Heatmap Reports

Click a section below to explore your group scores by topic within your survey results. Sort by column headers to show high/low scores within each group.

Loyalty Matrix	Satisfaction	Culture	Senior Mgmt.
Direct Mgmt.	Communication	Commitment	Compensation

Legend: In all tabs, variances in scores are highlighted by the following colors

- 15 + percentage points higher than total
- 5 up to 15 percentage points higher than total
- Up to 5 percentage points higher or lower than total
- 5 up to 15 percentage points lower than total
- 15 + percentage points lower than total

Insightlink Communications

Tips for Reading Your "Heat Map" Summaries

- The numbers in the cells are percentages. For most of the questionnaire items the percentages show the "top 2" percentage. This is the combined percentage of the top 2 points on our 5-point scale questions. For example, the top 2 percentage for a satisfaction question would be the percentage who are extremely/very satisfied. For a question using an agreement scale, the top 2 percentage is those who strongly/somewhat agree.
- There are a couple of places where the percentages are not top 2. In the Loyalty tab, the numbers are the percentages of employees in each category (*Committed Loyalists, Dissatisfied Compromisers,* etc.). In the Culture tab, the last item is the "workload" question. In repeat surveys, the percentage here is the proportion of employees who said they continually have more work than they can finish (top box on this 4-point item). For new surveys (2017 and on), the workload question has been changed to a 5-point scale. If your survey includes the 5- point scale workload question, the percentage is now the top 2 box (the percentage of employees who continually have more work than they can finish plus those who frequently find they are unable to complete their work during regular working hours).
- The colors in the cells show how the score in each cell compares to your chosen benchmark. Most of our clients use their whole organization as the benchmark, while others use their industry norms or country norms. The default is the whole organization; please let us know if you would like to use one of the benchmark norms instead. The colors show how the score in a particular cell compares to the benchmark for that item.
    - Bright green is 15+ points higher than the benchmark
    - Pale green is 5 to 15 points higher than the benchmark
    - Tan is up to 5 points higher or lower than the benchmark
    - Orange is 5 to 15 points lower than the benchmark
    - Red is 15+ points lower than the benchmark
- If you used the whole organization as your benchmark, you can use the colors to get an "at a glance" sense of strengths and weaknesses within and across different parts of your organization. A column with lots of green cells indicates an internal center of excellence. Lots of red/orange in a column means that group has some areas that need attention.
- If your organization used industry or country norms to benchmark against, the colors can indicate overall organizational strengths and weaknesses. Lots of red in lots of columns means a systemic issue for the whole organization. Conversely, lots of green in lots of columns likely indicates an organizational strength.
- You can use the cell percentages, along with the sorting, graphing and analytic features in Excel to organize, extract and visualize your data. This enables you to create tables and graphs, as needed, for different audiences within your organization.

	All Answering		94	12	19	30	16	17
QNUM	**QUESTION**	**IND NORM**	**TOTAL**	**Community Development**	**Police**	**PW B**	**PWA**	**Staff A**
0.1	Committed Loyalists	53	28	67	16	27	25	20
0.2	Satisfied Opportunists	4	1	0	5	0	0	0
0.3	Change Seekers	11	32	0	47	33	19	47
0.4	Dissatisfied Compromisers	32	39	33	32	40	56	33

	All Answering		94	12	19	30	16	17
QNUM	**QUESTION**	**IND NORM**	**TOTAL**	**Community Development**	**Police**	**PW B**	**PWA**	**Staff A**
3	Overall, how would you rate your satisfaction with your job at this time?	57	28	67	21	27	25	18
43	How much do you agree or disagree that, in the past 12 months, your experience of working at the City has improved and that the City is moving in a positive direction overall?	45	13	33	0	0	6	50
10	In your opinion, which of the following statements best describes how well the City fulfills its mission statement, vision or stated values?	48	21	40	7	8	23	55
11	How well does the City fulfill its stated mission of seeking sustainable growth that protects our natural and historic resources, while preserving our values, quality of life, and culture?	N/A	20	41	16	6	25	35
12.01	How well does the City fulfill each of the following components of its Vision Statement?: Being a community committed to managing a balance between the collective vision of our residents and commercial needs	N/A	24	42	16	10	31	43
12.02	How well does the City fulfill each of the following components of its Vision Statement?: Fostering diversity and active participation from each neighborhood in preserving our community's natural assets, quality of life, and cultural heritage	N/A	18	33	11	10	25	28
12.03	How well does the City fulfill each of the following components of its Vision Statement?: Managing the city's resources with fiscal responsibility	N/A	25	66	11	7	37	35
12.04	How well does the City fulfill each of the following components of its Vision Statement?: Facilitating improvements developed in harmony with our unique maritime character and environment that offer residents, businesses, and visitors quality services and a welcoming community	N/A	33	66	26	17	31	50

	All Answering		94	12	19	30	16	17
QNUM	QUESTION	IND NORM	TOTAL	Community Development	Police	PW B	PWA	Staff A
32.02	Performance: There is a good sense of morale among the people you work with	48	16	42	0	17	13	21
32.03	Performance: Organizational policies are carried out in a fair and just manner	52	13	33	10	7	0	28
32.06	Performance: Recognition and rewards are based on merit at your organization	34	17	42	16	7	6	28
32.08	Performance: Conflicts at your organization are resolved effectively	42	11	16	5	7	13	21
32.09	Performance: You understand what it takes to advance your career at your organization	51	38	58	42	40	6	43
33.02	Performance: Employees are encouraged to learn from their mistakes rather than being reprimanded for them	46	24	42	16	27	19	21
33.04	Performance: Employees at your organization trust and respect each other	48	40	50	21	40	57	35
33.06	Performance: All employees are accountable for their conduct and performance	51	30	33	16	30	50	21
33.09	Performance: Employee loyalty is both valued and rewarded at your organization	37	13	25	5	10	0	35
33.1	Performance: Your organization has established a culture that communicates high integrity and ethical values	50	18	41	11	7	13	35
34.02	Performance: You feel that people primarily get ahead based on the merits of their work	37	12	25	11	3	6	28
34.03	Performance: You are able to find a satisfactory balance between personal/family obligations and career responsibilities at your organization	71	55	92	47	33	75	57
34.08	Performance: Corrective actions are taken when employees do not meet performance standards	39	22	33	16	20	13	35
34.09	Performance: Assignments are fairly distributed at your organization	49	41	50	42	36	37	43
38	When was your most recent performance review?	34	46	50	37	53	50	35
39	In general, how satisfied are you with the City's performance review program?	40	7	18	5	0	7	15
40.01	How would you rate your most recent performance review on each of the following attributes?: Accurately defining your job description	59	39	50	59	26	27	50
40.02	How would you rate your most recent performance review on each of the following attributes?: Setting worthwhile objectives for you to meet	52	39	50	48	32	27	42
40.03	How would you rate your most recent performance review on each of the following attributes?: Identifying areas that require improvement	45	33	40	47	32	13	34
40.04	How would you rate your most recent performance review on each of the following attributes?: Providing useful coaching to improve your performance	41	26	40	28	22	20	25
40.05	How would you rate your most recent performance review on each of the following attributes?: Fairly summarizing your recent job performance	54	38	50	37	34	34	42
40.06	How would you rate your most recent performance review on each of the following attributes?: Helping to further your career	42	21	40	18	18	14	27
6.01	How satisfied are you with each of the following aspects of your job?: Department Directors/Administration	31	19	41	32	6	0	26
6.02	How satisfied are you with each of the following aspects of your job?: Your immediate supervisor	55	75	58	85	76	81	64
6.03	How satisfied are you with each of the following aspects of your job?: The overall work environment/culture at the City	43	14	42	5	3	13	26

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QNUM	**QUESTION**	**IND NORM**	**TOTAL**	**Community Development**	**Police**	**PW B**	**PWA**	**Staff A**
22.01	In your judgment, how good a job are the Department Directors/Administration doing in each of the following aspects of the organization?: Managing the City for the benefit of the public	N/A	17	33	21	7	7	35
22.02	In your judgment, how good a job are the Department Directors/Administration doing in each of the following aspects of the organization?: Conducting business in an open and transparent manner	34	12	33	5	0	0	43
22.03	In your judgment, how good a job are the Department Directors/Administration doing in each of the following aspects of the organization?: Treating employees with respect and dignity	37	9	25	10	0	0	21
22.04	In your judgment, how good a job are the Department Directors/Administration doing in each of the following aspects of the organization?: Promoting relations with the public	36	20	50	27	0	14	35
22.05	In your judgment, how good a job are the Department Directors/Administration doing in each of the following aspects of the organization?: Encouraging opportunities for career growth among employees	24	9	34	6	0	0	21
22.06	In your judgment, how good a job are the Department Directors/Administration doing in each of the following aspects of the organization?: Having a clear vision of the City's future	30	10	25	5	0	7	23
22.07	In your judgment, how good a job are the Department Directors/Administration doing in each of the following aspects of the organization?: Being accessible to employees	30	10	25	11	0	0	28
22.08	In your judgment, how good a job are the Department Directors/Administration doing in each of the following aspects of the organization?: Understanding the need for employees to balance their personal/family responsibilities with their work	36	12	25	16	0	0	33
22.09	In your judgment, how good a job are the Department Directors/Administration doing in each of the following aspects of the organization?: Clearly recognizing excellent performance by employees	23	11	25	16	0	0	28
22.1	In your judgment, how good a job are the Department Directors/Administration doing in each of the following aspects of the organization?: Caring about what is on employees' minds	18	10	25	5	0	0	35
22.11	In your judgment, how good a job are the Department Directors/Administration doing in each of the following aspects of the organization?: Listening to differing voices and dissenting opinions in a fair and effective manner	N/A	9	25	5	0	0	28
22.12	In your judgment, how good a job are the Department Directors/Administration doing in each of the following aspects of the organization?: Actively seeking out and utilizing employees' expertise	N/A	10	25	5	3	0	30

6.04	How satisfied are you with each of the following aspects of your job?: Your physical working conditions	58	63	91	53	47	82	66
6.05	How satisfied are you with each of the following aspects of your job?: Your opportunities for advancement	26	29	50	33	19	14	42
6.06	How satisfied are you with each of the following aspects of your job?: The amount of ongoing training and development you receive	42	12	50	11	3	0	14
6.07	How satisfied are you with each of the following aspects of your job?: The level of reward and recognition at this organization	31	11	41	12	3	6	7
6.08	How satisfied are you with each of the following aspects of your job?: The tools/equipment/resources available to you	37	53	50	26	67	63	53
6.09	How satisfied are you with each of the following aspects of your job?: Your opportunity to make suggestions and be involved in your work	45	36	50	22	43	32	33
6.1	How satisfied are you with each of the following aspects of your job?: Gig Harbor's attention to safety	55	36	66	16	43	26	33
6.11	How satisfied are you with each of the following aspects of your job?: The division of work within your department/the organization as a whole	41	38	58	37	40	19	40
6.12	How satisfied are you with each of the following aspects of your job?: This organization's commitment to serving the public	53	56	66	53	47	57	67
6.13	How satisfied are you with each of the following aspects of your job?: Your work schedule	72	67	91	32	83	76	53
6.14	How satisfied are you with each of the following aspects of your job?: The people you work with/your co-workers	58	85	75	89	90	100	60
6.15	How satisfied are you with each of the following aspects of your job?: Your opportunity to learn new skills and grow	44	31	50	21	24	31	47
8.01	How much do you agree or disagree that each of the following describes the work that you do?: Interesting	80	82	92	89	77	75	87
8.02	How much do you agree or disagree that each of the following describes the work that you do?: Challenging	72	88	83	95	90	82	87
8.03	How much do you agree or disagree that each of the following describes the work that you do?: Stressful	64	79	83	89	67	82	87
8.04	How much do you agree or disagree that each of the following describes the work that you do?: Enjoyable	62	59	84	58	53	63	53
8.05	How much do you agree or disagree that each of the following describes the work that you do?: Repetitive	61	46	33	37	57	32	66
8.06	How much do you agree or disagree that each of the following describes the work that you do?: Respected	52	39	41	58	23	44	40
8.07	How much do you agree or disagree that each of the following describes the work that you do?: Makes good use of your abilities and skills	66	77	83	79	77	62	86
8.08	How much do you agree or disagree that each of the following describes the work that you do?: Contributes to the success of the organization	77	84	92	84	80	88	87
1	How well defined are the requirements and responsibilities of your job?	69	53	75	74	37	50	47
13	Relative to your job, how satisfied were you with the City's response to workplace safety issues in regard to the COVID-19 crisis?	62	23	66	26	0	13	43
21.01	How much do you agree or disagree that you see evidence of effective leadership from: Department Directors/Administration	44	23	50	28	13	7	28
21.02	How much do you agree or disagree that you see evidence of effective leadership from: Your immediate supervisor	60	82	81	79	80	93	76
37	Which of the following statements best describes your workload at this organization?	16	35	17	21	47	31	50

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QNUM	**QUESTION**	**IND NORM**	**TOTAL**	**Community Development**	**Police**	**PW B**	**PWA**	**Staff A**
32.01	Performance: You are given the chance to learn new skills at your organization	57	37	50	21	50	25	35
32.04	Performance: You feel secure in your position at your organization	68	44	58	47	40	44	35
32.07	Performance: You have the materials and equipment you need to do your work right	69	66	83	31	74	69	79
32.1	Performance: You have adequate authority to carry out your work	75	63	67	69	60	63	58
33.08	Performance: You feel proud to work at your organization	58	44	75	31	33	38	64
34.04	Performance: You feel motivated to do your work well	59	40	75	26	30	31	65
34.1	Performance: You believe that your career goals are being satisfied at your organization	52	34	83	11	26	38	35
36.01	How much do you agree or disagree that...: In the last seven days, you have received recognition or praise for doing good work	41	44	50	32	47	38	57
36.02	How much do you agree or disagree that...: In the last six months, someone at work has talked to you about your progress	47	47	66	43	47	50	35
36.03	How much do you agree or disagree that...: In the last year, you have had opportunities at work to learn and grow	61	49	75	48	54	26	43
41	How strong a commitment do you feel toward the City of Gig Harbor? Would you say that you feel...	56	52	91	22	40	57	86
42	Which of the following statements best describes how committed you feel Gig Harbor is to you as an employee?	39	16	33	5	7	13	42

	All Answering		94	12	19	30	16	17
QNUM	**QUESTION**	**IND NORM**	**TOTAL**	**Community Development**	**Police**	**PW B**	**PWA**	**Staff A**
32.05	Performance: Department Directors/Administration communicates decisions that affect employees effectively and efficiently	41	13	50	0	3	13	21
33.03	Performance: Department Directors/Administration listens and responds to employee ideas	39	15	25	5	10	19	28
33.05	Performance: Employees feel free to voice their opinions openly at work	48	9	8	0	10	6	28
34.06	Performance: You know what is expected of you at work	76	74	83	69	70	88	65
17	How satisfied are you with the overall effectiveness of communications within this organization?	29	8	33	0	0	6	14
18.01	How effective is communication: From Department Directors/Administration to employees	25	14	33	17	6	0	23
18.02	How effective is communication: From employees to Department Directors/Administration	27	15	33	16	6	20	8
18.03	How effective is communication: From your immediate supervisor to you	57	75	75	84	64	81	76
18.04	How effective is communication: From you to your immediate supervisor	61	79	75	90	70	81	84
18.05	How effective is communication: Between departments	23	25	34	35	17	25	23
19.01	Please indicate how much you agree or disagree with the following statements regarding communications at your organization.: Critical information is shared in a timely manner throughout the organization	47	26	42	32	17	19	35
19.02	Please indicate how much you agree or disagree with the following statements regarding communications at your organization.: The information you receive from Department Directors/Administration is clear and complete	53	28	58	53	10	6	28
19.03	Please indicate how much you agree or disagree with the following statements regarding communications at your organization.: Department Directors/Administration effectively keeps all employees informed about the direction and goals of the City	48	15	33	16	10	6	14
19.04	Please indicate how much you agree or disagree with the following statements regarding communications at your organization.: When changes are announced, the reasoning behind the changes is shared with those who are affected by the changes	34	13	16	16	10	0	28
19.05	Please indicate how much you agree or disagree with the following statements regarding communications at your organization.: This organization actively asks employees for their suggestions and ideas	41	13	25	10	7	6	28
19.06	Please indicate how much you agree or disagree with the following statements regarding communications at your organization.: Ideas and suggestions get fair consideration, regardless of who makes them	41	11	8	10	10	6	21
19.07	Please indicate how much you agree or disagree with the following statements regarding communications at your organization.: It is easy to locate the information you need when you need it	49	25	33	21	20	19	43
19.08	Please indicate how much you agree or disagree with the following statements regarding communications at your organization.: You receive information from the City in ways that are convenient to you	60	32	34	31	30	37	28

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QNUM	**QUESTION**	**IND NORM**	**TOTAL**	**Community Development**	**Police**	**PW B**	**PWA**	**Staff A**
24.01	Please rate how good a job your IMMEDIATE SUPERVISOR is doing in each of the following areas: Treating employees with respect and dignity	51	78	67	89	62	94	92
24.02	Please rate how good a job your IMMEDIATE SUPERVISOR is doing in each of the following areas: Developing a cohesive team environment	42	68	59	73	53	82	85
24.03	Please rate how good a job your IMMEDIATE SUPERVISOR is doing in each of the following areas: Encouraging opportunities for career growth among employees	38	58	50	55	65	47	67
24.04	Please rate how good a job your IMMEDIATE SUPERVISOR is doing in each of the following areas: Implementing programs and processes to achieve continuous improvement	41	51	50	44	60	44	53
24.05	Please rate how good a job your IMMEDIATE SUPERVISOR is doing in each of the following areas: Conducting business in an open and transparent manner	48	65	50	73	57	75	69
24.06	Please rate how good a job your IMMEDIATE SUPERVISOR is doing in each of the following areas: Promoting strong relations with the public	48	75	75	84	69	88	58
24.07	Please rate how good a job your IMMEDIATE SUPERVISOR is doing in each of the following areas: Being accessible to employees	54	81	75	90	73	94	77
24.08	Please rate how good a job your IMMEDIATE SUPERVISOR is doing in each of the following areas: Understanding the need for employees to balance their personal/family responsibilities with their work	51	81	75	84	67	100	92
24.09	Please rate how good a job your IMMEDIATE SUPERVISOR is doing in each of the following areas: Resolving employee problems, complaints and grievances	41	65	50	79	57	63	76
24.1	Please rate how good a job your IMMEDIATE SUPERVISOR is doing in each of the following areas: Clearly recognizing excellent performance by employees	39	69	59	79	60	63	93
24.11	Please rate how good a job your IMMEDIATE SUPERVISOR is doing in each of the following areas: Providing clear direction, coaching and feedback	40	67	58	79	50	82	77
24.12	Please rate how good a job your IMMEDIATE SUPERVISOR is doing in each of the following areas: Assigning work fairly	48	66	50	78	62	82	59

	All Answering		94	12	19	30	16	17
QNUM	**QUESTION**	**IND NORM**	**TOTAL**	**Community Development**	**Police**	**PW B**	**PWA**	**Staff A**
33.01	Performance: Your pay is directly related to your job performance	28	16	33	11	3	13	42
33.07	Performance: Your organization offers equitable systems for recognition, acknowledgement and rewards	39	11	25	11	7	0	21
34.01	Performance: You are paid fairly compared with people in similar organizations who hold similar jobs	57	40	50	32	33	31	65
34.05	Performance: You understand how your pay is determined	67	39	50	42	30	25	58
34.07	Performance: Department Directors/Administration supports paying employees competitive wages	39	17	42	0	10	0	57
15	Overall, how satisfied are you with the benefits provided by the City?	58	54	58	47	47	63	65
16.01	Please rate your satisfaction with each of the benefits listed below. If there are any benefits you do not receive, please check 'Does not apply.': Medical plan	N/A	58	54	61	48	57	83
16.02	Please rate your satisfaction with each of the benefits listed below. If there are any benefits you do not receive, please check 'Does not apply.': Dental plan	N/A	58	84	61	47	50	69
16.03	Please rate your satisfaction with each of the benefits listed below. If there are any benefits you do not receive, please check 'Does not apply.': Vision Insurance	N/A	64	92	61	46	60	92
16.04	Please rate your satisfaction with each of the benefits listed below. If there are any benefits you do not receive, please check 'Does not apply.': Life Insurance	N/A	38	59	25	30	29	73
16.05	Please rate your satisfaction with each of the benefits listed below. If there are any benefits you do not receive, please check 'Does not apply.': Long-term Disability	N/A	40	59	34	27	31	73
16.06	Please rate your satisfaction with each of the benefits listed below. If there are any benefits you do not receive, please check 'Does not apply.': Paid Vacation Accrual	N/A	55	41	58	57	57	62
16.07	Please rate your satisfaction with each of the benefits listed below. If there are any benefits you do not receive, please check 'Does not apply.': Paid Sick Leave Accrual	N/A	55	58	37	57	63	69
16.08	Please rate your satisfaction with each of the benefits listed below. If there are any benefits you do not receive, please check 'Does not apply.': Two Floating Paid or Pro-rated Holidays Annually	N/A	65	59	37	80	63	84
16.09	Please rate your satisfaction with each of the benefits listed below. If there are any benefits you do not receive, please check 'Does not apply.': 40 Hours Bereavement Leave Annually	N/A	75	75	74	74	69	84
16.1	Please rate your satisfaction with each of the benefits listed below. If there are any benefits you do not receive, please check 'Does not apply.': 401(a) Plan	N/A	75	59	69	86	71	75
16.11	Please rate your satisfaction with each of the benefits listed below. If there are any benefits you do not receive, please check 'Does not apply.': 457(b) Deferred Compensation Plan	N/A	70	59	74	80	57	72
16.12	Please rate your satisfaction with each of the benefits listed below. If there are any benefits you do not receive, please check 'Does not apply.': Employee Assistance Program:	N/A	47	45	45	41	36	77
16.13	Please rate your satisfaction with each of the benefits listed below. If there are any benefits you do not receive, please check 'Does not apply.': State of Washington Public Employees Retirement System (PERS)/ Law Enforcement Officer and Fire Fighters (LEOFF)	N/A	76	63	52	90	92	75
16.14	Please rate your satisfaction with each of the benefits listed below. If there are any benefits you do not receive, please check 'Does not apply.': HRA VEBA Account	N/A	54	67	56	39	60	66
14	How satisfied are you with the pay/salary you receive? When answering this question, think about the total amount of compensation you receive but do not include benefits.	40	35	50	21	33	25	57