

Appendix H

Employee Surveys

Employee Surveys

Two confidential questionnaires were completed by many of the employees in the Planning and Development Review Department in eight meetings held on August 5, 6, and 7 at the Austin Community College.

A short, closed-ended questionnaire (shown in Appendix B) was completed during the meetings and collected by the consultants. The raw scores and tallies of this survey are also shown in Appendix B.

A longer, 16 page questionnaire (shown in Appendix C) was completed by 204 employees and mailed or emailed to the consultants in San Diego to assure confidentiality. Information obtained from these questionnaires was essential to our analysis.

Table 90
Number of Employees Responding to Questionnaires

Function	Number of Short Questionnaires	Average Response to Short Questionnaire	Number of Questions With Averages Under 3.0	Number of Long Questionnaires
Top Managers	6	3.43	15	6
Mid Managers/Supervisors	31	3.16	21	29
Building Inspection	37	2.93	26	19
Commercial Review	13	2.24	36	10
Comprehensive Planning/Urban Design	21	2.85	28	16
Current Planning/CodeNEXT	13	3.01	20	10
Development Assistance Center	20	2.90	30	11
Environmental Inspection	6	3.03	17	14
Information Technology	7	3.50	14	9
Land Use Review	44	2.93	27	33
No Division Recorded	2	3.18	5	0
Office of Director	3	1.87	32	1
Permit Center	3	2.16	24	1
Residential Review	18	3.20	14	15
Site/Subdivision Inspection	40	3.12	19	21
Support Services/Accounting	10	2.96	27	9
Total	274			204

The short questionnaire also asked employees to list pet peeves and give suggestions for improvements. These comments were used as part of our analysis for this report.

The short, closed-ended questionnaire consisted of a series of statements to be rated by the respondents. Responses were tallied and averaged and the raw scores are displayed in Appendix B. The statements were designed to elicit the mood and feelings of each employee about overall division or department excellence. For each of the 42 statements, the employee was asked to respond as follows:

- | | |
|-----------------------|--------------------|
| 1 – Strongly Disagree | 4 – Somewhat Agree |
| 2 – Somewhat Disagree | 5 – Strongly Agree |
| 3 – Neutral | 6 – Not Applicable |

Generally, the higher the rating (i.e., 4's and 5's) the better the employee perceives the subject area and the more excellent the division or department.

We've conducted this survey in many planning and development review departments and divisions. Generally, a score below 3.0 is an indication of issues that need to be addressed. We like to see average scores in the high 3's and 4's. We believe that the scores give a reasonably accurate assessment of the employee's view of their division or department.

The number of Questions with averages under 3.0 (excluding the No Division) ranged from a low of 14 (33%) to a high of 36 (86%). These are the worst scores we have ever recorded in our various studies. Because they are so extensive, they don't lend themselves to a division by division and question by question analysis. The scores reflect what we heard from employees in the eight employee meetings. Employees are very unhappy about the direction and leadership in the Department.

The survey tallied scores for 16 different Division. Many of the Questions had negative scores for many or virtually all the Divisions as shown in Figure 45.

**Figure 45
Negative Scores Below 3.0 By Question and Division**

Q #	Top Mgrs	Mid Mgmt	Bldg Inspt	Comm Review	Comp Plan	Current Plan	DAC	ENV	Info Tech	Land Use	No Div	Office of Dir	Permit Center	Res Review	Site Sub	Support Svrs	# of Div scored under 3.0
#1																	7
#2																	10
#3																	7
#4																	7
#5																	4
#6																	8
#7																	10
#8																	10
#9																	10
#10																	1
#11																	7
#12																	5
#13																	1
#14																	13
#15																	5
#16																	7
#17																	7
#18																	16
#19																	6
#20																	4
#21																	15
#22																	14
#23																	14
#24																	14
#25																	1
#26																	0
#27																	11
#28																	13
#29																	12
#30																	13
#31																	10
#33																	9
#34																	7
#35																	11
#36																	7
#37																	9
#38																	4
#39																	13
#40																	8
#41																	9
#42																	14

Fourteen or 16 of the Divisions had negative scores below 3.0 for five of the questions as follows:

- #18. *There is good teamwork and communication between the different departments, division, or organizations conducting development review, plan reviewing and inspection in the City.*
- #21. *The City has a coordinated development review and plan reviewing process.*

- #22. *Permit and development processes in the City are not unnecessarily complex nor burdensome on the applicant.*
- #24. *Application review in the City is undertaken in a consistent manner.*
- #42. *The Permit Center functions well.*

As can be seen, these five questions all relate to the development process and are consistent with the comments we received from the Stakeholders.

Twelve or 13 additional Divisions had negative scores below 3.0 for five of the Questions as follows:

- #14. *We have an efficient records management and documentation system in our Department.*
- #28. *The City Planning Commission works well and is effective.*
- #30. *The Design Commission works well and is effective.*
- #39. *Building permits are reviewed in a short and timely way.*
- #29. *The Board of Adjustment works well.*

Three of these questions relate to Boards and Commissions that the Planning and Development Review Department works with. While we will briefly review these functions, the Department is not in a position to directly work on problem areas they are experiencing.

