

Chelan County Public Utility District Executive Summary of Survey Results 2007

This report presents an interpretation of the survey results for 2007 that you and your management team can use to discuss your organization's general trends, strengths and areas for improvement that were delineated from the surveys. Included in the interpretation are comparisons to historical results as well comparisons to the National Norm and Public Sector Norm. The information provided can be used as a guide to generate discussion for the action team assigned to suggest improvements at both the organization and department level. To make the best use of this process, some time should be used to study the appropriate survey report volumes. It is likely that your perspective may lead to conclusions and topics that might be unavailable otherwise. What is most important is to recognize and leverage your organization's strengths and improvements, and to incorporate them into plans that address weaker areas.

Historical and Norm comparisons and item level response rates are presented in the complete report for all scales on which this summary is based. When examining the core and custom categories together, several of the most and least favorable responses come from the supplemental scales customized by Chelan County PUD. Specific category details are given in the following pages for the six most favorable and six least favorable categories.

The results are summarized into areas of strength and areas to consider for development. Results are always given in terms of **percent of favorable responses**. Keep in mind that the percent favorable for negatively phrased questions (e.g., "Management changes its mind so often it interferes with getting the work done.") is reverse scored, so it is based on the percentage of respondents who disagree with the statement.

Overview

The Organizational Survey System (OSS™) combines overall morale factors with effectiveness categories to help measure employee attitudes. The core survey content includes Morale factors and Effectiveness categories. The Morale factors indicate level of satisfaction with intrinsic, extrinsic, and social components of the work environment. Effectiveness categories help measure dimensions of organizational functioning critical to optimal performance. In addition to the core content, the survey was customized by adding six additional pre-validated content areas, including an open-ended comment section, and by editing some of the standard content. In particular, when the survey referenced “management,” the item was replaced with “Senior Management” to better reflect the District’s management structure.

The core categories included in the survey were compared to the National Employee Norm and the Public Sector Norm. The National Employee Norm contains 52,671 employees representing small and large organizations in a variety of industries, including service, government, retail, insurance, financial, hospitality, and public administration. The Public Sector Norm contains 1,982 employees representing local and national government and public sector agencies including full-time, part-time, and contract employees.

Survey Administration

Chelan County Public Utility District administers the customized OSS survey with strict precautions to guarantee confidentiality and anonymity of those responding. The surveys were administered via the internet and hosted on Vangent’s secure servers. For respondent confidentiality purposes, individual responses are available to a select group of Industrial Organizational Psychologists at Vangent for compilation purposes only. Responses are stored in a secure environment and are kept separate from the survey content. Open-ended comments are reported back to Chelan County with identifying information deleted, and survey responses are reported only for groups of 8 employees or larger. No individual responses are reported.

To maintain anonymity, the survey was set-up to not collect “cookie” information so respondents could take the survey on their work computers or at an off-site location. Also, participants were not required to complete the demographic information section of the survey, which allowed for an additional level of anonymity while still collecting organizational information. As opposed to 2005, the 2006 and 2007 participants were advised in the instructions that the demographic information was not required to complete the survey, but filling out the section would not reduce anonymity and would make the results more useful.

For three consecutive years, all employees at Chelan County Public Utility District were given the opportunity to complete the customized OSS instrument (129 items and one open-ended comment). The number of employees at the PUD was estimated based on the number of employees as of January 30 of a given year. Calculating the number of

completed surveys against the total number of employees, the response rate of those participating in the survey increased from 60% (2005 and 2006) to 69% in 2007. With the higher response rate, the Confidence Interval improved from 3% to 2%. The Confidence Interval estimates, with 95% confidence, that if all employees responded to the survey, the results would be the same within plus or minus two percentage points.

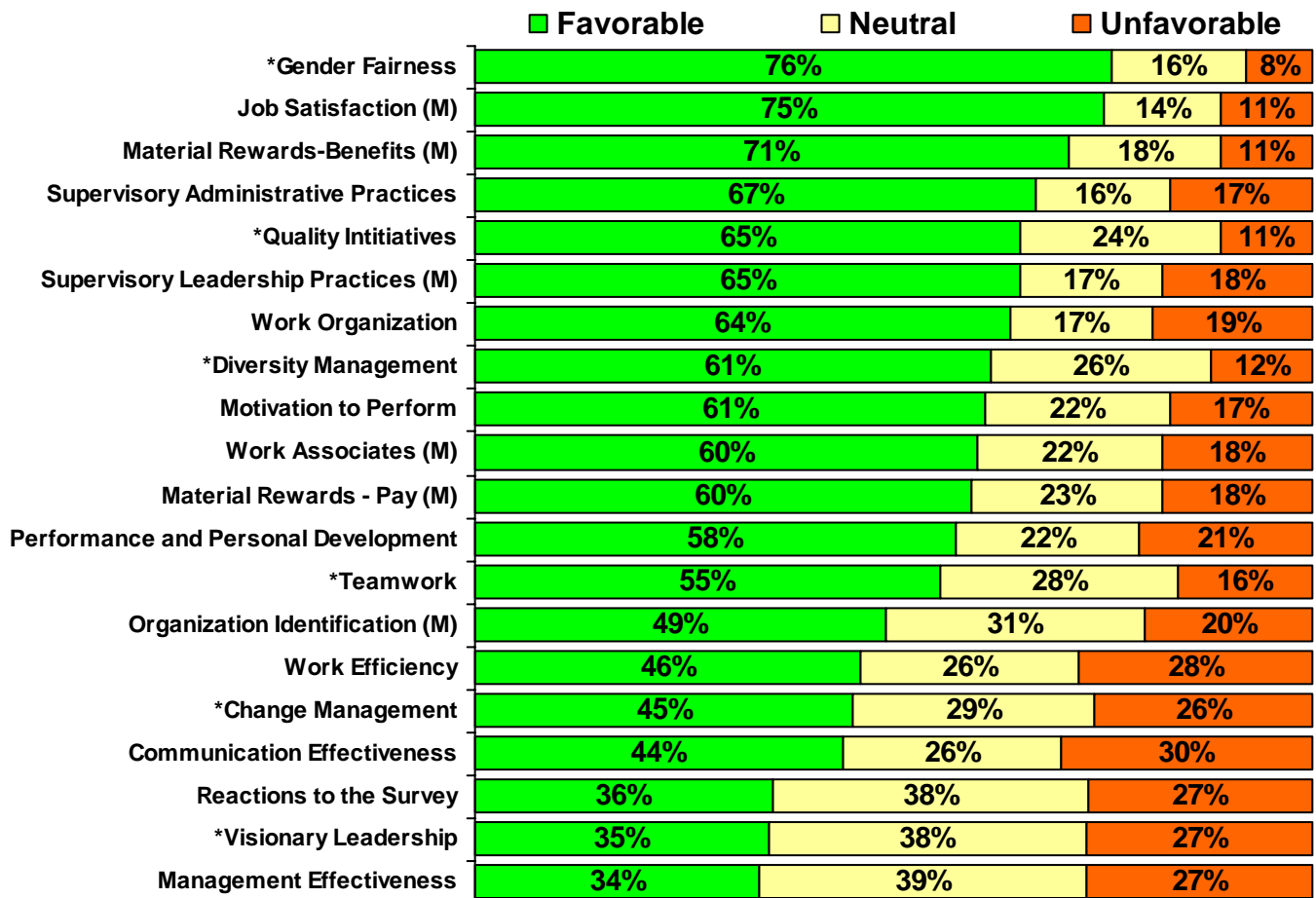
Administration Dates	Estimated # of Employees at time of Survey	Completed Surveys	Response Rate	Confidence Interval
2005 (Jan 11 – Jan 21)	657	391	60%	+/- 3%
2006 (Feb 20 – Mar 13)	681	406	60%	+/- 3%
2007 (Feb 26 – Mar 14)	702	485	69%	+/- 2%

The demographic breakouts of the respondents are included in the table below. The Department/Group responses were changed slightly from 2005 to 2006 and remained unchanged in 2007 with one exception; the GM Staff Team was previously titled OGM/AGM in 2005 and 2006. Overall, the frequencies of response are similar across years.

Demographics	Frequency of Responses		
	2005	2006	2007
DEPARTMENT/GROUP			
GM Staff Team	2%	2%	2%
Power Management/System Operations	4%	5%	5%
HR/Legal/Security/Communications	10%	6%	6%
Central Maintenance	12%	10%	13%
Hydro Services (2005 Engineering/Licensing/Generation Administration)	13%	9%	11%
Hydro Operations	15%	12%	12%
Finance/Acctg/Treasury/Bus Advisors/Audit/Safety and Risk Management	9%	9%	8%
Information Technology/Asset Mgmt Systems	6%	5%	6%
Safety/Risk Management	2%		
Networks	2%	4%	5%
Distribution Systems/Inter. Gov. Rel./Fleet Services	7%	8%	10%
Water/Wastewater	<1%	1%	1%
Environmental Affairs/Fish & Wildlife	2%	3%	2%
Customer Service	6%	9%	7%
Parks/Facilities/Real Estate	3%	5%	4%
Procurement & Contract Services	4%	4%	3%
Non-response	4%	6%	4%
ORGANIZATIONAL STATUS			
Bargaining Unit	47%	45%	47%
Non-Bargaining Unit	51%	51%	50%
Non-response	2%	4%	4%
NUMBER OF YEARS EMPLOYED AT CCPUD			
0 – 5 Years	33%	36%	36%
6 – 10 Years	17%	19%	20%
11 – 15 Years	12%	13%	12%
16 – 20 Years	14%	13%	14%
21 – 25 Years	9%	10%	10%
26 – 30 Years	7%	8%	8%
Non-response	8%	3%	1%

Category Ranking

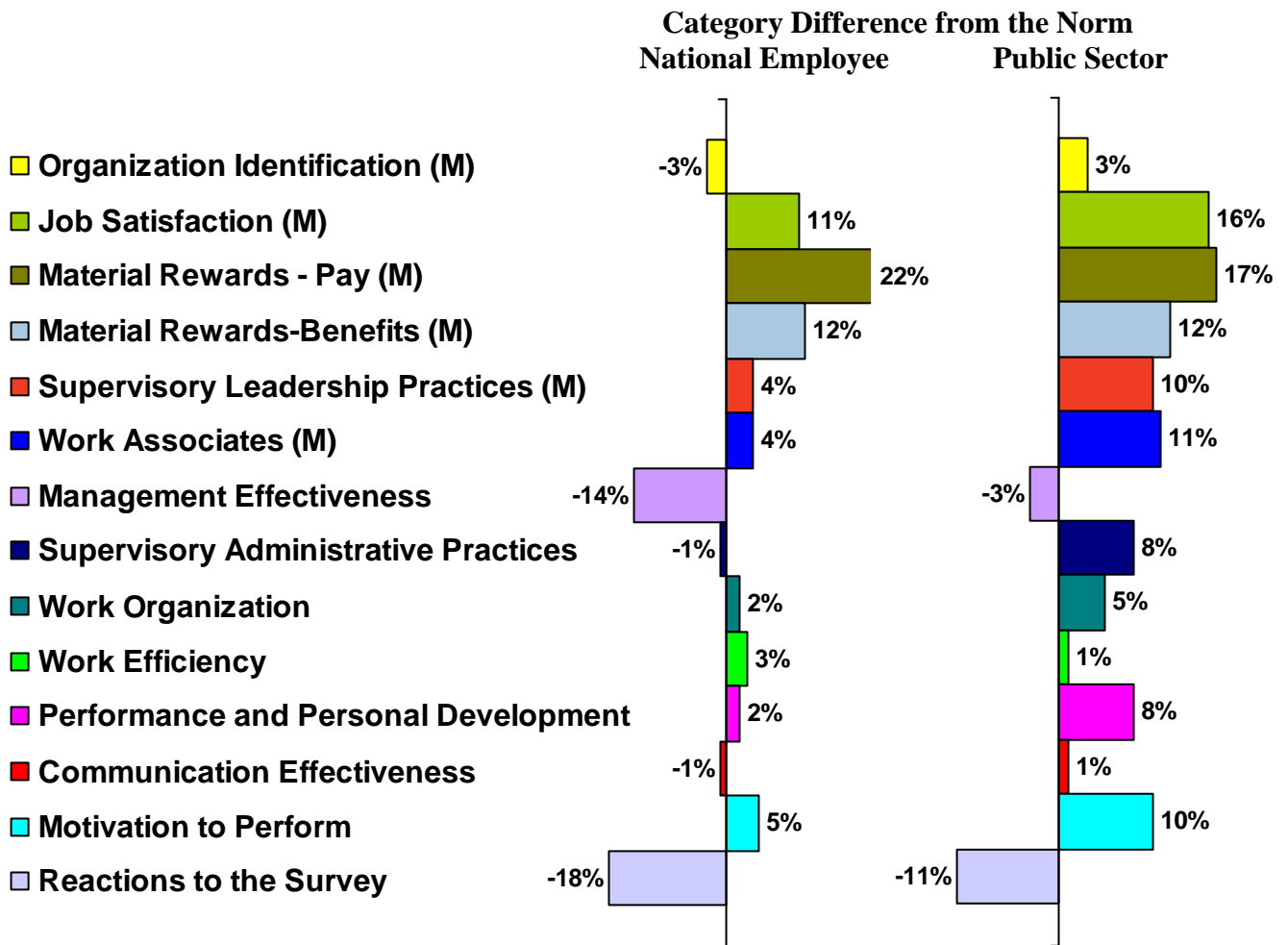
The following graph rank orders Chelan County Public Utility District's 2007 survey results from most favorable to least favorable for the District overall. The percent of Neutral and Unfavorable responses are included for reference to the distribution of responses across the categories. More than half of those responding to the survey responded favorably to thirteen of the categories (50% or higher favorability). When viewing the response distribution across scales, it is important to note not only the percentage in the Favorable category, but the percentages in the Neutral and Unfavorable categories as well. In 15 out of the 20 scales, the Neutral response is higher than the Unfavorable response, meaning that more employees may be undecided about that particular topic as a proportion of the total sample than those who are clearly dissatisfied.



(M) Morale Categories * Custom, pre-validated scales

Category Difference

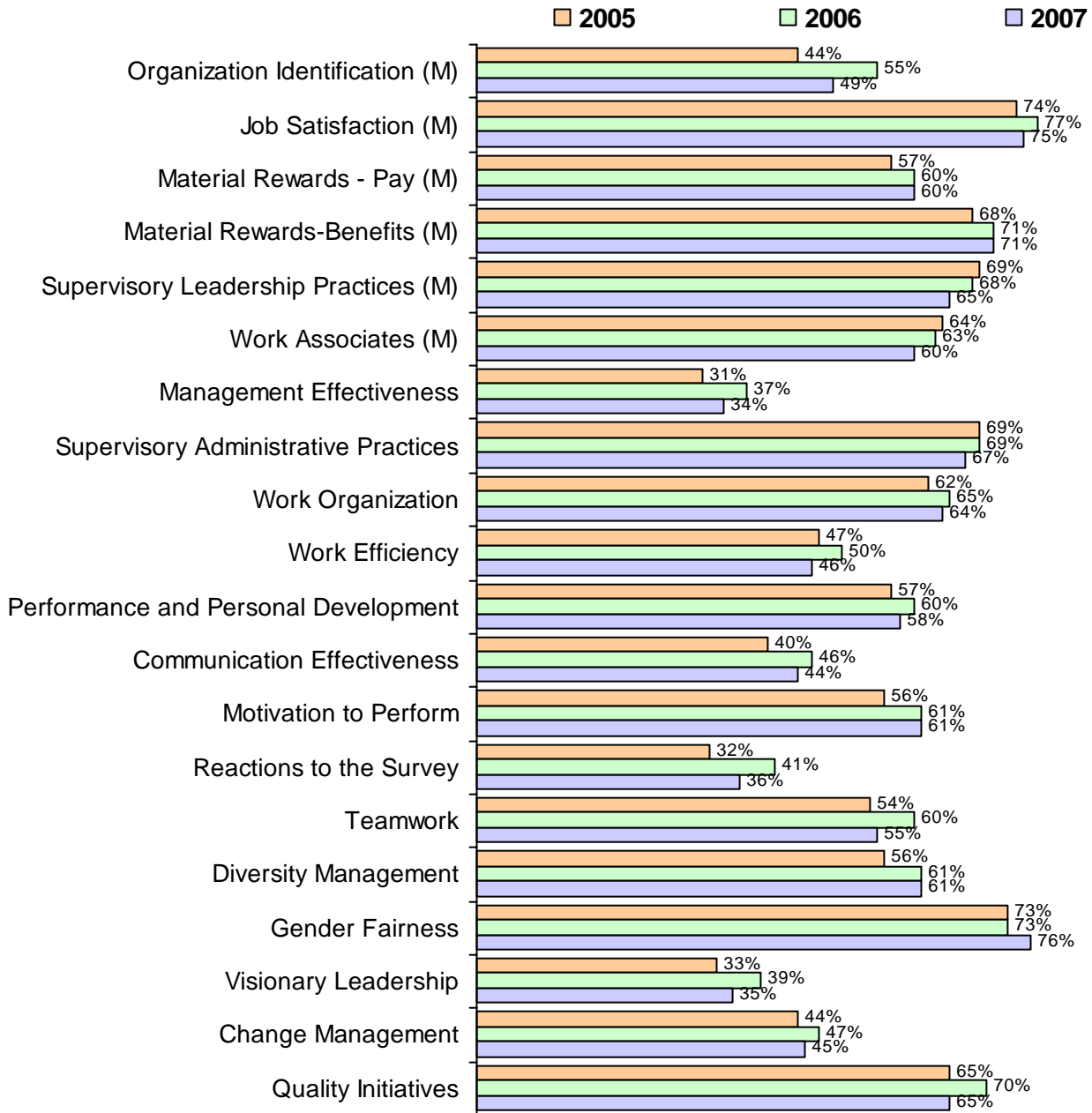
The graph below shows the difference between the District's percent favorable responses as compared to the National Employee Norm and the Public Sector Norm. The order of presentation corresponds to the order of reporting in the Category Difference Report section of the full report. The District's overall profile for 2007 showed a favorable response rate above the National norm for nine of the fourteen core categories with four categories showing a favorable response rate of five percentage points or more. In relation to the Public norm, the District responded more favorably to 12 of the categories with 9 categories showing a favorable response rate of five percentage points or more. Two categories (Management Effectiveness and Reactions to the Survey) showed a favorable response rate below the National and Public norms, with Organization Identification also falling below the National norm.



Historical Category Comparisons

The next graph shows the difference between the District's percent favorable responses across the three years (2005, 2006, and 2007). Responses generally increased from 2005 to 2006, and then decreased in 2007. The District's overall profile for 2007 showed a favorable response rate below that of last year for fifteen of the 20 categories, with four categories decreasing 5 percentage points or more below the 2006 level (Organization Identification, Reactions to the Survey, Teamwork, and Quality Initiatives). One category, Gender Fairness, showed a favorable response rate 3 percentage points greater in 2007 than in 2006.

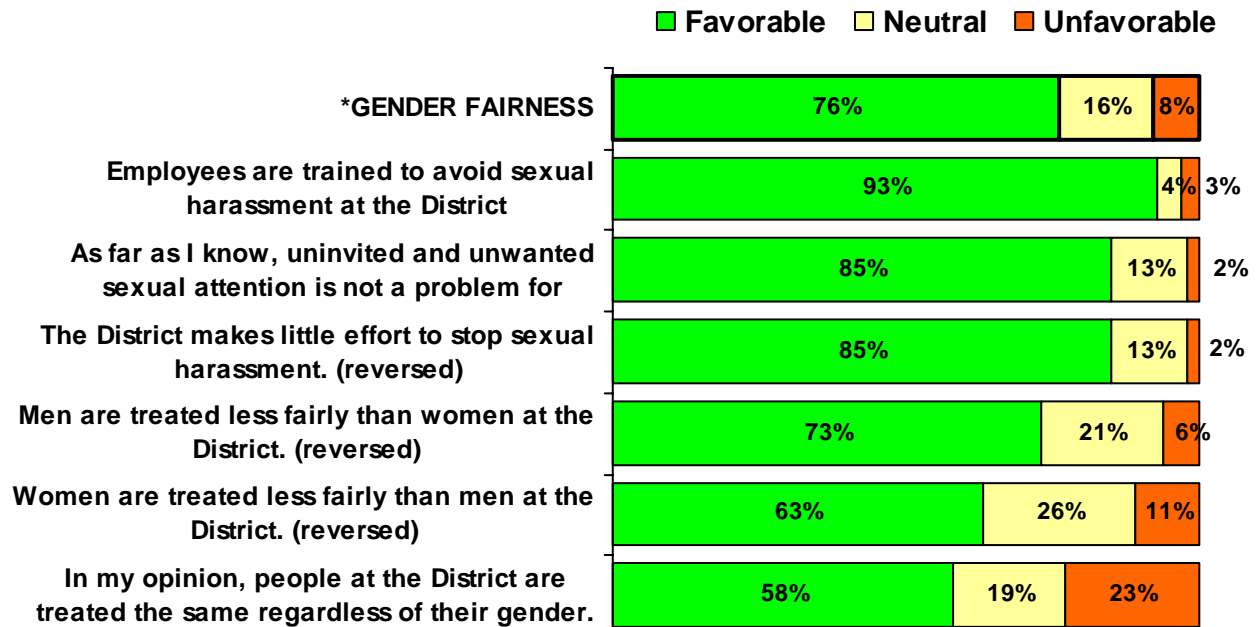
Category Differences Across Years



Areas of Strength

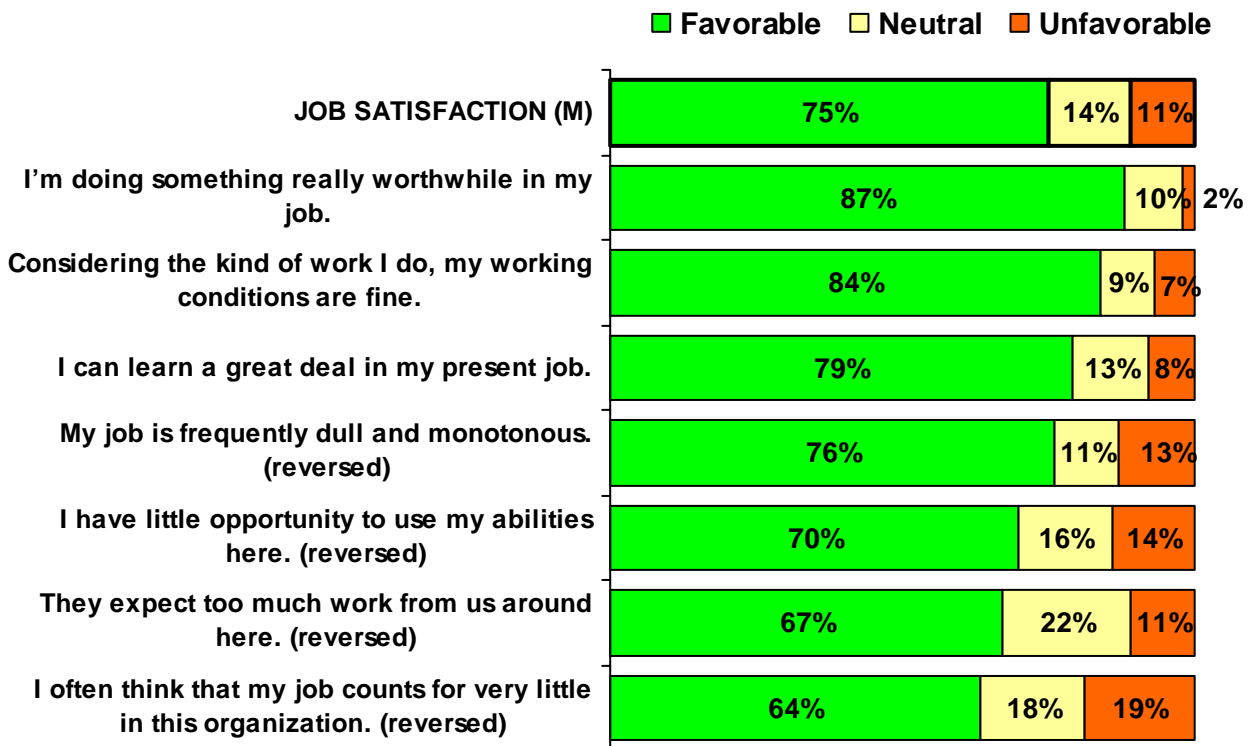
***Gender Fairness** – 76% Favorable Response (73% in 2006)

Gender Fairness looks at the degree to which harassing and discriminatory practices based on gender are avoided within the organization. A large percentage of employees report being trained to avoid sexual harassment (93%), that sexual harassment is not a problem (85%), and the District makes an effort to stop sexual harassment (85%). Participants responded less favorably when asked specifically if men and women are treated less fairly or are treated the same regardless of their gender. The highest unfavorable response includes 23% reporting that people at the District are not treated the same regardless of their gender. The largest neutral category included those that were undecided whether women are treated less fairly than men (26%). As compared to the last two years, the most significant changes occurred in responses to training. Favorability of responses was 6% less favorable in 2006 than in 2005, and more favorable by 7% in 2007 as compared to 2006.



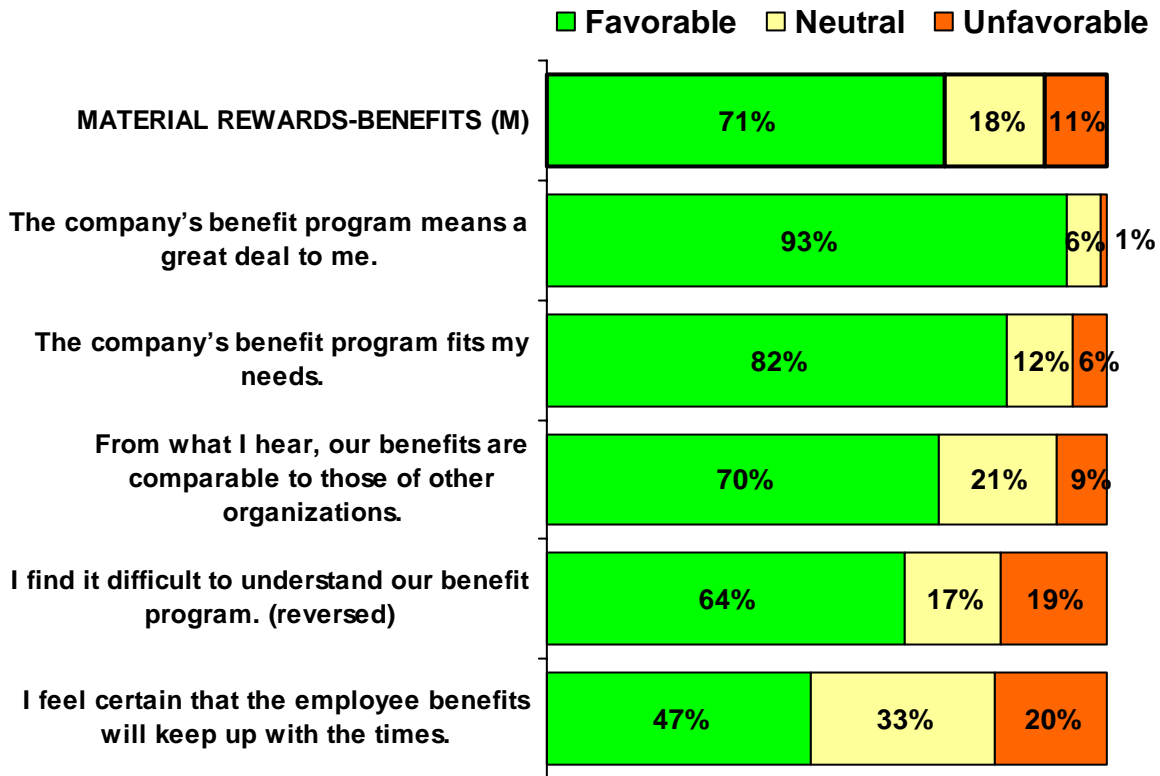
Job Satisfaction – 75% Favorable Response (77% in 2006)

Job Satisfaction explores employee opinions on whether the work they do is interesting, challenging, and valuable. The majority of employees at the District have a positive attitude about the work they perform and their working conditions. Eighty-seven percent reported that they are doing something worthwhile and 84% reported their working conditions are fine considering the kind of work they are doing. Several aspects of job satisfaction increased more than five percentage points from 2005 to 2006, including perceptions surrounding working conditions, learning on the job, opportunities to use their abilities, and keeping work in moderation. In 2007, although still above the National and Public Sector Norms, one area decreased by more than five percentage points, “My job is frequently dull and monotonous.” The District’s favorable response rate is higher than the National Norm and Public Norm by ten percentage points or more.



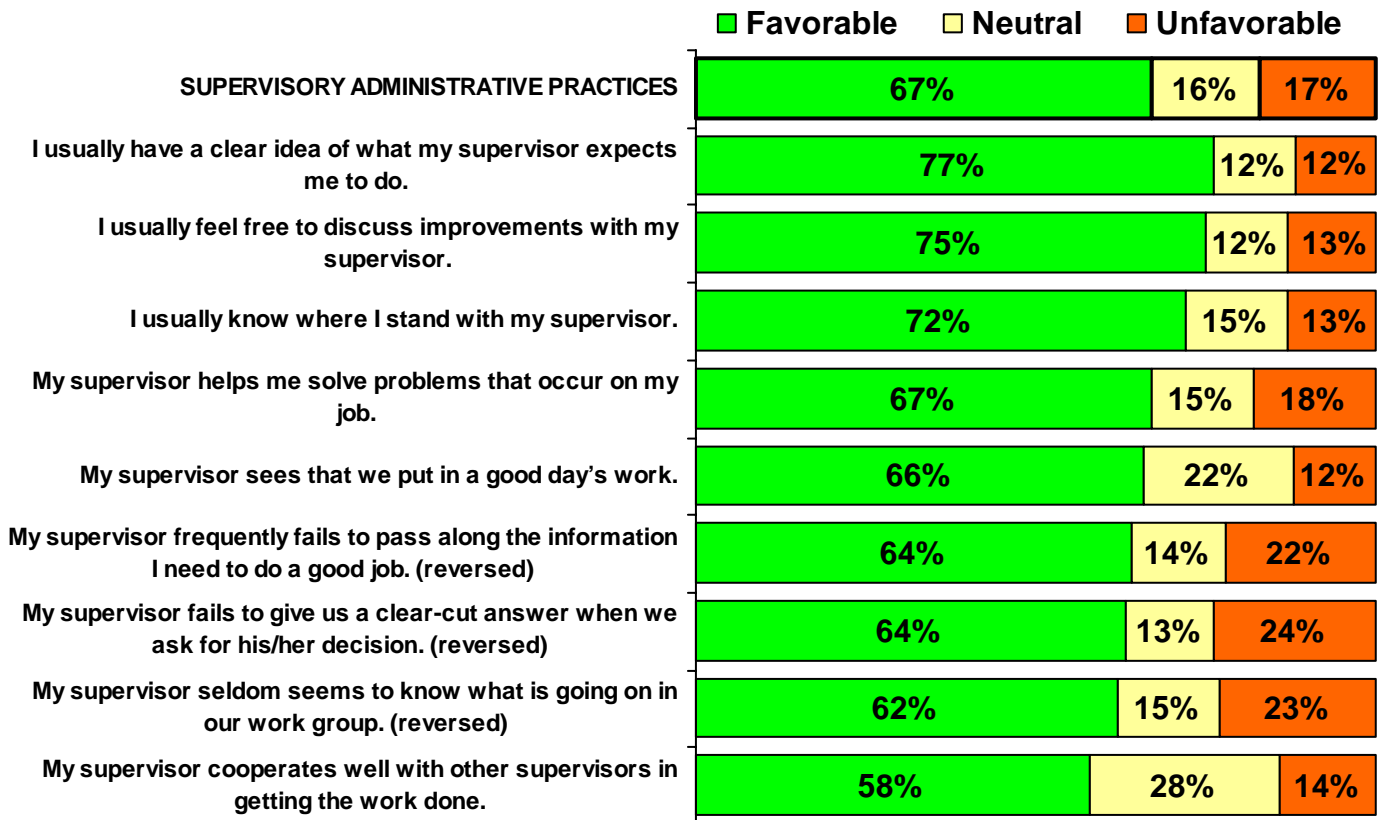
Material Rewards – Benefits – 71% Favorable Response (71% in 2006)

This category examines employees’ perceptions of the value and comparability of benefits, as well as how well they understand the benefits program. Most employees agree that the benefit program means a great deal to them (93%) and the program fits their needs (82%). However, fewer than half of the employees (47%) feel that the benefits will keep up with the times, which is a 5% decrease from 2006. Overall, the District’s employees responded comparably to last year, and 12 percentage points above the National Norm and the Public Sector Norm.



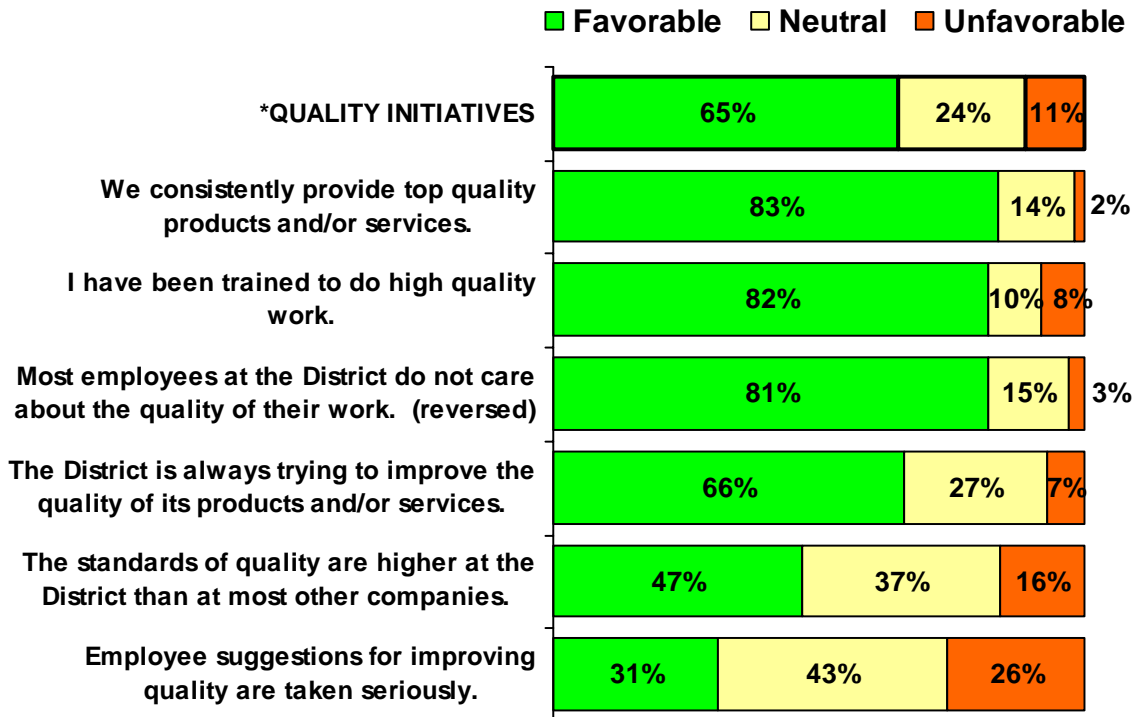
Supervisory Administrative Practices – 67% Favorable Response (69% in 2006)

Supervisory Administrative Practices addresses the supervisor as a manager of work and operations in regards to cooperation, decision making, and problem solving. Employees report that they have a clear idea of what is expected of them (77%), feel free to discuss improvements (75%), and know where they stand (72%) in regards to their supervisor. The largest difference from 2006 is a decrease in respondents reporting both that their supervisor sees that they put in a good day’s work, and that their supervisor cooperates well with other supervisors in getting the work done. Overall, favorability of Supervisory Administrative Practices is eight percentage points above the Public Sector Norm and one percentage point below the National Norm.



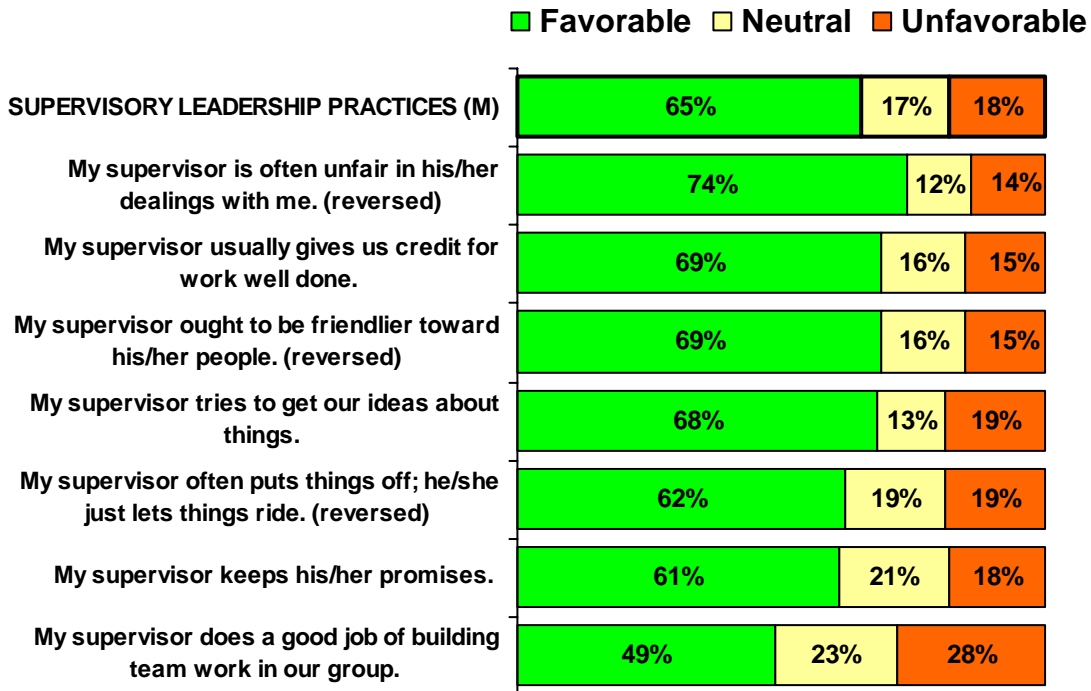
Quality Initiatives – 65% Favorable Response (70% in 2006)

Quality Initiatives looks at the effective implementation of programs and practices designed to enhance the quality of the organization’s products and/or services. Most employees completing the survey (from 81% to 83%) agree that the District provides top quality products and/or services, that they have been trained to do high quality work, and they care about the quality of their work. Less favorability is seen in taking employee suggestions for improving quality seriously (31%) and in the District’s quality standards as compared to other companies (47%). In 2006, the largest increase was a gain of twelve percentage points in employee suggestions being taken seriously. In 2007, belief in employee suggestions being taken seriously represents the largest difference from 2006, with a decrease of 10 percentage points.



Supervisory Leadership Practices – 65% Favorable Response (68% in 2006)

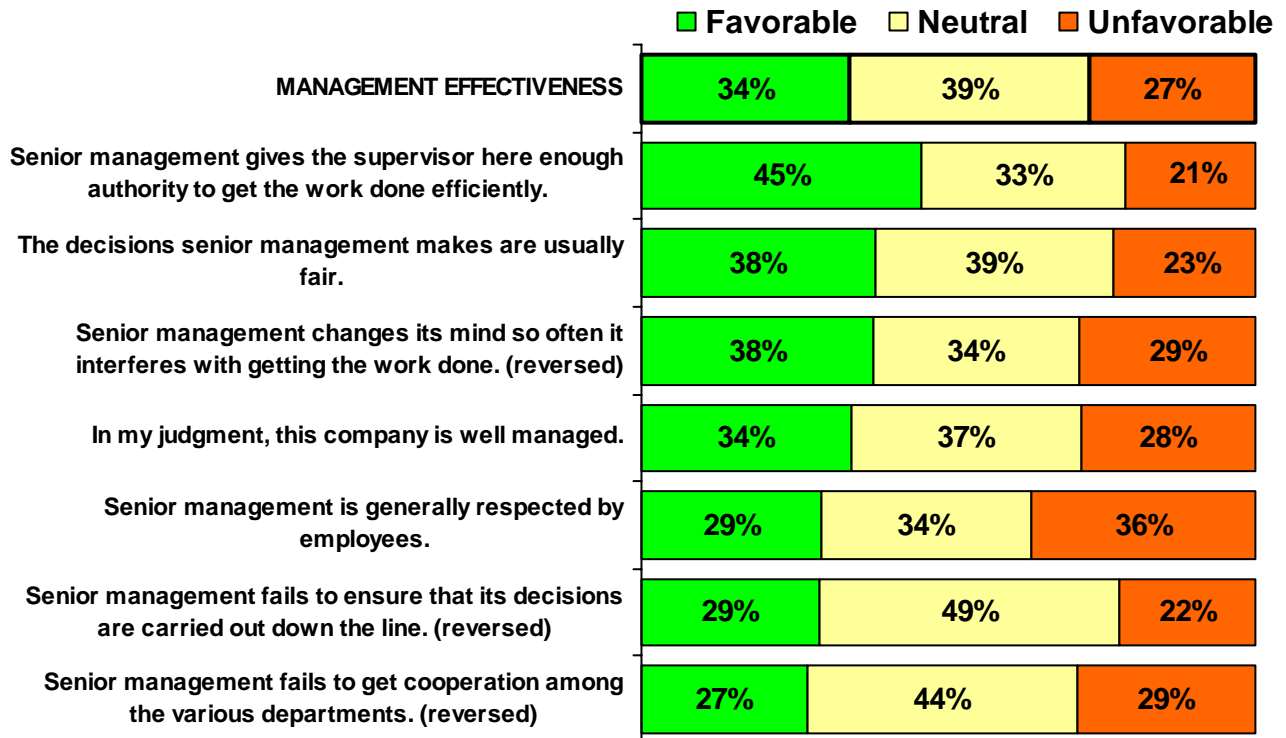
Supervisory Leadership Practices focuses on aspects of the supervisor-employee relationship such as fairness, friendliness, integrity, and ability to team-build. Employees typically see their supervisors as being fair (74%), friendly (69%), giving credit for work well done (69%), and soliciting ideas (68). Approximately half of the employees (49%) responded favorably to their supervisors’ building teamwork, with about one quarter responding neutral or unfavorable (23% and 28%, respectively). Building teamwork also represents the largest difference from 2006, with a decrease of 10%. Overall, favorability decreased by three percentage points from last year. However, when referencing the norm comparisons, Supervisory Leadership Practices is five percentage points above the National Norm and ten percentage points above the Public Sector Norm.



Areas to Consider

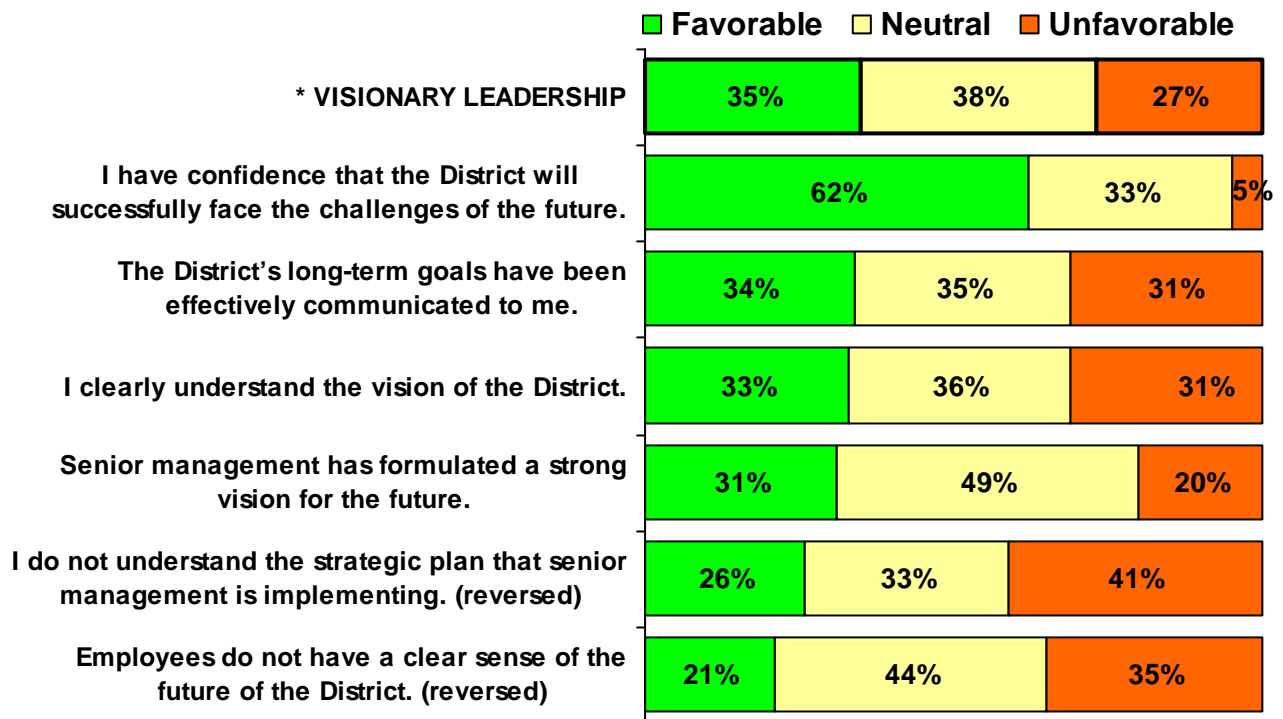
Management Effectiveness – 34% Favorable Response (37% in 2006)

Management Effectiveness focuses on employee attitudes regarding performance and success of management. The highest favorability rate (45%) involves supervisors having enough authority to get the work done efficiently. The lowest favorability involves senior management gaining cooperation among departments (27%), ensuring decisions are carried out (29%), and generally being respected by employees (29%). Compared to 2006, one item decreased by ten percentage points (“This company is well managed”). Failing to get cooperation among the various departments decreased by five percentage points from 2006, and also is the one item below that of 2005 (33% favorability in 2005 versus 27% favorability in 2007). Overall, Management Effectiveness is slightly lower than the Public Norm (37%) and significantly lower than the National Norm (48%).



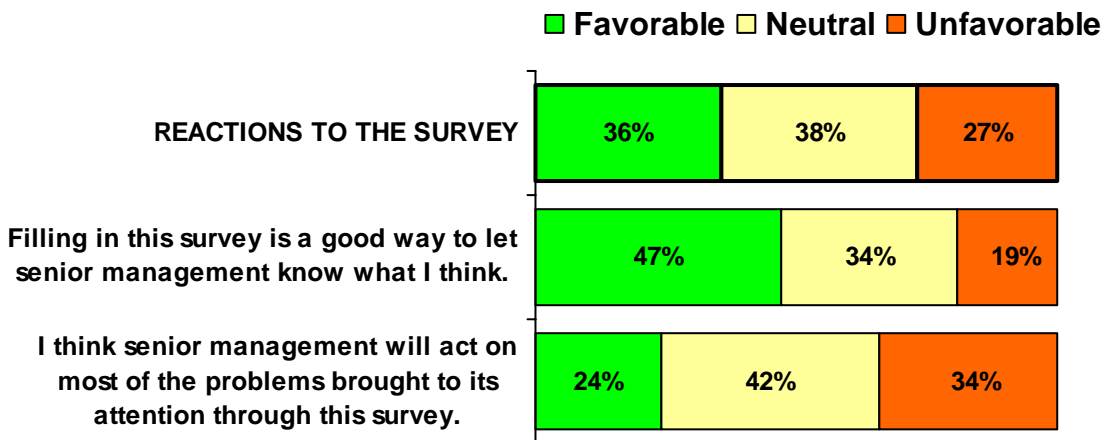
Visionary Leadership – 35% Favorable Response (39% in 2005)

Visionary Leadership helps to measure the degree to which leaders clearly articulate organizational visions for identifying new product or service areas and seizing business opportunities. Although most employees are confident that the District will successfully face future challenges (62%), less favorability is reported surrounding the communication and implementation of the vision and goals. Two items decreased by five percentage points or more from 2006: effective communication of long-term goals (down 10%) and senior management formulating a vision for the future (down 6%).



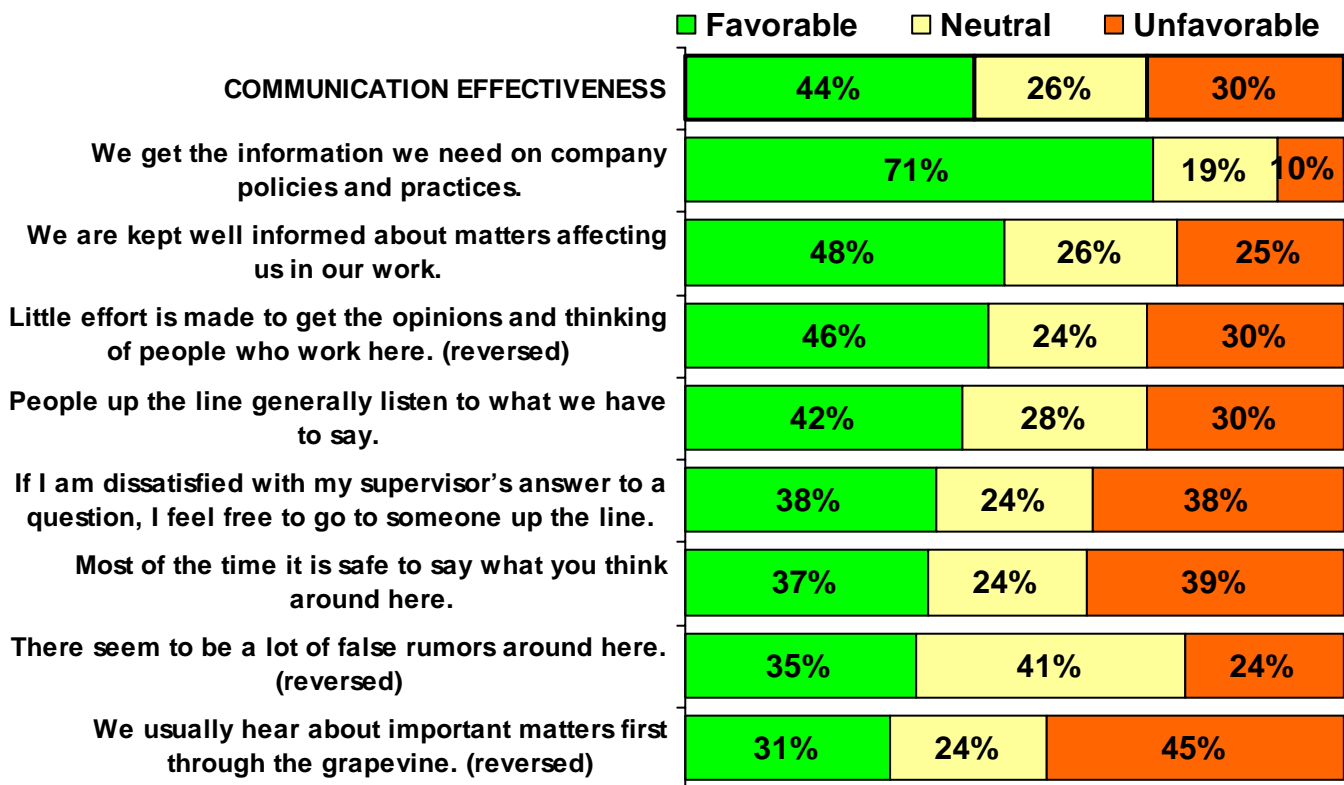
Reactions to the Survey – 36% Favorable Response (41% in 2006)

Reactions to the Survey helps to measure employee attitudes toward the survey as a means of communication and a means of getting action. Similar to last year, almost half of the respondents report that the survey is a good way to communicate with senior management (47%). Yet more respondents reported that management will not act on the problems brought to its attention through this survey (34% unfavorable in 2006 versus 25% in 2006). Despite the decrease in positive reactions to the survey from 2006, the responses are more favorable than in 2005 (32%). As compared to the norms, the favorability is lower than both the National and Public Sector Norms by more than 10 percentage points.



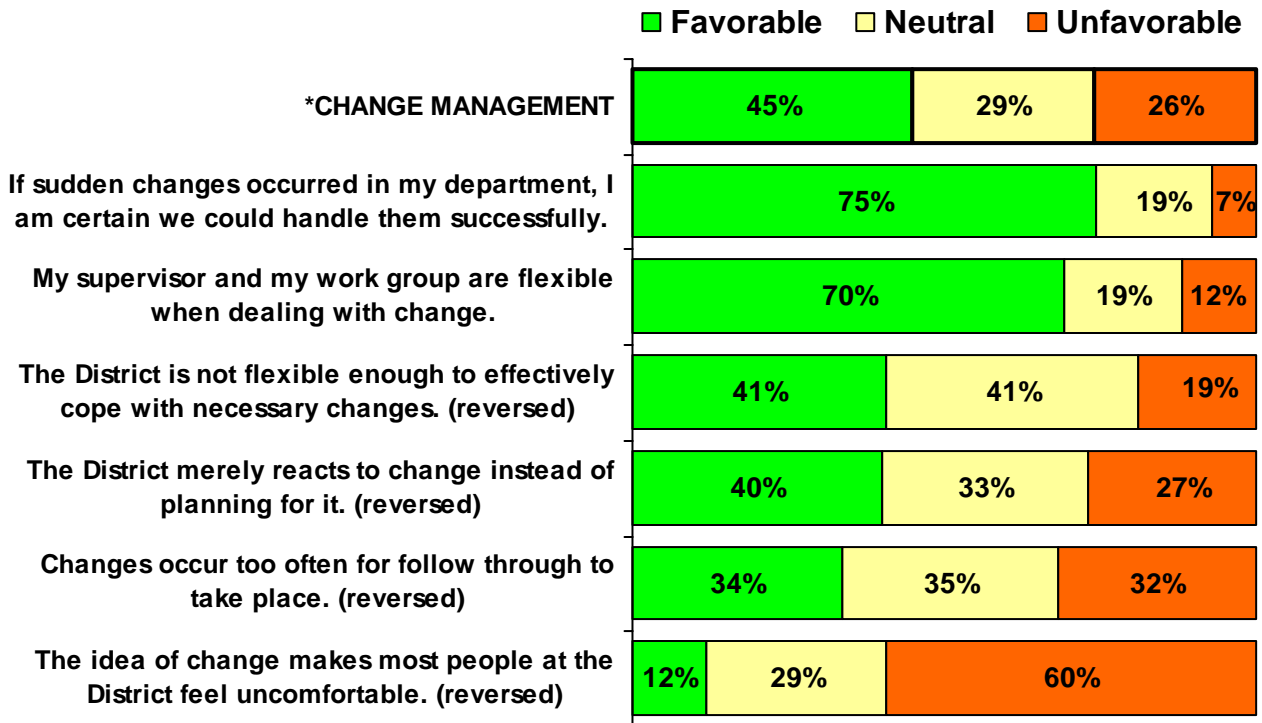
Communication Effectiveness – 44% Favorable Response (46% in 2006)

Communication Effectiveness focuses on formal and informal patterns of communication within the organization. Although a majority of employees reported that they get information they need regarding policies and practices (71%), less than half report being kept informed about matters affecting their work (48% favorable). Also, 45% of the respondents (percent unfavorable) hear about important matters first through the grapevine. As far as communication up the line, 37% report that it is safe to say what you think (39% unfavorable), 38% feel free to go to someone up the line (38% unfavorable), and 42% say people up the line generally listen (30% unfavorable). The largest decrease compared to 2006 is a 6% decrease in employees feeling well informed about matters affecting their work. The District’s favorability of responses is comparable to that of the National Norm (45%) and the Public Service Norm (43%).



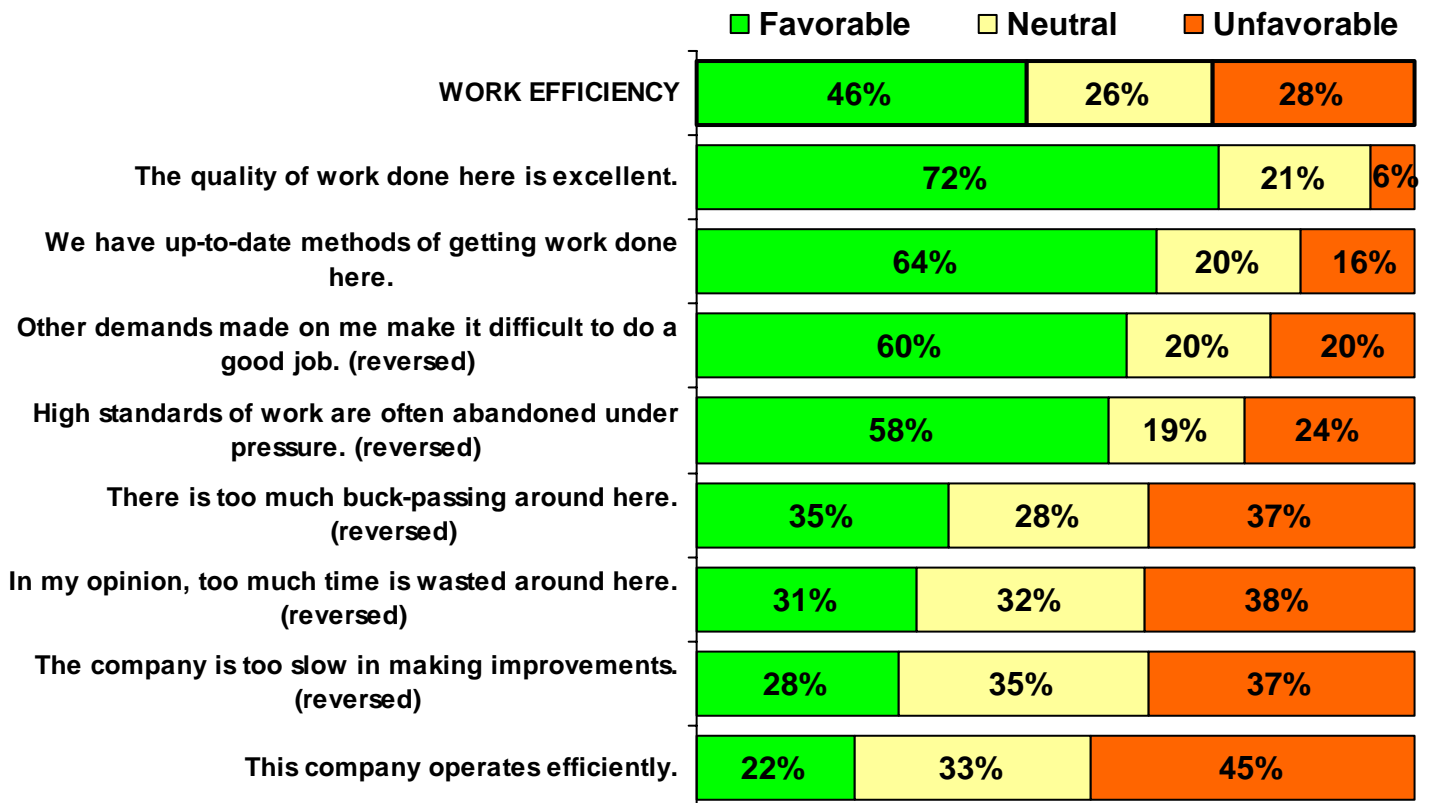
Change Management – 45% Favorable Response (47% in 2006)

Change Management focuses on the degree to which the company and employees cope with unexpected and major changes within a department or organization without major distress. The majority of respondents report that they are certain they could handle changes in their department (75%) and that their work group is flexible when dealing with change (70%). Despite their own flexibility with change, employees are not as confident about the District’s flexibility to cope with changes (41% favorable), and feel that the District reacts to change instead of planning for it (40% favorable). Sixty percent of respondents also report that the idea of change makes most people uncomfortable, and 32% feel that changes occur too often for follow through to take place. The largest difference from 2006 is a 9% decrease in the District being flexible to cope with changes.



Work Efficiency – 46% Favorable Response (50% in 2006)

Work Efficiency helps to measure the effectiveness with which the work is carried out in terms of work methods, equipment, use of time, and quality of work produced. The respondents generally find that the work done is excellent (72%), they have up-to-date methods of getting the work done (64%), other demands do not interfere with doing good work (60%), and high standards are not abandoned under pressure (58%). Two main areas in which work efficiency could be improved include the company operating efficiently (22% favorable and 45% unfavorable) and making timely improvements (28% favorable and 37% unfavorable). The District’s overall score on Work Efficiency is comparable (within 5 percentage points) to that of the National Norm (43%) and the Public Sector Norm (45%).

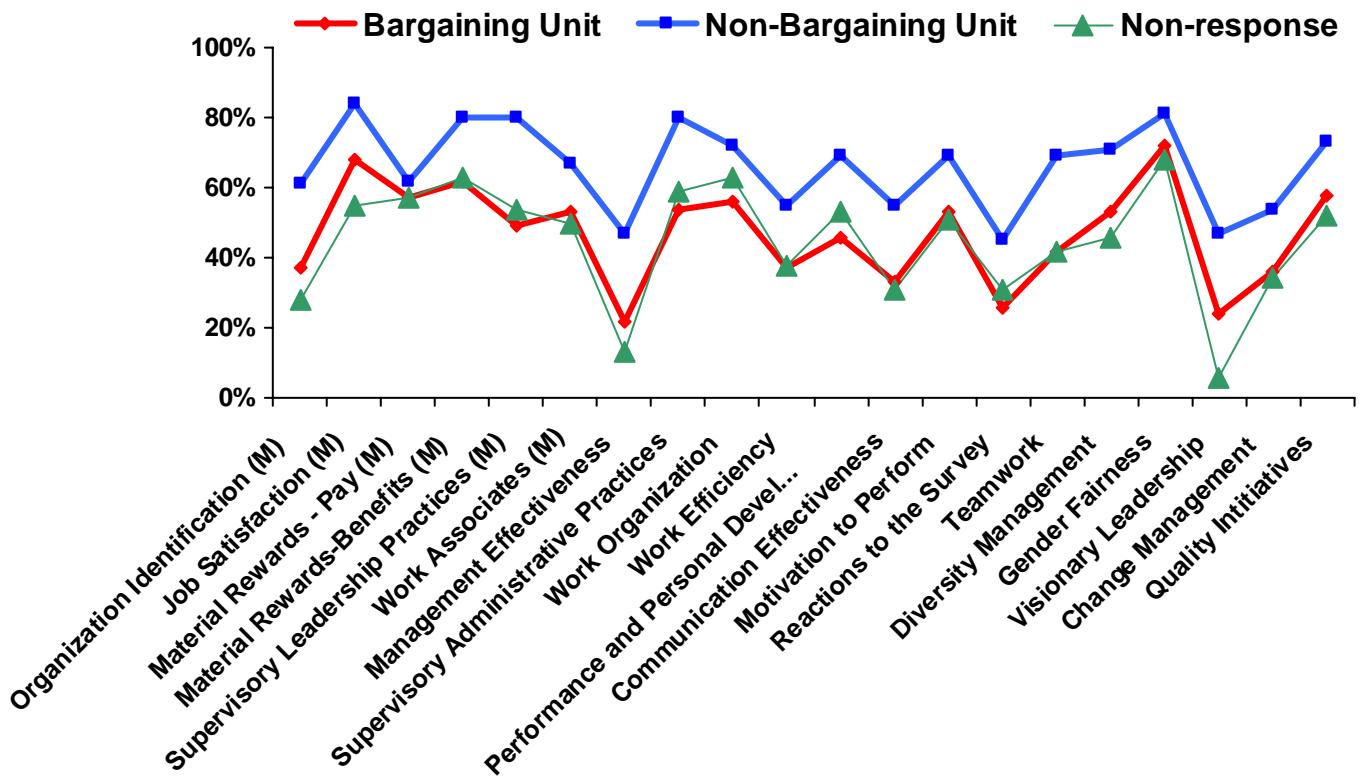


Subgroup Analysis

When categorizing the survey responses into different areas such as organizational status, or tenure, some differences were noted. Differences that reached practical significance (difference of 5 or greater) across all core categories are outlined below, as well as scale level differences greater than ten percentage points. Those not completing the demographic items were considered a separate group and labeled 'Non-response.' Groups of less than 8 respondents are not reported due to confidentiality/anonymity purposes.

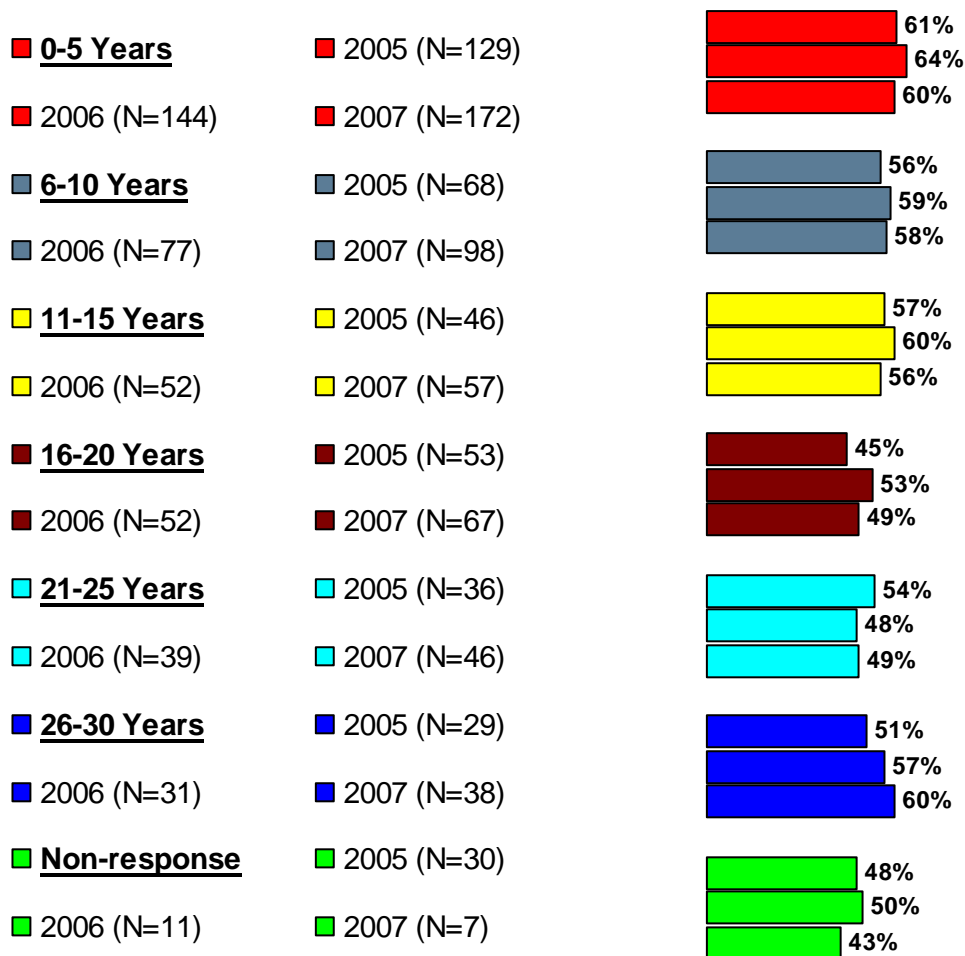
Organizational Status – The Non-Bargaining Unit responded more favorably than the Bargaining Unit and Non-response group across all scales. Of the most significant, the Non-Bargaining Unit responded more favorably by 31 percentage points on Supervisory Leadership Practices and more favorably by 20 percentage points or more on seven categories (Supervisory Administrative Practices, Teamwork, Management Effectiveness, Organization Identification, Performance and Personal Development, Visionary Leadership, and Communication Effectiveness). The non-response category responded more comparably to the Bargaining Unit, with favorability of responses both above and below those of that group.

Organizational Status
 Percent Favorable By Category Across Scales

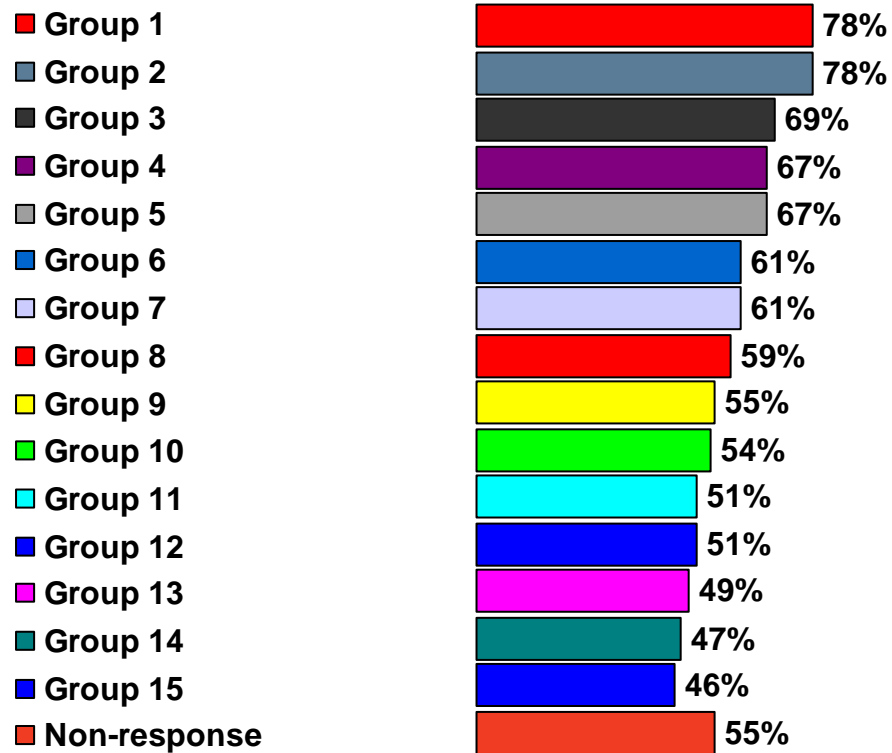


Tenure – Viewing the results in terms of years with employer, the responses represent a pattern similar to most organizations. Employees that are recently hired and those that have been with the organization a long time typically respond more favorably than mid-tenured employees. The average favorability of those with the District 0-5 years is the same as those that have been with the company for 26-30 years (60%). The favorability for those that have been with the District for 16-25 years averaged 49% favorability across scales. The Non-response group reported the least amount of favorability across scales.

Tenure
 Average Percent Favorable Across Categories by Year



Department/Group –Department/Group comparisons show high variability across sub-group analyses. Due to the sensitivity of the information, the category titles have been removed and the data arranged from most to least favorable in the graph below. Each department with more than eight respondents will receive its specific reports compared to the organization as a whole as well as its historical results.



Comment Summary

Survey respondents were asked to fill in any special matters they would like to bring to the attention of company management. Approximately 44% (210 comments) of those responding to the survey entered in a relevant comment. Comments were considered relevant if they contained information other than slashes or dashes in the comment field. Vangent specialists reviewed the comments and deleted identifying information and/or expletives. In the process, a consensus of general themes was produced ranging from positive to negative comments. Comments generally ranged from specific comments about the survey itself to those referencing specific work related observations. The table below outlines some of the recurring themes. The themes are listed in alphabetical order and represent some of the perceptions and opinions of those employees completing the survey.

- ❖ Company is top heavy – too many managers and supervisors
- ❖ Concern about benefit cuts and other cost-cutting that impacts the employees
- ❖ Favoritism in areas such as overtime, hiring practices and promotions
- ❖ Lack of action-planning based on survey results
- ❖ Lack of knowledge/experience of some supervisors
- ❖ Positive and negative preferences for various aspects of the survey
- ❖ Senior management should visit work groups
- ❖ Some employees experiencing high stress levels
- ❖ The PUD is a good place to work
- ❖ Understaffing is common
- ❖ Vision and Strategic planning