**Departure Survey Report**

**For 2005**

**IOWA EXECUTIVE BRANCH**

****

**State of Iowa**

**December 2005**

#### Introduction

|  |  |
| --- | --- |
| **Purpose**  | This project was initiated by the Department of Personnel, now the Department of Administrative Services (DAS)– Human Resources Enterprise (HRE), to assist executive branch agencies in determining why employees leave their employ or state government as well as provide insight into past employee perceptions of their employer. As the workforce continues to age and at the same time the available workforce declines, employers must have data to manage their turnover effectively. |
|  |  |
| Objectives | The specific objectives for this research are to: |
|  | * + Determine the most prevalent reasons employees separate from state employment.
 |
|  | * + Determine if departments are utilizing exit interviews.
 |
|  | * + Determine past employee perceptions about compensation and benefit issues.
 |
|  | * + Determine past employee perceptions about employee autonomy issues.
 |
|  | * + Determine past employee perceptions about co-workers/supervisors.
 |
|  | * + Determine past employee perceptions about diversity issues.
 |
|  | * + Determine past employee perceptions about communication issues.
 |

|  |  |
| --- | --- |
| **Cost of** **Project** | The costs for this project are based on the following: |
|  |  |  |
|  | **FY 2004** | **FY 2005** | **Total Project Costs** |
| Postage Costs (sending) | $483.60 | $570.60 | $3,032.00 |
| Postage Costs (receiving) | $191.80 | $231.00 | $1,014.55 |
| Mailing Costs (10x13 envelopes) | $156.53 | $184.68 | $1,039.60  |
| Mailing Costs (9.5x11 envelopes) | $155.40 | $183.35 | $1,032.06  |
| Human Capital Costs | $2,619.32 | $2,859.41 | $12,474.13 |
| Survey Development Cost | $822.40 | $0 | $3,289.60 |
|  |  |  |  |
| Total Cost of Project | **$4,429.05** | **$4,029.05** | **$21,881.94** |

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| --- | --- |
| **This** **Report** | * The report that follows contains the methodology and key findings for the State of Iowa as an employer after the **fourth** year of data collection. **All TOTAL figures Include FOUR years worth of data.**
 |

#### Methodology

|  |  |
| --- | --- |
| **Sample** | The population for this year’s survey consisted of all those executive branch employees who left state employment or made an interagency transfer over the course of fiscal year 2005. The population surveyed included 951 past and current employees comprised of 175 transfers, 251 retirees and early retirees, and 525 voluntary separations. |
|  |  |
| Sample Contact | Packets were mailed throughout FY’ 05 after an approximate lag period of 60 days from the date of separation. Each packet included a survey and postage paid return envelope. |
|  | As of September 30, 2005, the designated cut-off date, the total return was as follows:  |

|  |  |  |  |
| --- | --- | --- | --- |
|  | **FY 2004** | **FY 2005** | Total Project |
| Number Mailed | 806 | 951 | 5,353 |
| Returned Undeliverable | 22 | 6 | 85 |
| Net Delivered | 784 | 945 | 5,268 |
|  |  |  |  |
| Responses (n) | 274 | 330 | 1,919 |
| **Response Rate** | **34.9%** | **34.9%** | **36.4%** |

|  |  |
| --- | --- |
|  |  |
| Data Analysis | The data collected in this study was edited, coded, entered and verified. |
|  | Results have been generated to provide a total for the past 5 fiscal years. |
|  | In addition, appropriate demographics have been provided and cross tabulations have been produced. |
|  | The tabulated data have been thoroughly analyzed based on the purpose and objectives defined at the outset of the project. |
|  | Frequencies have been calculated for all the questions on the survey. |
|  |  |

## Key Findings – demographic profile of Total Sample

## *Characteristics*

|  |  |  |  |
| --- | --- | --- | --- |
|  | FY 2004 | FY 2005 | Total Project |
| Sub-samples |  |  |  |
| Transfers | 17.5% | 22.4% | 16.0% |
| Retirements | 34.7% | 32.4% | 38.7% |
| Voluntary Separations | 47.8% | 45.2% | 44.2% |
|  |  |  |  |
| Gender |  |  |  |
| Male | 49.6% | 36.1% | 41.7% |
| Female | 50.4% | 63.9% | 58.3% |
|  |  |  |  |
| Disability |  |  |  |
| Yes | 5.5% | 4.8% | 5.6% |
| No | 94.5% | 95.2% | 94.4% |
|  |  |  |  |
| Age Group |  |  |  |
| 18-29 years | 15.3% | 14.0% | 12.2% |
| 30-39 years | 19.0% | 18.8% | 18.0% |
| 40-49 years | 14.6% | 20.7% | 17.2% |
| 50-59 years | 31.0% | 23.4% | 27.4% |
| 60-69 years | 19.3% | 23.1% | 24.2% |
| 70+ years | 0.7% | 0.0% | 1.0% |
|  |  |  |  |
| Ethnicity  |  |  |  |
| Caucasian | 94.9% | 94.8% | 95.3% |
| African American | 2.6% | 1.8% | 1.7% |
| Asian American | 1.1% | 0.9% | 1.2% |
| Native American | .4% | 0.6% | .5% |
| Latino | 1.1% | 1.8% | 1.3% |
|  |  |  |  |
| Supervisor |  |  |  |
| Yes  | 13.1% | 14.6% | 16.9% |
| No | 86.9% | 85.4% | 83.1% |

## Key Findings – demographic profile of Total Sample

***Characteristics***

|  |  |  |  |
| --- | --- | --- | --- |
|  | FY 2004 | FY 2005 | Total Project |
| Length of Employment |  |  |  |
| Less than 1 year | 9.9% | 11.2% | 8.3% |
| 1-5 years | 33.6% | 28.9% | 30.2% |
| 6-10 years | 12.8% | 17.9% | 10.9% |
| 11-15 years | 8.4% | 7.9% | 9.3% |
| 16-25 years | 10.9% | 19.1% | 19.0% |
| 25+ years | 24.5% | 14.9% | 22.4% |
|  |  |  |  |
| Location |  |  |  |
| Capitol Complex | 26.1% | 23.4% | 26.3% |
| Regional | 14.3% | 14.9% | 15.0% |
| Polk County | 6.6% | 10.1% | 5.8% |
| DOT – Ames | 2.6% | 2.5% | 2.0% |
| Institution  | 28.7% | 27.8% | 28.9% |
| Home Based | 3.3% | 4.4% | 3.1% |
| Other | 18.4% | 16.8% | 18.9% |
|  |  |  |  |
| Past Dept Employer |  |  |  |
| Human Services | 25.6% | 32.1% | 30.6% |
| Corrections | 17.6% | 11.0% | 14.9% |
| Workforce Development | 3.7% | 3.4% | 6.1% |
| Education | 3.7% | 4.9% | 4.8% |
| Public Safety | 4.0% | 4.6% | 4.6% |
| Transportation\* | 6.6% | 4.3% | 4.2% |
| Public Health | 6.6% | 4.6% | 4.0% |
| Natural Resources | 7.7% | 2.1% | 3.9% |
| Veteran’s Affairs | 4.4% | 3.7% | 3.3% |
| Agriculture | 2.2% | 2.8% | 2.8% |
| Inspections & Appeals | 1.8% | 3.7% | 2.7% |
| Administrative Services | 1.8% | 1.2% | 2.6% |
| Revenue | 1.8% | 1.8% | 2.3% |
| Public Defense | 0.7% | 1.5% | 1.2% |
| Economic Development | 0.4% | 0.6% | 1.1% |
| All Others | 11.4% | 17.7% | 10.9% |

**\*Data feed from IT was incorrect until 2003.**

## Key Findings – Total Sample Profile

|  |
| --- |
| **Top 5 reasons for Separating from State Employment** |
|  |
| Reason | **Percent of respondents listing this reason in 2004** | **Percent of respondents listing this reason in 2005** | **Total percent of respondents listing this reason\*** |
| 1. Working Conditions | 29.2% | 33.6% | 29.6% |
| 2. Quality of Supervision | 27.4% | 26.4% | 25.2% |
| 3. Career Advancement Opportunity | 26.6% | 23.9% | 22.8% |
| 4. Organization Culture | 19.0% | 17.9% | 17.2% |
| 5. Co-Worker Relations | 12.8% | 17.0% | 14.1% |

\*Respondent could select more than one. Omits those who left because of retirement.

|  |
| --- |
| **Length of Job Search** |
|  |  |  |  |
|  | **FY 2004** | **FY 2005** | **Total Percent** |
| Started search within the last 90 days | 26.6% | 41.3% | 32.2% |
| Started search within the last 6 months | 27.1% | 24.0% | 27.4% |
| Started search within the last year | 22.9% | 14.8% | 20.7% |
| Started search over a year ago | 23.4% | 19.8% | 19.8% |

|  |  |
| --- | --- |
| **Employing Agency asked employee to reconsider leaving.** | 22.7% of respondents said that their previous department encouraged them to reconsider leaving in 2004. This number increased in 2005 to 29.4%. |
|  |  |
| Employing Agency encouraged employee to check other State employee career options.  | In 2004, 8.8% of respondents said that their previous department encouraged them to explore alternative state career options prior to leaving. This number increased slightly in 2005 to 8.9%. |
|  |  |
| **Employee checked into other options that would have allowed him/her to stay.** | * In 2004, 38.7% of respondents said they, in fact, did check into options that would have allowed them to stay with the State prior to leaving. This number increased in 2005 to 44.8%.
 |
|  |  |
| **Employing Agency conducted an Exit Interview.** | * 27.5% of respondents said that their previous department conducted an exit interview prior to leaving in 2004, with a decrease to 25.4% in 2005.
 |

Individual Survey Items

I would apply for another position with the State of Iowa if I were looking for work (35).

**Strongly Disagree -2- -3- -4- -5- Strongly Agree**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 12.8% | 6.2% | 10.6% | 14.7% | 20.9% | 34.8% |
| 2005 | 10.4% | 4.0% | 5.5% | 19.9% | 24.8% | 35.3% |
| Total | 12.2% | 6.4% | 8.5% | 16.1% | 23.5% | 33.3% |
|  |
|  | 27.1% disagreed to some degree | 72.9% agreed to some degree |

***Compensation & Rewards***

I was recognized when I did exceptional work (1).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 17.2% | 18.2% | 17.5% | 17.9% | 15.3% | 13.9% |
| 2005 | 18.1% | 14.1% | 18.7% | 19.9% | 15.3% | 13.8% |
| Total | 16.5% | 17.0% | 17.1% | 19.8% | 16.9% | 12.7% |
|  |
|  | 50.6% disagreed to some degree | 49.4% agreed to some degree |

The benefits I received met my expectations (2).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 3.3% | 5.9% | 8.5% | 21.7% | 33.5% | 27.2% |
| 2005 | 3.4% | 3.4% | 10.7% | 18.0% | 34.8% | 29.9% |
| Total | 2.9% | 4.5% | 9.8% | 20.2% | 35.8% | 26.8% |
|  |
|  | 17.2% disagreed to some degree | 82.8% agreed to some degree |

I was paid fairly for the work I did (3).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 4.4% | 8.4% | 17.2% | 19.4% | 29.7% | 20.9% |
| 2005 | 8.6% | 10.7% | 10.7% | 22.4% | 29.8% | 17.8% |
| Total | 7.4% | 10.7% | 13.6% | 20.7% | 29.0% | 18.5% |
|  |
|  | 31.7% disagreed to some degree | 68.2% agreed to some degree |

My pay was similar to employees performing the same jobs in the private sector (4).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 10.7% | 17.9% | 21.4% | 22.9% | 17.6% | 9.5% |
| 2005 | 13.9% | 17.6% | 19.5% | 19.8% | 18.6% | 10.5% |
| Total | 15.4% | 17.8% | 18.8% | 21.0% | 16.1% | 10.8% |
|  |
|  | 52.1% disagreed to some degree | 47.9% agreed to some degree |

**Strongly Disagree -2- -3- -4- -5- Strongly Agree**

I was asked to do an appropriate amount of work for the amount I was paid (19).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 8.9% | 10.7% | 11.9% | 20.0% | 28.1% | 20.4% |
| 2005 | 11.4% | 13.6% | 14.8% | 20.7% | 23.1% | 16.4% |
| Total | 10.5% | 13.3% | 13.0% | 20.4% | 26.5% | 16.3% |
|  |
|  | 36.8% disagreed to some degree | 63.2% agreed to some degree |

Work Tools

My office environment helped me provide quality products and services (5).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 15.3% | 17.2% | 23.1% | 15.3% | 19.4% | 9.7% |
| 2005 | 10.2% | 17.6% | 17.6% | 26.6% | 18.0% | 9.9% |
| Total | 14.0% | 15.6% | 20.0% | 23.0% | 18.3% | 9.1% |
|  |
|  | 49.6% disagreed to some degree | 50.4% agreed to some degree |

The training I received permitted me to update and expand my skills (6).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 16.9% | 11.8% | 18.8% | 19.1% | 19.9% | 13.6% |
| 2005 | 14.6% | 13.1% | 16.2% | 23.2% | 22.3% | 10.7% |
| Total | 12.8% | 14.2% | 16.3% | 24.2% | 22.1% | 10.4% |
|  |
|  | 43.3% disagreed to some degree | 56.7% agreed to some degree |

The technology I was provided was sufficient to accomplish my work (7).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 7.3% | 10.6% | 16.8% | 27.7% | 24.1% | 13.5% |
| 2005 | 4.6% | 6.4% | 16.8% | 26.3% | 32.1% | 13.8% |
| Total | 5.9% | 9.0% | 16.3% | 25.0% | 30.7% | 13.1% |
|  |
|  | 31.2% disagreed to some degree | 68.8% agreed to some degree |

I was provided the necessary orientation and training to successfully carry out my job duties (9).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 10.3% | 12.9% | 18.4% | 21.7% | 22.0% | 14.7% |
| 2005 | 9.4% | 10.7% | 18.0% | 23.2% | 25.0% | 13.7% |
| Total | 9.5% | 12.9% | 17.7% | 23.3% | 24.5% | 12.1% |
|  |
|  | 40.1% disagreed to some degree | 59.9% agreed to some degree |

**Strongly Disagree -2- -3- -4- -5- Strongly Agree**

I was given complete and accurate information regarding my job duties prior to accepting the job I recently vacated (17).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 11.1% | 10.3% | 14.8% | 23.6% | 23.6% | 16.6% |
| 2005 | 7.1% | 9.6% | 17.3% | 20.4% | 29.1% | 16.4% |
| Total | 9.5% | 10.9% | 16.3% | 23.1% | 25.4% | 14.7% |
|  |
|  | 36.7% disagreed to some degree | 63.3% agreed to some degree |

Policies and procedures were clear and aided me in performing my job (24).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 13.5% | 9.1% | 16.8% | 23.0% | 27.4% | 10.2% |
| 2005 | 10.7% | 11.3% | 16.6% | 23.0% | 24.8% | 13.5% |
| Total | 11.2% | 11.7% | 17.0% | 22.8% | 24.5% | 12.7% |
|  |
|  | 39.9% disagreed to some degree | 60.1% agreed to some degree |

***Communication***

**Strongly Disagree -2- -3- -4- -5- Strongly Agree**

Communication was open and informative within my work unit (13).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 22.0% | 14.7% | 17.9% | 15.4% | 20.5% | 9.5% |
| 2005 | 19.8% | 13.7% | 15.5% | 19.5% | 18.9% | 12.5% |
| Total | 20.0% | 16.1% | 15.7% | 17.1% | 18.9% | 12.2% |
|  |
|  | 51.8% disagreed to some degree | 48.2% agreed to some degree |

My department’s vision, mission, and goals were communicated to me (14).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 8.1% | 9.6% | 14.4% | 26.2% | 24.7% | 17.0% |
| 2005 | 10.4% | 7.7% | 15.3% | 19.3% | 27.3% | 19.9% |
| Total | 9.7% | 9.4% | 15.9% | 23.0% | 24.6% | 17.3% |
|  |
|  | 35.0% disagreed to some degree | 64.9% agreed to some degree |

I had a clear understanding of how I contributed to the mission of my department (15).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 8.1% | 11.7% | 14.3% | 23.1% | 23.8% | 19.0% |
| 2005 | 9.1% | 11.9% | 14.0% | 19.2% | 28.0% | 17.7% |
| Total | 8.6% | 11.2% | 15.8% | 21.0% | 26.2% | 17.2% |
|  |
|  | 35.6% disagreed to some degree | 64.4% agreed to some degree |

**Strongly Disagree -2- -3- -4- -5- Strongly Agree**

I received timely and effective feedback about my performance (16).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 18.2% | 17.9% | 19.0% | 18.2% | 16.4% | 10.2% |
| 2005 | 13.8% | 18.8% | 19.7% | 18.5% | 19.7% | 9.5% |
| Total | 17.5% | 18.1% | 18.4% | 18.9% | 17.2% | 9.9% |
|  |
|  | 54.0% disagreed to some degree | 46.0% agreed to some degree |

***Intrinsic Value & Autonomy***

There were career advancement opportunities for me if I had chosen to stay (8).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 41.5% | 19.6% | 14.1% | 10.7% | 7.8% | 6.3% |
| 2005 | 40.0% | 21.2% | 14.2% | 12.3% | 7.7% | 4.6% |
| Total | 42.3% | 22.1% | 13.3% | 11.3% | 6.7% | 4.2% |
|  |
|  | 77.7% disagreed to some degree | 22.2% agreed to some degree |

The work I was required to do was meaningful (18).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 4.0% | 6.2% | 10.6% | 16.4% | 29.2% | 33.6% |
| 2005 | 3.7% | 3.4% | 9.5% | 16.6% | 32.8% | 34.0% |
| Total | 3.3% | 4.7% | 9.6% | 18.0% | 31.5% | 32.9% |
|  |
|  | 17.8% disagreed to some degree | 82.2% agreed to some degree |

The work I was required to do was enjoyable (20).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 7.7% | 10.0% | 14.8% | 18.1% | 30.6% | 18.8% |
| 2005 | 4.6% | 9.5% | 13.2% | 27.3% | 27.0% | 18.4% |
| Total | 6.2% | 8.5% | 14.2% | 23.8% | 28.2% | 19.2% |
|  |
|  | 28.9% disagreed to some degree | 71.2% agreed to some degree |

The work I performed was consistent with my career interests (21).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 7.0% | 8.9% | 11.8% | 19.9% | 32.1% | 20.3% |
| 2005 | 3.1% | 9.3% | 10.8% | 24.5% | 29.4% | 22.9% |
| Total | 5.5% | 7.6% | 13.3% | 21.4% | 31.1% | 21.0% |
|  |
|  | 27.1% disagreed to some degree | 72.8% agreed to some degree |

**Strongly Disagree -2- -3- -4- -5- Strongly Agree**

My job gave me opportunities to serve the citizens of Iowa and “make a difference” (29).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 6.6% | 3.6% | 9.1% | 18.6% | 27.4% | 34.7% |
| 2005 | 4.9% | 2.8% | 7.1% | 19.7% | 29.5% | 36.0% |
| Total | 5.0% | 5.4% | 9.6% | 18.3% | 29.2% | 32.5% |
|  |
|  | 20.0% disagreed to some degree | 80.0% agreed to some degree |

My job met my personal expectations and was in line with my personal goals (30).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2003 | 11.3% | 7.3% | 15.0% | 20.8% | 31.8% | 13.9% |
| 2004 | 4.3% | 12.3% | 15.0% | 26.1% | 25.5% | 16.9% |
| Total | 7.6% | 10.5% | 15.6% | 21.9% | 28.1% | 16.3% |
|  |
|  | 33.7% disagreed to some degree | 66.3% agreed to some degree |

The work I performed was consistent with my skill level (32).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 8.1% | 6.2% | 11.0% | 16.1% | 35.9% | 22.7% |
| 2005 | 8.3% | 7.4% | 6.8% | 19.8% | 34.6% | 23.1% |
| Total | 7.6% | 8.2% | 9.3% | 16.9% | 34.2% | 23.8% |
|  |
|  | 25.1% disagreed to some degree | 74.9% agreed to some degree |

I was encouraged to develop to my maximum potential (33).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 16.8% | 14.3% | 16.8% | 19.4% | 17.6% | 15.0% |
| 2005 | 14.6% | 11.8% | 15.8% | 22.9% | 18.9% | 16.1% |
| Total | 14.9% | 12.5% | 15.5% | 20.0% | 21.1% | 16.0% |
|  |
|  | 42.9% disagreed to some degree | 57.1% agreed to some degree |

Organizational Culture

I was never harassed or treated poorly at work (10).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 23.1% | 9.2% | 11.4% | 13.2% | 18.3% | 24.9% |
| 2005 | 18.1% | 14.7% | 13.2% | 11.3% | 20.6% | 22.1% |
| Total | 20.1% | 11.4% | 12.1% | 13.5% | 20.4% | 22.4% |
|  |
|  | 43.6% disagreed to some degree | 56.3% agreed to some degree |

**Strongly Disagree -2- -3- -4- -5- Strongly Agree**

All employees in my department were treated fairly (11).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 27.2% | 18.4% | 10.7% | 16.5% | 16.2% | 11.0% |
| 2005 | 23.9% | 19.0% | 15.0% | 14.1% | 15.3% | 12.8% |
| Total | 24.8% | 17.7% | 14.7% | 15.8% | 14.9% | 12.1% |
|  |
|  | 57.1% disagreed to some degree | 42.9% agreed to some degree |

My department was accepting of diverse individuals and groups (12).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 9.7% | 4.8% | 11.2% | 25.7% | 27.1% | 21.6% |
| 2005 | 7.7% | 11.0% | 12.0% | 20.2% | 27.6% | 21.5% |
| Total | 10.1% | 8.0% | 13.6% | 20.2% | 28.5% | 19.6% |
|  |
|  | 31.7% disagreed to some degree | 68.3% agreed to some degree |

Teamwork and cooperation were encouraged in my work unit (27).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 14.4% | 12.6% | 13.7% | 18.1% | 21.9% | 19.3% |
| 2005 | 12.3% | 11.4% | 11.7% | 17.8% | 27.4% | 19.4% |
| Total | 12.5% | 10.1% | 11.1% | 16.7% | 26.8% | 22.8% |
|  |
|  | 33.7% disagreed to some degree | 66.3% agreed to some degree |

Employee complaints and problems were appropriately handled in a timely manner (28).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 28.6% | 13.6% | 16.1% | 21.2% | 12.1% | 8.4% |
| 2005 | 25.4% | 15.8% | 13.9% | 18.9% | 15.5% | 10.5% |
| Total | 24.8% | 15.3% | 15.3% | 19.2% | 16.8% | 8.7% |
|  |
|  | 55.4% disagreed to some degree | 44.7% agreed to some degree |

Taking initiative was encouraged in my work unit (31).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 12.8% | 13.9% | 13.5% | 17.9% | 22.6% | 19.3% |
| 2005 | 11.1% | 10.5% | 13.5% | 18.2% | 27.1% | 19.7% |
| Total | 12.3% | 10.8% | 11.8% | 18.1% | 26.0% | 21.0% |
|  |
|  | 34.8% disagreed to some degree | 65.2% agreed to some degree |

**Strongly Disagree -2- -3- -4- -5- Strongly Agree**

Supervisor Perceptions

I had a good working relationship with my immediate supervisor (22).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 16.1% | 11.7% | 9.5% | 13.5% | 21.2% | 28.1% |
| 2005 | 14.1% | 11.7% | 10.1% | 14.1% | 21.2% | 28.8% |
| Total | 13.7% | 8.7% | 9.8% | 13.8% | 23.7% | 30.3% |
|  |
|  | 32.2% disagreed to some degree | 67.8% agreed to some degree |

The supervision provided to me was effective (23).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 22.8% | 13.2% | 11.0% | 14.3% | 22.1% | 16.5% |
| 2005 | 19.9% | 11.7% | 10.1% | 17.8% | 21.2% | 19.3% |
| Total | 18.9% | 11.6% | 12.4% | 15.2% | 23.4% | 18.4% |
|  |
|  | 42.9% disagreed to some degree | 57.0% agreed to some degree |

My supervisor let me know that he/she valued my contributions (25).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 19.8% | 16.1% | 10.6% | 12.8% | 18.7% | 22.0% |
| 2005 | 19.1% | 8.9% | 12.9% | 16.9% | 19.4% | 22.8% |
| Total | 18.0% | 11.8% | 10.8% | 14.5% | 22.1% | 22.8% |
|  |
|  | 40.6% disagreed to some degree | 59.4% agreed to some degree |

Co-worker Perceptions

I had a good working relationship with my co-workers (26).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 3.7% | 3.7% | 7.7% | 14.7% | 34.1% | 36.3% |
| 2005 | 4.0% | 3.4% | 6.8% | 16.0% | 35.7% | 34.2% |
| Total | 3.8% | 3.6% | 6.4% | 14.2% | 35.6% | 36.4% |
|  |
|  | 13.8% disagreed to some degree | 86.2% agreed to some degree |

The State employees I knew were hard-working and took pride in the work they did (34).

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 2004 | 7.3% | 12.0% | 10.9% | 20.1% | 28.8% | 20.8% |
| 2005 | 8.6% | 8.3% | 13.2% | 22.5% | 26.5% | 20.9% |
| Total | 6.8% | 9.0% | 14.0% | 21.5% | 28.4% | 20.3% |
|  |
|  | 29.8% disagreed to some degree | 70.2% agreed to some degree |

***Preference Ratings***

|  |
| --- |
| **Top 5 things past employees liked about their employment with the State** |
|  |
| Liked Most | **Percent of respondents in 2004** | **Percent of respondents in 2005** | **Total percent of respondents \*** |
| 1. Made Multiple Choices\* | 42.0% | 40.4% | 38.7% |
| 2. Benefits | 15.6% | 19.8% | 16.8% |
| 3. Co-Worker Relations | 16.0% | 11.4% | 12.4% |
| 4. Retirement Benefits | 8.2% | 7.4% | 9.8% |
| 5. Rate of Pay | 7.1% | 7.4% | 8.0% |

\*Respondent was only supposed to select one.

|  |
| --- |
| **Top 5 things attracting past employees to their current jobs** |
|  |
| Attracting Feature | **Percent of respondents in 2004** | **Percent of respondents in 2005** | **Total percent of respondents \*** |
| 1. Career Advancement Opportunity | 28.5% | 24.2% | 24.7% |
| 2. Working Conditions | 24.1% | 29.4% | 24.0% |
| 3. Rate of Pay | 13.9% | 23.9% | 18.4% |
| 4. Organizational Culture | 14.2% | 14.5% | 13.4% |
| 5. Opportunity for Training | 11.7% | 13.9% | 12.0% |

\*Respondent could select more than one.

|  |
| --- |
| **Top 5 things past employees liked least about their employment with the State** |
|  |
| Liked Least | **Percent of respondents in 2004** | **Percent of respondents in 2005** | **Total percent of respondents \*** |
| 1. Made Multiple Choices\* | 34.7% | 30.7% | 31.7% |
| 2. Quality of Supervision | 17.4% | 14.6% | 13.6% |
| 3. Organizational Culture | 11.6% | 9.3% | 11.8% |
| 4. Career Advancement Opportunity | 11.6% | 15.8% | 13.0% |
| 5. Working Conditions | 10.8% | 10.8% | 10.9% |

\*Respondent was only supposed to select one.

#### Revisit of Objectives

***Determine the most prevalent reasons employees separate from state employment.***

Based on the 5-year aggregate sample, respondents list the top reason for leaving to be, “Working Conditions” followed closely by “Quality of Supervision” and “Career Advancement Opportunity”. These three reasons were also three of the top five things listed as aspects of state employment least liked by respondents. Further, perceptions of “Career Advancement Opportunity” and “Working Conditions” provided by other employers were the top two attracting features to the respondents.

***Determine if departments are utilizing exit interviews.***

Unfortunately, only a little over 30.0% of respondents stated that their previous state employer conducted an exit interview, based on the 5-year aggregate sample. There has been an overall decrease since this survey was implemented in 2001. In 2001, 34.4% of respondents stated in the affirmative their previous State employer performed this important step. In 2005, this number has dropped to 25.4%. This is a window from which a department can ascertain and provide feedback about their particular operation.

***Determine past employee perceptions about compensation and benefit issues.***

Based on the 5-year aggregate sample, respondents perceived their benefits in a very positive light. Over 82% of respondents felt the benefits offered met their expectations (2), and it was the single most often cited aspect of working for the State that respondents liked. On the other hand, a slight majority of the respondents felt they earned less than people working the same jobs in the private sector. Interestingly, “Rate of Pay” was not a major reason listed for leaving but it was the third highest attracting feature perceived to be offered by other employers. Most employees felt they were paid fairly (3) and asked to do an appropriate amount of work for what they were paid (19).

***Determine past employee perceptions about employee autonomy and intrinsic value.***

Although most respondents believe the work they performed as a state employee was meaningful (18), enjoyable (20), consistent with their career interests (21) and perceived skill levels (32), and allowed them to serve Iowa citizens and “make a difference” (29), almost half of these same respondents did not feel they could develop to their full potential (33) nor did they believe that there were career opportunities if they had chosen to stay (8), over 75% answered negatively on item 8. This last perception is especially dangerous to the State due to the fact that perceived career advancement opportunities appear to be a major reason for leaving and a major attracting feature of other employers.

***Determine past employee perceptions about co-workers/supervisors.***

Respondents as a group did not provide overly negative responses to any of the questions regarding supervision (22, 23, 25). However it was cited as the second highest reason for leaving and one of the top five factors cited as “liked least” about employment with the State.

***Determine past employee perceptions about co-workers/supervisors.***

The two items dealing with co-worker perceptions (26 & 34) were two of the most positive items responded to on the survey and perceptions about co-workers/supervisors was listed as one of the top 5 things liked most about state employment.

***Determine past employee perceptions about diversity issues.***

In the future, as more data is collected comparisons will be possible between ethnic groups on all items and especially those items falling under the heading of Organizational Culture in this report. Unfortunately, all that can be said on this topic now is that two-thirds of respondents felt their past department was accepting of diverse individuals (12). A majority of the respondents, however, did not feel that all employees in their past department were treated fairly (11). Unfortunately, because the numbers do not allow it, race cannot be tested as a factor in this perception.

***Determine past employee perceptions about communication issues.***

Over half of the respondents disagreed that communication was open and informative within their past work unit (13) and that feedback was timely and effective regarding performance (16).

#### Conclusion

Based on the 5-year aggregate sample, it appears that out of the 35 individual items on the survey, only 14 items could be said to have received very positive responses (over 2/3rds agreement with an item). This is not too surprising as this is an exit survey and respondents are likely to be somewhat more negative/honest in their responses. Regardless, there are many positives to be found. Only seven items have over 50% of the respondents disagreeing with a specific item, so in most cases the majority of respondents are answering positively to the questions. More importantly almost 72% of the respondents agreed to some degree that they would likely apply for another position with the State if they were looking.

After reviewing this report the reader should realize that all the objectives for this project have been met to some degree. The nature of this type of survey is dependent on the population of interest and as such the usefulness will grow over time as more data becomes available. At some later date, differences between specific departments and groups will be made. The response rate is promising and over time the different subgroups will reach a level where group comparison and more significance testing will be possible.