

ATTACHMENT #2

Excerpt from ...

# Organizational Culture Survey City and Borough of Juneau 2008

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## **Juneau 2008 Organizational Culture Report**

The questionnaire measures seven critical areas of an organization's culture: **Teamwork, Morale, Information Flow, Employee Involvement, Supervision, Meetings, and Customer Service**. The overall culture score is the average of these seven dimensions.

**Teamwork:** The teamwork dimension assesses the extent to which employees perceive their work group operating as a team where trust is high and people are treated in a fair and consistent manner. It also examines the extent to which management and employees are seen to have a productive working relationship. Dimensions include listening to each other, constructively confronting problems together, and communicating in a direct and honest manner. This score is made up of 5 questions.

**Morale:** The morale dimension taps the extent to which employees feel motivated to be efficient and productive, and to put out their best efforts. It also discovers the extent to which employees feel respected by people in their work group and the rest of the organization. This score contains 5 questions.

**Information Flow:** The information flow dimension examines whether employees get enough information to be efficient and productive, if they know why changes are made, and the extent to which they know what's happening in work sections outside of their own. This score is made up of 4 questions.

**Employee Involvement:** The employee involvement dimension discovers if employees feel they have a say in decisions that affect their work, if they perceive that their ideas are asked for and valued. It also finds out if employees feel that their input counts and is acted upon. This score is made up of 4 questions.

**Supervision:** The supervision dimension measures several critical aspects of supervision. Are job requirements made clear? How well do supervisors listen? Do supervisors let employees know when they've done a good job and offer criticism in a positive manner? How well does a supervisor delegate responsibility? This score contains 4 questions.

**Meetings:** This score measures the effectiveness and efficiency of meetings. Do decisions made at meetings get put into action? Does everyone take part in discussions at meetings and do those discussions stay on track? Is meeting time viewed as time well spent? This score contains 4 questions.

**Customer Service:** Customer Service measures the extent to which employees perceive their group working to continuously improve service to external customers. It also discovers if coworkers are treating each other as valued customers. This score contains 5 questions.

**How the scores are computed:** First, an employee's score is computed as the average of his/her answers to the relevant questions in a culture area. Then the department's score for each culture area is computed as the average score of all the employees in a department.

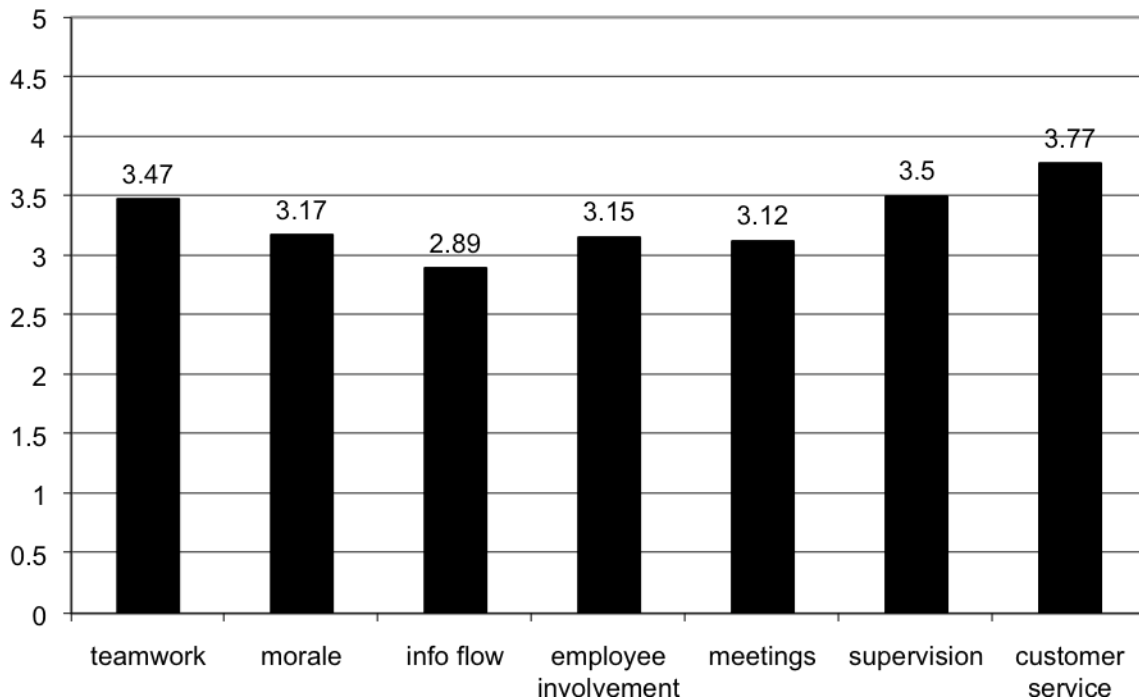
**What the numbers mean:** To interpret your scores, it is important to consider two numbers: the **mean** score and the **standard deviation**. The mean score gives you an indication of how employees, on average, rated an item, the standard deviation gives an idea of how much employees agree or disagree with each other on their ratings. Approximately 60% of scores will be between one standard deviation of the average score. A low standard deviation (generally less than .75) indicates most people agreed with each other on their ratings. A high standard deviation (greater than .75) indicates some amount of disagreement among employees, with some employees who see things either a lot more positively or negatively than most other people in a department. In general, the smaller the standard deviation, the more agreement, and conversely, the larger the **standard deviation**, the more disagreement.

**Interpreting Mean score:** These scores can range from a low of 1.0 to a high of 5.0. In general, low scores indicate poor functioning, higher scores better functioning. To interpret a mean score, see below.

4.0 – 5	Excellent, strong performance
3.5 – 3.9	Good performance – general satisfaction
3.0 – 3.49	Adequate performance
2.0 – 2.9	Needs significant improvement
1.0 – 1.99	Serious problems

## Part 1: City as a Whole in 2008

**Whole City 2008 Overall Culture Score 3.31**



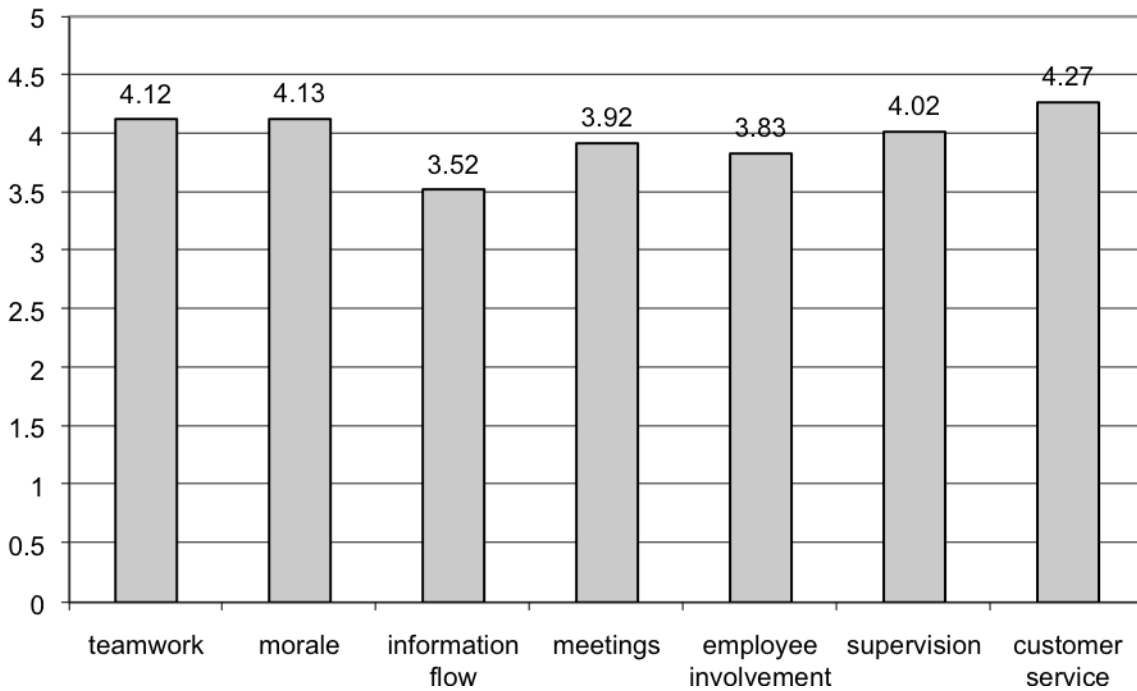
**Returns:** 317 people responded to the online survey. Based on a total of 554 possible employee responses, this represents an overall response rate of 57%. Below are the means and standard deviations for the scores for the city as a whole and for the questions that make up each score.

	Mean	Std Dev	
<b>Overall Culture</b>	<b>3.31</b>	<b>.86</b>	
<b><u>TEAMWORK</u></b>	<b>3.47</b>	<b>.88</b>	
Q01	3.57	.99	People I work with are direct, honest
Q02	3.20	1.00	People accept criticism without defensiveness
Q03	3.66	1.03	People function as a team
Q04	3.48	1.05	People constructively confront problems
Q05	3.46	1.04	People are good listeners
<b><u>MORALE</u></b>	<b>3.17</b>	<b>1.16</b>	
Q06	3.09	1.25	Emplys, mgmt have productive working relshp.
Q07	3.21	1.24	Organization motivates my best efforts
Q08	3.30	1.26	Organization respects employees
Q09	3.22	1.25	Organization treats people consistently, fairly
Q10	3.04	1.28	Atmosphere of trust in organization

<b><u>INFO FLOW</u></b>	<b>2.89</b>	<b>1.02</b>	
Q11	2.90	1.19	When changes made, reasons are made clear
Q12	2.50	1.15	I know what is happening in other sections
Q13	3.22	1.08	I get info needed to do my job well
Q14	2.91	1.19	Org. makes effort to let employees know what's going on
<b><u>EMPL INV</u></b>	<b>3.15</b>	<b>1.13</b>	
Q15	3.21	1.26	I have say in decisions that affect my work
Q16	3.13	1.24	I am asked for suggestions about how to better do my job
Q17	3.11	1.18	Org. values ideas of employees at every level
Q18	3.15	1.28	My opinions count in my organization
<b><u>SUPERVISION</u></b>	<b>3.50</b>	<b>1.10</b>	
Q19	3.50	1.17	Job requirements made clear by supervisor
Q20	3.38	1.25	Supervisor tells me when I do a good job
Q21	3.55	1.17	Supervisor gives criticism positively
Q22	3.54	1.30	Supervisor is good listener
<b><u>MEETINGS</u></b>	<b>3.12</b>	<b>.96</b>	
Q23	3.11	1.07	Decisions at meetings get enacted
Q24	3.26	1.16	Everyone takes part in meeting discussions
Q25	3.08	1.04	Meeting discussions stay on track
Q26	3.04	1.09	Time in meetings is time well spent
<b><u>CUST SVRC</u></b>	<b>3.77</b>	<b>.82</b>	
Q27	3.92	.91	My work unit serves people from other units as valued customers.
Q28	3.67	1.02	Co-workers in unit treated as customers
Q29	3.69	1.02	Unit constantly looks to improve customer service
Q30	3.96	.93	We treat people who use us as valued customers
Q31	3.62	1.00	I am treated as valued customer by other depts.

**Airport - 12 respondents**

**Airport 2008: Overall Culture Score 3.99**



	Mean	Std Dev	
<b><u>OVERALL</u></b>	<b>3.99</b>	<b>.77</b>	<b>Overall Culture 2008</b>
<b><u>TEAMWORK</u></b>	<b>4.12</b>	<b>.74</b>	<b>Juneau 2008 Teamwork</b>
Q01	4.17	.72	People I work with are direct, honest
Q02	4.00	.85	People accept criticism without defensive
Q03	4.42	.51	People function as a team
Q04	4.17	.83	People constructively confront problems
Q05	3.83	1.03	People are good listeners
<b><u>MORALE</u></b>	<b>4.13</b>	<b>.80</b>	<b>Juneau 2008 Morale</b>
Q06	4.42	.51	Empl's, mgt have productive working relationships
Q07	4.08	.79	Organization motivates my best efforts
Q08	4.18	.98	Organization respects employees
Q09	4.17	.94	Organization treats ppl consistently, fair
Q10	3.92	1.00	Atmosphere of trust in organization
<b><u>INFO FLOW</u></b>	<b>3.52</b>	<b>1.12</b>	<b>Juneau 2008 Info Flow</b>
Q11	3.67	1.23	When changes made, reasons made clear
Q12	3.08	1.24	I know what is happening in other section
Q13	3.83	1.11	I get info needed to do my job well
Q14	3.50	1.24	Org. makes effort to let empl's know why

<b><u>EMPL INV</u></b>	<b>3.83</b>	<b>1.04</b>	<b>Juneau 2008 Empl Inv</b>
Q15	4.00	1.13	I have say in decisions that affect work
Q16	3.42	1.44	I am asked for suggestions to better do
Q17	4.00	1.04	Org. values ideas of emplys at every level
Q18	3.92	.90	My opinions count in my org.
<b><u>SUPERVISION</u></b>	<b>4.02</b>	<b>.99</b>	<b>Juneau 2008 Supervision</b>
Q19	4.08	1.16	Job requirements made clear by supervisor
Q20	4.00	1.04	Supervisor tells me when do a good job
Q21	4.00	.95	Supervisor gives criticism positively
Q22	4.00	1.13	Supervisor is good listener
<b><u>MEETINGS</u></b>	<b>3.92</b>	<b>.75</b>	<b>Juneau 2008 Meetings</b>
Q23	3.92	1.00	Decisions at meetings get enacted
Q24	3.92	.90	Everyone takes part in meeting discussion
Q25	3.83	.58	Meeting discussions stay on track
Q26	4.00	.74	Time in meetings is time well spent
<b><u>CUST SRVC</u></b>	<b>4.27</b>	<b>.46</b>	<b>Juneau 2008 Cust Srvc</b>
Q27	4.42	.51	My work unit serves other units as cstmr
Q28	4.08	.90	Co-workers in unit treated as cstmrs
Q29	4.08	.67	Work unit looks to improve cstmr srvc
Q30	4.58	.51	We treat ppl who use us as valued cstmrs
Q31	4.17	.58	I am treated as valued cstmr by other depts.