

## City of Toledo Employee Survey 2018

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**City of Toledo**  
**Employee Survey 2018**  
**Executive Summary**

Survey = 32 items & 3 open-ended questions

**Total Responses:** 1149

**Response Rates:**

Males = 58.4%

Females = 38.68%

Other = 2.93%

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Whites/Caucasians = 75.32%

Blacks/African Americans = 13.38%

Hispanics/Latinos = 4.42%

Other = 5.97%

Asian Americans = <1%

Native Americans = <1%

## What is Working Well

- The work that I do
  - I am proud to work here
  - My work is meaningful
  - I have job satisfaction
  - I use my skills & abilities
  - I have the tools & resources needed
  - My workplace is safe
- The people who I work with
  - My co-workers
    - ◆ I have good working relationships
    - ◆ They are respectful
    - ◆ I trust my co-workers
  - My supervisors/managers
    - ◆ I have good working relationships
    - ◆ They are fair
    - ◆ They are respectful
    - ◆ They give me feedback
    - ◆ They are committed to a diverse & inclusive workplace
- I understand expectations for my career advancement
- I believe in the city's goals, vision & mission
- I would recommend working here

## Opportunity Areas

- Communication between employees & management
- Recognition for doing good work
- Accountability for management & employees
- Training & development opportunities
- Review & implementation of policies & procedures

**City of Toledo**  
**Employee Survey 2018**  
**Summary of Survey Item Results**

**“Strongly Agree” & “Agree” Responses (50% and Higher)**

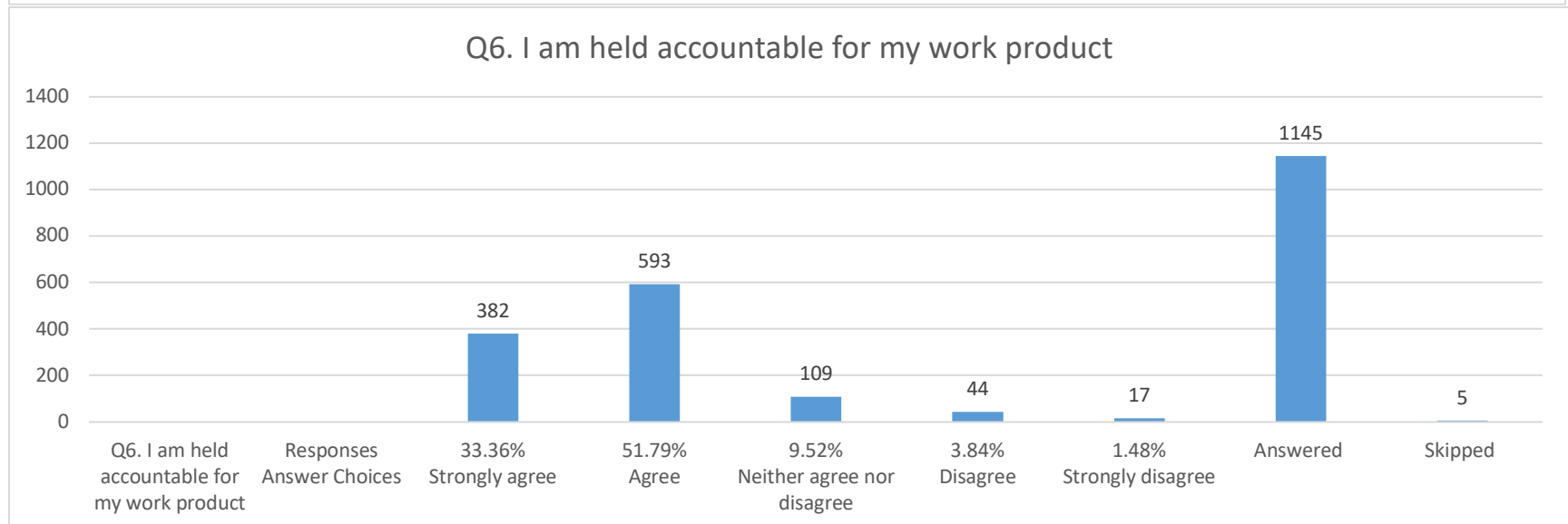
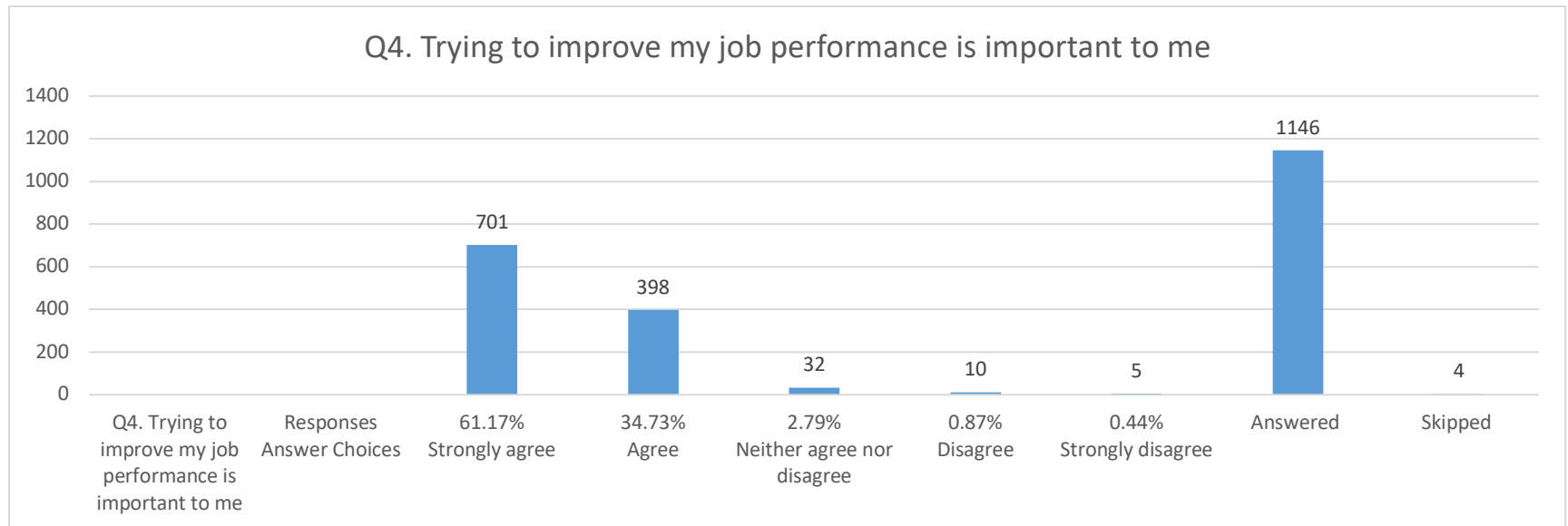
- ❖ Trying to improve my job performance is important to me (95.9%)
- ❖ I am held accountable for my work product (85.15%)
- ❖ I find my work meaningful (81.17%)
- ❖ I have good working relationships with the people I work with (80.84%)
- ❖ I am proud to work here (72.53%)
- ❖ I have opportunities to use my skills and abilities in my work (72.33%)
- ❖ I have a good working relationship with my supervisor (72.27%)
- ❖ My supervisor deals fairly with me (70.92%)
- ❖ I feel included and respected by my co-workers (69.62%)
- ❖ I feel physically safe in my work environment (66.34%)
- ❖ I feel included and respected by my supervisor (64.8%)
- ❖ I am satisfied with my job (62.77%)
- ❖ My supervisor treats people fairly (61.98%)
- ❖ I would recommend working here to others (60.07%)
- ❖ I trust the people I work with (58.19%)
- ❖ My supervisor gives me feedback that helps me improve my job performance (58.05%)
- ❖ I believe in the goals, vision and mission of our city government (57.78%)
- ❖ I have the tools, resources and information that I need to do my job well (57.46%)
- ❖ I have a clear understanding of the goals, vision and mission of our city government (56.26%)
- ❖ Management is committed to a diverse and inclusive workplace (53.19%)
- ❖ If I had a concern about discriminatory treatment, I would feel comfortable reporting it (52.85%)
- ❖ I understand the expectations for my career advancement (52.49%)
- ❖ Overall, employees at all levels are treated respectfully by management regardless of their differences (race, sex, position, etc.) (50.93%)

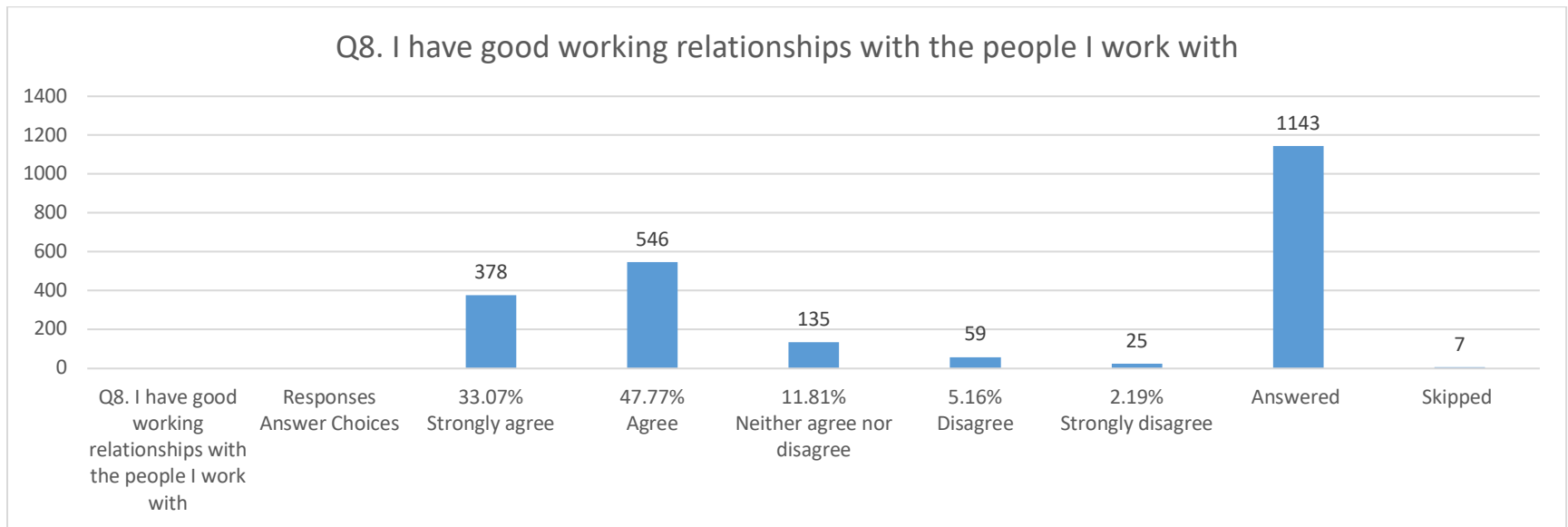
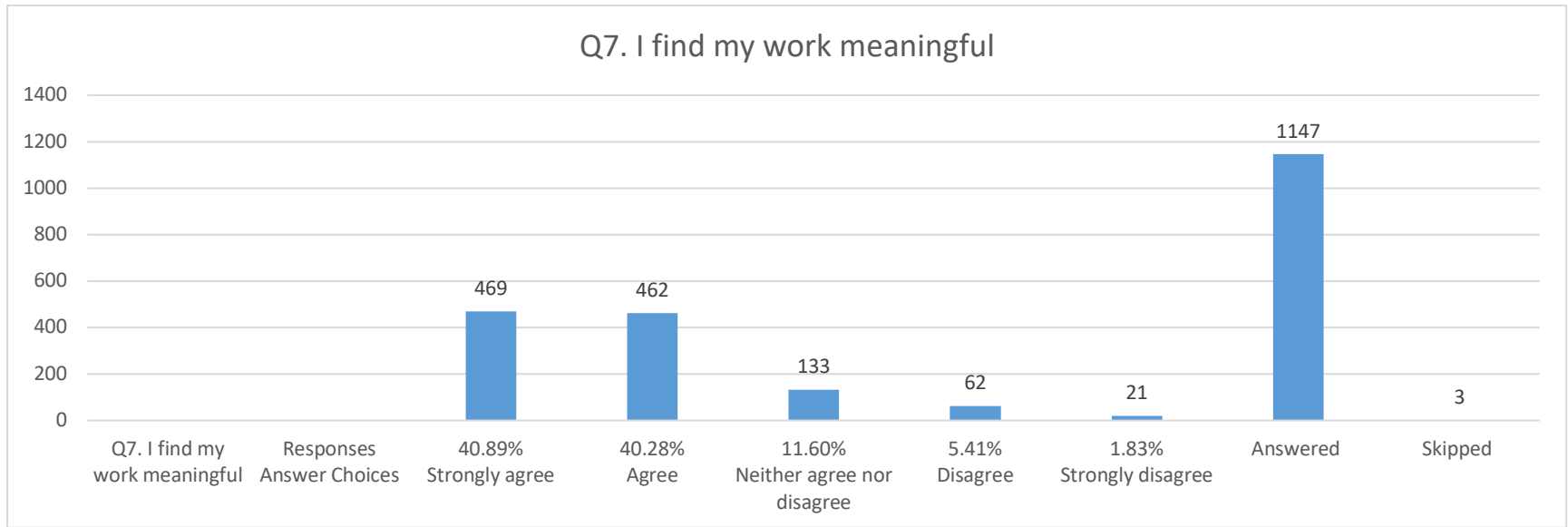
**City of Toledo**  
**Employee Survey 2018**  
**Summary of Survey Item Results**

**“Strongly Disagree” & “Disagree” Responses (@25% - 45%)**

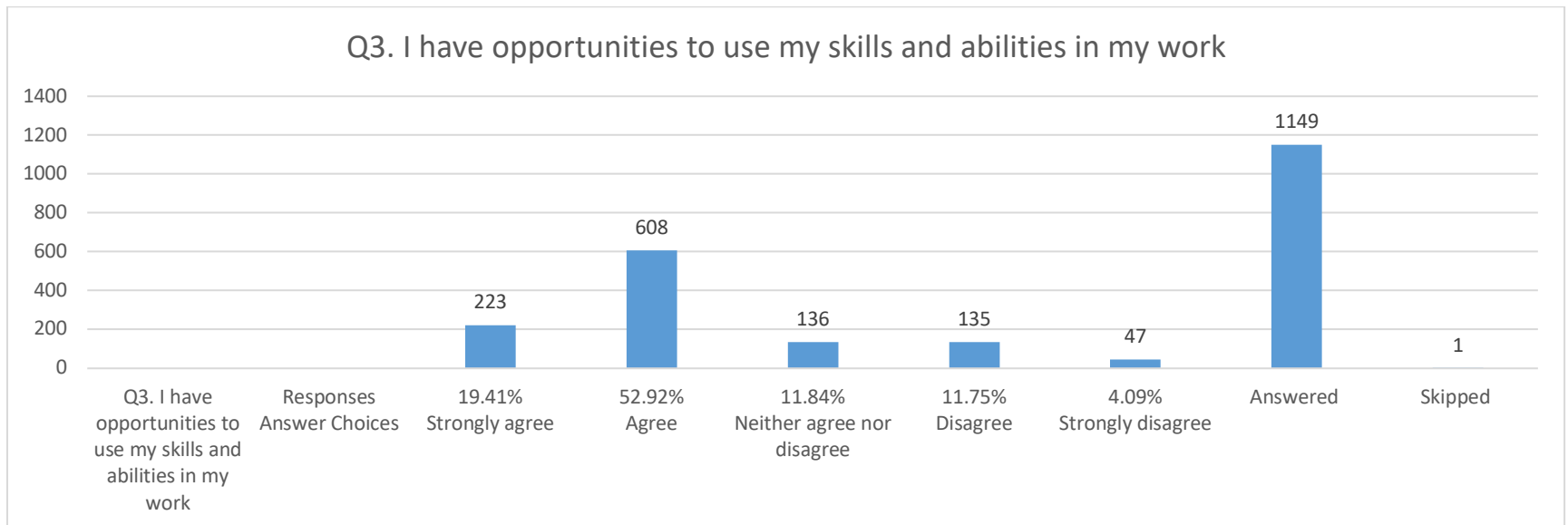
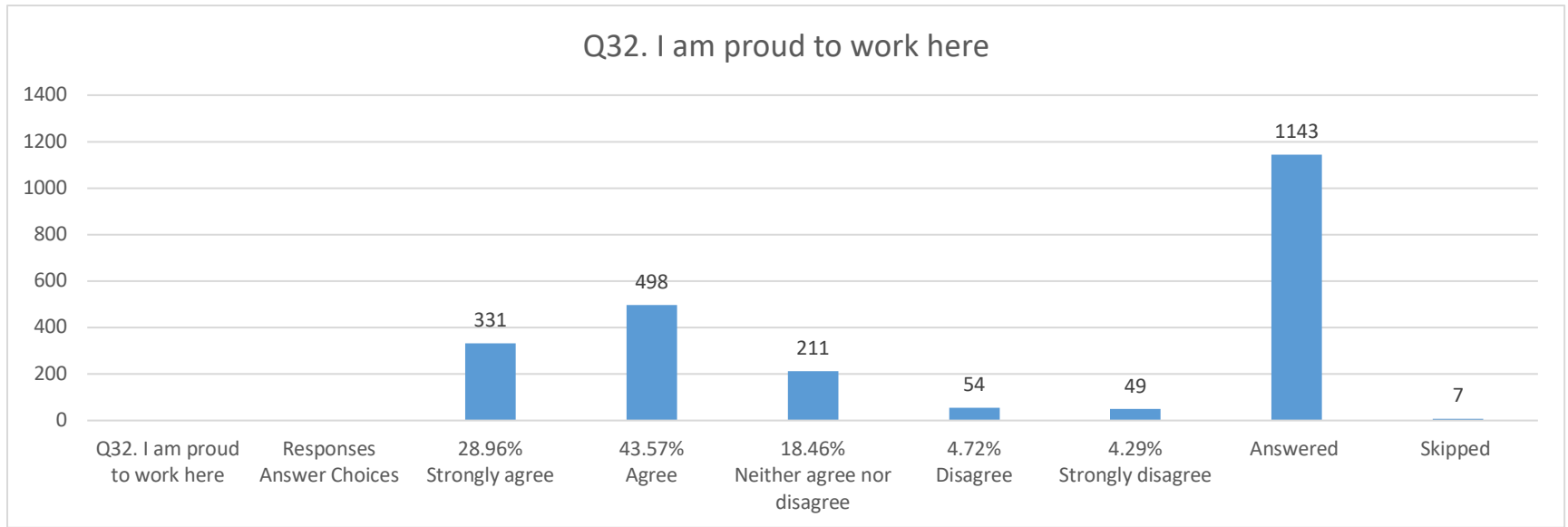
- ❖ I have personally experienced instances of bias toward me
  - (SD & D = 45.48%) (Neither = 18.41%) (SA & A = 36.11%)
- ❖ Employee concerns/problems are effectively handled by management
  - (SD & D = 41.82%) (Neither = 27.47%) (SA & A = 30.71%)
- ❖ I have personally witnessed instances of bias toward diverse groups here
  - (SD & D = 40.57%) (Neither = 19.31%) (SA & A = 40.12%)
- ❖ Management is invested in employees’ careers through training and professional development opportunities
  - (SD & D = 38.23%) (Neither = 27.03%) (SA & A = 34.74%)
- ❖ Policies and procedures are administered fairly by management
  - (SD & D = 37.73%) (Neither = 23.67%) (SA & A = 38.6%)
- ❖ Communication channels are open here between management and employees
  - (SD & D = 33.66%) (Neither = 22.14%) (SA & A = 44.2%)
- ❖ If I had a concern about discriminatory treatment, I would feel comfortable reporting it
  - (SD & D = 32.78%) (Neither = 14.73%) (SA & A = 52.85%)
- ❖ Overall, employees at all levels are treated fairly by management regardless of their differences (race, sex, position, etc.)
  - (SD & D = 32.27%) (Neither = 20.48%) (SA & A = 47.25%)
- ❖ I receive recognition for doing good work
  - (SD & D = 31.61%) (Neither = 23.29%) (SA & A = 45.10%)
- ❖ Overall, employees at all levels are treated respectfully by management regardless of their differences (race, sex, position, etc.)
  - (SD & D = 28.46%) (Neither = 20.62%) (SA & A = 50.92%)
- ❖ I have the tools, resources and information that I need to do my job well
  - (SD & D = 27.25%) (Neither = 15.28%) (SA & A = 57.46%)
- ❖ Management shows that a diverse and inclusive workplace is important through its actions
  - (SD & D = 23.54%) (Neither = 32.74%) (SA & A = 43.72%)

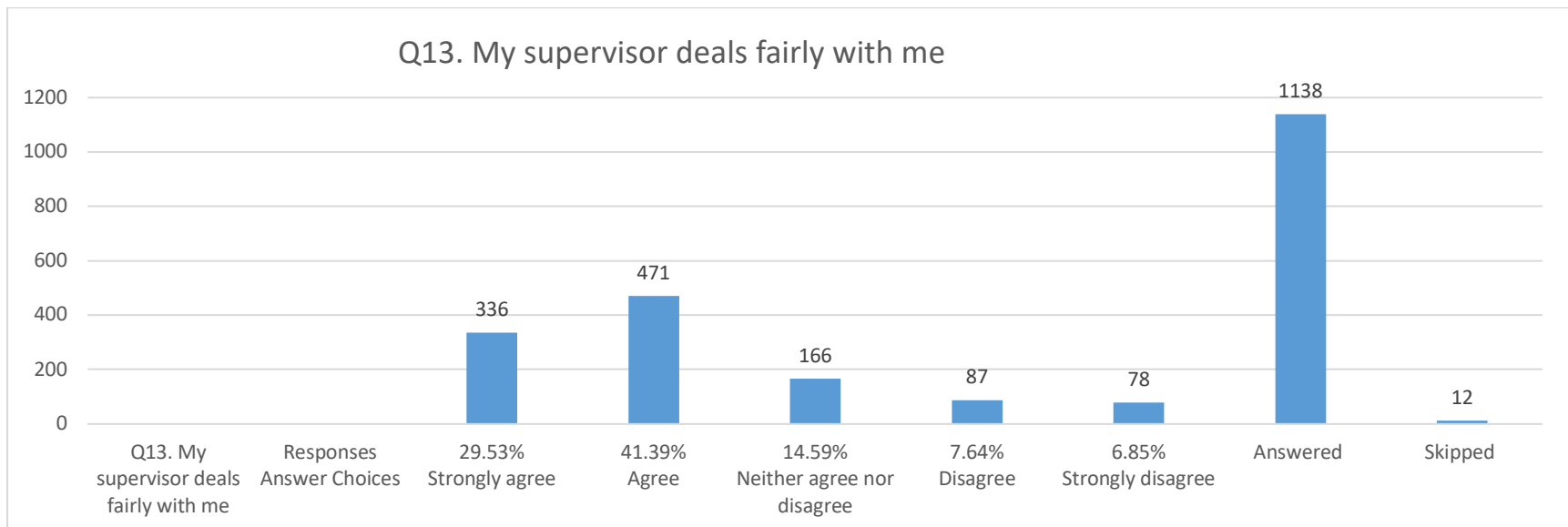
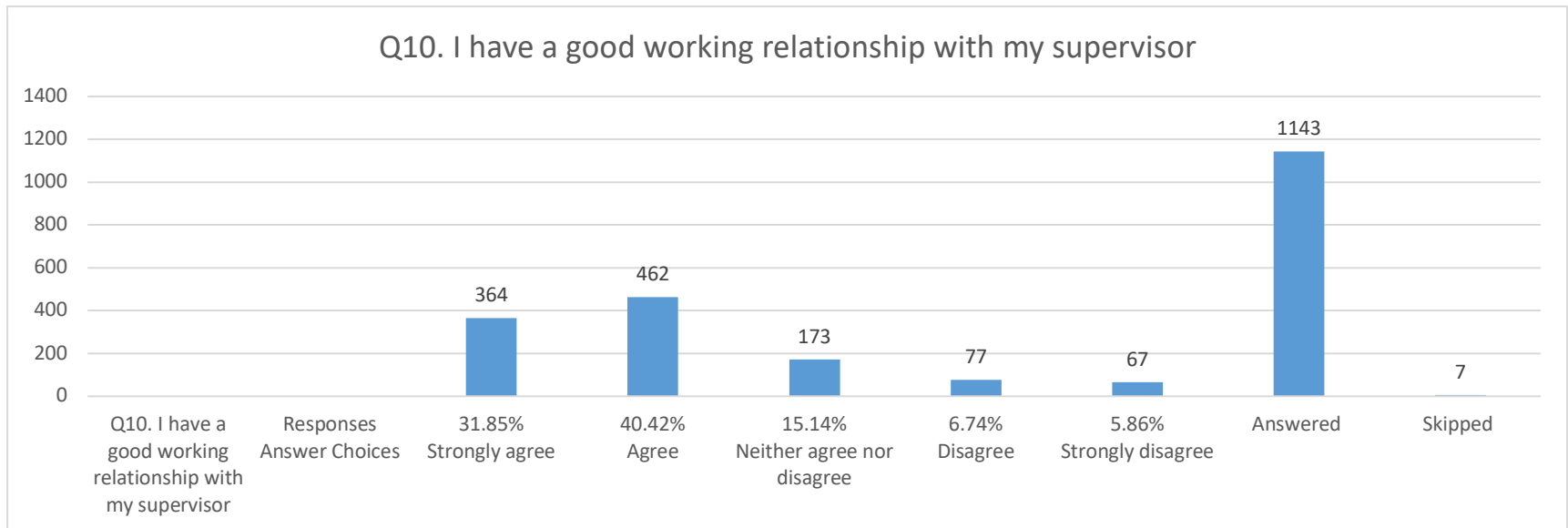
**City of Toledo Employee Survey 2018**  
**Overall Results in Descending Order**

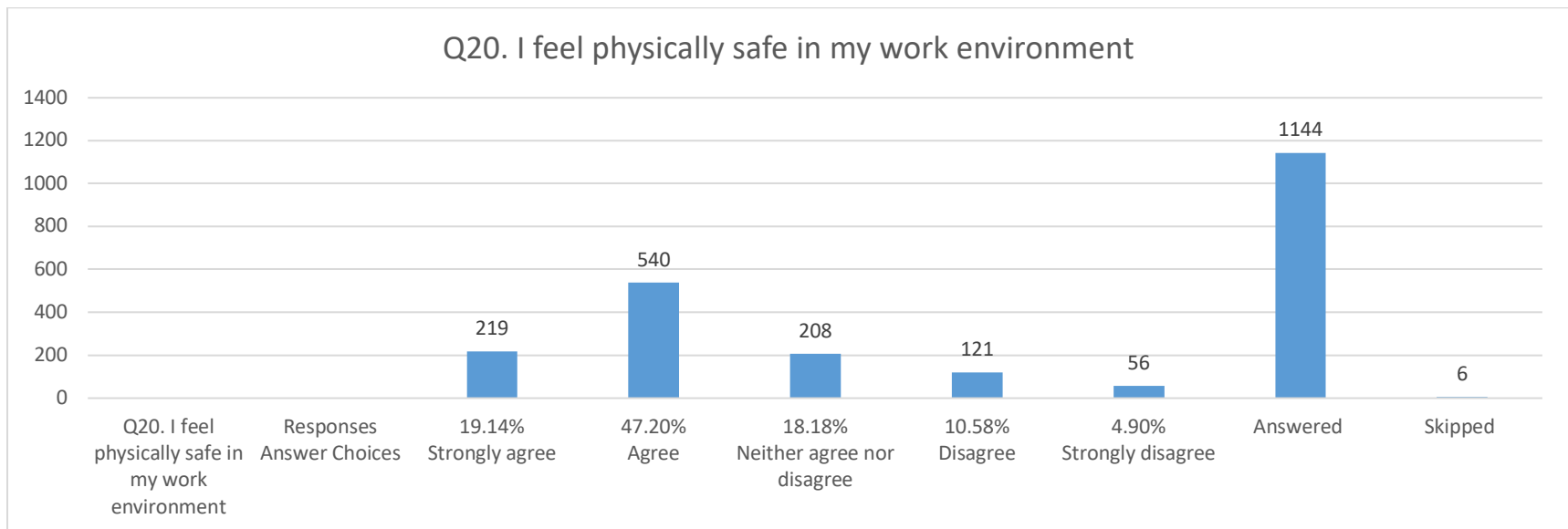
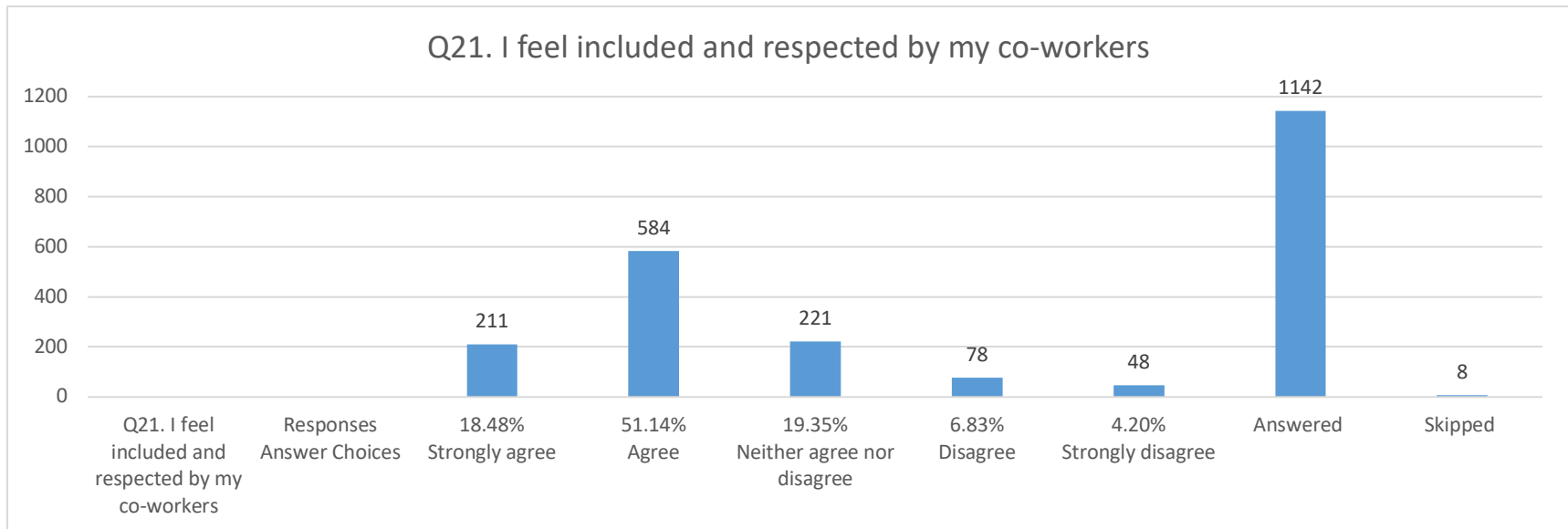


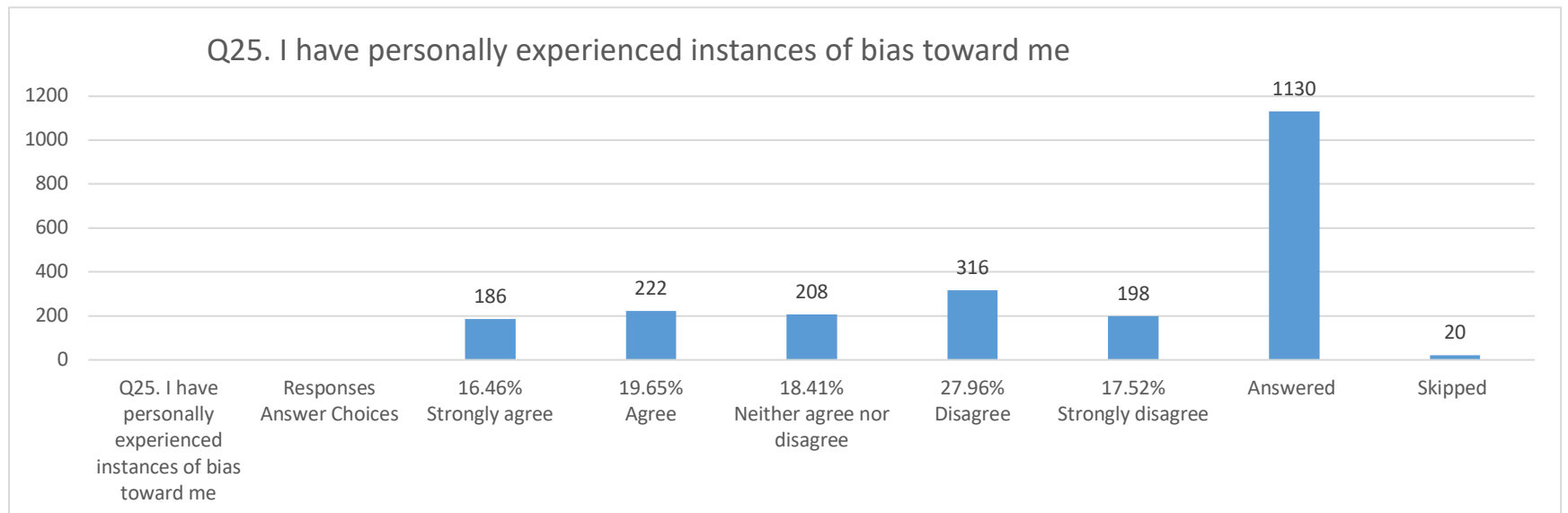
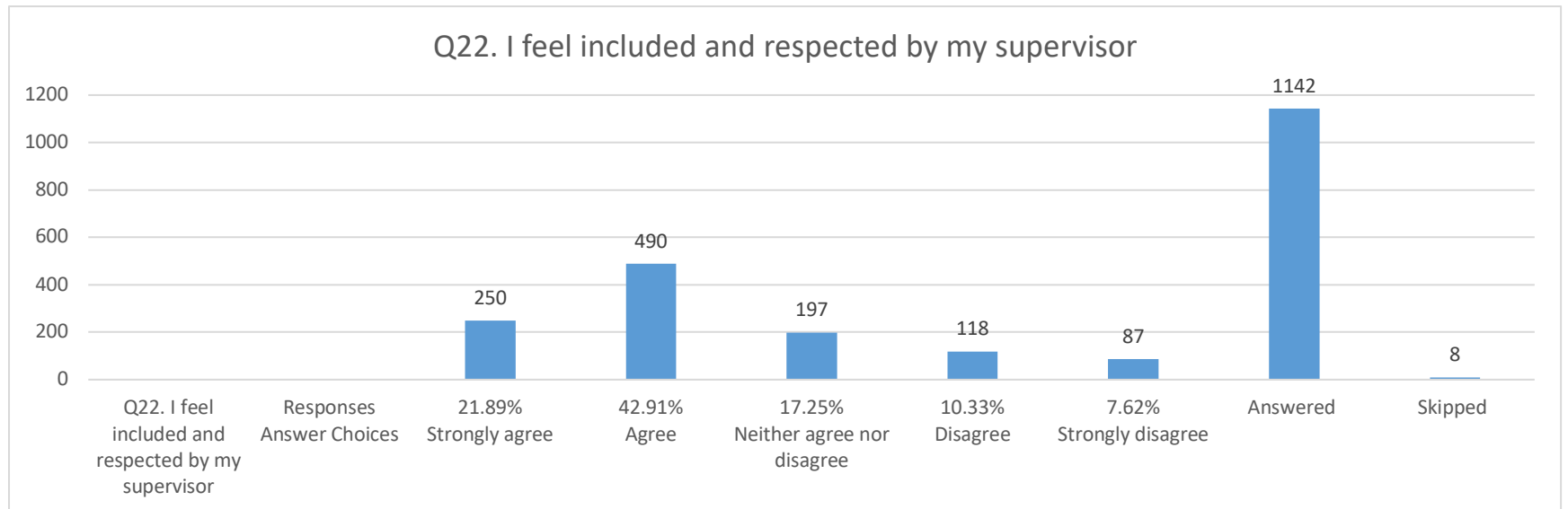


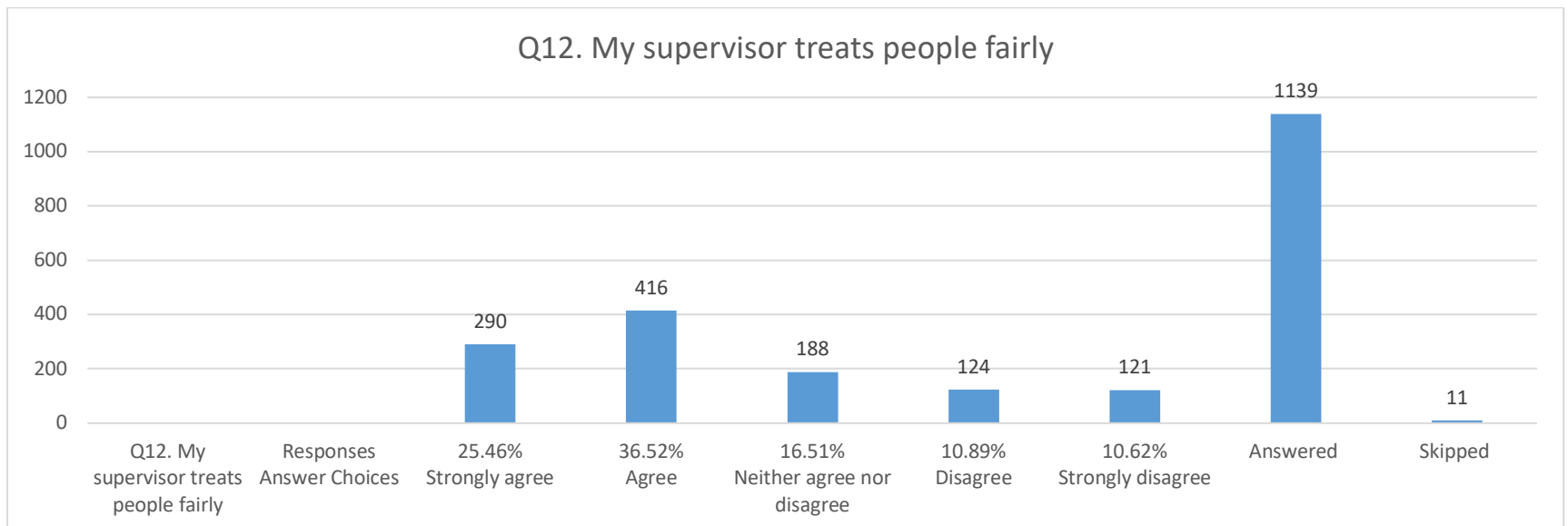
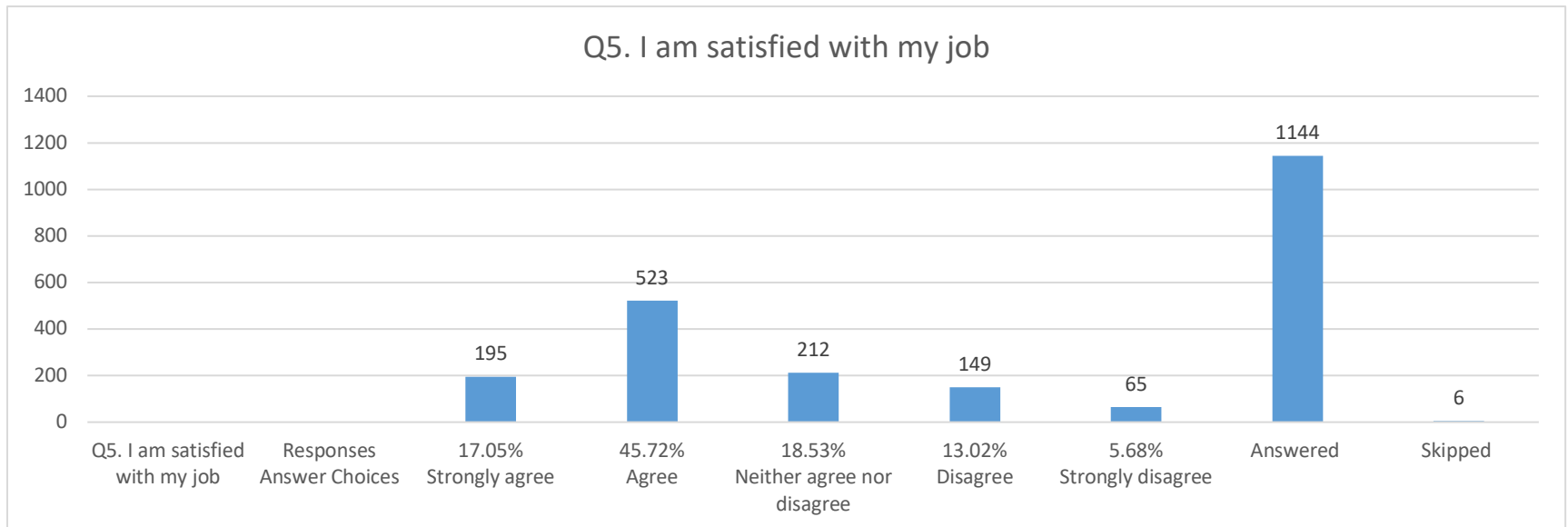


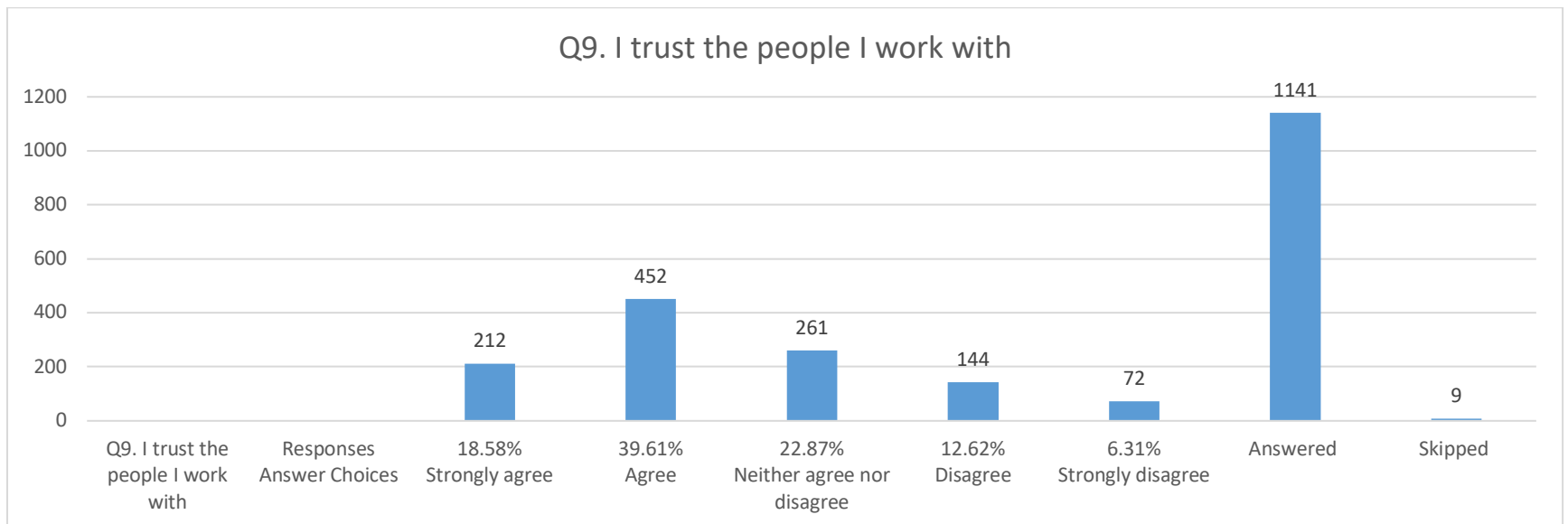
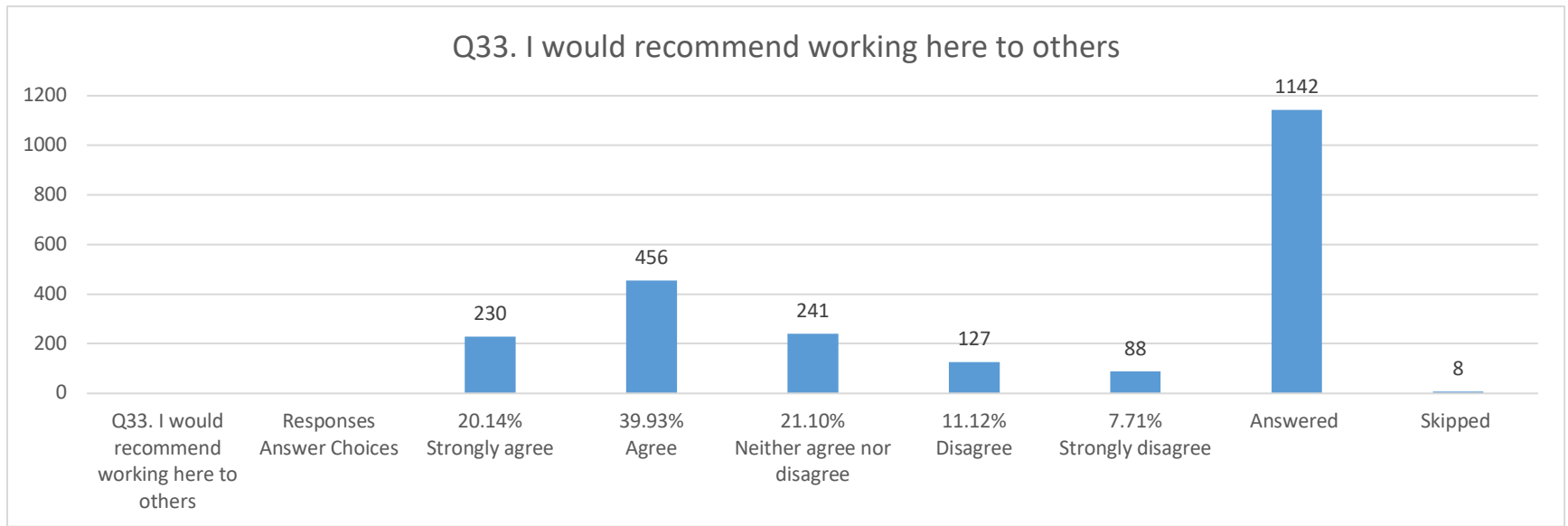


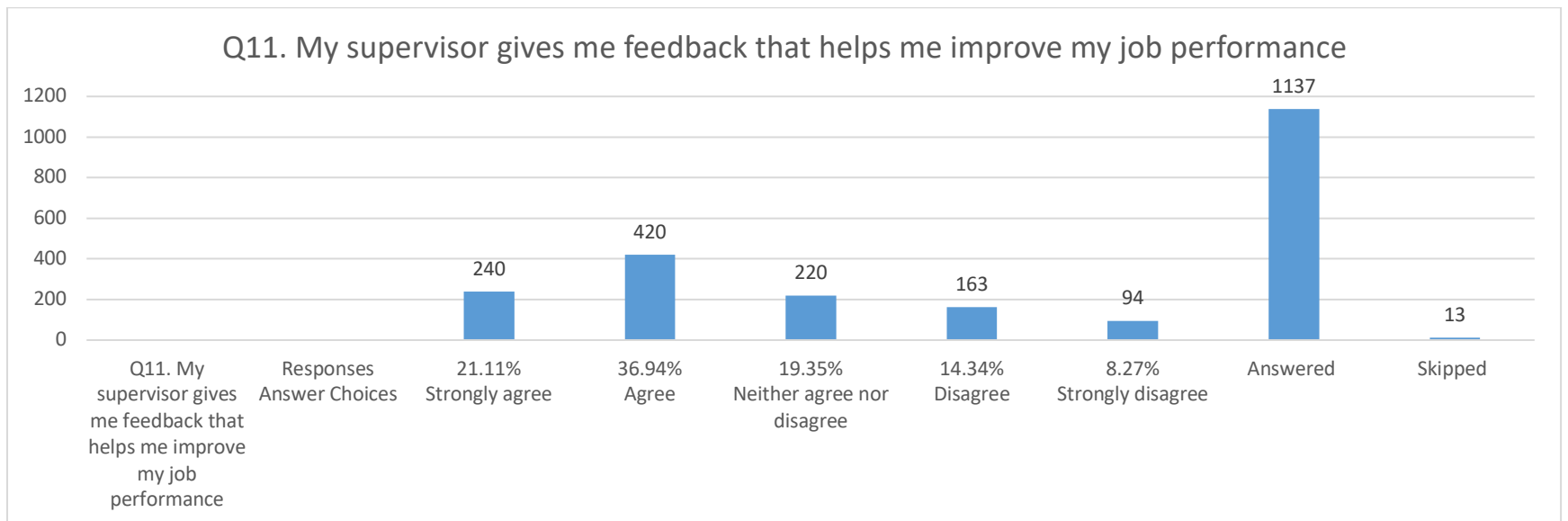
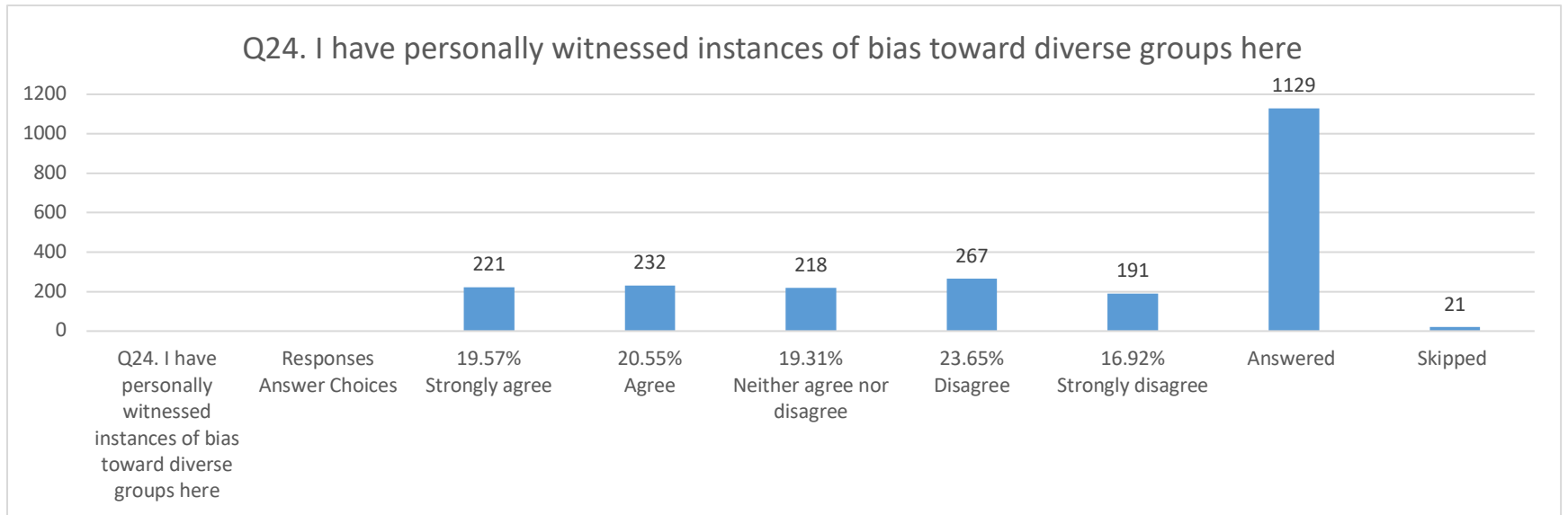


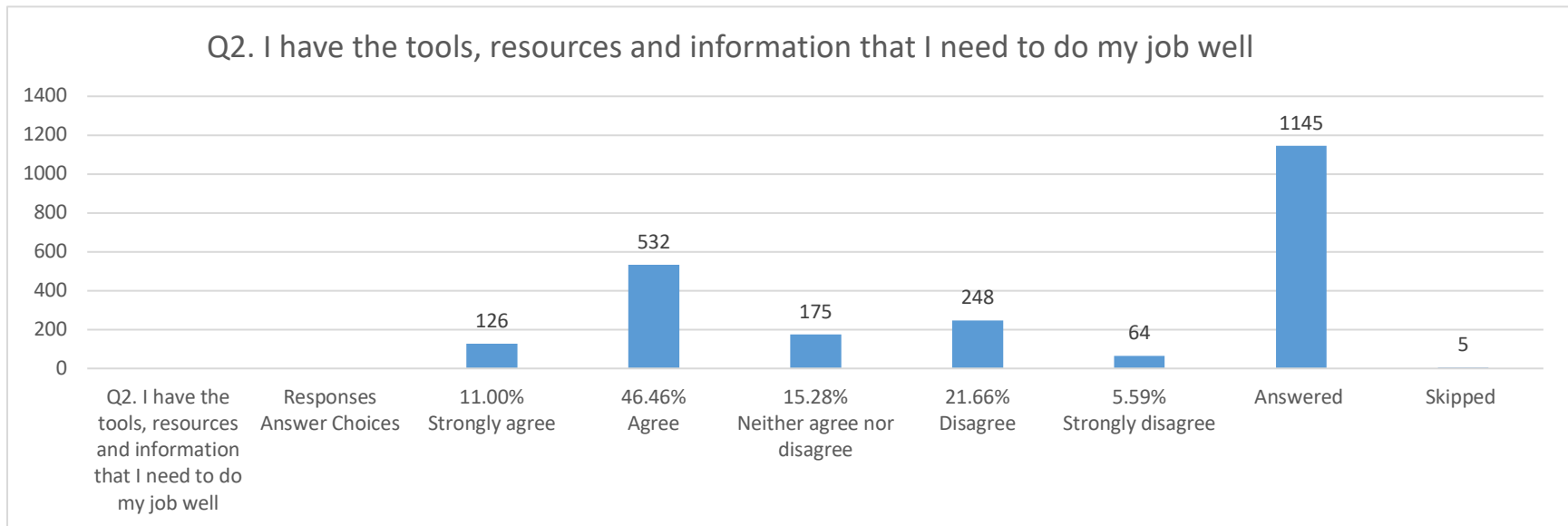
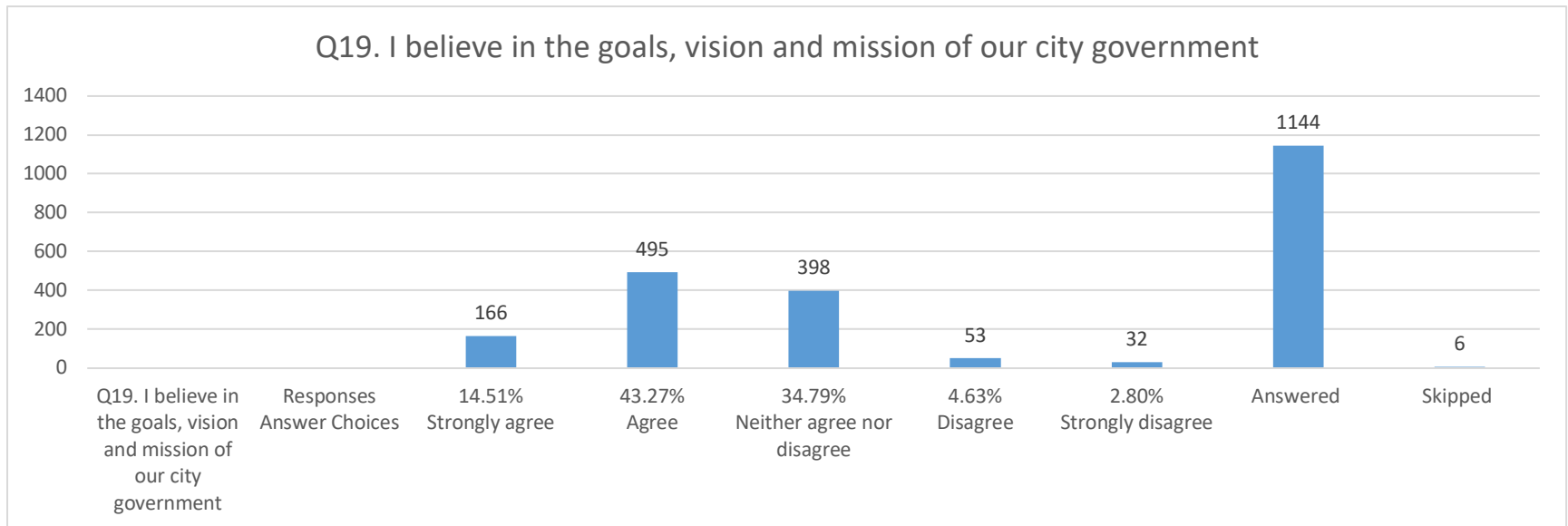




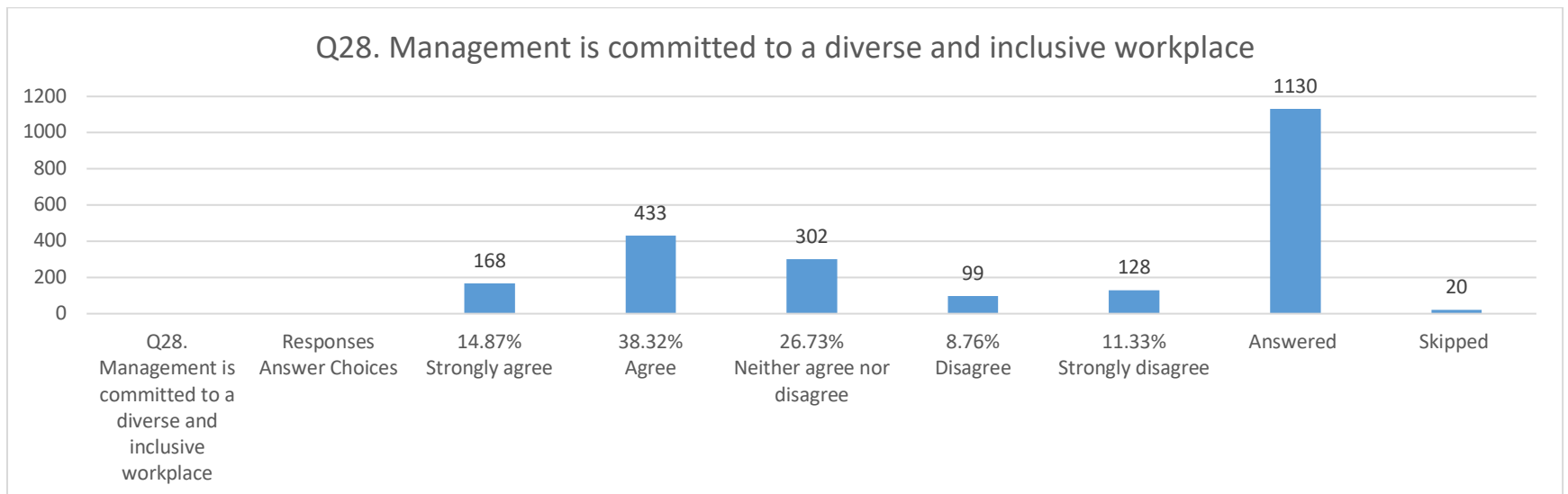
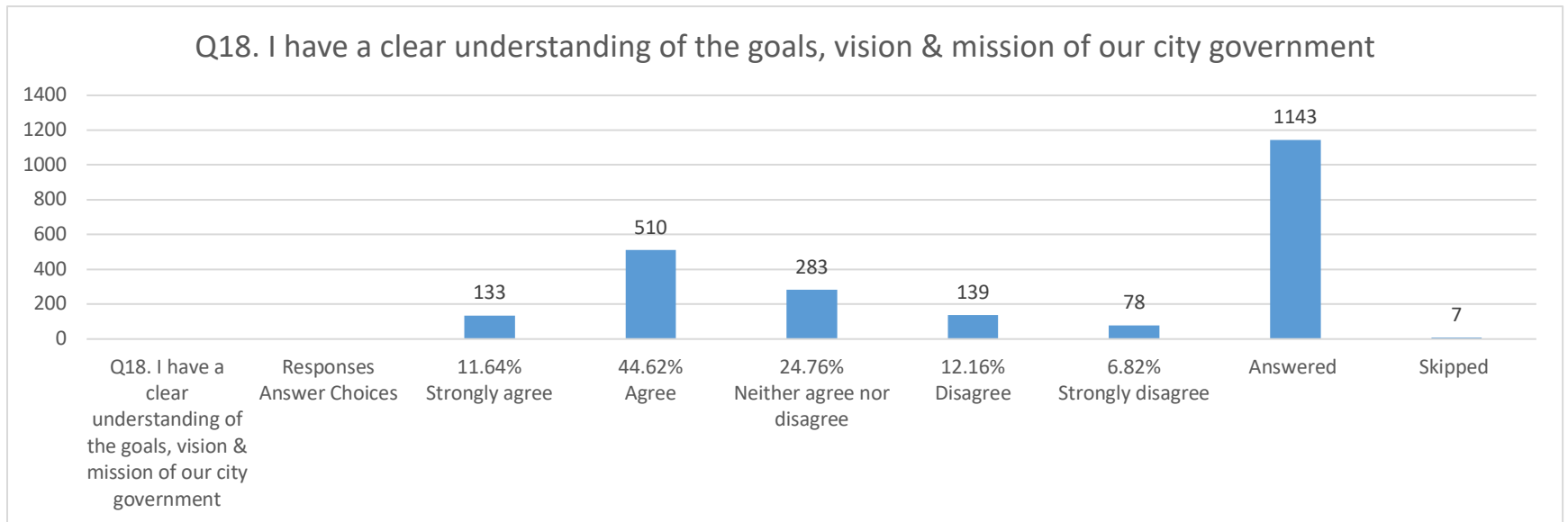


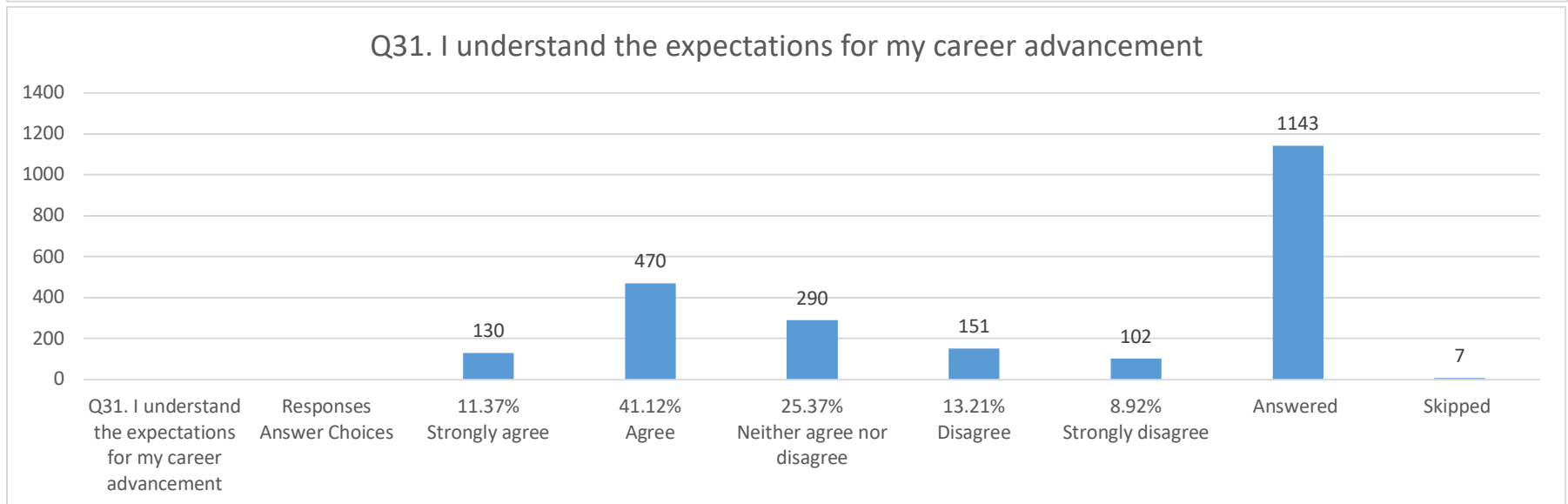
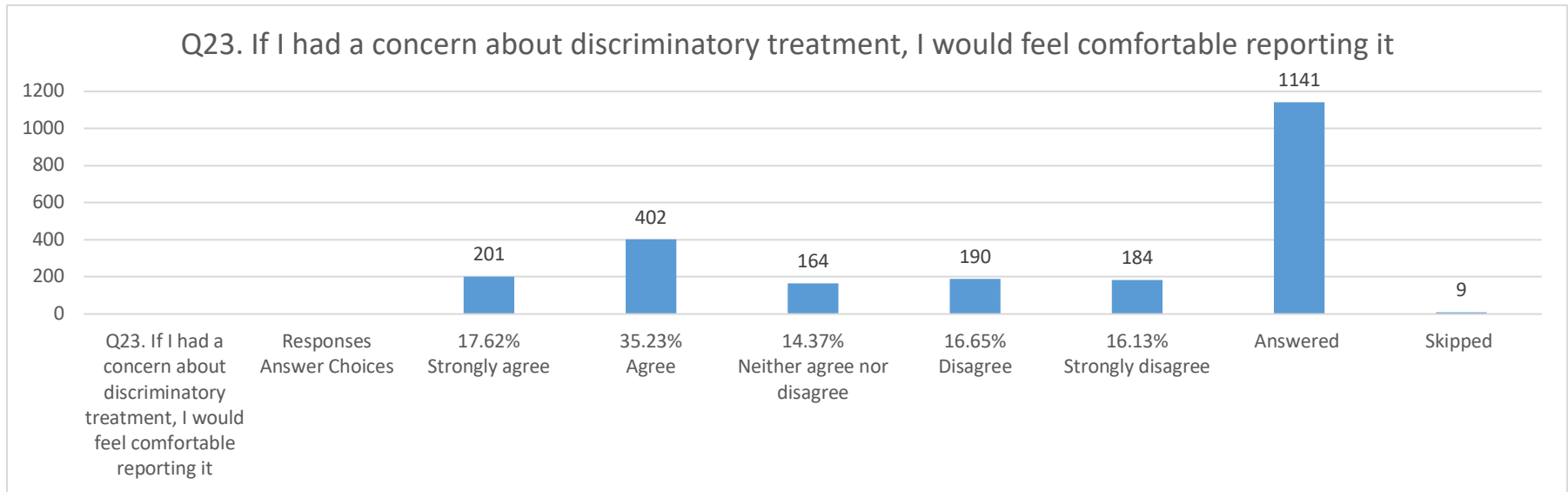


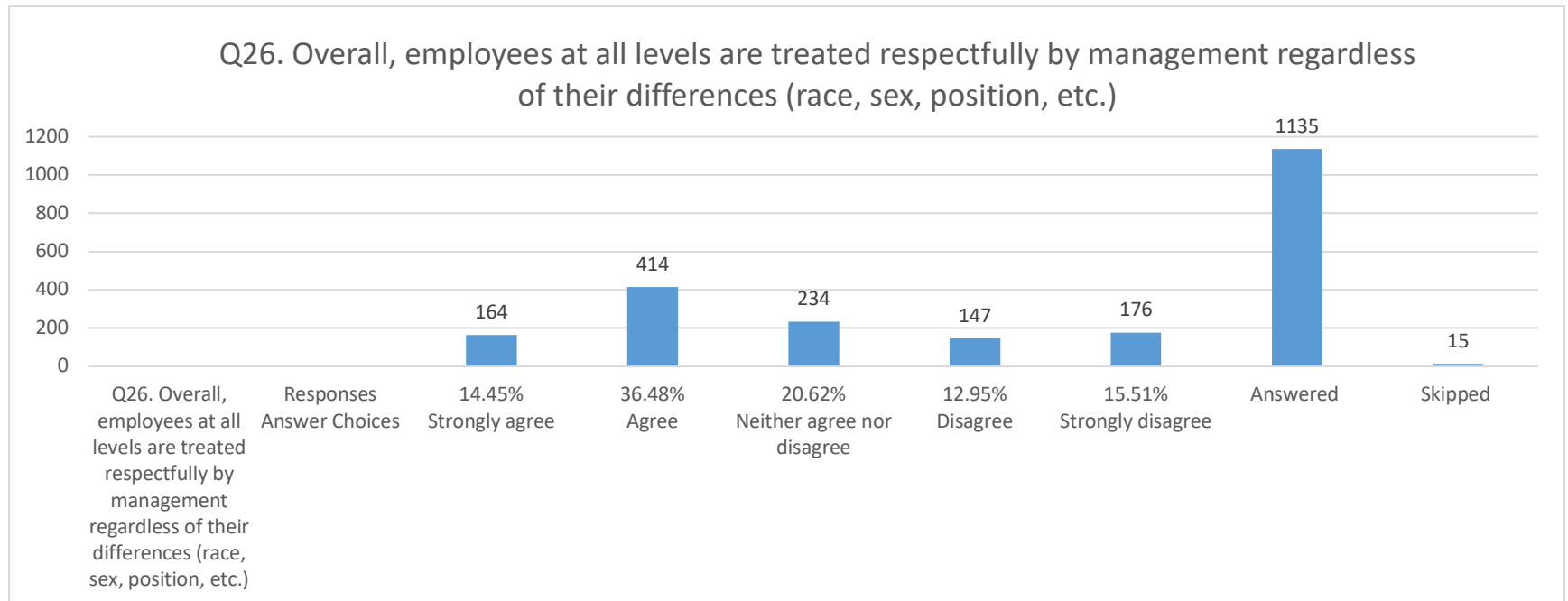


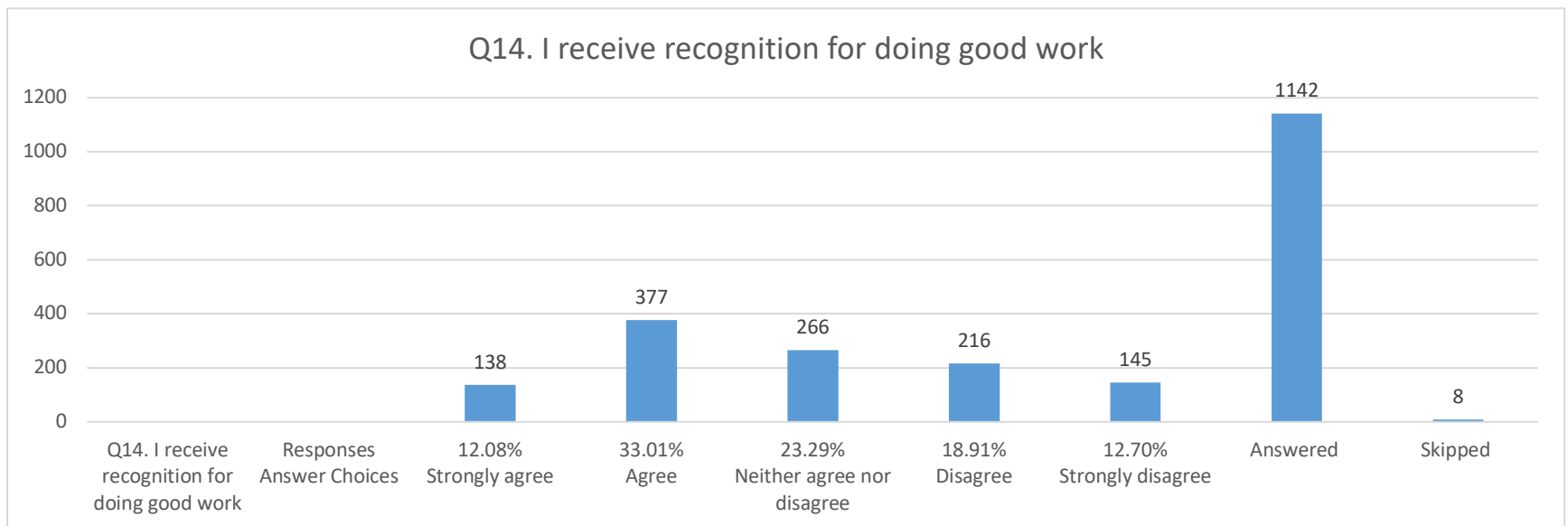
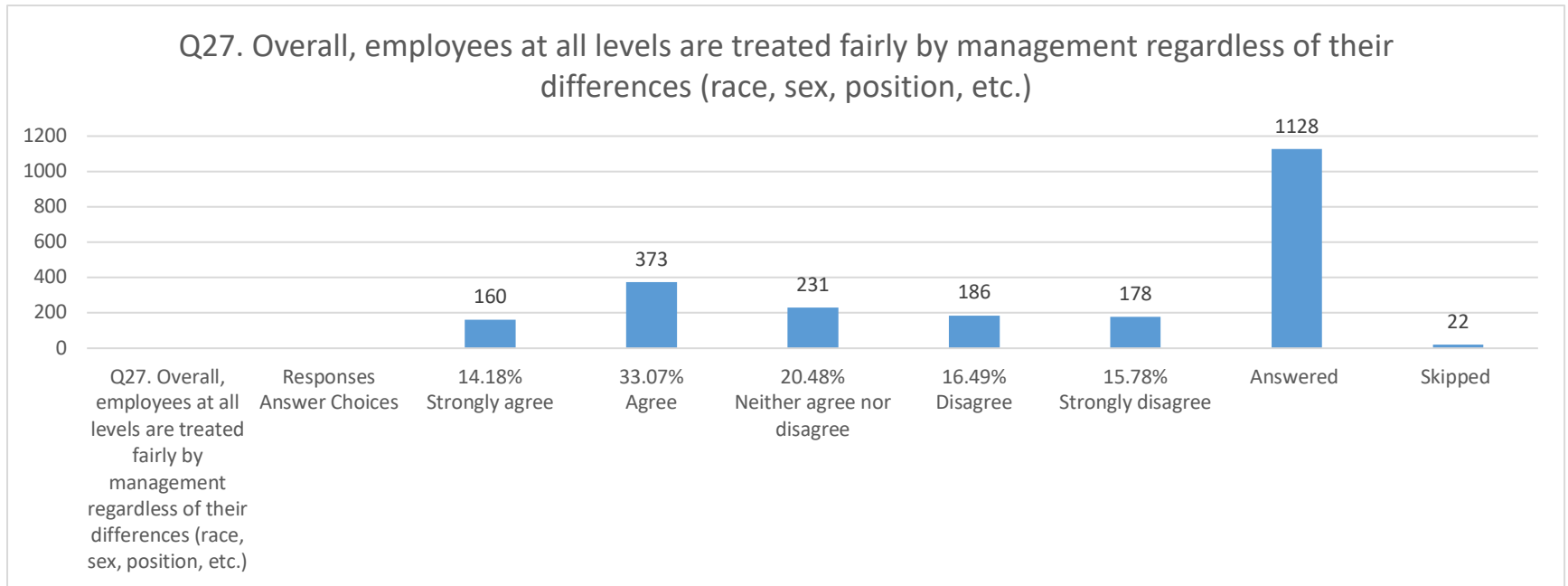


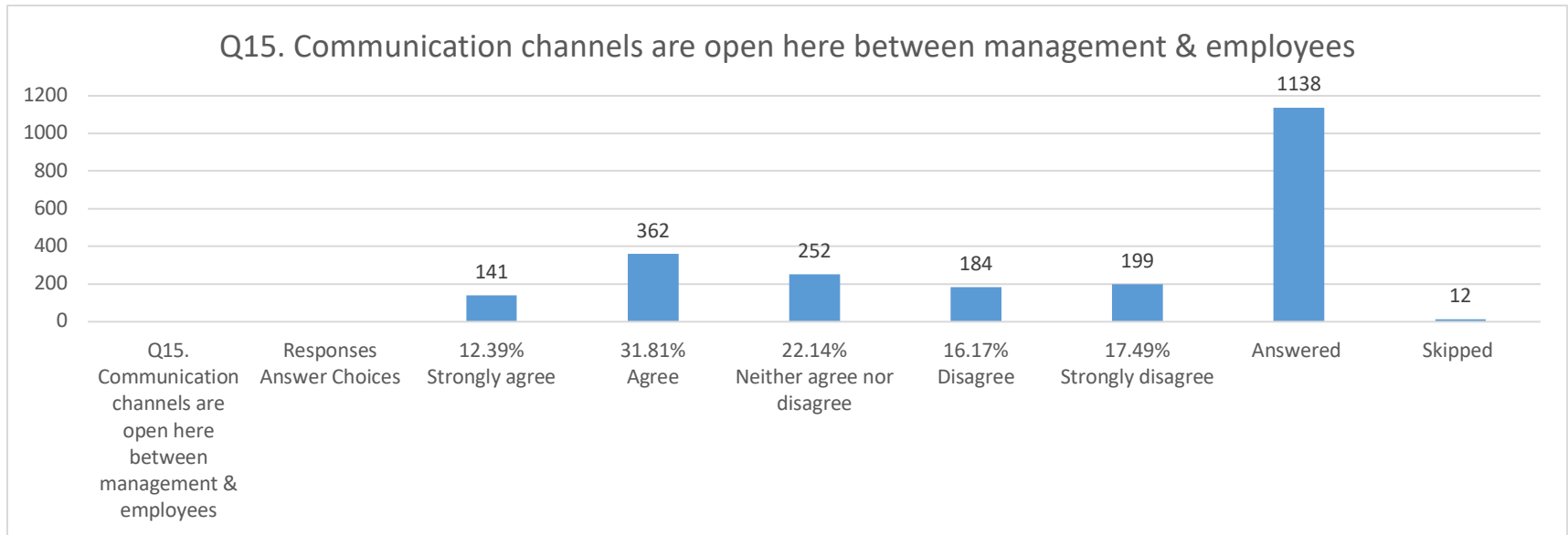


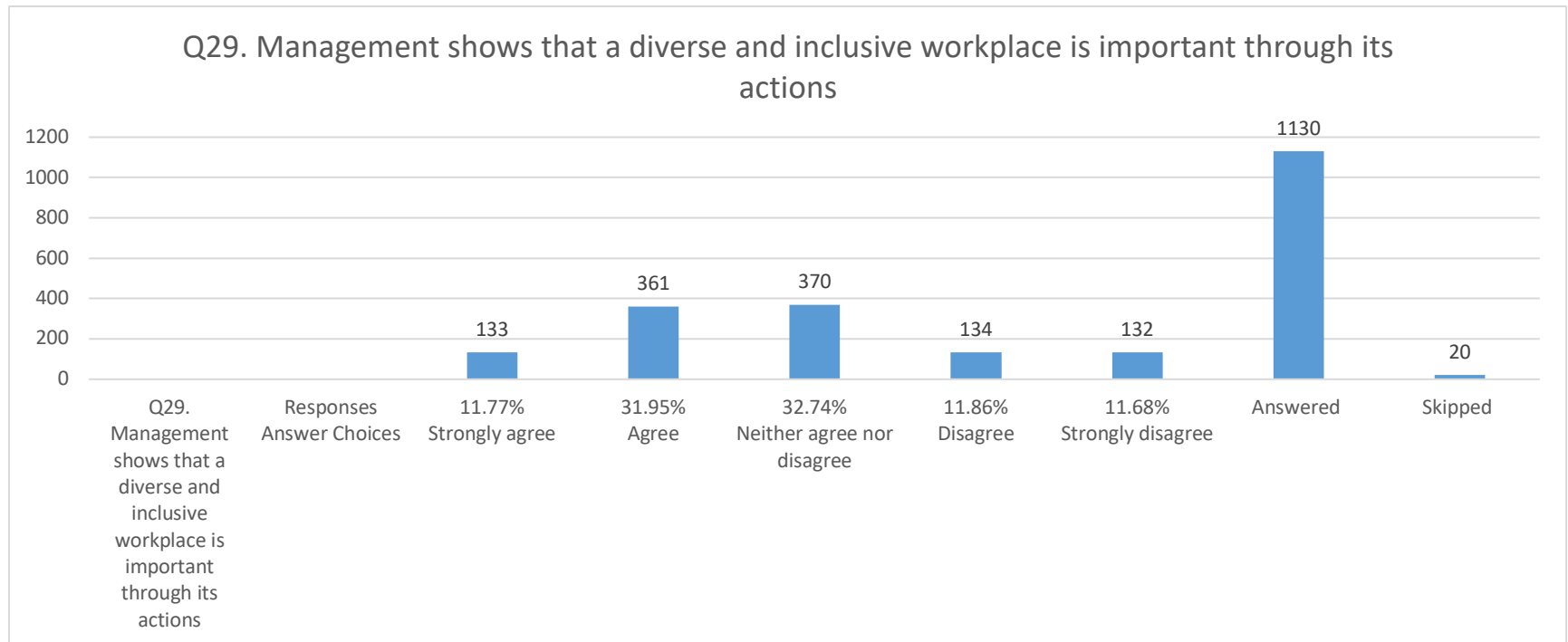


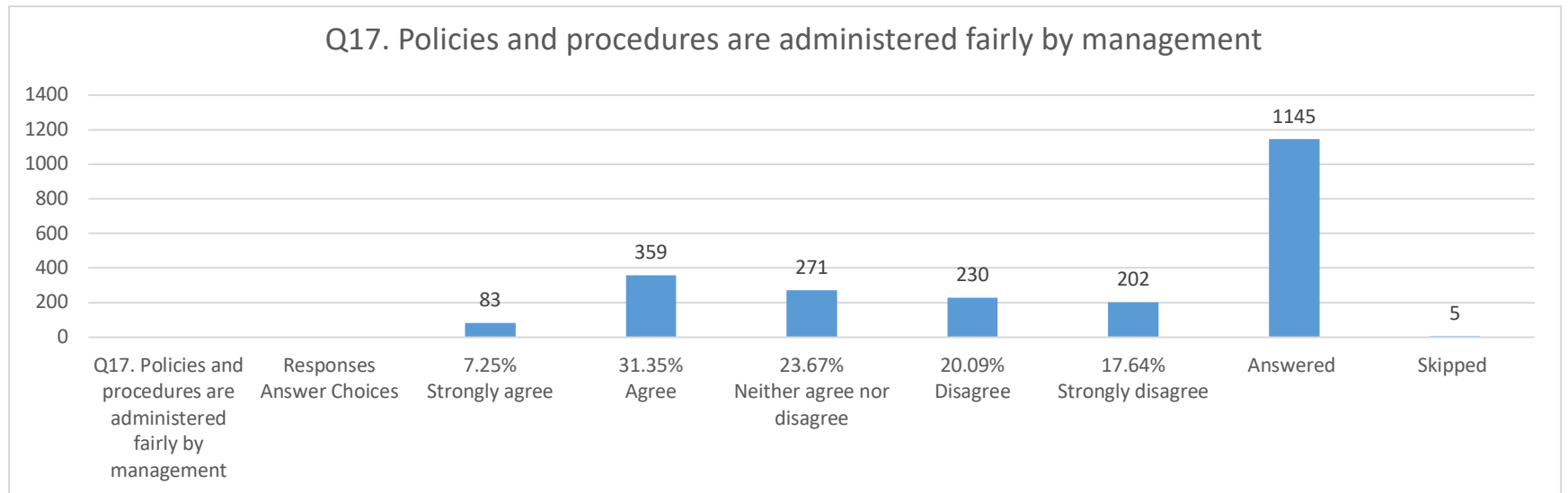


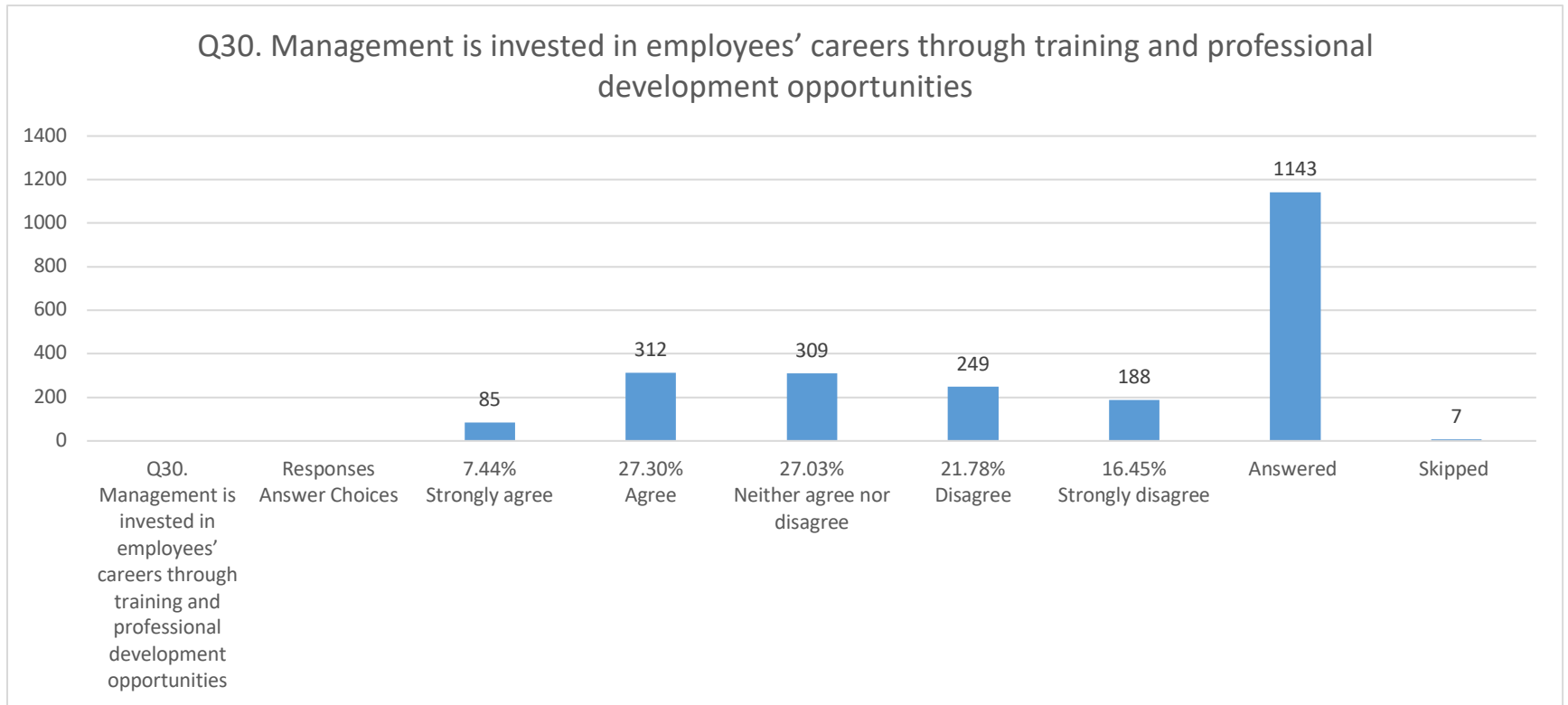




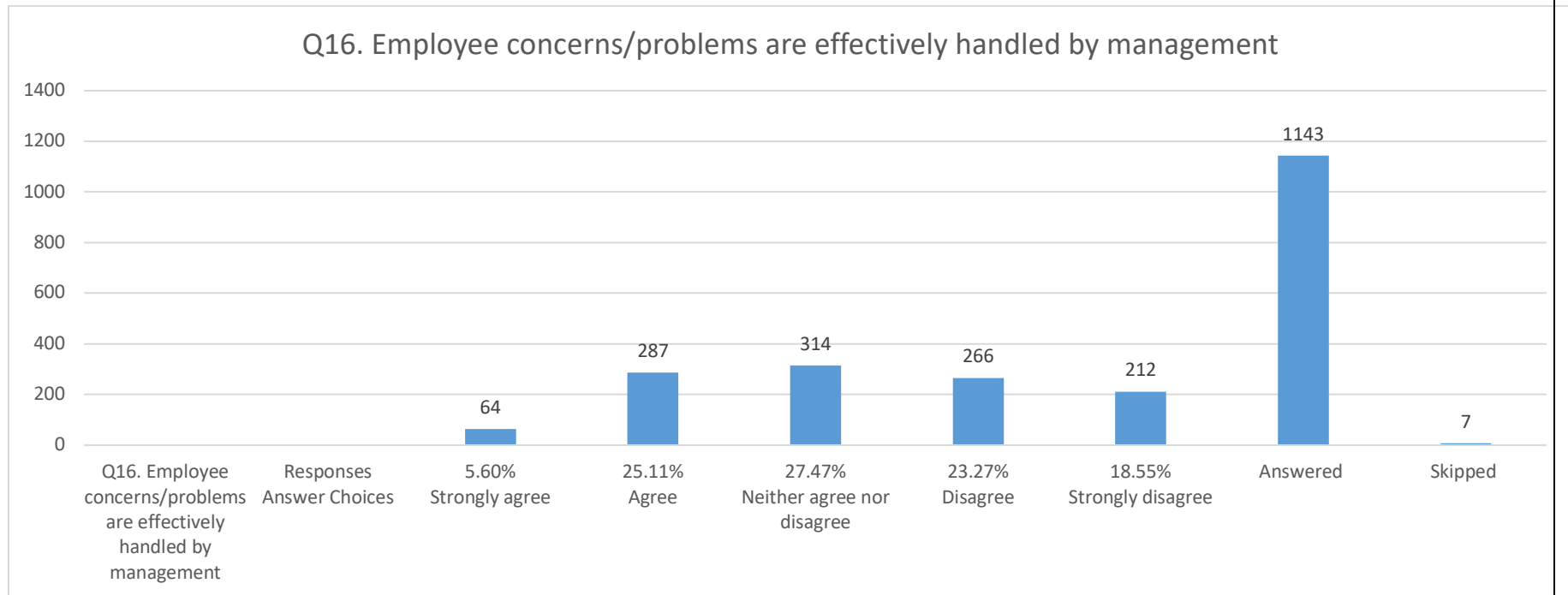












**City of Toledo  
Employee Survey 2018**

**Reasons You Enjoy Working Here - Primary Themes**

“Public service, great co-workers, secure employment, advancement opportunities, and excellent benefits”

➤ **Serving the Community**

- “The gratification in knowing that I am helping out to resolve issues within our community”
- “I enjoy helping people on a daily basis”
- “My work has purpose for the public good”
- “I enjoy working here because of the tangible results this Division delivers to citizens every day”

➤ **Meaningful Work**

- “Sense of fulfillment towards helping others”
- “I enjoy making a positive difference and being a public servant”
- “I feel that the work I do is very impactful and rewarding”
- “Belief that public service is an honor and what we do is important”
- “Every once in a while I save a life, big red trucks are cool”

➤ **Co-Workers**

- “Great co-workers working together to help the public”
- “Respect from my co-workers and we work hard collectively and individually”
- “I am proud to serve with some of the bravest people I have ever met. They always show impeccable character, integrity and dedication to serving this community”
- “I work with a great group of people who are understanding and willing to hear me out if I have any concerns. All my co-workers are respectful towards me and those on our team”

**City of Toledo  
Employee Survey 2018**

**Reasons You Enjoy Working Here - Primary Themes**

- **Challenging Work/Ability to Solve Problems**
  - “I enjoy the challenges that we deal with on a daily basis”
  - “My job is always changing, never the same pace, every day presents a new challenge”
  - “Every day some new challenge pops up to solve”
  - “Every day is a chance to learn something new”
  
- **Using Knowledge and Skills**
  - “Getting the chance to pass along the knowledge I have gained over the years”
  - “Allowed to use my experience to benefit the city of Toledo”
  - “I like the job and what my position requires; I feel my skills are being utilized”
  - “The pay, benefits, pension, and the fact that I am able to put my knowledge of the job and skills to use on a daily basis”
  - “To be able to use my professional skills I obtained in the private sector, and to help my community”
  
- **Hometown Pride**
  - “I have lived in this city all my life. I like making the improvements in this city to make it a great place to live”
  - “I get to give back to my home”
  - “It’s the community I grew up and I love this town. I want it to be the best place it can possibly be”
  - “It’s the best job in the world and happy to do it in the city I live in”

**City of Toledo  
Employee Survey 2018**

**Reasons You Enjoy Working Here - Primary Themes**

- **Career Opportunities**
  - “I like the fact there is room for growth”
  - “Meaningful work and opportunities to expand my skill set”
  - “I’m doing meaningful work, have a good work schedule, and good advancement opportunities here”
  - “I get a chance to learn and develop new skills and to have the opportunity to assist in the well-being of the residents of Toledo”
  
- **Benefits/Pay/Job Security**

**City of Toledo  
Employee Survey 2018**

**Recommendations for Improvement - Primary Themes**

➤ **Management-Staff Communication**

- **Provide positive feedback and recognize a job well done**
  - “Good feedback from the top down needs to be more prompt and more frequent”
  - “I would like more recognition culture”
  - “Things would improve in our office if the work that we do was recognized as important. Also, if we as the employee were recognized for good work that we did and do”
- **Share timely information about goals, policies & procedures, and reasons for decisions**
  - “Better, consistent communication from the top down would go a long way in the general work environment”
  - “Transparency and communication regarding issues, goals and development strategy”
  - “Better communication between immediate supervisor & employee. Notification of new information/procedures that pertain to my job duties from immediate supervisor”
- **Obtain input from employees and listen to employees**
  - “Have forums where management actually listens to the employees without automatically discounting them or saying they are complaining”
  - “Listen more from the bottom up”
  - “Create an environment that encourages and stimulates ideas without fear of making mistakes”
- **Share information and coordinate across departments**
  - “For the other departments to talk and schedule things a lot better, other divisions need to get other divisions to work together not against each other”

**City of Toledo  
Employee Survey 2018**

**Recommendations for Improvement - Primary Themes**

- **Accountability for Management and Staff**
  - **Make all of the policies and procedures transparent**
  - **Enforce the policies and procedures consistently**
    - “Right now our department has hard-working employees. In the past, a couple employees were not managed closely enough and this caused anger and animosity because they were not doing their job”
    - “All employees held to the same standard”
    - “Poor managers should be held accountable”
    - “Holding employees accountable for their work or lack thereof”
  - **Follow through on issues and concerns raised**
    - “Management to fix issues brought to their attention instead of just listening”

**City of Toledo  
Employee Survey 2018**

**Recommendations for Improvement - Primary Themes**

- **Human Resources Policies & Procedures**
  - **Review and revise the selection and evaluation processes**
    - “Promotions should be performance/merit based”
    - “I would love to see promotions where the employee is picked because they are the best for the job”
  - **Review and update all of the job position descriptions**
    - “Position descriptions for each job rather than job classification could ensure better match between skills needed for specific jobs and selected candidates”
    - “please, PLEASE look at the job classifications and rewrite them”
  - **Provide a tool and perform annual performance evaluations for all managers and staff**
    - “There needs to be mandatory employee performance evaluations each year. I feel this is the only formal opportunity to discuss goals, expectations, and opportunities for improvement”
  - **Offer additional career advancement opportunities**
    - “More growth opportunities overall”
    - “ Better communication of career advancement paths”
    - “Invest in employee mentoring programs and look to grow talent from within”

**City of Toledo  
Employee Survey 2018**

**Recommendations for Improvement - Primary Themes**

➤ **Training**

- **Provide training on effective management practices**
  - “Train managers on how to be managers and not micro managers”
  - “Training should be set in place for all supervisors and managers”
- **Provide new employee training/onboarding for their position**
  - “There is nothing set up for training new employees or management. It seems to be a learn as you go mentality, because we are so busy the proper training time doesn’t happen”
- **Provide relevant training for staff**
  - “We need better training to work on the variety of equipment that we work with”
  - “More specialized training when required”
  - “We need actual hands-on training, not online training”

➤ **Resources**

- Cars
- Computer software
- Equipment
- Furniture
- Pay comparable to other municipal governments
- People



## City of Toledo Employee Survey 2018

### Racial & Ethnic Group Results

Q2. I have the tools, resources and information that I need to do my job well

	SA	A	Neither	D	SD
White/Caucasian	14.57%	46.23	14.07	18.59	6.53
Black/African American	20.69%	39.66	17.24	8.62	13.79
Hispanic/Latino	7.69%	53.85	15.38	23.08	0.00
Other	0.00%	0.00	33.33	66.67	0.00

SA=Strongly Agree    A=Agree    D=Disagree    SD=Strongly Disagree

Q3. I have opportunities to use my skills and abilities in my work

	SA	A	Neither	D	SD
White/Caucasian	23.62	51.76	9.05	10.55	5.03
Black/African American	22.03	45.76	16.95	10.17	5.08
Hispanic/Latino	15.38	61.54	15.38	0.00	7.69
Other	0.00	66.67	33.33	0.00	0.00

Q4. Trying to improve my job performance is important to me

	SA	A	Neither	D	SD
White/Caucasian	60.30	31.16	4.52	3.02	1.01
Black/African American	66.10	27.12	3.39	1.69	1.69
Hispanic/Latino	46.15	53.85	0.00	0.00	0.00
Other	83.33	16.67	0.00	0.00	0.00

### Q5. I am satisfied with my job

	SA	A	Neither	D	SD
White/Caucasian	20.20	46.46	17.17	10.10	6.06
Black/African American	20.34	44.07	15.25	11.86	8.47
Hispanic/Latino	15.38	61.54	15.38	0.00	7.69
Other	16.67	50.00	16.67	16.67	0.00

### Q6. I am held accountable for my work product

	SA	A	Neither	D	SD
White/Caucasian	34.34	47.98	12.63	4.04	1.01
Black/African American	37.29	54.24	3.39	5.08	0.00
Hispanic/Latino	15.38	53.85	15.38	7.69	7.69
Other	66.67	33.33	0.00	0.00	0.00

### Q7. I find my work meaningful

	SA	A	Neither	D	SD
White/Caucasian	42.71	38.69	11.56	5.03	2.01
Black/African American	57.63	27.12	10.17	5.08	0.00
Hispanic/Latino	38.46	38.46	23.08	0.00	0.00
Other	100.00	0.00	0.00	0.00	0.00

**Q8. I have good working relationships with the people I work with**

	SA	A	Neither	D	SD
White/Caucasian	36.22	47.45	11.22	3.06	2.04
Black/African American	47.46	32.20	10.17	8.47	1.69
Hispanic/Latino	30.77	53.85	15.38	0.00	0.00
Other	0.00	50.00	50.00	0.00	0.00

**Q9. I trust the people I work with**

	SA	A	Neither	D	SD
White/Caucasian	20.00	45.13	17.44	13.33	4.10
Black/African American	32.20	28.81	20.34	11.86	6.78
Hispanic/Latino	7.69	61.54	7.69	23.08	0.00
Other	0.00	33.33	33.33	33.33	0.00

**Q10. I have a good working relationship with my supervisor**

	SA	A	Neither	D	SD
White/Caucasian	26.02	46.43	13.27	11.22	3.06
Black/African American	40.68	37.29	10.17	8.47	3.39
Hispanic/Latino	7.69	53.85	30.77	0.00	7.69
Other	33.33	33.33	16.67	16.67	0.00

**Q11. My supervisor gives me feedback that helps me improve my job performance**

	SA	A	Neither	D	SD
White/Caucasian	19.39	35.20	21.43	18.88	5.10
Black/African American	33.90	32.20	16.95	11.86	5.08
Hispanic/Latino	0.00	53.85	15.38	15.38	15.38
Other	33.33	16.67	0.00	33.33	16.67

**Q12. My supervisor treats people fairly**

	SA	A	Neither	D	SD
White/Caucasian	22.68	36.08	20.10	12.89	8.25
Black/African American	28.81	37.29	11.86	6.78	15.25
Hispanic/Latino	7.69	46.15	23.08	15.38	7.69
Other	50.00	16.67	16.67	0.00	16.67

**Q13. My supervisor deals fairly with me**

	SA	A	Neither	D	SD
White/Caucasian	27.32	44.85	12.37	10.31	5.15
Black/African American	35.59	37.29	16.95	1.69	8.47
Hispanic/Latino	7.69	46.15	38.46	0.00	7.69
Other	50.00	16.67	16.67	16.67	0.00

Q14. I receive recognition for doing good work

	SA	A	Neither	D	SD
White/Caucasian	9.69	29.08	24.49	21.94	14.80
Black/African American	18.64	28.81	32.20	11.86	8.47
Hispanic/Latino	0.00	61.54	15.38	15.38	7.69
Other	33.33	16.67	33.33	16.67	0.00

Q15. Communication channels are open here between management & employees

	SA	A	Neither	D	SD
White/Caucasian	10.20	26.02	27.55	17.35	18.88
Black/African American	10.17	37.29	16.95	15.25	20.34
Hispanic/Latino	0.00	38.46	38.46	7.69	15.38
Other	16.67	16.67	16.67	16.67	33.33

Q16. Employee concerns/problems are effectively handled by management

	SA	A	Neither	D	SD
White/Caucasian	3.52	25.63	25.13	28.14	17.59
Black/African American	6.78	28.81	28.81	18.64	16.95
Hispanic/Latino	0.00	23.08	30.77	30.77	15.38
Other	0.00	50.00	0.00	33.33	16.67

Q17. Policies and procedures are administered fairly by management

	SA	A	Neither	D	SD
White/Caucasian	5.56	31.82	22.22	24.24	16.16
Black/African American	10.17	28.81	23.73	15.25	22.03
Hispanic/Latino	0.00	30.77	30.77	15.38	23.08
Other	16.67	16.67	16.67	33.33	16.67

Q18. I have a clear understanding of the goals, vision & mission of our city government

	SA	A	Neither	D	SD
White/Caucasian	11.06	40.70	26.13	15.08	7.04
Black/African American	20.34	32.20	22.03	15.25	10.17
Hispanic/Latino	0.00	38.46	30.77	23.08	7.69
Other	33.33	50.00	16.67	0.00	0.00

Q19. I believe in the goals, vision and mission of our city government

	SA	A	Neither	D	SD
White/Caucasian	12.63	42.93	35.86	5.56	3.03
Black/African American	22.03	35.59	33.90	6.78	1.69
Hispanic/Latino	0.00	53.85	38.46	7.69	0.00
Other	33.33	50.00	16.67	0.00	0.00

### Q20. I feel physically safe in my work environment

	SA	A	Neither	D	SD
White/Caucasian	14.07	52.76	16.08	11.06	6.03
Black/African American	23.73	33.90	23.73	11.86	6.78
Hispanic/Latino	15.38	46.15	7.69	30.77	0.00
Other	0.00	50.00	33.33	16.67	0.00

### Q21. I feel included and respected by my co-workers

	SA	A	Neither	D	SD
White/Caucasian	22.11	51.76	16.08	7.04	3.02
Black/African American	27.12	33.90	30.51	6.78	1.69
Hispanic/Latino	15.38	53.85	23.08	0.00	7.69
Other	0.00	16.67	33.33	33.33	16.67

### Q22. I feel included and respected by my supervisor

	SA	A	Neither	D	SD
White/Caucasian	18.78	45.69	19.80	10.66	5.08
Black/African American	32.20	37.29	18.64	6.78	5.08
Hispanic/Latino	7.69	38.46	30.77	15.38	7.69
Other	16.67	16.67	16.67	33.33	16.67

Q23. If I had a concern about discriminatory treatment, I would feel comfortable reporting it

	SA	A	Neither	D	SD
White/Caucasian	16.67	35.86	14.14	17.17	16.16
Black/African American	25.42	32.20	11.86	11.86	18.64
Hispanic/Latino	7.69	53.85	15.38	7.69	15.38
Other	0.00	16.67	50.00	33.33	0.00

Q24. I have personally witnessed instances of bias toward diverse groups here

	SA	A	Neither	D	SD
White/Caucasian	20.74	22.34	15.96	24.47	16.49
Black/African American	31.03	24.14	24.14	15.52	5.17
Hispanic/Latino	23.08	15.38	7.69	46.15	7.69
Other	16.67	50.00	16.67	0.00	16.67

Q25. I have personally experienced instances of bias toward me

	SA	A	Neither	D	SD
White/Caucasian	14.29	20.63	14.29	31.75	19.05
Black/African American	24.14	22.41	22.41	22.41	8.62
Hispanic/Latino	7.69	23.08	15.38	38.46	15.38
Other	0.00	33.33	16.67	33.33	16.67



**Q26. Overall, employees at all levels are treated respectfully by management regardless of their differences (race, sex, position, etc.)**

	SA	A	Neither	D	SD
White/Caucasian	16.32	34.21	18.95	16.32	14.21
Black/African American	8.62	24.14	34.48	12.07	20.69
Hispanic/Latino	0.00	61.54	23.08	0.00	15.38
Other	16.67	16.67	16.67	33.33	16.67

**Q27. Overall, employees at all levels are treated fairly by management regardless of their differences (race, sex, position, etc.)**

	SA	A	Neither	D	SD
White/Caucasian	13.30	32.98	20.21	18.62	14.89
Black/African American	6.90	27.59	25.86	17.24	22.41
Hispanic/Latino	0.00	46.15	30.77	15.38	7.69
Other	16.67	0.00	50.00	16.67	16.67

**Q28. Management is committed to a diverse and inclusive workplace**

	SA	A	Neither	D	SD
White/Caucasian	16.40	39.15	24.34	10.58	9.25
Black/African American	6.90	29.31	32.76	8.62	22.41
Hispanic/Latino	7.69	46.15	30.77	7.69	7.69
Other	16.67	50.00	0.00	0.00	33.33

**Q29. Management shows that a diverse and inclusive workplace is important through its actions**

	SA	A	Neither	D	SD
White/Caucasian	11.64	32.28	33.86	12.17	10.05
Black/African American	5.17	29.31	29.31	12.07	24.14
Hispanic/Latino	0.00	38.46	38.46	15.38	7.69
Other	16.67	16.67	33.33	16.67	16.67

**Q30. Management is invested in employees' careers through training and first/mid-level development opportunities**

	SA	A	Neither	D	SD
White/Caucasian	8.54	22.61	30.65	22.11	16.08
Black/African American	6.78	32.20	25.42	18.64	16.95
Hispanic/Latino	0.00	38.46	23.08	23.08	15.38
Other	16.67	16.67	16.67	33.33	16.67

**Q31. I understand the expectations for my career advancement**

	SA	A	Neither	D	SD
White/Caucasian	15.15	38.89	24.24	14.14	7.58
Black/African American	15.25	38.98	23.73	13.56	8.47
Hispanic/Latino	0.00	53.85	15.38	15.38	15.38
Other	16.67	50.00	33.33	0.00	0.00

## Q32. I am proud to work here

	SA	A	Neither	D	SD
White/Caucasian	32.83	41.41	14.65	5.05	6.06
Black/African American	32.20	33.90	20.34	8.47	5.08
Hispanic/Latino	23.08	53.85	15.38	7.69	0.00
Other	66.67	33.33	0.00	0.00	0.00

## Q33. I would recommend working here to others

	SA	A	Neither	D	SD
White/Caucasian	26.63	36.68	18.09	9.55	9.05
Black/African American	22.03	32.20	22.03	15.25	8.47
Hispanic/Latino	15.38	53.85	15.38	7.69	7.69
Other	33.33	33.33	33.33	0.00	0.00

## City of Toledo Employee Survey 2018

### Male-Female Results

Q2. I have the tools, resources and information that I need to do my job well

	SA	A	Neither	D	SD
Male	14.75%	47.00	14.29	16.59	7.37
Female	18.06%	31.94	22.22	20.83	6.94

SA=Strongly Agree    A=Agree    D=Disagree    SD=Strongly Disagree

Q3. I have opportunities to use my skills and abilities in my work

	SA	A	Neither	D	SD
Male	22.12	52.07	10.14	8.76	6.91
Female	23.29	49.32	16.44	10.96	0.00

Q4. Trying to improve my job performance is important to me

	SA	A	Neither	D	SD
Male	54.84	36.41	5.07	2.30	1.38
Female	75.34	21.92	1.37	1.37	0.00

Q5. I am satisfied with my job

	SA	A	Neither	D	SD
Male	20.37	43.52	20.37	9.72	6.02
Female	16.44	57.53	8.22	12.33	5.48

Q6. I am held accountable for my work product

	SA	A	Neither	D	SD
Male	31.94	49.54	12.04	5.56	0.93
Female	38.36	52.05	8.22	1.37	0.00

Q7. I find my work meaningful

	SA	A	Neither	D	SD
Male	43.32	38.71	11.06	5.07	1.84
Female	53.42	31.51	10.96	4.11	0.00

Q8. I have good working relationships with the people I work with

	SA	A	Neither	D	SD
Male	38.32	42.52	12.15	4.67	2.34
Female	32.88	50.68	13.70	2.74	0.00

Q9. I trust the people I work with

	SA	A	Neither	D	SD
Male	25.82	38.97	15.49	15.02	4.69
Female	8.22	53.42	23.29	10.96	4.11

Q10. I have a good working relationship with my supervisor

	SA	A	Neither	D	SD
Male	31.31	38.32	14.95	11.68	3.74
Female	19.18	61.64	10.96	4.11	4.11

Q11. My supervisor gives me feedback that helps me improve my job performance

	SA	A	Neither	D	SD
Male	21.96	34.58	18.69	17.76	7.01
Female	20.83	41.67	18.06	16.67	2.78

Q12. My supervisor treats people fairly

	SA	A	Neither	D	SD
Male	25.94	35.85	16.98	11.32	9.91
Female	17.81	38.36	20.55	12.33	10.96

Q13. My supervisor deals fairly with me

	SA	A	Neither	D	SD
Male	29.72	41.04	13.68	8.96	6.60
Female	24.66	47.95	17.81	4.11	5.48

Q14. I receive recognition for doing good work

	SA	A	Neither	D	SD
Male	11.68	29.44	27.10	18.22	13.55
Female	10.96	32.88	21.92	21.92	12.33

Q15. Communication channels are open here between management & employees

	SA	A	Neither	D	SD
Male	10.33	29.11	25.82	13.15	21.60
Female	6.85	26.03	27.40	26.03	13.70

Q16. Employee concerns/problems are effectively handled by management

	SA	A	Neither	D	SD
Male	4.15	26.27	26.27	23.96	19.35
Female	2.74	26.03	20.55	34.25	16.44

Q17. Policies and procedures are administered fairly by management

	SA	A	Neither	D	SD
Male	6.91	31.80	21.20	21.66	18.43
Female	4.17	27.78	26.39	23.61	18.06

Q18. I have a clear understanding of the goals, vision & mission of our city government

	SA	A	Neither	D	SD
Male	11.06	36.87	27.19	15.67	9.22
Female	16.44	45.21	20.55	13.70	4.11

Q19. I believe in the goals, vision and mission of our city government

	SA	A	Neither	D	SD
Male	13.36	38.25	38.71	6.91	2.76
Female	15.28	52.78	27.78	2.78	1.39

Q20. I feel physically safe in my work environment

	SA	A	Neither	D	SD
Male	15.21	47.47	19.82	11.52	5.99
Female	15.07	49.32	16.44	15.07	4.11

Q21. I feel included and respected by my co-workers

	SA	A	Neither	D	SD
Male	24.42	43.39	15.67	7.83	3.69
Female	13.70	47.95	28.77	8.22	1.37

Q22. I feel included and respected by my supervisor

	SA	A	Neither	D	SD
Male	22.79	40.47	20.47	10.70	5.58
Female	16.44	46.58	20.55	10.96	5.48

Q23. If I had a concern about discriminatory treatment, I would feel comfortable reporting it

	SA	A	Neither	D	SD
Male	18.52	37.50	13.43	15.28	15.28
Female	12.33	30.14	19.18	16.44	21.92

Q24. I have personally witnessed instances of bias toward diverse groups here

	SA	A	Neither	D	SD
Male	23.30	19.42	16.99	24.76	15.53
Female	21.13	30.99	21.13	19.72	7.04

Q25. I have personally experienced instances of bias toward me

	SA	A	Neither	D	SD
Male	14.49	21.74	14.49	31.40	17.87
Female	19.72	21.13	22.54	25.35	11.27



Q26. Overall, employees at all levels are treated respectfully by management regardless of their differences (race, sex, position, etc.)

	SA	A	Neither	D	SD
Male	14.01	32.85	21.26	14.01	17.87
Female	11.11	31.94	27.78	15.28	13.89

Q27. Overall, employees at all levels are treated fairly by management regardless of their differences (race, sex, position, etc.)

	SA	A	Neither	D	SD
Male	11.22	32.68	20.98	16.10	19.02
Female	9.86	26.76	26.76	22.54	14.08

Q28. Management is committed to a diverse and inclusive workplace

	SA	A	Neither	D	SD
Male	15.05	36.41	23.30	11.65	13.59
Female	9.72	37.50	31.94	6.94	13.89

Q29. Management shows that a diverse and inclusive workplace is important through its actions

	SA	A	Neither	D	SD
Male	9.71	30.58	31.55	12.62	15.53
Female	8.33	31.94	34.72	13.89	11.11

Q30. Management is invested in employees' careers through training and first/mid-level development opportunities

	SA	A	Neither	D	SD
Male	8.76	24.42	26.73	23.96	16.13
Female	5.48	27.40	32.88	13.70	20.55

Q31. I understand the expectations for my career advancement

	SA	A	Neither	D	SD
Male	14.81	37.04	24.54	15.74	7.87
Female	10.96	45.21	26.03	8.22	9.59

Q32. I am proud to work here

	SA	A	Neither	D	SD
Male	29.17	42.59	17.13	5.56	5.56
Female	38.36	36.99	15.07	5.48	4.11

Q33. I would recommend working here to others

	SA	A	Neither	D	SD
Male	23.04	39.17	19.82	9.22	8.76
Female	28.77	28.77	19.18	15.07	8.22