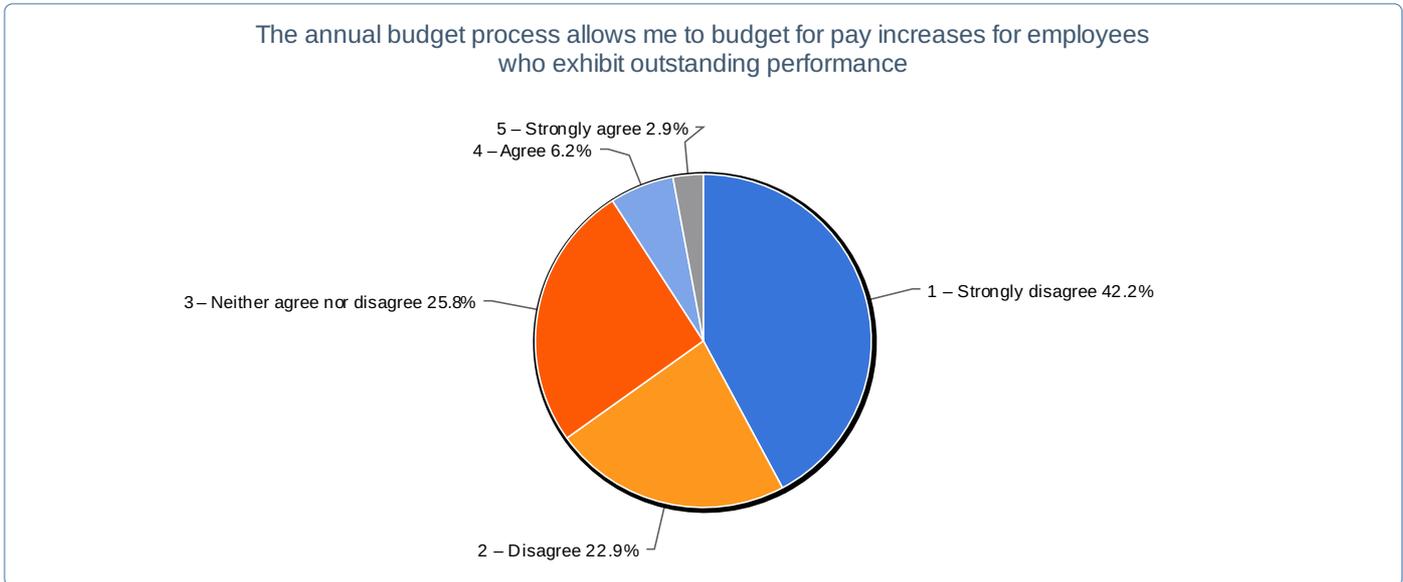
Value	Count	Percent %	Statistics	
1 – Strongly disagree	59	21.4%	Total Responses	276
2 – Disagree	85	30.8%	Sum	683.0
3 – Neither agree nor disagree	88	31.9%	Average	2.5
4 – Agree	30	10.9%	StdDev	1.09
5 – Strongly agree	14	5.1%	Max	5.0



56. The current Civil Service System allows me to easily implement pay increases for employees who exhibit outstanding performance

Value	Count	Percent %
1 – Strongly disagree	124	44.8%
2 – Disagree	75	27.1%
3 – Neither agree nor disagree	61	22%
4 – Agree	9	3.2%
5 – Strongly agree	8	2.9%

Statistics	
Total Responses	277
Sum	533.0
Average	1.9
StdDev	1.03
Max	5.0



57. The annual budget process allows me to budget for pay increases for employees who exhibit outstanding performance

Value	Count	Percent %
1 – Strongly disagree	116	42.2%
2 – Disagree	63	22.9%
3 – Neither agree nor disagree	71	25.8%
4 – Agree	17	6.2%
5 – Strongly agree	8	2.9%

Statistics	
Total Responses	275
Sum	563.0
Average	2.0
StdDev	1.09
Max	5.0