



COMMUNITY LINK PROGRAM

Public Affairs Program, Maxwell School of Citizenship and Public Affairs

Syracuse University

EMPLOYEE SATISFACTION SURVEY

**A Study Conducted for the Syracuse Housing Authority
By James Edward Bell
April 2011**

**Employee Satisfaction Survey
Syracuse Housing Authority (SHA)
By James Edward Bell
April 2011**

EXECUTIVE SUMMARY

Introduction: This study presents the results of the 2011 SHA employee satisfaction survey. The results will be presented to senior management to aid the organization in improving employee satisfaction.

Methods: The data used in this report were collected via an eighteen question survey. Each question asked the employee to rank their level of agreement with various aspects of employment. The survey was distributed to the entire SHA staff totaling 231 employees. The survey was distributed via each employees pay check and collected via three drop boxes located in different SHA owned properties.

Findings:

1. “It is as important for an employee to understand the mission of the organization as it is to understand how to perform his or her specific job duties” was the highest-rated comment regarding all questions related to an employee performing their job properly (3.2). (n=206)
2. “My supervisor gives clear instructions” was the highest-rated comment regarding all questions which dealt with the relationship between SHA employees and their supervisors (3.1). (n=207)
3. “The organization has a fair discipline and termination process” and “employees are encouraged to submit ideas for improvement” were tied as the highest-rated comments regarding questions related to SHA organizational policies and procedures (2.5). (n=254)
4. “In my opinion we have benefits equal to or better than other organizations” was the highest rated comment regarding questions related to overall satisfaction with SHA employment (3.2). (n=266)
5. “All employees are treated equally regardless of age, race, or sex” was the highest-rated comment regarding questions related to equality throughout the workplace (2.5). (n=133)
6. 53% of respondents were “satisfied” or “very satisfied” with the statement that the “bottom line” should be given the highest priority in organizational decision making. (n=58)
7. 58% of respondents were “dissatisfied” or “very dissatisfied” with the statement that management receives accurate information regarding the SHA. (n=63)

INTRODUCTION

The research was undertaken in an attempt at identifying employee satisfaction. The research attempts to study organization decision-making, inter-departmental communications, procedures and policies, employee recognition, and equality. By assessing satisfaction in these areas senior management can recognize areas of employment where new organizational policies might be developed.

METHODS

How Data Was Collected

Instrument Design: The SHA designed and distributed the survey.

Target Population and Sample: The target population consists of all 231 SHA employees. Every member of the SHA received a survey including senior management. The following chart illustrates the number of surveys issued in each department. A total of 231 surveys were distributed throughout the organization.

Department	Number Range	Number Of Surveys
Central Office Cost Center Administration	01051-01070 01271-01283 01249-01252	37
AMP Office Administrative Staff	01071-01102	32
Section 8 Office	01121-01146	25
Central Office Cost Center Maintenance	01103-01120	18
AMP Maintenance	01160-01203 01298-01300	47
Grounds and Garage Facility	01204-01216	13
IT/Finance	01147-01159	13
Security	01284-01297	46

A total of 74 responses (sample) were collected.

Method of Contact: The surveys were collected via three drop boxes located in different SHA properties. Every employee who received a survey was allotted two weeks for completion. To increase the response rate an incentive was established by senior management. The incentive was that employees were randomly selected to receive paid time off from work if their survey was fully completed and returned by the deadline.

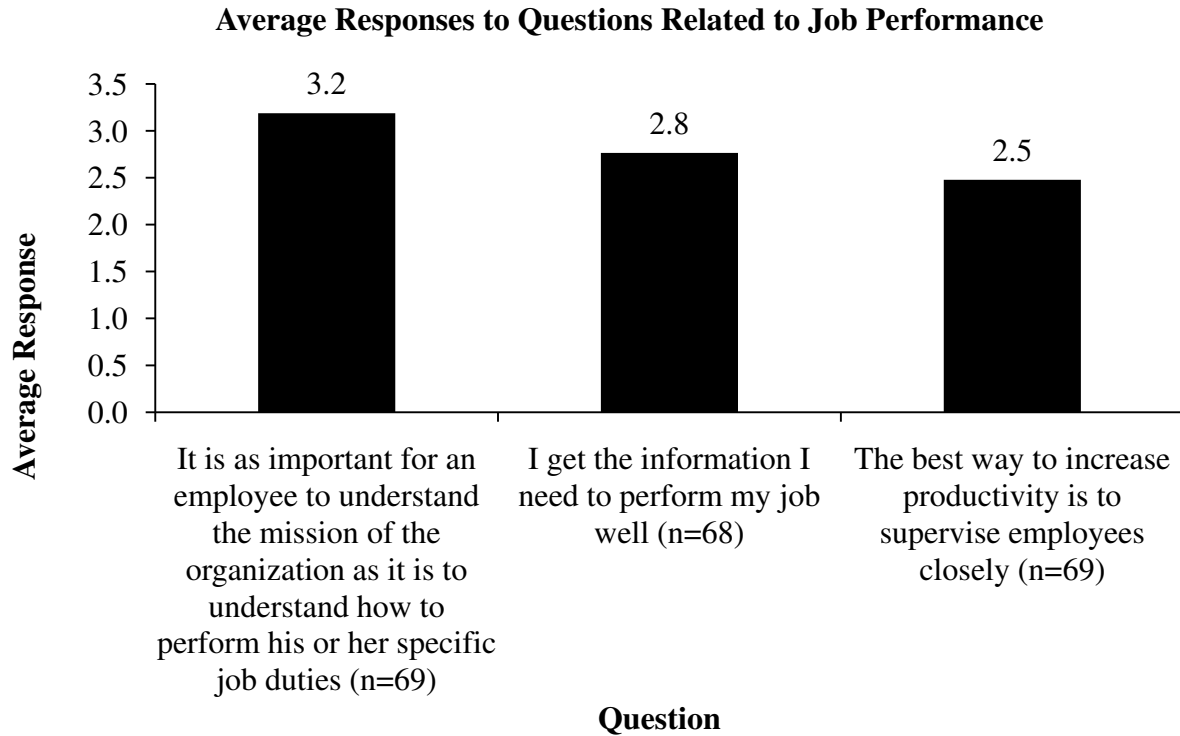
Quality of Data

Representativeness: The sample may not represent the target population due to an overall response rate of 32% and certain departments being over or under represented. As a result of restrictions established by the union that represents the target population any form of demographic information has been excluded from this analysis.

Accuracy: The accuracy of the survey may have been impaired due to the established incentive. This may have created a situation where employees completed the survey untruthfully in order to compete for the prize. Also since the survey could be tracked to specific employees some individuals may have untruthfully reported favorable responses out of fear.

FINDINGS

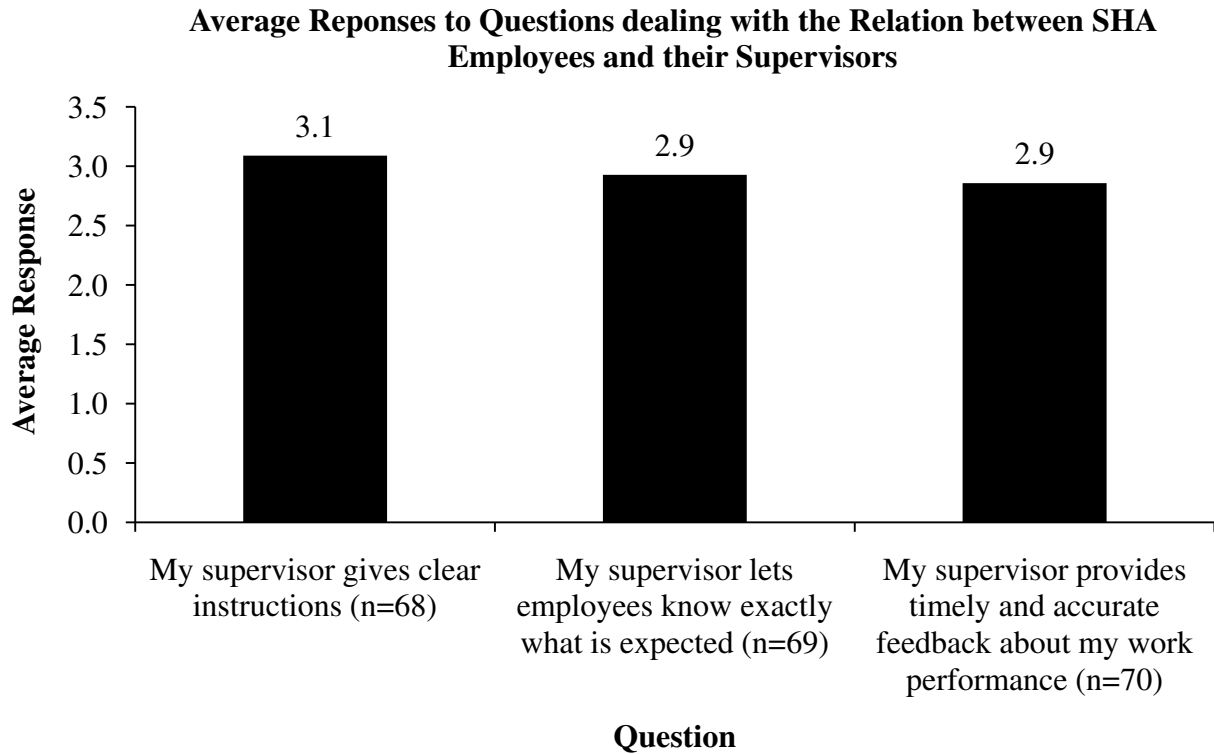
1. “It is as important for an employee to understand the mission of the organization as it is to understand how to perform his or her specific job duties” was the highest-rated comment regarding all questions related to an employee performing their job properly (3.2).



Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: The survey asked respondents to indicate whether they were 1=“Very Dissatisfied”, 2=“Dissatisfied”, 3=“Satisfied”, 4=“Very Satisfied”, 7=“No Answer” with the statement. See Appendix I for more information on how these graphs were aggregated.

2. “My supervisor gives clear instructions” was the highest-rated comment regarding all questions which dealt with the relationship between SHA employees and their supervisors (3.1).

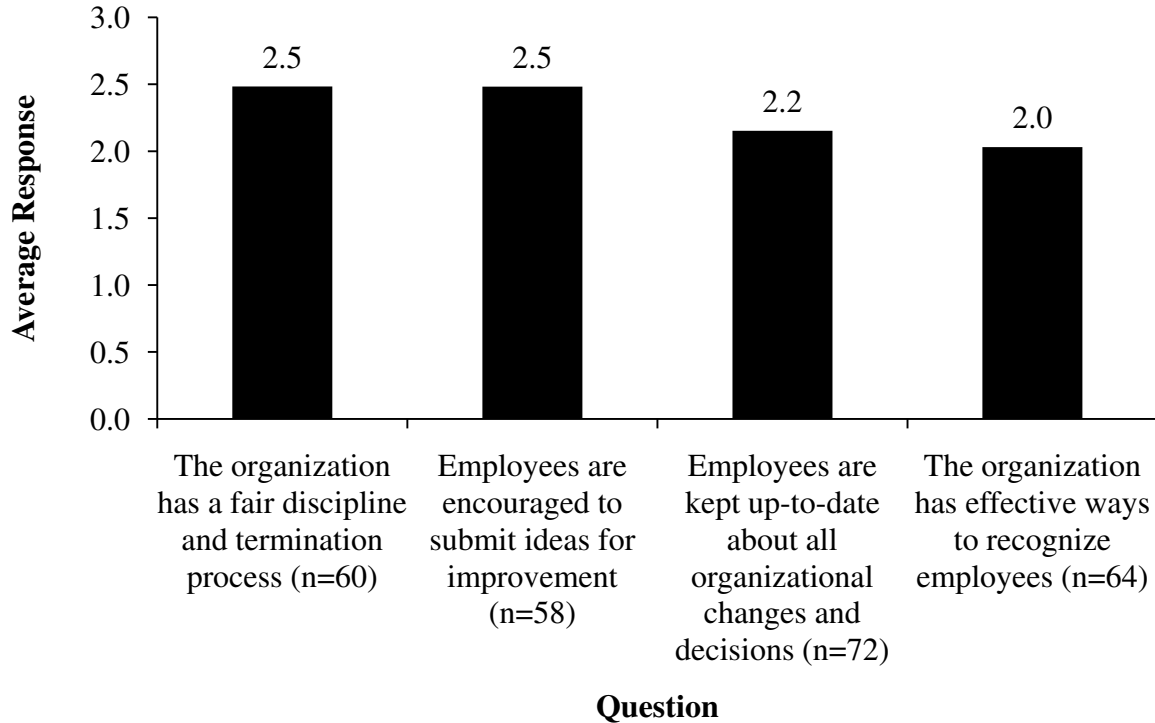


Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: The survey asked respondents to indicate whether they were 1=“Very Dissatisfied”, 2=“Dissatisfied”, 3=“Satisfied”, 4=“Very Satisfied”, 7=“No Answer” with the statement. See Appendix II for more information on how these graphs were aggregated.

3. “The organization has a fair discipline and termination process” and “employees are encouraged to submit ideas for improvement” were tied as the highest-rated comments regarding questions related to SHA organizational policies and procedures (2.5).

Average Responses to Questions related to SHA Organizational Policies and Procedures

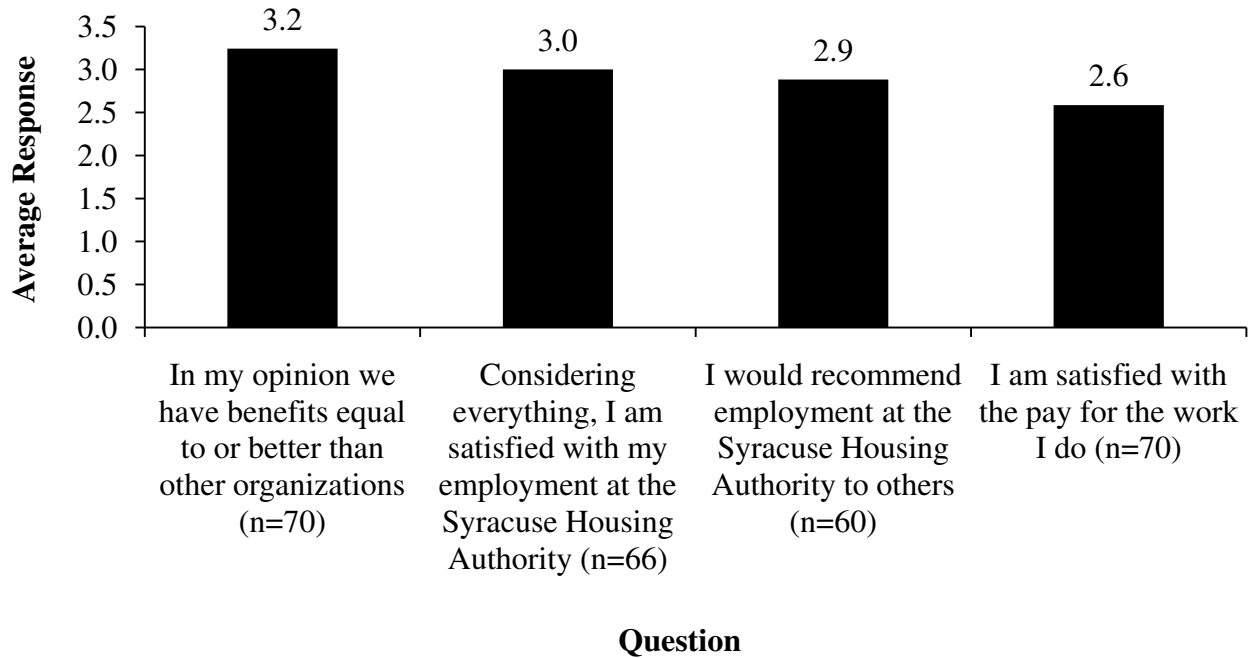


Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: The survey asked respondents to indicate whether they were 1=“Very Dissatisfied”, 2=“Dissatisfied”, 3=“Satisfied”, 4=“Very Satisfied”, 7=“No Answer” with the statement. See Appendix III for more information on how these graphs were aggregated.

4. “In my opinion we have benefits equal to or better than other organizations” was the highest rated comment regarding questions related to overall satisfaction with SHA employment (3.2).

Average Responses to Questions related to Overall Satisfaction with SHA Employment



Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: The survey asked respondents to indicate whether they were 1=“Very Dissatisfied”, 2=“Dissatisfied”, 3=“Satisfied”, 4=“Very Satisfied”, 7=“No Answer” with the statement. See Appendix IV for more information on how these graphs were aggregated.

5. “All employees are treated equally regardless of age, race, or sex” was the highest-rated comment regarding questions related to equality throughout the workplace (2.5).

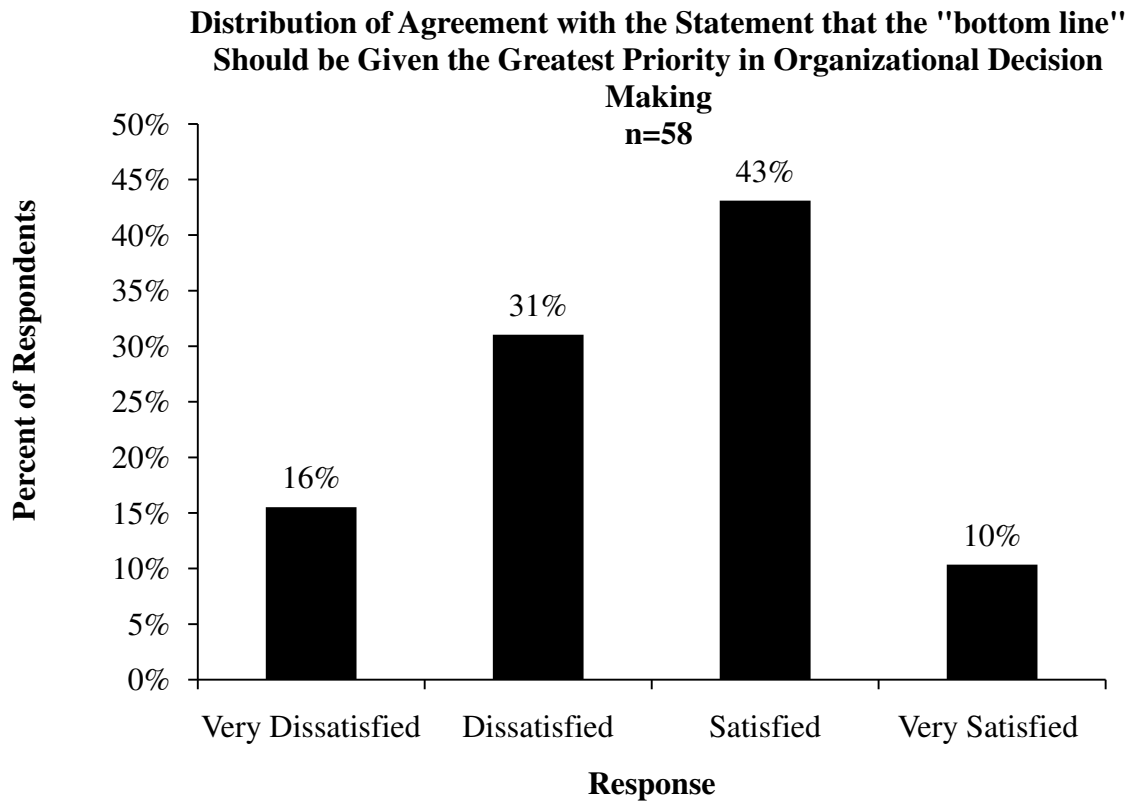
Average Responses to Questions related to Equality in the Workplace



Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: The survey asked respondents to indicate whether they were 1=“Very Dissatisfied”, 2=“Dissatisfied”, 3=“Satisfied”, 4=“Very Satisfied”, 7=“No Answer” with the statement. See Appendix V for more information on how these graphs were aggregated.

6. 53% of respondents were “satisfied” or “very satisfied” with the statement that the “bottom line” should be given the highest priority in organizational decision making.

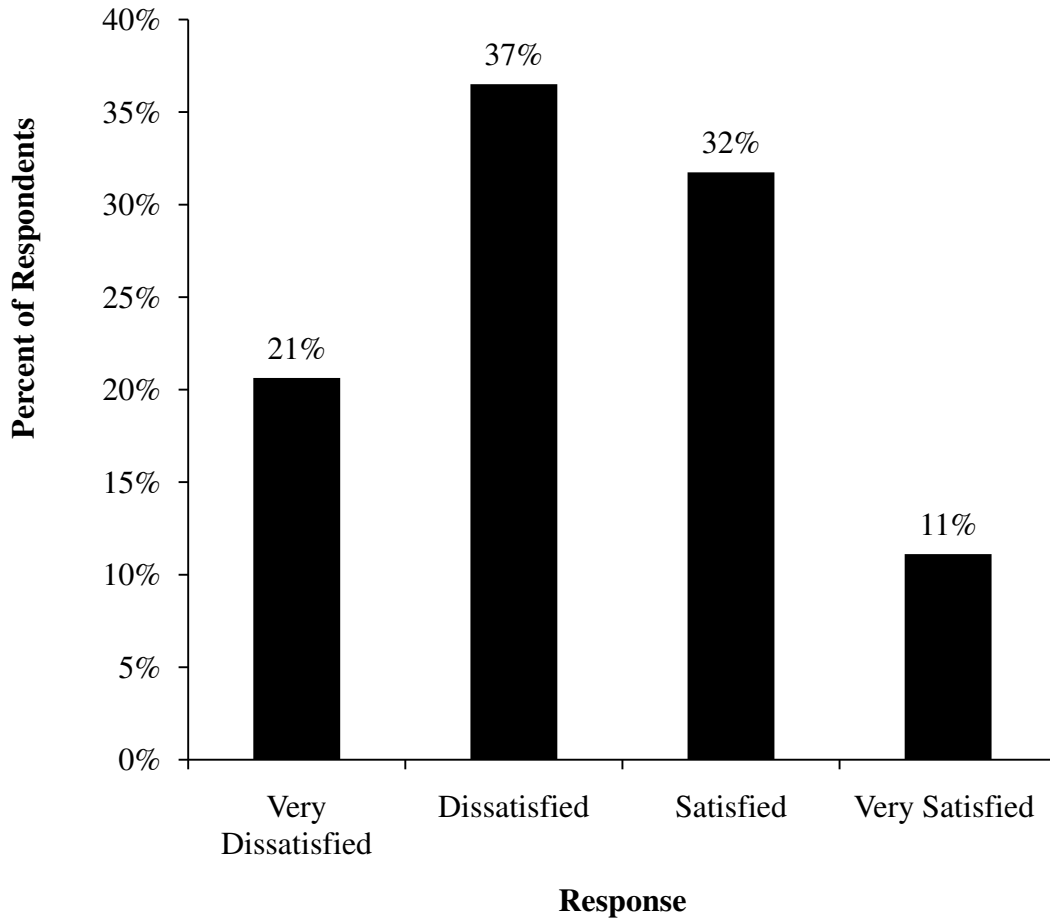


Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: This graph corresponds to Question #8 of the survey (see Appendix VII). “No Answers”, blank responses, and invalid answers were not included in the graph.

7. 58% of respondents were “dissatisfied” or “very dissatisfied” with the statement that management receives accurate information regarding the SHA.

Distribution of Agreement with the Statement that Management Receives Accurate Information Regarding the Organization
n=63



Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: This graph corresponds to Question #14 of the survey (see Appendix VII). “No Answers”, blank responses, and invalid answers were not included in the graph.

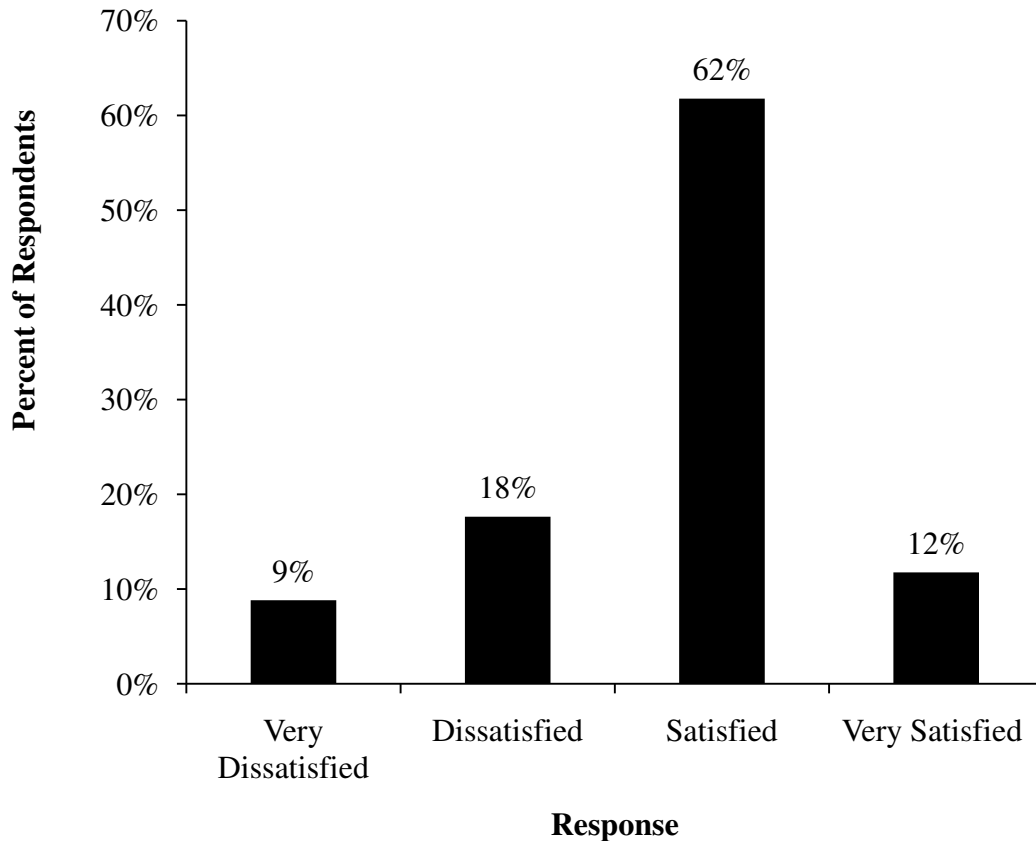
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DISAGGREGATED GRAPHS FOR FINDING 1

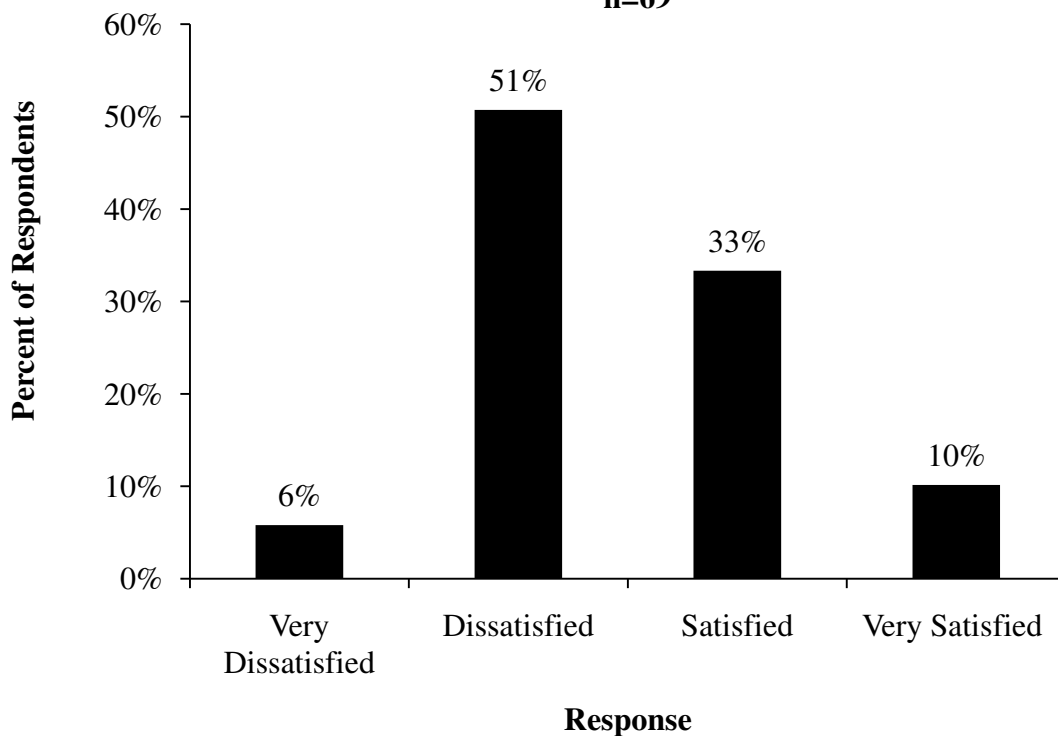
Distribution of Agreement that the Respondent Receives all the Information Needed to Perform their Job Well
n=68



Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: This graph corresponds to Question #1 of the survey (see Appendix VII). “No Answers”, blank responses, and invalid answers were not included in the graph.

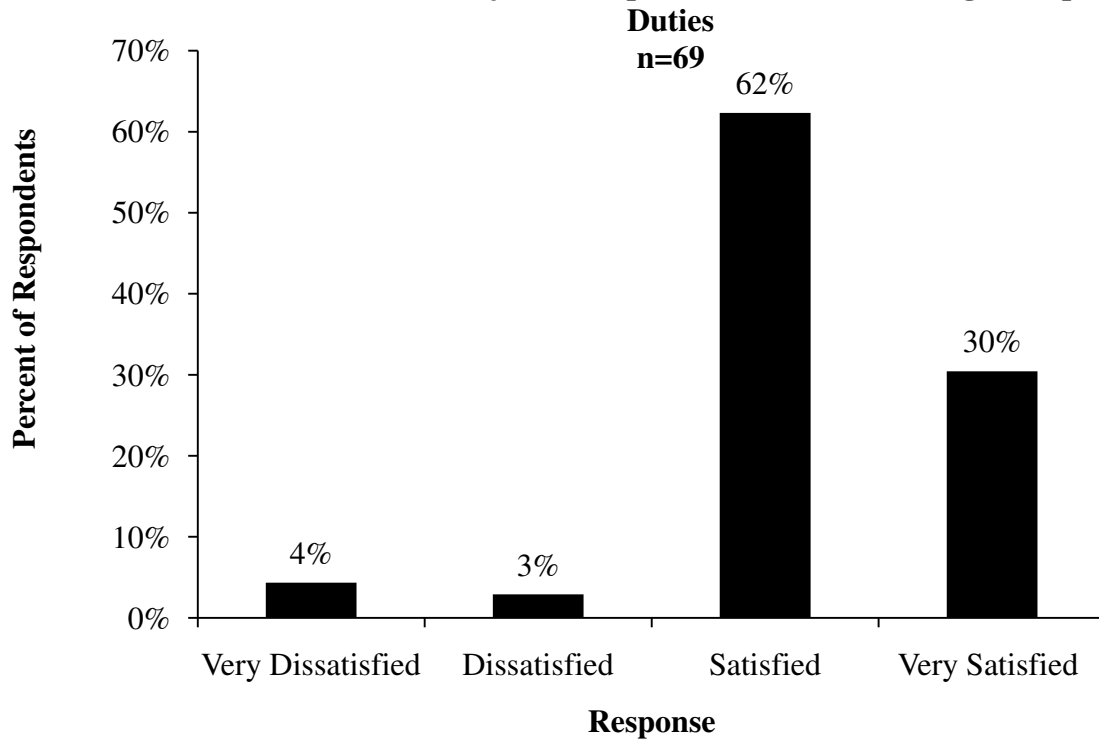
Distribution of Agreement with the Statement that the Best Way to Increase Productivity is to Supervise Employees Closely
n=69



Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: This graph corresponds to Question #2 of the survey (see Appendix VII). “No Answers”, blank responses, and invalid answers were not included in the graph.

Distribution of Agreement with the Statement that Understanding the Mission of the SHA is just as Important as Understanding Job Specific



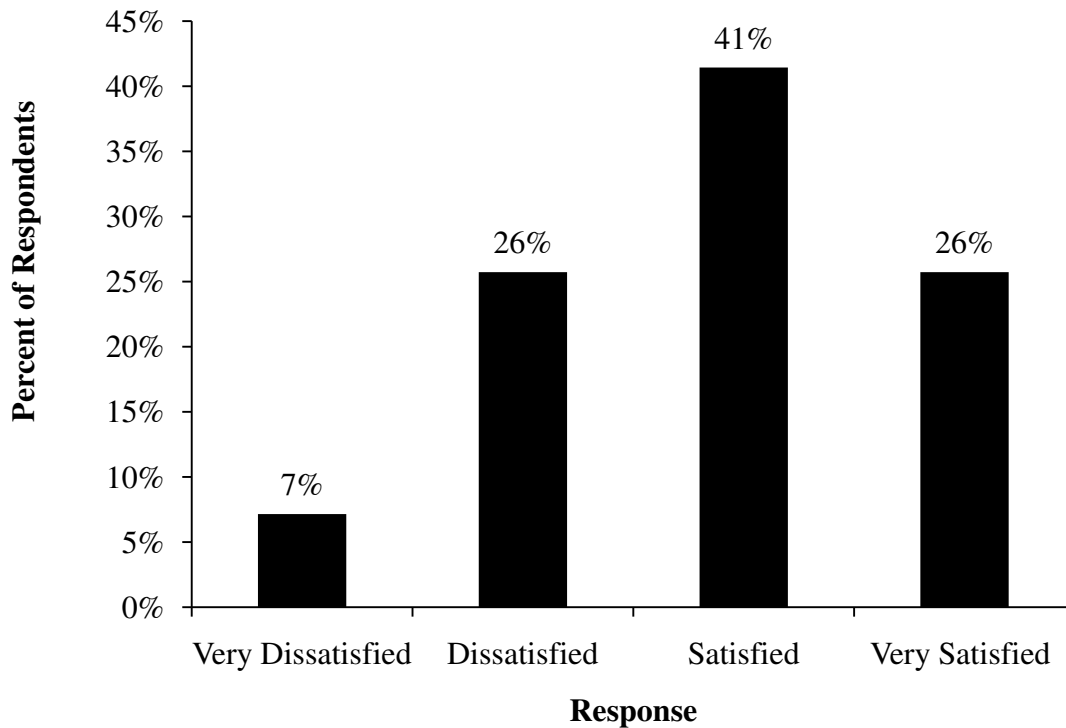
Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: This graph corresponds to Question #16 of the survey (see Appendix VII). “No Answers”, blank responses, and invalid answers were not included in the graph.

Appendix II

DISAGGREGATED GRAPHS FOR FINDING 2

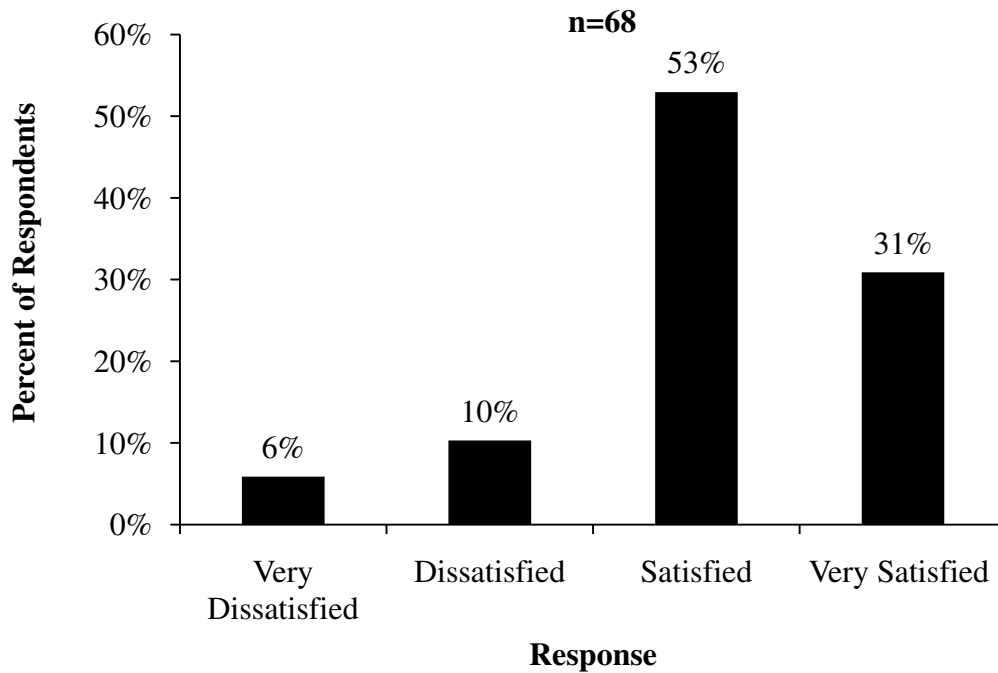
**Distribution of Agreement with the Statement that Supervisors
Provide Timely and Accurate Feedback Regarding Work Performance
n=70**



Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: This graph corresponds to Question #15 of the survey (see Appendix VII). “No Answers”, blank responses, and invalid answers were not included in the graph.

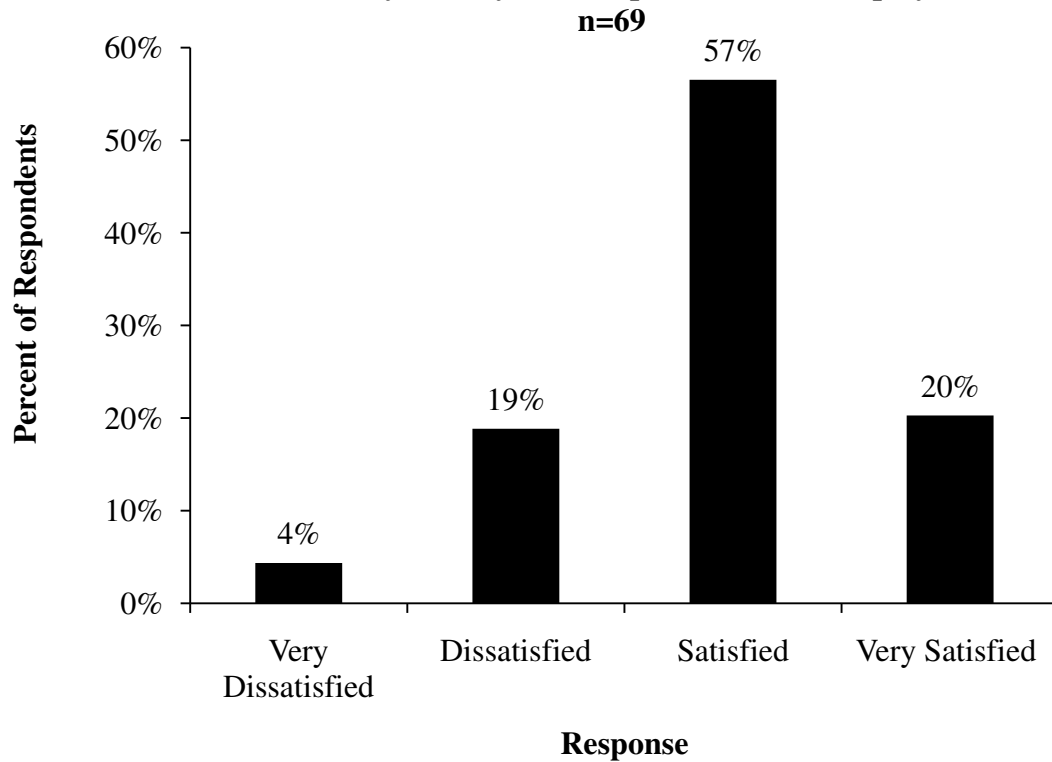
Distribution of Agreement with the Statement that Supervisors Give Clear Instructions



Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: This graph corresponds to Question #4 of the survey (see Appendix VII). “No Answers”, blank responses, and invalid answers were not included in the graph.

**Distribution of Agreement with the Statement that Supervisors
Accurately Convey their Expectations for Employees**



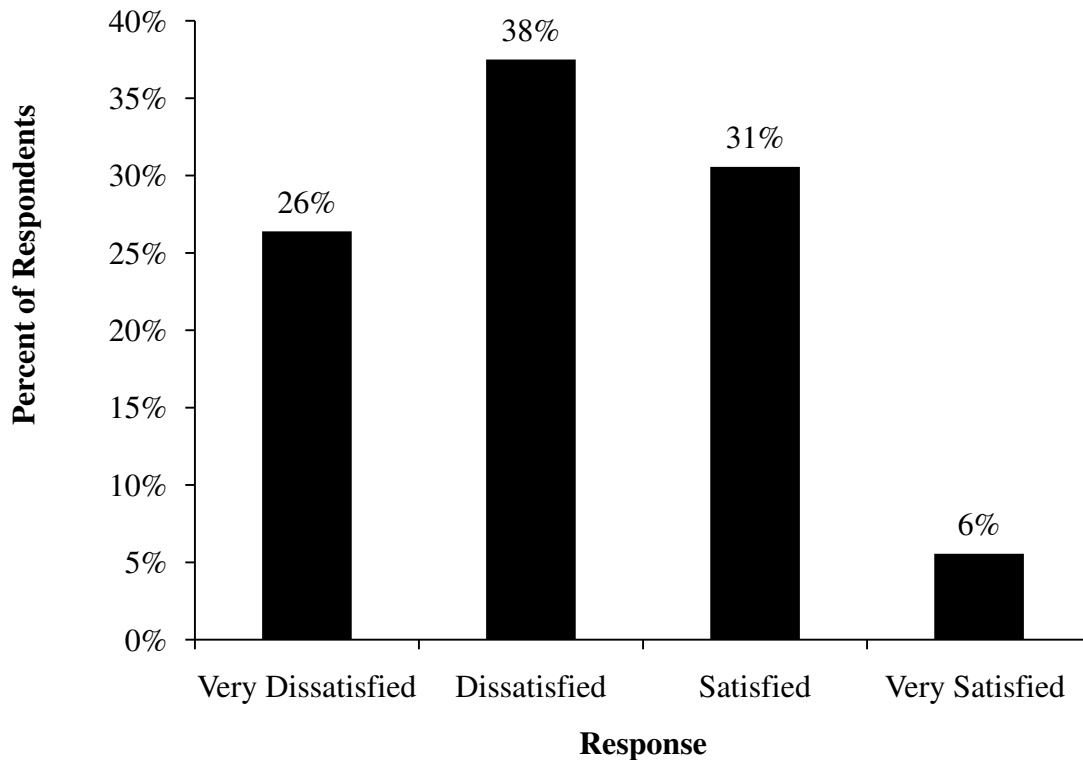
Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: This graph corresponds to Question #11 of the survey (see Appendix VII). “No Answers”, blank responses, and invalid answers were not included in the graph.

Appendix III

DISAGGREGATED GRAPHS FOR FINDING 3

Distribution of Agreement with the Statement that Employees are Kept Up-to-Date About All Organizational Changes and Decisions
n=72

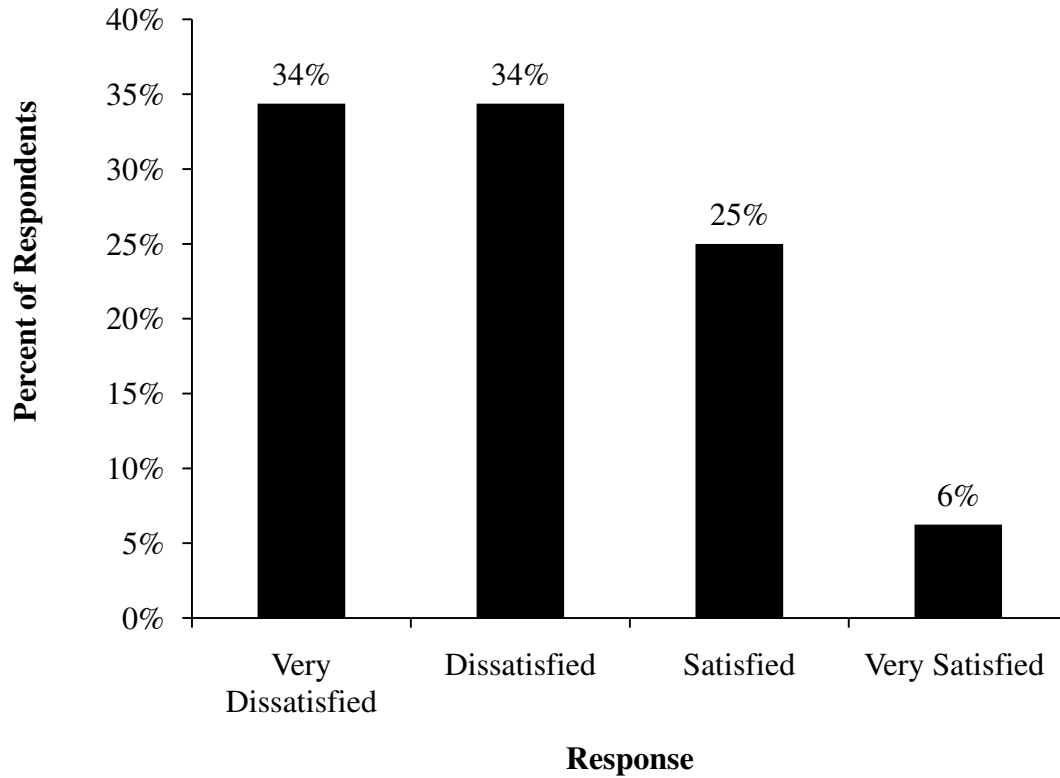


Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: This graph corresponds to Question #5 of the survey (see Appendix VII). “No Answers”, blank responses, and invalid answers were not included in the graph.

**Distribution of Agreement with the Statement that the Organization
has Effective Ways to Recognize Employees**

n=64

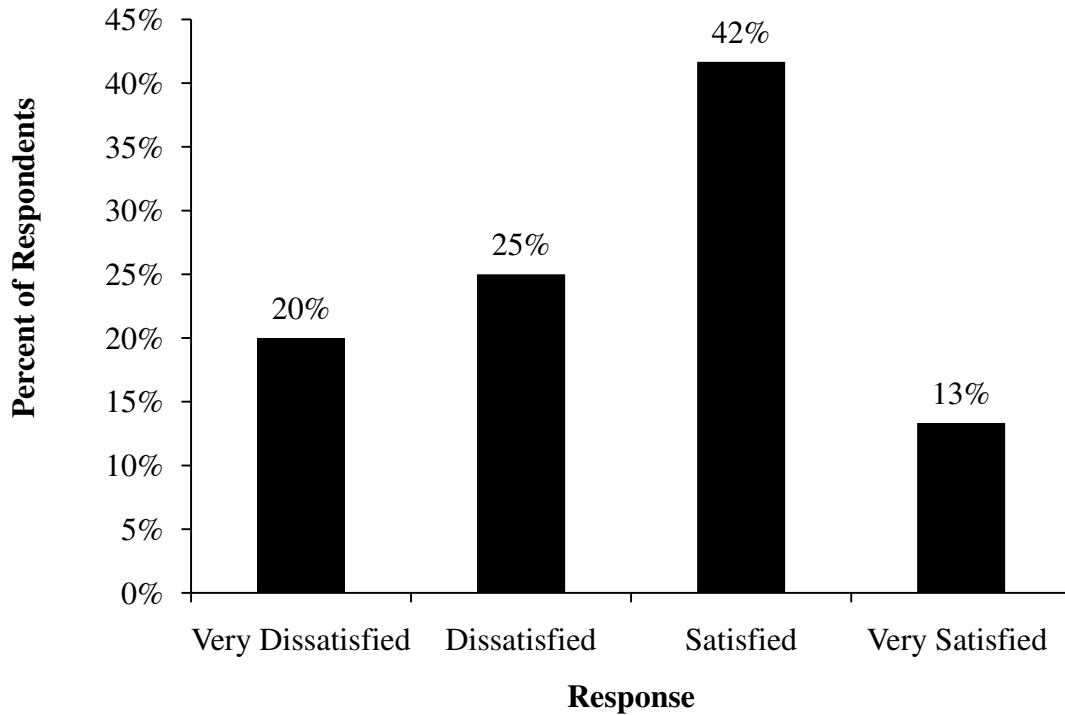


Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: This graph corresponds to Question #6 of the survey (see Appendix VII). “No Answers”, blank responses, and invalid answers were not included in the graph.

**Distribution of Agreement with the Statement that the Organization
has a Fair Discipline and Termination Process**

n=60

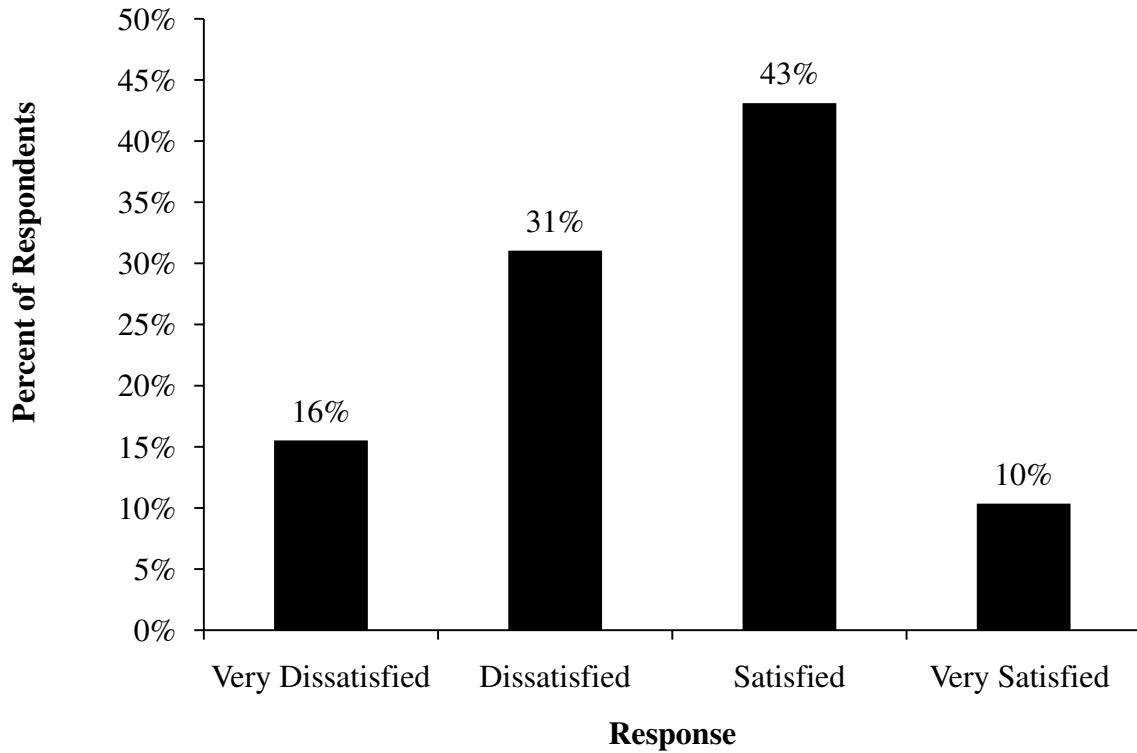


Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: This graph corresponds to Question #7 of the survey (see Appendix VII). “No Answers”, blank responses, and invalid answers were not included in the graph.

Distribution with the Statement that Employees are Encouraged to Submit Ideas for Improvement

n=58

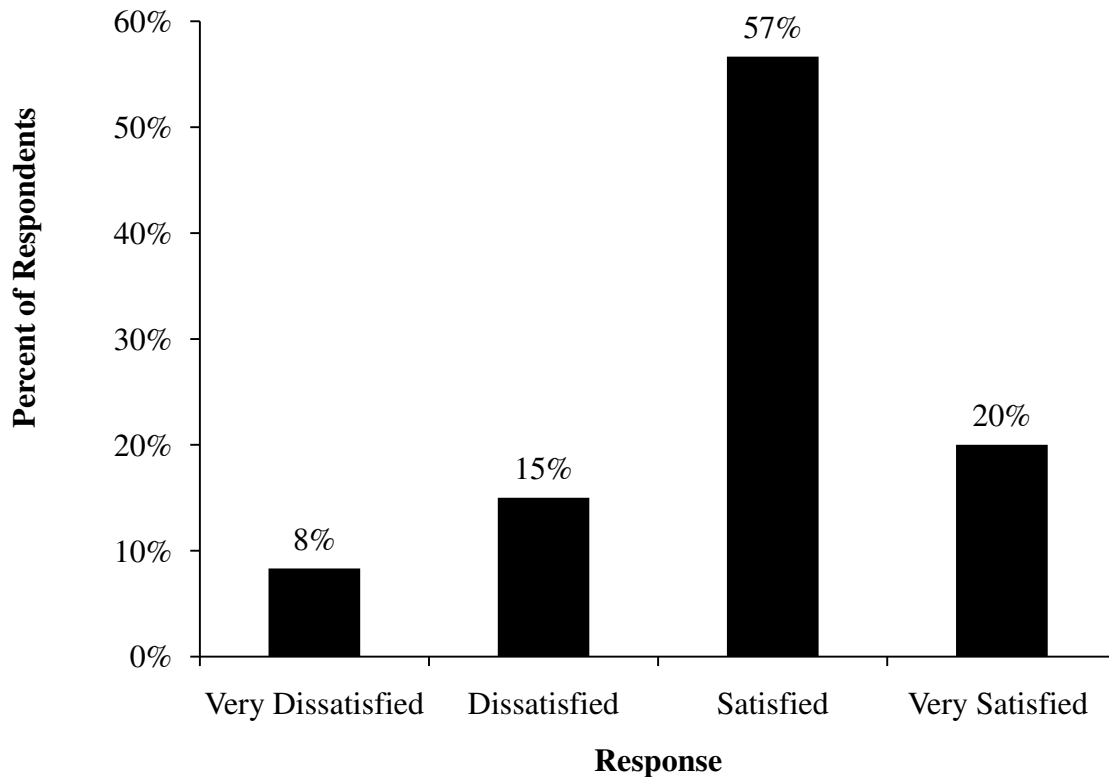


Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: This graph corresponds to Question #9 of the survey (see Appendix VII). “No Answers”, blank responses, and invalid answers were not included in the graph.

DISAGGREGATED GRAPHS FOR FINDING 4

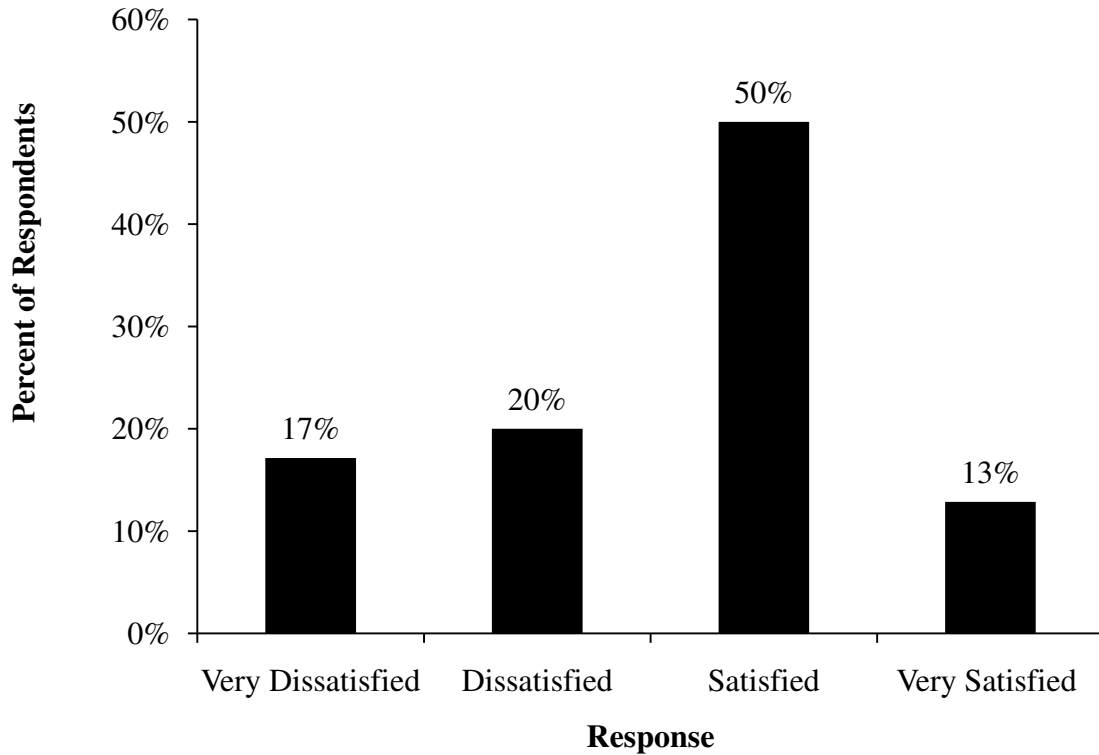
**Distribution of Agreement with the Statement that the Respondent
would Recommend Employment at the SHA
n=60**



Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: This graph corresponds to Question #12 of the survey (see Appendix VII). “No Answers”, blank responses, and invalid answers were not included in the graph.

**Distribution of Agreement with the Statement that Overall the Respondent is Satisfied with their Salary / Wages
n=70**

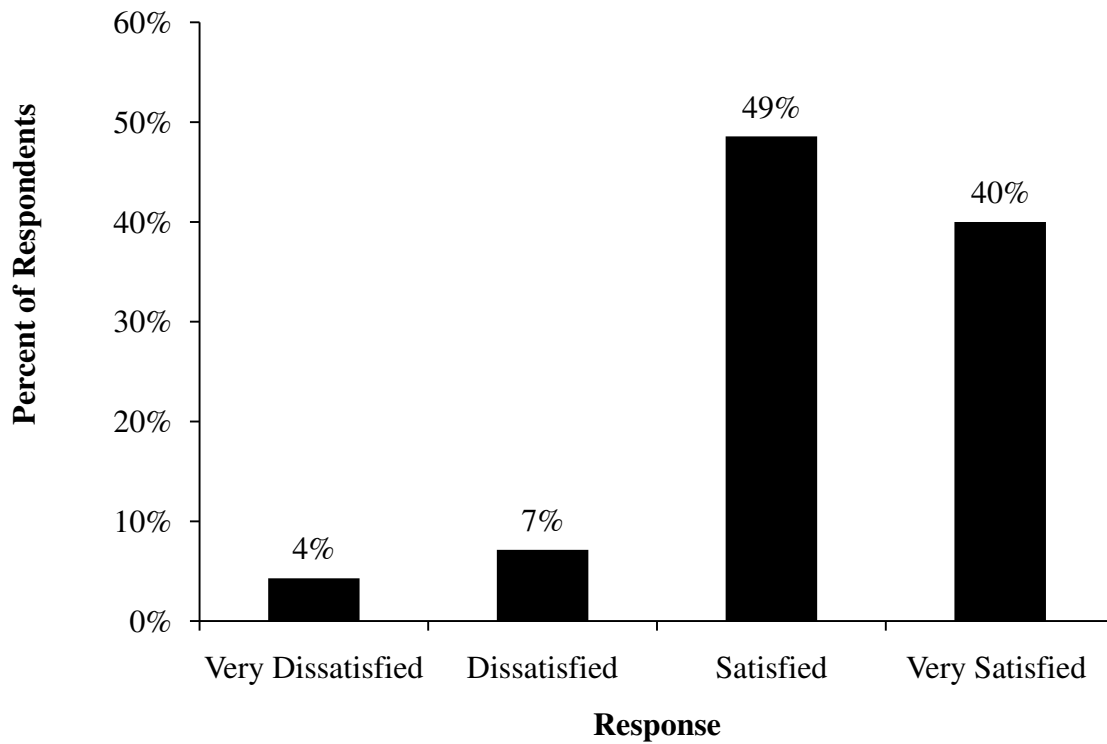


Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: This graph corresponds to Question #17 of the survey (see Appendix VII). “No Answers”, blank responses, and invalid answers were not included in the graph.

Distribution of Agreement with the Statement that Benefits are Equal to or Better than Other Organizations

n=70

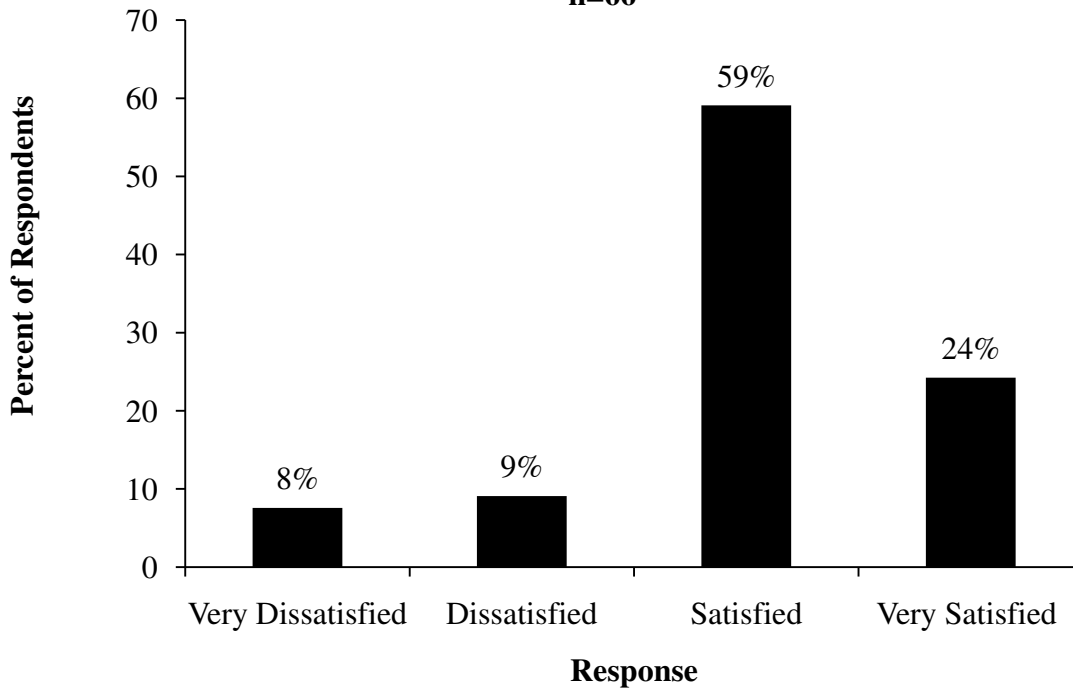


Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: This graph corresponds to Question #10 of the survey (see Appendix VII). “No Answers”, blank responses, and invalid answers were not included in the graph.

Distribution of Agreement with the Statement that Overall the Respondent is Satisfied with their Employment at SHA

n=66

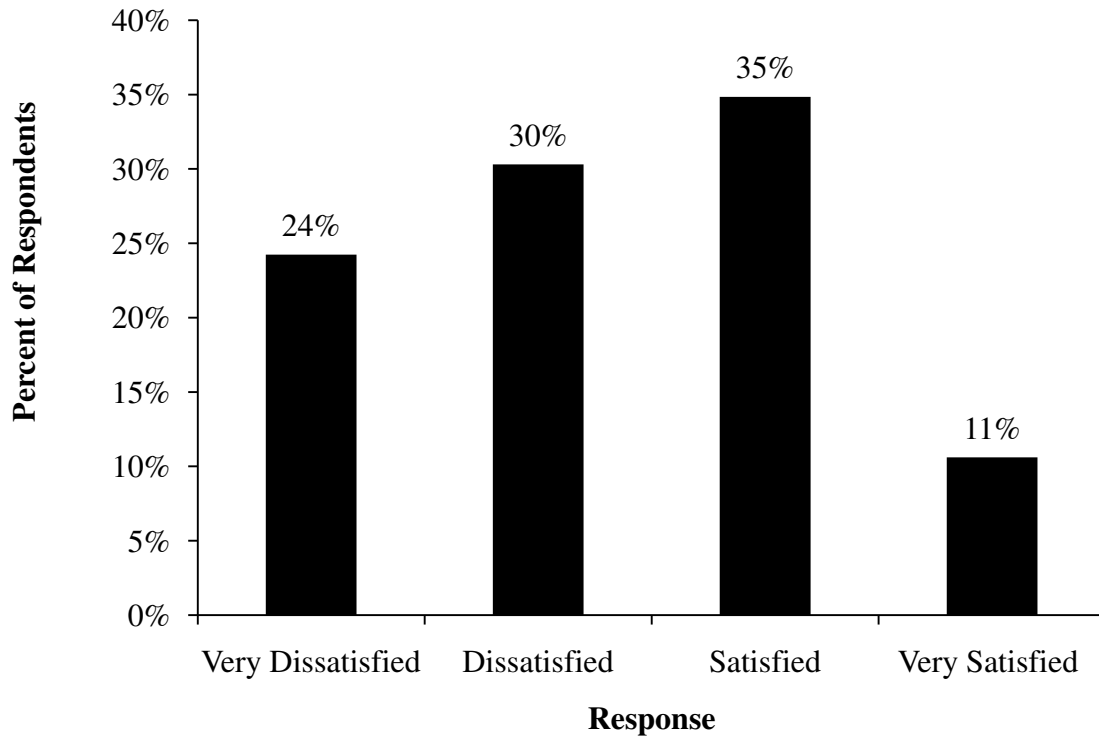


Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: This graph corresponds to Question #18 of the survey (see Appendix VII). “No Answers”, blank responses, and invalid answers were not included in the graph.

DISAGGREGATED GRAPHS FOR FINDING 5

**Distribution of Agreement with the Statement that Work Rules, Policies, and Procedures are Applied Consistently to all Employees
n=66**

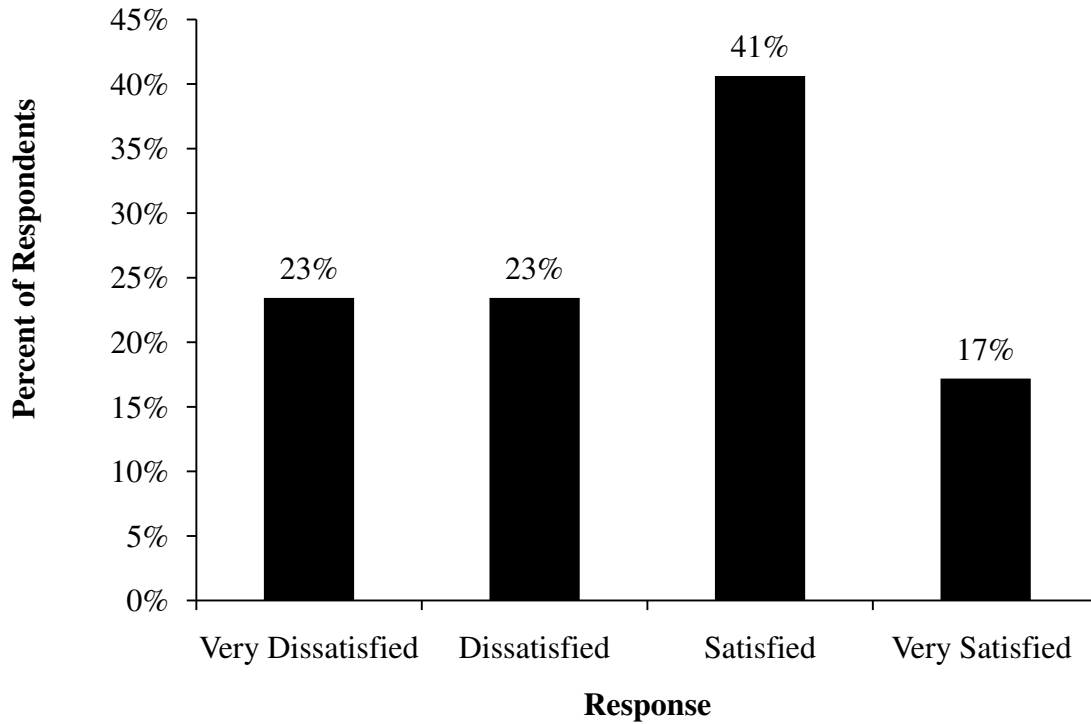


Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: This graph corresponds to Question #3 of the survey (see Appendix VII). “No Answers”, blank responses, and invalid answers were not included in the graph.

Distribution of Agreement with the Statement that Employees are Treated Equally Regardless of Age, Race, or Sex

n=67



Source: Data collected for the Syracuse Housing Authority by James Edward Bell, Community Link Project, Syracuse University, April 2011.

Comments: This graph corresponds to Question #13 of the survey (see Appendix VII). “No Answers”, blank responses, and invalid answers were not included in the graph.

Appendix VI

OPEN-ENDED COMMENTS

Question 1 prompted respondents to elaborate on the following statement: I get the information I need to perform my job well because:

1. Patricia always helps us
2. Communications could be better
3. I recommend a better system, send emails to all employees so everyone is on the same page, also recurrent training when available
4. Meetings, emails
5. NO. The computers not up to date in some dept
6. The supervisors help as well as tenant selector to give me or find for me information to do my job
7. Communication is poor – changes are – no one relays information to employees – certain dept. do not know what SHA is doing
8. Communication is getting better
9. I have free reign
10. Lack of communication
11. I have continued to feel the lack of communication coupled with the lack of unity has hindered us
12. The bosses like being bosses. The bosses say will tell you everything you need to know. I'm a plumper . . .and the boss doesn't know my job the boss only has to please his boss and wife not his workers
13. Good supervisors
14. It basically hasn't changed
15. It's improving
16. I am often asked questions about the new computer system I cannot answer because I did not have good enough training. Everyone's too busy to think about who else needs to know things, except the people who don't know anything that needs sharing – but they do anyway, further bogging down busy people.
17. The rules change from day to day and from week to week and even month to month.
18. ...where would I start? I don't know what was purchased, when, for what, for how much. I don't know who to ask to find out. I don't know where the letterhead is – or the letterhead envelopes – or are there any? The list would go on and on. One reason is that we are sorely understaffed.
19. Top down communication is not good
20. Cooperation among employees in the security dept.
21. The internet – sharepoint is great
22. I research it
23. Love new software / internet / sharepoint / email

Question 5 prompted respondents to elaborate on the following statement: Employees are kept up to date about all organizational changes and decisions. This can be done better by:

1. Monthly agency meetings
2. Tell us before the change has been make, so we could make it better
3. May agree but this does not always happen. Sometimes in the dark
4. Emailing employees, or sign something stating when they were updated by employee and supervisor
5. Departmental email
6. Remind me that I now have an email account and use it
7. Communication!! Management has own agendas they do not consider employees doing the work – in their agendas
8. We are told nothing. Anything would be an improvement.
9. Sharepoint email are good
10. Scheduled meetings and postings in common areas
11. Keeping employees up to date
12. This should be done all the time not on a need to know basis – terrible for moral
13. Having meetings
14. Tell your employees enough to make your employee do the wrong thing, then the boss goes back says I never told you that
15. Email, meetings
16. Bulletins on bulletin boards since not all employees have sharepoint available (which is propaganda anyway)
17. Regular mtgs w/ our dept heads to ALL staff – mthly town hall mtg at TAT
18. I don't see a good answer. See my answer to No. 1.
19. See #1 improve communication
20. More calendar stuff on sharepoint

Question 9 prompted respondents to elaborate on the following statement: Employees are encouraged to submit ideas for improvement. This format would work best for submitting ideas:

1. Through the proper chain of command
2. Keeping communication open to receive idea or concerns
3. There is no format and it would not matter management makes decisions without considering the employees it affects
4. Dept. meetings
5. Soliciting. Winning idea(s) get prize
6. Meeting based around ideas
7. Listen when someone has an idea for improvement or change
8. The boss said he will do all the thinking for us even when he is not qualified previously (trades, certificates of completion, degrees)
9. Idea box / complaint box
10. Encouraged NO, so some /many don't bother they don't think what they think matters and is listened to
11. 1 on 1 discussions with supervisor
12. Dave Paccone makes all decisions now SHA needs to start listening to other managers
13. Comment area on sharepoint

Question 11 prompted respondents to elaborate on the following statement: My supervisor lets employees know exactly what is expected. This could be improved by:

1. Weekly staff meetings
2. I love all my supervisors
3. N/A
4. I know what is expected of me
5. Better management skills by supervisor, supervisors should be held accountable to higher ups on managing
6. Mandatory evaluations
7. Supervisors being trained in management skills and following thru on discipline – dress codes etc. – every employee treated equally and fairly
8. Supervising employees to find their strong points and weak areas
9. Personal contact
10. School the supervisor
11. No favoritism any boss can make me a better worker by liking and knowing more about my job, organization a need to be in his office
12. It's getting better
13. Make sure he is up to date with upper management
14. It is way too stressful to spend 40 hrs/week here for your whole life
15. Improve top down communication
16. Supervisor not being supervised by others
17. Tracy is great
18. Not playing favorites

Question 12 prompted respondents to elaborate on the following statement: I would recommend employment at the Syracuse Housing Authority to others for the following reason(s):

1. Benefits
2. Ins, eye glass, great bosses, lots of room to work. Bosses are very understanding about families and giving time off. We are one big family.
3. It's a great place to work
4. The job is necessary and it is good to meet and deal with a variety of people
5. Great place to work, I love my job working with people
6. Not everyone can survive on the minuscule pay that SHA offers
7. Not anymore – it used to be a great place to work
8. Great benefits
9. Good work environment, steady employment, good benefits
10. High level of stress
11. Pay, benefits
12. Good changes have taken place
13. Lack of respect by management – workload overwhelming, favoritism to some – no equality of recognition
14. Fair
15. Opportunity for advancement and good benefits
16. If you're a previous friend neighbor to a Syracuse Housing boss or director your gold and will always be right when wrong.
17. Benefits
18. Good job, fair work
19. Depends on the dept – maintenance works hard but union makes sure they get perks
20. Only for the benefits
21. Always been a good place to work
22. Not right now, not in this state of flux, not with the state of morale, etc.
23. Excellent benefits although there is poor management
24. Great place to work – excellent staff
25. Good benefits
26. Great people, good mission
27. New software, good pay / benefits

Additional Comments

1. I have a great chair and desk. Patricia is very good to us in clerical, she gets right in and helps us at the front window. If we have a problem she always has our back. I love our sec. 8 family! I love my working hours 8 to 4PM!
2. Stop paying employees who do nothing . . . gifts from city hall.
3. We fill out these surveys but never get any feedback as to how the questions were answered in general. We would like to know the general consensus of the survey.
4. Employees are not recognized for how hard they work – especially this past year with the software change. Nothing. No acknowledgment no picnic – a Christmas party we have to pay for – nothing. Instead we're told we should be happy we have a job. When it comes to employees there never is any money but management finds money when they want something. Very frustrating place to work.
5. Lack of full participation by some discourages others. Need a way to show appreciation for effort and professional conduct. . .more than one time a year
6. When I started at SHA – it was a good place to work. Not so much anymore. Pay not keeping up with cost of living – no respect for employees.
7. Been fair with myself
8. I would take less money per hour. To do my old job and if the bosses looked out for their employees better the employees would do a better job. PROBLEMS WITH OBTAINING PARTS. Bosses should be in the office running the show! And not out picking up parts, snow blowing, also since this Amp change the Amp Supervisors are wasting money and talent. Some employees are expected to kill themselves while others have new Syracuse Housing vans and replace a light bulb and a dry and stove knob. Lazy clean plush pretty workers are not needed at Syracuse Housing.
9. Love it here
10. I think my supervisor makes too much money and needs a haircut
11. Put motion detectors in bathrooms to save / conserve electricity
12. I'm grateful to be employed. Thanks
13. This break up into Amps has a negative impact on building maintenance. Upper management needs to do a better job keeping staff involved and up to date.
14. Need to effectively evaluate all staff. Some people need to pull their weight
15. All employees need to be more accountable
16. I think that we need to reach out to the community more (exp. Attend Spanish Action League Meetings) to disseminate SHA existence and services.

Appendix VII

BLANK SURVEY AND MEMO

Random Number: _____

Syracuse Housing Authority Employee Survey – 2011

This year, with assistance of a student from the Community Link Program in the Maxwell School at Syracuse University, the Syracuse Housing Authority is conducting an employee survey to help in the continued review of management, personnel, and work area policies and procedures. Please fill out this short survey, and place it in the sealed box located in any of the following areas by Friday, **Feb. 18, 2010** : 516 Burt Street Lunchroom, Section 8, and the New Street Building. The survey is anonymous, and the student will be tabulating the numbers and comments.

Each of the surveys has a number which coincides with the number on the cover sheet. Three (3) surveys will be drawn from those returned by the due date above, and in order drawn, the winners will receive the incentive as per the cover sheet.

Please check one of the following in response to the comment.	Strongly Agree	Agree	Disagree	Strongly Disagree	No Ans.
1) I get the information I need to perform my job well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Because: _____					
2) The best way to increase productivity is to supervise employees closely.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Work rules, policies, and procedures are applied consistently to all employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) My supervisor gives clear instructions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Employees are kept up-to-date about all organizational changes and decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This can be done better by: _____					
6) The organization has effective ways to recognize employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) The organization has a fair discipline and termination process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) The “bottom line” should be given the greatest priority in organizational decision making.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9) Employees are encouraged to submit ideas for improvement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This format would work best for submitting ideas: _____					
10) In my opinion we have benefits equal to or better than other organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11) My supervisor lets employees know exactly what is expected.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This could be improved by: _____					
12) I would recommend employment at the Syracuse Housing Authority to others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
For the following reason: _____					

(over)

- 13) All employees are treated equally regardless of age, race, or sex.
- 14) Management gets accurate information about what goes on in the Syracuse Housing Authority.
- 15) My supervisor provides timely and accurate feedback about my work performance.
- 16) It is as important for an employee to understand the mission of the organization as it is to understand how to perform his or her specific job duties.
- 17) I am satisfied with the pay for the work I do.
- 18) Considering everything, I am satisfied with my employment at the Syracuse Housing Authority

Additional Comments: _____

Random Number _____

February 3, 2010

To: All Employees

Attached you will find the 2011 Employee Survey. We are privileged once again to have a Community Link Program Student from Syracuse University will collect and tabulate all of the surveys.

In order to continue to improve upon the response rate, there will be an incentive offered.

All surveys have a stamped random number which is located on the upper right of the survey. The identical number is also on this sheet of paper. You must retain this piece of paper to claim your winning. A representative of the CSEA Union will randomly pick three (3) surveys and communicate those numbers to the Syracuse Housing Authority. Only surveys which are submitted by the deadline to an appropriate collection box will be eligible for this drawing.

The winning numbers will receive:

- 1) One Full day paid leave, or \$75 cash (for the first number drawn).
- 2) One-half day paid leave, or \$50 cash (for the second number drawn).
- 3) 2-hours paid leave, or \$25 cash (for the third number drawn).

You must have this sheet in your possession to claim any of these.

I would like to thank all of you in advance, and remind all employees that this survey helps in the administration of the agency.

William J. Simmons
Executive Director

Appendix VIII

CODEBOOK

COLUMN	FIELD NAME	DEFINITION	CODE
A	ID	Respondent identification number.	Code is identical to identification number
B	INFORMATION	I get the information I need to perform my job well.	1 = Very Dissatisfied 2 = Dissatisfied 3 = Satisfied 4 = Very Satisfied 7 = No Answer
C	PRODUCTIVITY	The best way to increase productivity is to supervise employees closely	1 = Very Dissatisfied 2 = Dissatisfied 3 = Satisfied 4 = Very Satisfied 7 = No Answer
D	PROCEDURES	Work rules, policies, and procedures are applied consistently to all employees.	1 = Very Dissatisfied 2 = Dissatisfied 3 = Satisfied 4 = Very Satisfied 7 = No Answer
E	INSTRUCTION	My supervisor gives clear instructions.	1 = Very Dissatisfied 2 = Dissatisfied 3 = Satisfied 4 = Very Satisfied 7 = No Answer
F	DECISIONS	Employees are kept up-to-date about all organizational changes and decisions.	1 = Very Dissatisfied 2 = Dissatisfied 3 = Satisfied 4 = Very Satisfied 7 = No Answer
G	RECOGNITION	The organization has effective ways to recognize employees.	1 = Very Dissatisfied 2 = Dissatisfied 3 = Satisfied 4 = Very Satisfied 7 = No Answer
H	TERMINATION	The organization has a fair discipline and termination process.	1 = Very Dissatisfied 2 = Dissatisfied 3 = Satisfied 4 = Very Satisfied 7 = No Answer

I	BOTTOM-LINE	The “bottom line” should be given the greatest priority in organizational decision making.	1 = Very Dissatisfied 2 = Dissatisfied 3 = Satisfied 4 = Very Satisfied 7 = No Answer
J	IMPROVEMENT	Employees are encouraged to submit ideas for improvement.	1 = Very Dissatisfied 2 = Dissatisfied 3 = Satisfied 4 = Very Satisfied 7 = No Answer
K	BENEFITS	In my opinion we have benefits equal to or better than other organizations.	1 = Very Dissatisfied 2 = Dissatisfied 3 = Satisfied 4 = Very Satisfied 7 = No Answer
L	EXPECTATIONS	My supervisor lets employees know exactly what is expected.	1 = Very Dissatisfied 2 = Dissatisfied 3 = Satisfied 4 = Very Satisfied 7 = No Answer
M	EMPLOYMENT	I would recommend employment at the Syracuse Housing Authority to others.	1 = Very Dissatisfied 2 = Dissatisfied 3 = Satisfied 4 = Very Satisfied 7 = No Answer
N	EQUALITY	All employees are treated equally regardless of age, race, or sex.	1 = Very Dissatisfied 2 = Dissatisfied 3 = Satisfied 4 = Very Satisfied 7 = No Answer
O	ACCURACY	Management gets accurate information about what goes on in the Syracuse Housing Authority.	1 = Very Dissatisfied 2 = Dissatisfied 3 = Satisfied 4 = Very Satisfied 7 = No Answer
P	FEEDBACK	My supervisor provides timely and accurate feedback about my work performance.	1 = Very Dissatisfied 2 = Dissatisfied 3 = Satisfied 4 = Very Satisfied 7 = No Answer

Q	DUTIES	It is as important for an employee to understand the mission of the organization as it is to understand how to perform his or her specific job duties.	1 = Very Dissatisfied 2 = Dissatisfied 3 = Satisfied 4 = Very Satisfied 7 = No Answer
R	PAY	I am satisfied with the pay for the work I do.	1 = Very Dissatisfied 2 = Dissatisfied 3 = Satisfied 4 = Very Satisfied 7 = No Answer
S	OVERALL	Considering everything, I am satisfied with my employment at the Syracuse Housing Authority	1 = Very Dissatisfied 2 = Dissatisfied 3 = Satisfied 4 = Very Satisfied 7 = No Answer

Appendix IX

SURVEY DATA FREQUENCIES

Random Number: _____

Syracuse Housing Authority Employee Survey – 2011

This year, with assistance of a student from the Community Link Program in the Maxwell School at Syracuse University, the Syracuse Housing Authority is conducting an employee survey to help in the continued review of management, personnel, and work area policies and procedures. Please fill out this short survey, and place it in the sealed box located in any of the following areas by Friday, **Feb. 18, 2010** : 516 Burt Street Lunchroom, Section 8, and the New Street Building. The survey is anonymous, and the student will be tabulating the numbers and comments.

Each of the surveys has a number which coincides with the number on the cover sheet. Three (3) surveys will be drawn from those returned by the due date above, and in order drawn, the winners will receive the incentive as per the cover sheet.

Please check one of the following in response to the comment.	Strongly Agree	Agree	Disagree	Strongly Disagree	No Ans.
1) I get the information I need to perform my job well (n=68). Because: _____	(11%)	(57%)	(16%)	(8%)	(8%)
2) The best way to increase productivity is to supervise employees closely (n=69). _____	(9%)	(31%)	(47%)	(5%)	(7%)
3) Work rules, policies, and procedures are applied consistently to all employees (n=66). _____	(9%)	(31%)	(27%)	(22%)	(11%)
4) My supervisor gives clear instructions (n=68). _____	(28%)	(49%)	(9%)	(5%)	(8%)
5) Employees are kept up-to-date about all organizational changes and decisions (n=72). This can be done better by: _____	(5%)	(30%)	(36%)	(26%)	(3%)
6) The organization has effective ways to recognize employees (n=64). _____	(5%)	(22%)	(30%)	(30%)	(14%)
7) The organization has a fair discipline and termination process (n=60). _____	(11%)	(34%)	(20%)	(16%)	(19%)
8) The “bottom line” should be given the greatest priority in organizational decision making (n=58). _____	(8%)	(34%)	(24%)	(12%)	(22%)
9) Employees are encouraged to submit ideas for improvement (n=58). This format would work best for submitting ideas: _____	(8%)	(34%)	(24%)	(12%)	(22%)
10) In my opinion we have benefits equal to or better than other organizations (n=70). _____	(38%)	(46%)	(7%)	(4%)	(5%)
11) My supervisor lets employees know exactly what is expected (n=69). This could be improved by: _____	(19%)	(53%)	(18%)	(4%)	(7%)
12) I would recommend employment at the Syracuse Housing Authority to others (n=60). For the following reason: _____	(16%)	(46%)	(12%)	(7%)	(19%)

(over)

13) All employees are treated equally regardless of age, race, or sex (n=67).	(15%)	(35%)	(20%)	(20%)	(9%)
14) Management gets accurate information about what goes on in the Syracuse Housing Authority (n=63).	(9%)	(27%)	(31%)	(18%)	(15%)
15) My supervisor provides timely and accurate feedback about my work performance (n=70).....	(24%)	(39%)	(24%)	(7%)	(5%)
16) It is as important for an employee to understand the mission of the organization as it is to understand how to perform his or her specific job duties (n=69).	(28%)	(58%)	(3%)	(4%)	(7%)
17) I am satisfied with the pay for the work I do (n=70).	(12%)	(47%)	(19%)	(16%)	(5%)
18) Considering everything, I am satisfied with my employment at the Syracuse Housing Authority (n=66).	(21%)	(52%)	(8%)	(7%)	(11%)

Additional Comments: _____

Appendix X

RAW DATA

ID	IN FO RM AT IO N	PR OD UC TI VI TY	PR OC ED UR ES	IN ST RU CT IO N	DE CI SI ON S	RE CO GN IT IO N	TE RM IN AT IO N	BO TT OM- LINE	IM PR OV EMENT	BE NE FI TS	EMPL OYM ENT	EQUA LITY	ACCU RACY	FEED BACK	DUT IES	P AY	OVE RALL	EMPLOYMENT
1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
2	3	4	3	3	2	2	3	3	3	4	2	3	2	3	3	3	3	2
3	2	2	2	2	1	1	1	1	1	2	2	1	2	2	2	2	3	2
4	3	7	7	7	3	3	7	7	7	3	4	4	4	4	4	4	4	4
5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4
6	3	1	7	2	2	7	3	3	3	4	3	2	2	2	3	3	3	3
7	3	3	4	4	3	3	4	3	3	4	4	4	4	4	4	4	4	4
8	2	2	1	7	1	1	1	3	3	3	7	1	2	2	3	1	2	7
9	7	2	4	4	3	2	2	2	2	4	3	2	2	2	3	2	2	3
10	3	2	3	3	3	3	3	2	2	3	3	3	3	3	3	3	3	3
11	4	3	1	4	1	1	3	3	3	3	3	1	2	4	4	3	4	3
12	7	1	1	3	1	1	1	1	1	1	3	1	1	3	1	1	1	4
13	4	4	4	4	3	4	4	7	7	4	4	4	3	4	4	4	4	3
14	2	2	1	2	1	1	1	1	1	4	3	2	2	2	3	3	3	1
15	1	1	1	3	2	1	7	7	7	7	1	7	7	3	4	2	3	

16	3	3	7	4	3	3	3	3	3	3	7	4	4	4	3	3	4	7
17	2	3	4	3	1	1	1	2	2	3	7	1	1	3	4	2	7	7
18	2	2	1	1	1	1	1	7	7	3	7	1	7	7	7	3	7	7
19	2	2	2	7	2	1	2	3	3	1	2	3	7	2	7	1	7	2
20	3	2	4	4	2	4	4	1	1	4	4	4	3	4	4	4	4	4
21	1	2	2	4	1	1	4	2	2	4	4	1	7	4	3	3	3	4
22	3	2	2	3	2	1	1	1	1	4	7	2	1	7	4	3	3	7
23	3	2	3	3	2	7	3	2	2	3	3	3	7	3	3	3	3	3
24	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
25	4	3	3	4	4	3	3	3	3	3	3	3	3	3	3	3	3	3
26	2	3	2	4	2	2	2	3	3	4	4	2	2	4	4	4	4	4
27	3	3	2	3	2	2	7	7	7	4	3	3	7	4	3	3	3	3
28	1	4	1	1	1	1	2	7	7	4	7	1	1	1	4	4	1	7
29	3	4	2	2	2	2	2	3	3	4	3	2	2	2	3	2	3	3
30	3	2	7	7	2	2	2	7	7	7	1	7	7	3	3	1	3	1
31	3	3	3	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3
32	3	2	4	4	3	3	3	3	3	4	3	4	3	3	3	3	4	3
33	1	4	1	3	1	1	7	1	1	3	3	1	1	1	1	1	3	7
34	7	2	2	3	2	3	4	7	7	4	7	7	3	3	7	3	3	2
35	3	2	1	7	1	2	7	2	2	3	2	1	1	2	3	3	3	3
36	2	3	2	4	2	3	2	2	2	3	3	2	2	4	3	2	3	3

37	3	2	2	3	2	2	2	2	2	3	2	1	1	1	2	3	2	2
38	3	3	1	3	1	1	2	3	3	3	3	1	1	3	4	1	3	3
39	7	7	7	4	3	7	7	7	7	7	7	7	2	4	7	7	7	7
40	1	2	1	1	1	1	1	1	1	3	1	1	1	1	3	1	1	1
41	4	2	3	4	3	2	3	2	2	2	3	4	3	4	3	2	3	3
42	3	2	3	4	1	2	3	2	2	4	3	7	2	4	3	3	3	3
43	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
44	7	3	7	3	2	2	1	3	3	3	2	2	7	2	3	2	2	2
45	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
46	3	2	3	3	3	2	3	3	3	3	3	2	2	2	3	3	3	3
47	3	1	2	3	1	1	3	7	7	3	3	3	2	2	4	3	3	3
48	3	3	2	3	2	3	3	4	4	4	3	3	2	2	4	3	4	4
49	3	3	3	3	3	2	2	2	2	4	2	3	3	3	3	2	2	2
50	4	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
51	3	3	1	2	1	1	7	2	2	3	3	2	2	2	3	2	3	3
52	3	2	2	3	2	2	3	2	2	4	3	3	2	2	3	3	3	3
53	3	3	3	3	3	7	2	3	3	3	3	7	3	3	3	3	4	4
54	3	2	2	3	2	7	2	3	3	2	7	2	2	3	3	2	7	7
55	1	2	1	1	1	1	1	1	1	2	1	1	1	1	3	1	1	1
56	3	2	3	3	3	1	7	7	7	3	1	3	3	7	1	1	1	1
57	4	4	2	4	4	2	4	4	4	4	4	4	4	2	4	4	4	4

58	2	2	1	2	1	2	1	2	2	3	2	2	1	2	3	2	2	2
59	3	2	1	4	2	1	2	2	2	4	3	2	2	3	3	3	3	3
60	3	2	3	3	3	2	3	2	2	4	4	3	3	3	3	3	3	3
61	2	3	2	3	1	1	7	1	1	1	7	1	1	3	3	3	3	3
62	3	3	3	3	3	3	3	3	3	4	3	3	3	3	3	3	3	3
63	3	2	3	3	7	3	3	4	4	3	3	3	3	4	4	4	4	4
64	3	2	3	4	2	2	3	3	3	4	4	4	3	3	4	3	3	3
65	3	7	7	2	2	2	7	7	7	3	7	2	2	2	3	2	7	7
66	3	2	3	3	3	2	3	3	3	3	7	3	7	3	3	2	3	3
67	2	2	2	3	2	7	7	7	7	3	3	3	2	4	3	7	3	3
68	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
69	3	2	2	3	2	7	7	7	7	4	3	3	2	3	4	1	7	3
70	3	7	3	3	3	7	3	3	3	3	3	3	3	3	4	1	3	2
71	2	3	1	3	2	1	2	2	2	3	2	2	2	2	3	3	3	4
72	4	2	2	4	2	2	2	4	4	2	4	3	4	4	4	3	4	3
73	3	2	2	3	2	2	1	2	2	4	3	3	1	3	3	1	3	7
74	3	2	3	3	2	7	7	7	7	3	7	3	7	3	3	7	4	7