

# 2017 EMPLOYEE SATISFACTION SURVEY RESULTS

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**SURVEY BACKGROUND:** Subsequent to the Board’s finalization of the survey on 2/6/2017, the Administrative Assistant (AA) to the Town Administrator (TA) generated a list of random, 4-digit, non-consecutive numbers for the sole purpose of validating surveys upon return. These numbers were not, at any time, tied/assigned/linked to any one employee or any one department. One of these numbers was handwritten by the AA on each page of each 3-page survey. The surveys and a return envelope were then sealed by the AA into an otherwise unmarked envelope labeled “*Employee Satisfaction Survey - Please return to the drop box in the Administrative Office prior to March 3, 2017. Thank you for participating.*” These sealed envelopes were then boxed and passed to a second Administrative employee who, by randomly pulling from the box, distributed a total of **108 survey envelopes** to Department heads with their 2/14 payroll; one envelope for each permanent full and part-time employee in their department.

Subsequent to distribution, Administrative staff received several calls from employees expressing concern with both the legitimacy of the process and the actual anonymity of the surveys; particularly as it pertained to the 4-digit number. In response, the aforementioned procedure was explained to each employee contacting us.

At end of day Friday, 3/3, the deadline for submission was extended to 3/6 at noon and staff was advised that we would open the surveys at 2:00PM on that day for anyone who wished to attend. The Highway and Recreation Coordinator were asked to sit in as observers at the opening, and there were no other employees who opted to attend. The TA and AA read out the survey numbers for verification against the original list by our bookkeeper. Forty-six (46) surveys were opened, one of which was found to be blank (with only comments attached), and one found to have been altered by the respondent by whiting out the number and then photocopying the survey before filling it out. The following day, 3/7, an additional survey was found in the internal mailbox for the Administrative Office and validated.

The following results thus reflect a statistically valid response of a total of **46 surveys**, or **43%**. These were entered and tabulated by the AA, whose work was then checked for correctness by three (3) other Administrative staff members. The raw data and full comments – without the validation number – has been provided to the Board of Selectmen for their review.

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## **PART I – YOUR DEPARTMENT**

**PI- 1:** I know what my immediate supervisor expects of me at work.

Strongly Agree	24	52%
Agree	18	39%
Neutral	3	7%
Disagree	4	9%
Strongly Disagree	0	0%
No Response ( <i>respondent left it blank</i> )	0	0%
Not Applicable ( <i>respondent wrote N/A</i> )	0	0%

**PI- 2:** The deadlines I am given by my immediate supervisor are reasonable.

Strongly Agree	25	54%
Agree	12	26%
Neutral	6	13%
Disagree	0	0%
Strongly Disagree	0	0%
No Response	1	2%
Not Applicable	2	4%

**PI- 3:** I regularly receive timely feedback regarding my performance.

Strongly Agree	8	17%
Agree	15	33%
Neutral	12	26%
Disagree	5	11%
Strongly Disagree	5	11%
No Response	1	2%
Not Applicable	0	0%

**PI- 4:** I can, in confidence, discuss problems I am having with my work or other employees with my immediate supervisor.

Strongly Agree	16	35%
Agree	19	41%
Neutral	5	11%
Disagree	4	9%
Strongly Disagree	2	4%
No Response	0	0%
Not Applicable	0	0%

**PI- 5:** Policies concerning employees are always consistently applied and administered by my immediate supervisor.

Strongly Agree	7	15%
Agree	17	37%
Neutral	11	24%
Disagree	5	11%
Strongly Disagree	6	13%
No Response	0	0%
Not Applicable	0	0%

**PI- 6:** My immediate supervisor is actively interested in and encourages my professional development and advancement.

Strongly Agree	15	33%
Agree	12	26%
Neutral	13	28%
Disagree	2	4%
Strongly Disagree	3	7%
No Response	0	0%
Not Applicable	1	2%

**PI- 7:** Performance issues are effectively addressed by my immediate supervisor.

Strongly Agree	11	24%
Agree	16	35%
Neutral	12	26%
Disagree	6	13%
Strongly Disagree	1	2%
No Response	0	0%
Not Applicable	0	0%

**PI- 8:** I can disagree with my immediate supervisor without fear of getting in trouble.

Strongly Agree	18	39%
Agree	19	41%
Neutral	4	9%
Disagree	1	2%
Strongly Disagree	4	9%
No Response	0	0%
Not Applicable	0	0%

**PI- 9:** Employee performance evaluations are fair and appropriate.

Strongly Agree	6	13%
Agree	14	30%
Neutral	18	39%
Disagree	3	7%
Strongly Disagree	1	2%
No Response	3	7%
Not Applicable	1	2%

**PI-10:** I am involved in the goal setting process for my performance evaluation.

Strongly Agree	9	20%
Agree	7	15%
Neutral	21	46%
Disagree	3	7%
Strongly Disagree	2	4%
No Response	2	4%
Not Applicable	2	4%

**PI-11:** Communication within my department is good.

Strongly Agree	12	26%
Agree	15	33%
Neutral	6	13%
Disagree	12	26%
Strongly Disagree	1	2%
No Response	0	0%
Not Applicable	0	0%

**PI-12:** My coworkers are committed to doing quality work.

Strongly Agree	10	22%
Agree	23	50%
Neutral	7	15%
Disagree	6	13%
Strongly Disagree	0	0%
No Response	0	0%
Not Applicable	0	0%

**PI-13:** I have the resources, materials and equipment I need to do my job well.

Strongly Agree	13	28%
Agree	17	37%
Neutral	13	28%
Disagree	3	7%
Strongly Disagree	0	0%
No Response	0	0%
Not Applicable	0	0%

**PI-14:** My workplace is well maintained.

Strongly Agree	12	26%
Agree	14	30%
Neutral	10	22%
Disagree	8	17%
Strongly Disagree	2	4%
No Response	0	0%
Not Applicable	0	0%

**PI-15:** My workplace is a physically comfortable place to work.

Strongly Agree	10	22%
Agree	21	46%
Neutral	10	22%
Disagree	3	7%
Strongly Disagree	2	4%
No Response	0	0%
Not Applicable	0	0%

**PI-16:** My workplace is safe.

Strongly Agree	13	28%
Agree	22	48%
Neutral	7	15%
Disagree	4	9%
Strongly Disagree	0	0%
No Response	0	0%
Not Applicable	0	0%

**PI-17:** Overall morale in my department is good.

Strongly Agree	10	22%
Agree	16	35%
Neutral	10	22%
Disagree	5	11%
Strongly Disagree	5	11%
No Response	0	0%
Not Applicable	0	0%

**PART II – TOWN WORK ENVIRONMENT**

**PII- 1:** The environment here supports a balance between work and personal life.

Strongly Agree	15	33%
Agree	13	28%
Neutral	12	26%
Disagree	5	11%
Strongly Disagree	1	2%
No Response	0	0%
Not Applicable	0	0%

**PII- 2:** The expression of different opinions, styles, and perceptions is supported.

Strongly Agree	10	22%
Agree	16	35%
Neutral	12	26%
Disagree	6	13%
Strongly Disagree	1	2%
No Response	1	2%
Not Applicable	0	0%

**PII- 3:** People are treated with respect regardless of race, gender, position, age, disability, etc.

Strongly Agree	21	46%
Agree	14	30%
Neutral	4	9%
Disagree	4	9%
Strongly Disagree	1	2%
No Response	2	4%
Not Applicable	0	0%

**PII- 4:** Communication between departments is well coordinated.

Strongly Agree	3	7%
Agree	15	33%
Neutral	14	30%
Disagree	10	22%
Strongly Disagree	2	4%
No Response	2	4%
Not Applicable	0	0%

**PII- 5:** Teamwork is encouraged and practiced.

Strongly Agree	6	13%
Agree	18	39%
Neutral	12	26%
Disagree	8	17%
Strongly Disagree	0	0%
No Response	2	4%
Not Applicable	0	0%

**PII- 6:** People are held accountable for the quality of work they produce.

Strongly Agree	4	9%
Agree	12	26%
Neutral	14	30%
Disagree	14	30%
Strongly Disagree	1	2%
No Response	1	2%
Not Applicable	0	0%

**PII- 7:** Management exhibits a high degree of honesty and integrity.

Strongly Agree	15	33%
Agree	13	28%
Neutral	14	30%
Disagree	1	2%
Strongly Disagree	1	2%
No Response	2	4%
Not Applicable	0	0%

**PII- 8:** People are concerned about what is good for the entire Town instead of just themselves or their department.

Strongly Agree	6	13%
Agree	15	33%
Neutral	14	30%
Disagree	4	9%
Strongly Disagree	4	9%
No Response	3	7%
Not Applicable	0	0%

**PII- 9:** People are focused on solutions, rather than blame.

Strongly Agree	3	7%
Agree	10	22%
Neutral	17	37%
Disagree	8	17%
Strongly Disagree	5	11%
No Response	3	7%
Not Applicable	0	0%

**PART III – COMPENSATION/BENEFITS**

**PIII- 1:** I am satisfied with my overall compensation package.

Strongly Agree	6	13%
Agree	17	37%
Neutral	9	20%
Disagree	7	15%
Strongly Disagree	3	7%
No Response	2	4%
Not Applicable	2	4%

**PIII- 2:** I am satisfied with Health/Dental insurance options.

Strongly Agree	7	15%
Agree	11	24%
Neutral	9	20%
Disagree	8	17%
Strongly Disagree	3	7%
No Response	2	4%
Not Applicable	6	13%

**PIII- 3:** I am satisfied with supplemental retirement plan options.

Strongly Agree	6	13%
Agree	17	37%
Neutral	10	22%
Disagree	3	7%
Strongly Disagree	1	2%
No Response	2	4%
Not Applicable	7	15%

**PIII- 4:** I am satisfied with the Earned-time system of paid leave.

Strongly Agree	6	13%
Agree	11	24%
Neutral	10	22%
Disagree	9	20%
Strongly Disagree	1	2%
No Response	2	4%
Not Applicable	7	15%

**PIII- 5:** I am satisfied with how Tuition Reimbursement is allocated among eligible employees.

Strongly Agree	3	7%
Agree	10	22%
Neutral	13	28%
Disagree	6	13%
Strongly Disagree	3	7%
No Response	4	9%
Not Applicable	7	15%

**PART IV –THE BOARD OF SELECTMEN**

**PIV- 1:** Employee job satisfaction is a top priority of the Board of Selectmen.

Strongly Agree	1	2%
Agree	2	4%
Neutral	24	52%
Disagree	10	22%
Strongly Disagree	4	9%
No Response	5	11%
Not Applicable	0	0%

**PIV- 2:** The Board of Selectmen values the contribution I make.

Strongly Agree	1	2%
Agree	6	13%
Neutral	20	43%
Disagree	12	26%
Strongly Disagree	2	4%
No Response	5	11%
Not Applicable	0	0%

**PIV- 3:** The Board of Selectmen leads by example.

Strongly Agree	0	0%
Agree	4	9%
Neutral	25	54%
Disagree	8	17%
Strongly Disagree	3	7%
No Response	5	11%
Not Applicable	1	2%

**PIV- 4:** The Board of Selectmen is genuinely interested in employee opinions and ideas.

Strongly Agree	1	2%
Agree	5	11%
Neutral	22	48%
Disagree	11	24%
Strongly Disagree	2	4%
No Response	5	11%
Not Applicable	0	0%

**PIV- 5:** I feel the Board of Selectmen is a positive reflection on the community and employees.

Strongly Agree	1	2%
Agree	8	17%
Neutral	23	50%
Disagree	8	17%
Strongly Disagree	2	4%
No Response	4	9%
Not Applicable	0	0%

**PIV- 6:** I respect the Board of Selectmen.

Strongly Agree	3	7%
Agree	16	35%
Neutral	21	46%
Disagree	3	7%
Strongly Disagree	0	0%
No Response	3	7%
Not Applicable	0	0%



**PART V – A LITTLE ABOUT YOU**

**PV- 1:** My job can be stressful.

Strongly Agree	11	24%
Agree	21	46%
Neutral	6	13%
Disagree	5	11%
Strongly Disagree	2	4%
No Response	1	2%
Not Applicable	0	0%

**PV- 2:** Doing my job well gives me a sense of personal satisfaction.

Strongly Agree	29	63%
Agree	16	35%
Neutral	1	2%
Disagree	0	0%
Strongly Disagree	0	0%
No Response	0	0%
Not Applicable	0	0%

**PV- 3:** I am proud to tell people that I work for the Town.

Strongly Agree	19	41%
Agree	18	39%
Neutral	8	17%
Disagree	1	2%
Strongly Disagree	0	0%
No Response	0	0%
Not Applicable	0	0%

**PV- 4:** I am actively looking or have recently looked for a job outside this organization.

Strongly Agree	2	4%
Agree	6	13%
Neutral	10	22%
Disagree	7	15%
Strongly Disagree	19	41%
No Response	2	4%
Not Applicable	0	0%

**PV-A:** What do you like BEST about working here?

*Respondents were asked to choose UP TO five responses. Of a possible return of 230, respondents made 201 selections – which ranged from an individual who selected only one option to another who selected seven. The following table exhibits the number of times each option was marked by a respondent.*

<b>PVA- 1:</b> Nothing	0	0.00%
<b>PVA- 2:</b> Benefits	12	5.97%
<b>PVA- 3:</b> Co-workers	27	13.43%
<b>PVA- 4:</b> Immediate supervisor	19	9.45%
<b>PVA- 5:</b> Interacting with the public/residents	32	19.39%
<b>PVA- 6:</b> The tasks/activities I do for my job	18	10.91%
<b>PVA- 7:</b> Location	25	15.15%
<b>PVA- 8:</b> Work atmosphere	6	3.64%
<b>PVA- 9:</b> Training and development opportunities	4	2.42%
<b>PVA-10:</b> Pay rate/salary	8	4.85%
<b>PVA-11:</b> Job variety	12	7.27%
<b>PVA-12:</b> Flexible hours/schedule	11	6.67%
<b>PVA-13:</b> Recognition for a job well done	2	1.21%
<b>PVA-14:</b> Work is rewarding	15	9.09%
<b>PVA-15:</b> The staff members are team players	7	4.24%
<b>PVA-16:</b> Fairness between co-workers	3	1.82%
<b>PVA-17:</b> How much my improvement suggestions are valued	1	0.61%

**PV-B:** What could we do differently to help you?

*Respondents were again asked to choose UP TO five responses. Of the possible 230, respondents made 165 selections – ranging from an individual who made no selection to several who selected six. The following table exhibits the number of times each option was marked by a respondent.*

<b>PVB- 1:</b> Nothing	4	2.42%
<b>PVB- 2:</b> My immediate supervisor could be more supportive	1	0.61%
<b>PVB- 3:</b> Increase wages	25	15.15%
<b>PVB- 4:</b> Improve access to paid time off	9	5.45%
<b>PVB- 5:</b> Improve access to benefits	14	8.48%
<b>PVB- 6:</b> Empower me to participate in decisions that affect my work	4	2.42%
<b>PVB- 7:</b> Provide more or better training	9	5.45%
<b>PVB- 8:</b> Reduce conflict/improve team building	5	3.03%
<b>PVB- 9:</b> Improve management/employee relations	8	4.85%
<b>PVB-10:</b> Address low morale of workforce	19	11.52%
<b>PVB-11:</b> Increase number of employees in my dept.	13	7.88%
<b>PVB-12:</b> Improve recognition and feedback	14	8.48%
<b>PVB-13:</b> Increase opportunities for advancement	9	5.45%
<b>PVB-14:</b> Reduce vacancy rate and turnover	3	1.82%
<b>PVB-15:</b> Reduce favoritism, or lack of fairness	13	7.88%
<b>PVB-16:</b> Improve workplace/desk/office comfort	13	7.88%
<b>PVB-Write In: Flexible Schedule</b>	1	0.61%
<b>PVB-Write In: Recognition Increases</b>	1	0.61%

**ADDITIONAL CONTENT:** Follows is a summary of additional comments/suggestions to the Board that were submitted as part of the survey responses. (*Note: The Board has received and reviewed the full, verbatim commentary for their consideration.*)

- Several cited concerns with a lack of sick leave vs. earned time including such things as:
  - The need for more earned time to cover sick days.
  - The need for “sick” time, as it’s difficult for new employees to have time available for vacation if they should get sick.
  - That part-time employees should be able to earn sick leave.
- One noted that all departments that service the public should be open the same hours to avoid confusion.
- One noted that he/she was unaware that tuition reimbursement was available.
- One noted that he/she had not had a performance evaluation in several years.
- One respondent cited multiple concerns, including:
  - That there is miscommunication between staff and the Board of Selectmen; either due to the Board not addressing concerns or the information being “filtered” to them by the person relaying the information.
  - That the Board of Selectmen never visit departments and thus make decisions based on assumption, rumor, or “filtered” information; particularly in terms of staffing needs.
  - The difficulty for staff in doing a good job when buildings are “falling apart” and with old/improper materials.
  - The need for additional staff in all departments and better buildings in response to the Town’s growth.
  - The need for a new town complex to house the Community Development, Bartley House, and Town Hall offices as recommended in the Master Plan; to establish a committee to look at the big picture, and to be fiscally responsible by bonding the project and no longer wasting money on band-aid fixes.
  - That dissolving of the "Maintenance Department was a mistake; that things were overlooked; and confusion/miscommunication is now issue.
  - Inefficiencies and redundancies exist in various processes (e.g. multiple individuals making bank deposits); there is a need for an additional secretary in Administration to serve as phone operator/mail sorter/other.
- Submitter of the blank survey attached concerns regarding the actual anonymity of responses, possible retaliation against responders, the TA taking criticism personally, and that the results will not bring about any changes.