

# Employee Viewpoint Survey Results: Resources

**Gateway Arch National Park  
Employee Viewpoint Task Force  
Assessment of Resources  
December 4, 2018**



# Employee Viewpoint Survey Results: Resources

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# Employee Viewpoint Survey Results: Resources

## Purpose

Collect feedback related to resources at Gateway Arch National Park with the goal of working toward and/or implementing solutions.

## Methodology

1. After identifying themes from the 2017 Employee Viewpoint Survey, the Employee Viewpoint Task Force selected resources as the second set of questions for employee feedback.
2. Fifteen (15) questions were created to assess the current need for resources and inform the Task Force of possible solutions/recommendations.
3. Data collection was completed via an online survey and the distribution of paper surveys.
4. A total of 106 responses were received out of 330 **(32%)** total employees from the Arch Café, Bi-State Development, Jefferson National Parks Association, National Park Service, and Photogenic.
5. The paper and online surveys were combined and analyzed in order to provide a summary report.

## Sampling Procedure

### Online Survey:

Responses were collected via an online survey on Survey Monkey. A personalized URL was distributed to employees via email.

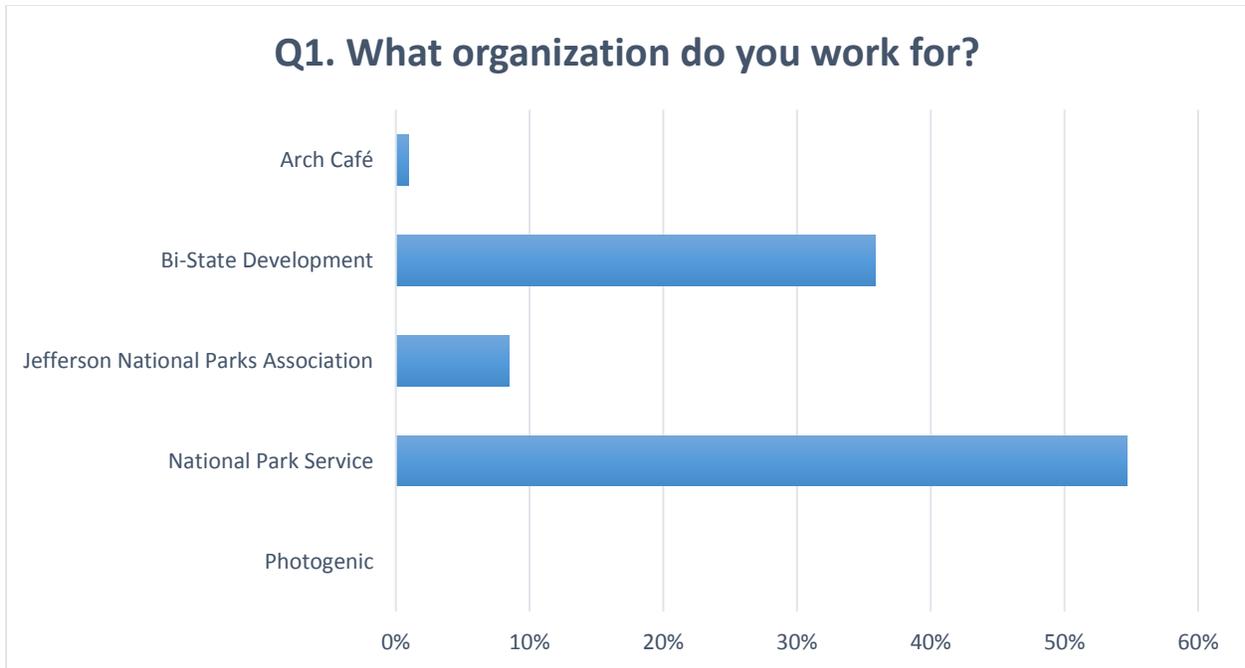
### Paper Surveys:

A paper version of the survey was made available to those with limited computer access and returned via mail.

## Findings

1. Based on the responses, the lowest rated items were Question 12, which received an average rating of **3.01**, Question 11, which received an average rating of **3.15**, and Question 10 with average rating of **3.25**. All three of these items concerned staffing needs.
2. When looking at the highest rated items, Question 9 received the highest average rating with **4.06**, while Question 8 received the second highest average rating with **4.05**. Question 9 focused on training needs and Question 8 focused on time.
3. With regard to the budget, **73.74%** (73) of respondents indicated they were not familiar with their department's budget.
4. Of all the resources in the survey, Staffing received the most comments with **69** total comments (**62** from the National Park Service, **5** from Jefferson National Parks Association, and **2** from Bi-State Development).

## Employee Viewpoint Survey Results: Resources



| Q1. What organization do you work for? | Responses      |            |
|--|----------------|------------|
| Arch Café                              | 0.94%          | 1          |
| Bi-State Development                   | 35.85%         | 38         |
| Jefferson National Parks Association   | 8.49%          | 9          |
| National Park Service                  | 54.72%         | 58         |
| <b>Grand Total</b>                     | <b>100.00%</b> | <b>106</b> |

## Employee Viewpoint Survey Results: Resources

| <b>Q2. Overall, I have the necessary resources to perform my job effectively.</b> |  | <b>Responses</b> |            |
|---|--|------------------|------------|
| Strongly Agree  |  | 37.86%           | 39         |
| Somewhat Agree  |  | 33.01%           | 34         |
| Neither Agree nor Disagree  |  | 2.91%            | 3          |
| Somewhat Disagree   |  | 15.53%           | 16         |
| Strongly Disagree   |  | 10.68%           | 11         |
| <b>Grand Total</b>  |  | <b>100.00%</b>   | <b>103</b> |
| <b>Average Rating (1-5)</b>   |  | <b>3.72</b>      |            |

### Q2: Comment Examples

Resources are there, but not completely available yet due to circumstances beyond our control.

It is a process to get all essential things for my job to a given location.

The checkpoint has been built poorly and there are obstacles built that make the job harder to do. IE: the glass in front of the greeter position makes it harder to refill bins for the guest entering the security checkpoint.

Materials are requested but not ordered until there is an emergency.

| <b>Q3. The tools I need to do my job are readily available.</b> |  | <b>Responses</b> |            |
|---|--|------------------|------------|
| Strongly Agree  |  | 43.27%           | 45         |
| Somewhat Agree  |  | 34.62%           | 36         |
| Neither Agree nor Disagree                                      |  | 8.65%            | 9          |
| Somewhat Disagree   |  | 9.62%            | 10         |
| Strongly Disagree   |  | 3.85%            | 4          |
| <b>Grand Total</b>  |  | <b>100.00%</b>   | <b>104</b> |
| <b>Average Rating (1-5)</b>                                     |  | <b>4.04</b>      |            |

### Q3: Comment Examples

We need Radios that work

The process for buying equipment involves way too many people's hands.

Computers for required training. We have a total of 3. One for the supervisor, one for the Lead, and one for all the others.

Our hand wands don't work most of the time, also our buckets are dirty and some are broken.

## Employee Viewpoint Survey Results: Resources

| Q4. The supplies I need to do my job are readily available. | Responses      |            |
|---|----------------|------------|
| Strongly Agree  | 43.27%         | 45         |
| Somewhat Agree  | 35.58%         | 37         |
| Neither Agree nor Disagree                                  | 4.81%          | 5          |
| Somewhat Disagree   | 14.42%         | 15         |
| Strongly Disagree   | 1.92%          | 2          |
| <b>Grand Total</b>  | <b>100.00%</b> | <b>104</b> |
| <b>Average Rating (1-5)</b>                                 | <b>4.04</b>    |            |

### Q4: Comment Examples

Gloves, sanitizer, and sanitizing wipes are usually in short supply.

I have problems getting things when I need them. They are not ordered when I ask for them!

Could use printer paper - more accessible.

We have enough supplies, most of the time. Some re-consideration is needed on what is necessary vs. what is not.

| Q5. The equipment I need to do my job is readily available. | Responses      |            |
|---|----------------|------------|
| Strongly Agree  | 42.31%         | 44         |
| Somewhat Agree  | 36.54%         | 38         |
| Neither Agree nor Disagree                                  | 6.73%          | 7          |
| Somewhat Disagree   | 10.58%         | 11         |
| Strongly Disagree   | 3.85%          | 4          |
| <b>Grand Total</b>  | <b>100.00%</b> | <b>104</b> |
| <b>Average Rating (1-5)</b>                                 | <b>4.03</b>    |            |

### Q5: Comment Examples

Proper working hand wands, more wooden canes, more tables, longer rollers.

Radios are our life line. They haven't been properly functioning in 3 years. I've been on contacts and have requested backup that never arrived, because the radio traffic was never received by Dispatch or my fellow LEO's.

I would like to see an improvement in the process of visitors attaining their personal items at guard position #2. Perhaps more tables for the visitors.

It would be helpful to have recycling and/or trash dumpsters available at Grounds so items for disposal don't need to be driven to Ship/Rec.

## Employee Viewpoint Survey Results: Resources

| <b>Q6. The information I need to do my job is readily available.</b> |                  |            |
|--|------------------|------------|
|  | <b>Responses</b> |            |
| Strongly Agree   | 38.46%           | 40         |
| Somewhat Agree   | 42.31%           | 44         |
| Neither Agree nor Disagree   | 5.77%            | 6          |
| Somewhat Disagree  | 8.65%            | 9          |
| Strongly Disagree  | 4.81%            | 5          |
| <b>Grand Total</b>   | <b>100.00%</b>   | <b>104</b> |
| <b>Average Rating (1-5)</b>  | <b>4.01</b>      |            |

### **Q6: Comment Examples**

Often times, there seems to be a direct lack of communication from top to bottom, or from other departments.

I have been given misinformation or information has not given to me in ample time.

Communications involving construction crews within the arch and dispatch issues could be improved.

Within the park, it is sometimes difficult to get information or decisions in order to proceed with tasks.

### **Q7. The technology available is appropriate for my needs.**

|                             | <b>Responses</b> |            |
|-----------------------------|------------------|------------|
| Strongly Agree              | 40.59%           | 41         |
| Somewhat Agree              | 34.65%           | 35         |
| Neither Agree nor Disagree  | 9.90%            | 10         |
| Somewhat Disagree           | 11.88%           | 12         |
| Strongly Disagree           | 2.97%            | 3          |
| <b>Grand Total</b>          | <b>100.00%</b>   | <b>101</b> |
| <b>Average Rating (1-5)</b> | <b>3.98</b>      |            |

### **Q7: Comment Examples**

There are not enough computers. There's no Wi-Fi service.

There is some functionality that is missing in the new complex without Wi-Fi for control access.

The electronic connections like iPads and microphones often don't work well.

For tour guides, the iPad system frequently has issues and stops working randomly throughout the day. A supervisor is needed to get it working again.

## Employee Viewpoint Survey Results: Resources

| <b>Q8. I have enough time to perform my job effectively.</b> |                | <b>Responses</b> |  |
|--|----------------|------------------|--|
| Strongly Agree   | 49.02%         | 50               |  |
| Somewhat Agree   | 29.41%         | 30               |  |
| Neither Agree nor Disagree                                   | 5.88%          | 6                |  |
| Somewhat Disagree  | 8.82%          | 9                |  |
| Strongly Disagree  | 6.86%          | 7                |  |
| <b>Grand Total</b>   | <b>100.00%</b> | <b>102</b>       |  |
| <b>Average Rating (1-5)</b>                                  | <b>4.05</b>    |                  |  |

### **Q8: Comment Examples**

When we are busy, the person doing bucket returns is overwhelmed. It is also very strenuous on your hands and wrists.

The checkpoint get busy enough that we favor expediting the process to keep the line short so it doesn't cover the lobby instead of making sure everyone is cleared to enter the Arch.

Those responsible for the schedule are usually very good about making sure this happens.

Most of the time I do, but sometimes things happen and we (tour guides) fall behind schedule.

| <b>Q9. I have the training I need to do my job effectively.</b> |                | <b>Responses</b> |  |
|---|----------------|------------------|--|
| Strongly Agree  | 47.06%         | 48               |  |
| Somewhat Agree  | 32.35%         | 33               |  |
| Neither Agree nor Disagree                                      | 5.88%          | 6                |  |
| Somewhat Disagree   | 8.82%          | 9                |  |
| Strongly Disagree   | 5.88%          | 6                |  |
| <b>Grand Total</b>  | <b>100.00%</b> | <b>102</b>       |  |
| <b>Average Rating (1-5)</b>                                     | <b>4.06</b>    |                  |  |

### **Q9: Comment Examples**

Still waiting for lighting and some AV training and documentation.

1. First aid classes needed. 2. Active shooter class needed. 3. How to use different take-down moves.

OJT with few quality user manuals.

It would be nice to hold our required 40hr ALERT within the park instead of having to piece meal everything throughout the year. It would provide for more standardized training as well.

## Employee Viewpoint Survey Results: Resources

| <b>Q10. In our department, we have the necessary number of people to perform our jobs well.</b> |                  |            |
|---|------------------|------------|
|   | <b>Responses</b> |            |
| Strongly Agree  | 31.68%           | 32         |
| Somewhat Agree  | 22.77%           | 23         |
| Neither Agree nor Disagree  | 4.95%            | 5          |
| Somewhat Disagree   | 19.80%           | 20         |
| Strongly Disagree   | 20.79%           | 21         |
| <b>Grand Total</b>  | <b>100.00%</b>   | <b>101</b> |
| <b>Average Rating (1-5)</b>   | <b>3.25</b>      |            |

| <b>Q10. by Organization</b> | <b>Arch Café</b> | <b>BSD</b>    | <b>JNPA</b>  | <b>NPS</b>    | <b>Grand Total</b> |
|-----------------------------|------------------|---------------|--------------|---------------|--------------------|
| Strongly Agree              | 0.99%            | 19.80%        | 2.97%        | 7.92%         | 31.68%             |
| Somewhat Agree              | 0.00%            | 12.87%        | 3.96%        | 5.94%         | 22.77%             |
| Neither Agree nor Disagree  | 0.00%            | 0.99%         | 0.00%        | 3.96%         | 4.95%              |
| Somewhat Disagree           | 0.00%            | 1.98%         | 0.00%        | 17.82%        | 19.80%             |
| Strongly Disagree           | 0.00%            | 0.99%         | 0.99%        | 18.81%        | 20.79%             |
| <b>Grand Total</b>          | <b>0.99%</b>     | <b>36.63%</b> | <b>7.92%</b> | <b>54.46%</b> | <b>100.00%</b>     |

### Q10: Comment Examples

We are always under-staffed and over-worked. We work 12 hour days and sometimes longer if it is busy or we have SUPs.

We're short-handed consistently on really busy days and we can't utilize the other checkpoints due to limited personnel.

The amount of overtime we have been working this year is too high. Many employees are very disgruntled and burned out.

We need at least 8 more full time staffers to perform are jobs well.

## Employee Viewpoint Survey Results: Resources

| <b>Q11. There is enough part-time staff to do the work required.</b> |  | <b>Responses</b> |            |
|--|--|------------------|------------|
| Strongly Agree   |  | 25.00%           | 25         |
| Somewhat Agree   |  | 18.00%           | 18         |
| Neither Agree nor Disagree   |  | 23.00%           | 23         |
| Somewhat Disagree  |  | 15.00%           | 15         |
| Strongly Disagree  |  | 19.00%           | 19         |
| <b>Grand Total</b>   |  | <b>100.00%</b>   | <b>100</b> |
| <b>Average Rating (1-5)</b>  |  | <b>3.15</b>      |            |

| <b>Q11. by Organization</b> | <b>Arch Café</b> | <b>BSD</b>    | <b>JNPA</b>  | <b>NPS</b>    | <b>Grand Total</b> |
|-----------------------------|------------------|---------------|--------------|---------------|--------------------|
| Strongly Agree              | 1.00%            | 19.00%        | 3.00%        | 2.00%         | 25.00%             |
| Somewhat Agree              | 0.00%            | 12.00%        | 1.00%        | 5.00%         | 18.00%             |
| Neither Agree nor Disagree  | 0.00%            | 4.00%         | 1.00%        | 18.00%        | 23.00%             |
| Somewhat Disagree           | 0.00%            | 1.00%         | 1.00%        | 13.00%        | 15.00%             |
| Strongly Disagree           | 0.00%            | 1.00%         | 2.00%        | 16.00%        | 19.00%             |
| <b>Grand Total</b>          | <b>1.00%</b>     | <b>37.00%</b> | <b>8.00%</b> | <b>54.00%</b> | <b>100.00%</b>     |

### Q11: Comment Examples

There is not enough part-time staff among all partners - especially in the busy summer.

We have no part-time staff and not enough permanent staff.

Presently, we do not have any part-time help. We never get enough people for the summer hours.

We're short-handed consistently on really busy days and we can't utilize the other checkpoints due to limited personnel.

## Employee Viewpoint Survey Results: Resources

| <b>Q12. There is enough full-time staff to do the work required.</b> |  | <b>Responses</b> |            |
|--|--|------------------|------------|
| Strongly Agree   |  | 23.76%           | 24         |
| Somewhat Agree   |  | 20.79%           | 21         |
| Neither Agree nor Disagree   |  | 12.87%           | 13         |
| Somewhat Disagree  |  | 17.82%           | 18         |
| Strongly Disagree  |  | 24.75%           | 25         |
| <b>Grand Total</b>   |  | <b>100.00%</b>   | <b>101</b> |
| <b>Average Rating (1-5)</b>  |  | <b>3.01</b>      |            |

| <b>Q12. by Organization</b> | <b>Arch Café</b> | <b>BSD</b>    | <b>JNPA</b>  | <b>NPS</b>    | <b>Grand Total</b> |
|-----------------------------|------------------|---------------|--------------|---------------|--------------------|
| Strongly Agree              | 0.99%            | 13.86%        | 2.97%        | 5.94%         | 23.76%             |
| Somewhat Agree              | 0.00%            | 10.89%        | 1.98%        | 7.92%         | 20.79%             |
| Neither Agree nor Disagree  | 0.00%            | 5.94%         | 0.00%        | 6.93%         | 12.87%             |
| Somewhat Disagree           | 0.00%            | 3.96%         | 0.00%        | 13.86%        | 17.82%             |
| Strongly Disagree           | 0.00%            | 1.98%         | 2.97%        | 19.80%        | 24.75%             |
| <b>Grand Total</b>          | <b>0.99%</b>     | <b>36.63%</b> | <b>7.92%</b> | <b>54.46%</b> | <b>100.00%</b>     |

### Q12: Comment Examples

Need eight additional front-line staff to fully meet the mission.

In the summer season, I would like if there was an extra guard or two on my shift. I was getting called in a lot for overtime on my off-days due to other guards calling off.

We always make the schedule work, but leaves no time for training and annual leave is often denied to those even in a use or lose situation.

We're short-handed consistently on really busy days and we can't utilize the other checkpoints due to limited personnel.

## Employee Viewpoint Survey Results: Resources

| Q13. Are you familiar with your department's budget? | Responses      |           |
|--|----------------|-----------|
| Yes  | 26.26%         | 26        |
| No   | 73.74%         | 73        |
| <b>Grand Total</b>                                   | <b>100.00%</b> | <b>99</b> |

### Q13: Comment Examples

As a Bi-State, front-line employee, I'm completely unaware.

We seem to never have money during the year and then all of a sudden there is \$50k to spend in a week.

Yes and no. I wish I had a better picture of what everything in my divisions budget when to and how much we actually have

I am somewhat familiar with the budget. Not entirely, but enough to know some things need to change. No \$ for water at the top of the Arch is unacceptable. We need to find money for additional Interp. rangers or re-evaluate the status of existing rangers whose performance is consistently below standards.

| Q14. There is adequate money in the budget to perform my job well. | Responses      |           |
|--|----------------|-----------|
| Strongly Agree   | 21.21%         | 21        |
| Somewhat Agree   | 18.18%         | 18        |
| Neither Agree nor Disagree   | 52.53%         | 52        |
| Somewhat Disagree  | 5.05%          | 5         |
| Strongly Disagree  | 3.03%          | 3         |
| <b>Grand Total</b>   | <b>100.00%</b> | <b>99</b> |
| <b>Average Rating (1-5)</b>  | <b>3.49</b>    |           |

### Q14: Comment Examples

Resources are covered. Manpower is not. We can do the necessary research for program creation, but have no time to do programs because we have too few people.

Nothing has been communicated about it.

I have been told we do not have enough money in the division's budget to hire the staff I would like.

We do not have a "certain amount of money" to purchase large needed items to perform our duties. (Commercial battery walk behind sweeper and another floor scrubber).

I have no idea what my division's budget is. I cannot remember any discussion to the division staff about the budget, only in vague and general terms such as "it is not in the budget" or "there is not enough money in the budget for that" and so on. This goes back directly to the question about the lack of adequate communication in the park about this and many other aspects about the park's operations.

## Employee Viewpoint Survey Results: Resources

### CONTENT ANALYSIS

The following includes comments from the entire survey categorized by topic (e.g. Tools, Supplies, Equipment, etc.). For example, the box below includes all comments related to Tools across the survey. There were eighteen (18) total comments about tools, thirteen (13) from the National Park Service, and five (5) from Jefferson National Parks Association.

| Tools              |              |   |
|--------------------|--------------|---|
| Category           | Organization | Comment   |
| <b>Radios</b>      | <b>NPS</b>   | The radio system has issues. I appreciate they are being addressed.   |
|                    |              | Our radios work only sporadically and are faulty throughout the park. Personal phones are used as a backup form of communication.   |
|                    |              | I have the tools required for my job, but the capabilities of radios are lacking.   |
|                    |              | Our radios are damaged in our division. Communication with radios is faulty.  |
|                    |              | Radios are our life line. They haven't been properly functioning in 3 years. I've been on contacts and have requested backup that never arrived, because the radio traffic was never received by Dispatch or my fellow LEO's. |
|                    |              | Radio communications  |
|                    |              | We NEED better radios. Many work very poorly and reception at the top of the Arch is abysmal at best.   |
|                    | <b>JNPA</b>  | No radio communications are jeopardizing officer safety, employee safety and visitor safety   |
|                    |              | We need Radios that work  |
|                    |              | Ongoing radio issues  |
|                    |              | Good Radios   |
|                    |              | Need Radios that work and we can talk from the bottom of the arch to the top and to arrowhead. Safety is # 1 Radios are most important in Code 3 and tram operation   |
|                    |              |   |
| <b>Wands, etc.</b> | <b>NPS</b>   | Need more tubs and wands  |
|                    |              | Our hand wands don't work most of the time, also our buckets are dirty and some are broken.   |
|                    |              | Need more devices to wand the guest   |
|                    |              | Proper working hand wands, more wooden canes, more tables, longer rollers.  |
|                    |              | Main equipment is fine, secondary is not. New wands - have batteries on hand for same.  |
|                    |              | Computers, wands, and roller tables are an example of promised things we were going to get. Still waiting months later.   |
|                    |              |   |

## Employee Viewpoint Survey Results: Resources

| Supplies     |   |
|--------------|---|
| Organization | Comment   |
| <b>NPS</b>   | Some office supplies such as copier toner, and other supplies. Water for the top of the Arch cannot be purchased on gov't credit card - policy does not allow for purchase of food. |
|              | Cleaning supplies are sometimes hard to find, or we can't access them.  |
|              | Better access to uniforms would be a plus   |
|              | Gloves, sanitizer, and sanitizing wipes are usually in short supply.  |
|              | Could use printer paper - more accessible.  |
|              | We have enough supplies, most of the time. Some re-consideration is needed on what is necessary vs. what is not.  |
|              | I either have the supplies I need or I know how/where to get them.  |
|              | Need uniforms.  |
|              | Batteries are scarce  |
|              | They (supplies) are available, but that doesn't mean we get them.   |
| <b>JNPA</b>  | Some office supplies are not readily available  |

| Equipment    |   |
|--------------|---|
| Organization | Comment   |
| <b>NPS</b>   | As a guard, we need better equipment and more ergonomic equipment. We need more tables and rollers.   |
|              | The process for buying equipment involves way too many people's hands.  |
|              | Generally get things we need to do our job in a decent amount of time - wands/new machines. Could use the printers and computers we have been promised to make training and such easier.  |
|              | I would like to see an improvement in the process of visitors attaining their personal items at guard position #2. Perhaps more tables for the visitors.  |
|              | There needs to be more accountability for issues at this park. (I.e. People taking the van when they have not reserved it). Meaning this resource is sometimes not available for the people who use the correct protocol. We could probably use a second vehicle. |
| <b>BSD</b>   | It would be helpful to have recycling and/or trash dumpsters available at Grounds so items for disposal don't need to be driven to Ship/Rec.  |

## Employee Viewpoint Survey Results: Resources

| Communication/Information   |  |
|---|--|
| Organization  | Comment  |
| <b>NPS</b>  | More often than not we do not hear back from our supervisors.  |
|   | It is a process to get all essential things for my job to a given location.  |
|   | Materials are requested but not ordered until there is an emergency.   |
|   | Information is not disseminated to the appropriate people in an appropriate amount of time.  |
|   | While the equipment, especially PPE, is adequate, if something runs out it takes too long to get more.   |
|   | When information does exist, it is difficult and time-consuming to locate it. Instead of one or a few repositories for information, the information is spread out over multiple SharePoint sites with varying degrees of organization.   |
|   | I have problems getting things when I need them. They are not ordered when I ask for them!   |
|   | In some cases I have been given misinformation or information has not given to me in an ample enough amount of time.   |
|   | Within the park, it is sometimes difficult to get information or decisions in order to proceed with tasks.   |
|   | For some reason basic information is treated like trade secrets in the park and isn't disseminated to the field staff, who are left frequently playing catch up, making concessions, or are outright embarrassed in the field. The events list was helping, but it seems like the park doesn't know what events the partners are holding or have given up trying to keep up. |
|   | SOP for the security process are not effectively explained or enforced. IE: Service dogs that are clearly not service dogs being let through the checkpoint.   |
|   | Communications involving construction crews within the arch and dispatch issues could be improved.   |
|   | Policy changes are for everyone not just for the Arch, but we at the arch are following differently...WHY!!!   |
|   | Often times, there seems to be a direct lack of communication from top to bottom, or from other departments.   |
|   | Strongly informed by chain of command.   |
|   | Our resources and information for programming are readily available. We need better updated S.O.Ps to remind some staff members what the expectations are of them.   |
| For ongoing construction/modification of new security checkpoint - new rollers, tables, etc. - a periodic update by management would be helpful. This way, we know how resources are being used, what to expect and when, which may help to cut down on complaints. |  |
| <b>BSD</b>  | In Bi-State, communication between management staff who only work during the week and front-line staff who work weekends could be better.  |

## Employee Viewpoint Survey Results: Resources

| Technology   |  |
|--------------|--|
| Organization | Comment  |
| <b>NPS</b>   | Computers for required training. We have a total of 3. One for the supervisor, one for the Lead, and one for all the others.   |
|              | The equipment is available and newer, but there seem to be frequent software/programming/update compatibility issues or malfunctions.  |
|              | Many Interp. computers are being used by other divisions, leaving us nothing to work with.   |
|              | There is some functionality that is missing in the new complex without Wi-Fi for control access.   |
|              | Technology is difficult. We cannot use all the programs that enable us to run all the programs we want to run, i.e. Skype for distance learning.   |
|              | We could definitely do with an updated X-ray machine and Magneto   |
|              | I would like Adobe Pro on the LE computers   |
|              | Rechargeable Bluetooth/cordless radios are nice, but they increase the risk of lost shoulder mics in a fight, or losing power or connection during a contact.  |
|              | Need more computers.   |
|              | Need more working computers.   |
|              | There are not enough computers. There's no Wi-Fi service.  |
|              | The technology exists, but it is not always available because it is being used by other divisions.   |
|              | Website down.  |
|              | Some museum exhibits are frequently out of service.  |
| <b>BSD</b>   | Videos system would be down, mics wouldn't work or iPads don't work  |
|              | The electronic connections like iPod and microphones often don't work well.  |
|              | The credit card system should be updated. Very few companies require signature verification. Card readers should be updated to chip and customers should input the cards and sign without paper signature required. Please update this. It would make customers happy. |
|              | For tour guides, the iPad system frequently has issues and stops working randomly throughout the day. A supervisor is needed to get it working again.  |
|              | Sometimes the technology works, sometimes it doesn't.  |
|              | The electronic connections like I-pod and microphones often don't work well.   |
|              | Fixing the AV/iPad system in the tram tour process takes up a lot of time for certain positions, preventing them from accomplishing other tasks required by their position.  |

## Employee Viewpoint Survey Results: Resources

| Training   |   |
|--|---|
| Organization   | Comment   |
| <b>NPS</b>   | OJT with few quality user manuals.  |
|  | Still waiting for lighting and some AV training and documentation.  |
|  | I do not have time to conduct training.   |
|  | While I feel like training is fine, we're left to try to find and secure it ourselves and have to fight against coworkers for opportunities/funding to do so.   |
|  | Don't believe I have time to be away for training due to shortage of human resources.   |
|  | I didn't have the correct training to complete my daily tasks because they gave a certain employee that has been here too long and very complacent. I learned most of the training figuring it out on my own.   |
|  | It would be nice to hold our required 40hr ALERT within the park instead of having to piece meal everything throughout the year. It would provide for more standardized training as well.   |
|  | You could always have more LE training.   |
|  | 1. First aid classes needed. 2. Active shooter class needed. 3. How to use different take-down moves.   |
|  | Service dogs are questionable. Also, never had CPR training.  |
|  | Well-trained on all security needs.   |
|  | I'm trained well enough to do my job effectively.   |
|  | I have addressed this separately with my superiors and have given my recommendations.   |
|  | Limited training opportunities  |
|  | There is still some training and documentation that needs to be done so I can fully understand, operate and troubleshoot the new facility.  |
| New employee training system could be a little bit more organized. |   |
| <b>BSD</b>   | It might be good to tour the museum sometimes.  |
|  | Another training session for the Bi-State tour guides would be helpful. Brush up on the tour process, hone skills, and create consistency between tour guides.  |
| <b>JNPA</b>  | Training is very hard to come by for those below a certain level. Anything that involves travel seems to be out of the question for lower level employees. We used to at least enjoy in-house training sessions given by supervisors, subject specialist, historian, but now there is never enough time/people to allow this to happen in the schedule. |

## Employee Viewpoint Survey Results: Resources

| Budget  |  |
|---|--|
| Organization  | Comment  |
| <b>NPS</b>  | Our petty cash has been taken away and this puts a damper on buying things we need for the office.   |
|   | I have been told we do not have enough money in the division's budget to hire the staff I would like.  |
|   | Don't know the Departmental budget. Haven't known it since new AO.   |
|   | We do not have a "certain amount of money" to purchase large needed items to perform our duties. (Commercial battery walk behind sweeper and another floor scrubber).  |
|   | I have no idea what my division's budget is. I cannot remember any discussion to the division staff about the budget, only in vague and general terms such as "it is not in the budget" or "there is not enough money in the budget for that" and so on. This goes back directly to the question about the lack of adequate communication in the park about this and many other aspects about the park's operations. |
|   | Not responsible for the money in our budget  |
|   | I don't know what our budget is.   |
|   | Nothing has been communicated about it.  |
|   | From what I have been told there is more than enough money in the budget.  |
|   | Resources are covered in the budget, but manpower is not. We can do the necessary research for program creation, but have no time to do programs because we have too few people.   |
|   | I wish I had a better picture of what everything in my divisions budget went to and how much we actually have  |
|   | We seem to never have money during the year and then all of a sudden there is \$50k to spend in a week.  |
|   | There should be a budget for employees who exceed their duties.  |
|   | Nothing has been communicated about it.  |
|   | I have no idea what the NPS or Gateway Arch's funding trends are.  |
|   | I am somewhat familiar with the budget. Not entirely, but enough to know some things need to change. No \$ for water at the top of the Arch is unacceptable. We need to find money for additional Interp. rangers or re-evaluate the status of existing rangers whose performance is consistently below standards.   |
| What is the policy regarding billing other parks for services rendered by GANP staff? Because I know GANP has adequate money to assist others.  |  |
| If the Arch is worried about the budget, how about keeping the winter hours permanent operations. This would stop night differential payments and for the federal holiday, keep the Arch closed. This is to include Veteran's Day, Martin Luther King Day, Columbus Day, and Labor Day. |  |
| <b>BSD</b>  | Don't have any information about the budget for my department.   |
|   | As a Bi-State, front-line employee, I'm completely unaware of the budget.  |
| <b>JNPA</b>   | As Assistant Curator, I am not privy to knowing what Curator's budget is.  |
|   | I honestly do not know. I have no idea how the money in our budget is allotted.  |

## Employee Viewpoint Survey Results: Resources

| Staffing: General  |   |
|--|---|
| Organization   | Comment   |
| <b>NPS</b>   | I do not have enough staff to do everything we should do in my division.  |
|  | We have many of the resources needed, but we need more staff to be able to fulfill all of our commitments.  |
|  | Even when the resources are adequate, the "human factor" makes it difficult to easily complete tasks and move on (people not taking needed actions, following instructions provided, or responding to requests for information within prescribed timelines).  |
|  | Personnel shortages   |
|  | Very short on human resources.  |
|  | Guards have never had staffing for two check points. Should be staffed for three on weekends.   |
|  | Our entire division is severely understaffed leading to additional work hours to provide coverage. This has been happening for years.   |
|  | Sometimes can't get items ordered due to not being purchased despite micro-purchase orders are submitted (maybe due to lack of human resources?)  |
|  | Because of lack of staff I find myself covering for the missing staff. This means other things don't happen.  |
|  | Not enough human resource support.  |
|  | We do not enough time to do all required tasks before we open the annex due to certain employees NOT PULLING their own weight. So we have to cut corners most of the time to do the required jobs.  |
|  | No, we do not have enough people. Always, always always account for three people being out sick, family obligations that come up and annual leave. Our department has folks well into the 8 hour earn category. One person from our department can take a day off every single day of the year and we would still have hours on the books. Too many people in the use or lose category. Person calls in sick, our schedule is shifted so that I do not have time to do training or etc. Burn out rate is rampant. |
|  | For the first time in 6 years our staffing is adequate.   |
|  | Could stand to hire an additional eight people. Such additional staff would allow for team meetings/better communication, allow for training/travel with minimal hesitation, allow for 7 day per week programming and develop new and innovative special programming, strong networking with other local historic sites, to solidly meet our mission.   |
|  | The amount of overtime we have been working this year is too high. Many employees are very disgruntled and burned out.  |
|  | 2 or 3 more bodies wouldn't hurt. Help us to switch to a schedule more conducive for midnight shifts. 5/4/9, four 10s, etc.   |
|  | Law enforcement yes, dispatcher no.   |
| Cannot take off work for vacation or sick leave without incurring OT for someone else. |   |
| Can't keep enough employees. Employees call-in too often.                              |   |

## Employee Viewpoint Survey Results: Resources

|             |   |
|-------------|---|
|             | We are always under-staffed and over-worked. We work 12 hour days and sometimes longer if it is busy or we have SUPs.   |
|             | Nowhere near enough, especially during summer park times.   |
|             | The guard staff has been severely understaffed for several years.   |
|             | Need more security people.  |
|             | We're short-handed consistently on really busy days and we can't utilize the other checkpoints due to limited personnel.  |
|             | Security staffing should always be strong.  |
|             | Have not been manned to the correct number for years in the off season and it is even worse in the summer.  |
|             | Interp. is SEVERELY understaffed.   |
|             | We definitely need more staff at every level in order to accomplish all of our goals and objectives. The schedule is very tight and we barely have enough staff to cover the bases. If anyone calls off or is out on annual leave, the schedule is too tight to have any flexibility.   |
|             | Need eight additional front-line staff to fully meet the mission.   |
|             | We do need more but also some employees will not pull their weight, so others have to complete more work and stress on themselves.  |
|             | We are very short on staff, sometimes we don't have enough people for a full shift.   |
|             | Nowhere near enough, especially during summer park times.   |
|             | In the summer season, I would like if there was an extra guard or two on my shift. I was getting called in a lot for overtime on my off-days due to other guards calling off.   |
|             | We're short-handed consistently on really busy days and we can't utilize the other checkpoints due to limited personnel.  |
|             | Major problem for security.   |
|             | Continuous overtime in summer. Never enough for years and not even correct amount during off-season. Background checks take forever.  |
|             | We need more staff. We cannot do the core of our job with so few people. Actual Interpretation gets abandoned to cover mandatory duty stations.   |
|             | We need more staff in our division. We are the most public face of the park with a staff that is need of an infusion of cash and people.  |
|             | My main thing is to get the LE division off of straight 8's. There are schedules which allow the same, if not better, coverage for our 24/7/365 responsibilities and allow the employees to have an actual weekend with time to rest and recover. If that means hiring additional personnel, or the park eating a little more comp/OT time, then I think it should be done. I know, it's easier said than done. |
|             | Background checks are taking too long, we lose our best prospects.  |
|             | Everything depends on the season. The summer there is more people.  |
|             | We're short-handed consistently on really busy days and we can't utilize the other checkpoints due to limited personnel.  |
| <b>JNPA</b> | We always make the schedule work, but leaves no time for training and annual leave is often denied to those even in a use or lose situation.  |
|             | We are always short on people, especially during summer hours.  |
|             | If someone calls in sick, we don't have enough people to do the job properly.   |
|             | Good help is hard to find! Starting to see more turnover with staff.  |
| <b>BSD</b>  | Could use more tour guides  |

## Employee Viewpoint Survey Results: Resources

| Staffing: Full-time/Permanent |  |
|-------------------------------|--|
| Organization                  | Comment  |
| <b>NPS</b>                    | We need at least 8 more full time staffers to perform are jobs well.   |
|                               | Our dept. is short one full time person.   |
|                               | We need at least 8 more full time staffers to perform are jobs well. Services will be cut and that will look poorly on the park.   |
|                               | Our dept. is short one full time person.   |
|                               | While I strongly support creating jobs for veterans and active/reserve members of our great military. I also strongly believe that there are not enough permanent positions available for the same civilian sector that those members of our military fight so hard for and I believe more positions can be and should be created. I would even go as far as saying it may be a form of discrimination to not at least hire on full time civilians amidst the veteran/reserve/active duty application pools. While still reserving the right to show full support for our troops whether active or veterans. |
|                               | We need more permanent help to clean this 140,00 square feet annex   |
|                               | Don't rely on part-time/seasonal staff to get you through every part of the year. If you have to do this, you need to find the money for additional permanent staff.   |
| <b>JNPA</b>                   | Would like to see full-time staff replaced. Most positions are being replaced with part-time.  |

| Staffing: Part-time/Seasonal |  |
|------------------------------|--|
| Organization                 | Comment  |
| <b>NPS</b>                   | Manning is terrible for what is wanted. No future planning for manning until the shortage is there. Seasonal staff are impossible to hire and not done way ahead of time which incurs massive overtime by staff every summer.  |
|                              | Job postings for seasonal staff should go out right after summer, only locals accepted, put dates of employment on job postings so people will know they have to wait and background checks should be rushed for this position (not overlooked, but done quicker to fill positions). |
|                              | I will lose all my part-time staff very soon.  |
|                              | Seasonal appointments limited number hours, and administrative restraints.   |
|                              | We are getting ready to lose all our seasonal help and need more permanent staff.  |
|                              | We do not hire part time staff and that is a mistake.  |
|                              | we don't have part time staff  |
|                              | We have no part-time staff and not enough permanent staff.   |
|                              | Nowhere near enough, especially during summer park times.  |
|                              | We have no part-time staff.  |
|                              | Need strong summer seasonal support.   |
| <b>JNPA</b>                  | Presently, we do not have any part-time help. We never get enough people for the summer hours.   |
| <b>BSD</b>                   | There is not enough part-time staff among all partners - especially in the busy summer.  |

## Employee Viewpoint Survey Results: Resources

| Time         |  |
|--------------|--|
| Organization | Comment  |
| <b>NPS</b>   | I don't have time to run all over the park to find the tools I need to do simple tasks. Some jobs only take 5 minutes, but it takes me 20 to 30 minutes to find various resources and tools and put those resources away. If time is considered a tool, no I do not have all the tools readily available for my job. |
|              | When the technology is working properly there is enough time.  |
|              | I do not have enough time to even move from duty station to station.   |
|              | The checkpoint gets busy enough that we favor expediting the process to keep the line short so it doesn't cover the lobby instead of making sure everyone is cleared to enter the Arch.  |
|              | When we are busy, the person doing bucket returns is overwhelmed. It is also very strenuous on your hands and wrists.  |
|              | Depends on the season. Less problems in the winter.  |
|              | Those responsible for the schedule are usually very good about making sure this happens.   |
| <b>BSD</b>   | Most of the time I have enough time, but sometimes things happen and we (tour guides) fall behind schedule.  |

| Other        |   |
|--------------|---|
| Organization | Comment   |
| <b>NPS</b>   | Interp. Conference Room is no longer a breakroom/storage space. Remove the extra refrigerator, fire extinguishers, old cork boards, etc. It has no business being there anymore and is in the way. FIND A PARKING SOLUTION FOR EMPLOYEES.   |
|              | Thanks for this survey and hope this makes a difference in the light of the upper echelon.  |
|              | The checkpoint has been built poorly and there are obstacles built that make the job harder to do. IE: the glass in front of the greeter position makes it harder to refill bins for the guest entering the security checkpoint.  |
| <b>JNPA</b>  | Great questions! I hope this helps.   |
|              | The resource we lack the most here is supervisors and administrators that fail to hold everyone accountable or hide behind a set of double standards. This park loves its directives and its SOPs and its policies. There are many good and decent employees that believe in them, but always a few that do not. Time and time again I see ineffective supervisors and administrators that do not want to deal with the problem employees that disrespect the system. |
| <b>BSD</b>   | We need employee parking.   |