

# **2007 PINAL COUNTY EMPLOYEE SURVEY**

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Prepared for

Pinal County  
Florence, Arizona

Prepared by

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## TABLE OF CONTENTS

	<u>Page</u>
INTRODUCTION	1
SURVEY QUESTIONNAIRE	3
OVERVIEW	7
SUMMARY OF THE FINDINGS	11
SERVICE DELIVERY	11
COMMUNICATIONS	14
JOB SATISFACTION	17
WORK ENVIRONMENT	20
COMPENSATION AND BENEFITS	23
TRAINING AND DEVELOPMENT	26
LEADERSHIP	29
BARRIERS THAT IMPACT ABILITY TO DO JOB	32

## LIST OF TABLES

TABLE 1: SERVICE DELIVERY	12
TABLE 2: SERVICE DELIVERY – DETAIL	13
TABLE 3: COMMUNICATIONS	15
TABLE 4: COMMUNICATIONS – DETAIL	16
TABLE 5: JOB SATISFACTION	18
TABLE 6: JOB SATISFACTION – DETAIL	19
TABLE 7: WORK ENVIRONMENT	21
TABLE 8: WORK ENVIRONMENT – DETAIL	22
TABLE 9: COMPENSATION AND BENEFITS	24
TABLE 10: COMPENSATION AND BENEFITS – DETAIL	25
TABLE 11: TRAINING AND DEVELOPMENT	27
TABLE 12: TRAINING AND DEVELOPMENT – DETAIL	28
TABLE 13: LEADERSHIP	30
TABLE 14: LEADERSHIP – DETAIL	31
TABLE 15: BARRIERS THAT IMPACT ABILITY TO DO JOB	32

## INTRODUCTION

This study was commissioned by Pinal County. The primary purpose of this effort was to determine employees' attitudes about working for Pinal County. More specifically, this study probed employees on 63 factors which can be classified into the following seven basic groupings:

- Service delivery (14)
- Communications (7)
- Job satisfaction (8)
- Work environment (12)
- Compensation and benefits (5)
- Training and development (9)
- Leadership (8)

The information contained in this report is based on self-administered questionnaires distributed to employees by the Behavior Research Center (BRC) and returned directly to BRC in a postage-paid envelope provided. A total of 2,351 questionnaires were distributed to all County employees in late July 2007 and a total of 487 usable interviews were received by the survey cutoff date. This volume of returns represents an overall response rate of 20.7 percent.

The questionnaire utilized on this project (SEE PAGE 3) asked employees to respond to each of the 63 factors tested using a 1 to 5 rating scale where 1 meant "do not agree" and 5 meant "agree." For the purpose of this analysis these response categories were grouped as follows: do not agree (1-2), neutral (3), agree (4-5).

This document presents the study results on a countywide basis and reviews the findings by employee gender, employee ethnicity, employee position and employee tenure. Separate summary reports have also been prepared for County departments and sub-groups within departments. These reports compare each department's results with the citywide results.

The Behavior Research Center has provided all of the information germane to the basic research objectives of this project. However, if Pinal County management requires additional data retrieval or interpretation we stand ready to provide such input.

BEHAVIOR RESEARCH CENTER

SAMPLE PROFILE

<u>GENDER</u>	
Male	40%
Female	<u>60</u>
	100%
 <u>ETHNICITY</u>	
Anglo	64%
Hispanic	24
Other	<u>12</u>
	100%
 <u>POSITION</u>	
Employee	66%
Supervisor	15
Manager	10
Exempt	<u>9</u>
	100%
 <u>TENURE</u>	
Under 1 year	13%
1 to 4 years	30
5 to 9 years	26
10 to 20 years	21
Over 20 years	<u>10</u>
	100%

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# Pinal County Employee Opinion Survey, 2007

## Section I

Pinal County has asked the Behavior Research Center to conduct an opinion survey to gather information from you in order to identify areas of strength/weakness and opportunities for improvements. **Every employee is encouraged to complete the survey.** Your responses will assist the County in addressing needed areas of improvement that are identified.

Please familiarize yourself with all instructions before completing the survey.

- Please do **NOT** sign your name. Your answers are strictly confidential. The County will **NEVER** see your completed survey. After the data is processed by The Behavior Research Center, they **will destroy the surveys.**
- Please answer the questions **honestly** and **completely** so that the results will be a constructive management tool for the County. Your suggestions in the past have led to new initiatives and investments within the County and we hope this will also.
- Please complete this survey and return it in the postage-paid envelope provided **by August 1, 2007.** This survey will take a few minutes to complete. You are free to complete it at work.

|                                                                                                                                                                                                                                                                                                                                                  |                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| <p><b>Use the following scale to answer each question:</b><br/>                 A score of 1 means you DO NOT agree with the statement; a score of 5 means you AGREE; a 2, 3, or 4 mean your opinion falls somewhere in between. Be sure to complete the full survey. Thank you for your help in making Pinal County the best place to work.</p> | <p><b>Do<br/>Not<br/>Agree</b></p> <p style="text-align: right;"><b>Agree</b></p> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|

|                                                                                                                                      | 1                        | 2                        | 3                        | 4                        | 5                        |
|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Service Delivery (Customer Service)</b>                                                                                           |                          |                          |                          |                          |                          |
| 1. In my department, we look for ways to improve our services. ....                                                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. The opinions of our customers are important to my department. ....                                                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Our customers are satisfied with the amount of time it takes for us to do our work. ....                                          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. My suggestions for improvement are taken seriously by my management. ....                                                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. The services provided by my work group are of high quality. ....                                                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. The services provided by my department are of high quality. ....                                                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Within the County there is effective coordination/communication among departments. ....                                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. I am empowered to resolve issues in my work group. ....                                                                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. My supervisor is empowered to resolve issues in my work group. ....                                                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. I know who to contact in other departments so I can provide assistance to customers on issues not handled in my department. .... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. I know how my job contributes to the County's service delivery goals. ....                                                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. My work group has measurable ways to gauge our success. ....                                                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. Management rewards exceptional service. ....                                                                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. My supervisor's actions are consistent with the County Mission, Vision and Values. ....                                          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**PINAL COUNTY - COUNTYWIDE EMPLOYEE OPINION SURVEY**

|                                                                                                                                                                                                                                      |                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| <p><b>Use the following scale to answer each question:</b><br/>                 A score of 1 means you DO NOT agree with the statement; a score of 5 means you AGREE; a 2, 3, or 4 mean your opinion falls somewhere in between.</p> | <p><b>Do<br/>Not<br/>Agree</b></p> <p style="text-align: right;"><b>Agree</b></p> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|

|                                                                                         | 1                        | 2                        | 3                        | 4                        | 5                        |
|-----------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Communication</b>                                                                    |                          |                          |                          |                          |                          |
| 15. Information is shared on a timely basis in my department. ....                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. Meetings in my department are well managed.....                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 17. I have an opportunity to provide input on the job.....                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 18. My supervisor listens to my suggestions with an open mind.....                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 19. I am kept informed about issues facing the County that affect me. ....              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 20. I have all of the information that I need to perform my duties. ....                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 21. I know how or who to contact to obtain information I need to perform my duties..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>Job Satisfaction</b>                                                                 |                          |                          |                          |                          |                          |
| 22. I enjoy the work I do. ....                                                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 23. I know what's expected of me in my job.....                                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 24. I feel valued by my supervisor. ....                                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 25. I feel valued by the County. ....                                                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 26. I like working for the County. ....                                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 27. Morale is good among employees in my department.....                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 28. My department is adequately staffed for the work we are asked to do .....           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 29. Overall, morale is good among the employees working for the County. ....            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>Work Environment</b>                                                                 |                          |                          |                          |                          |                          |
| 30. The building I work in provides a physically healthy environment. ....              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 31. The County provides the equipment I need. ....                                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 32. The County values diversity and differences in the workplace.....                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 33. Management recognizes me for the work I do. ....                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 34. My supervisor recognizes me for the work I do.....                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 35. We celebrate success in my work group. ....                                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 36. We celebrate success in my department. ....                                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 37. Management rewards innovation. ....                                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 38. Safety hazards are taken seriously and corrected quickly in my department. ....     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 39. I can report unsafe working conditions without fear of reprisal .....               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 40. My work facility/space is safe and secure. ....                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 41. I feel safe in the area where I park my vehicle.....                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>Compensation and Benefits</b>                                                        |                          |                          |                          |                          |                          |
| 42. The pay I receive is fair. ....                                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 43. The benefits I receive are fair.....                                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 44. The way pay raises are determined is reasonable.....                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 45. The benefits the County provides are sufficient to meet my family's needs.....      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 46. Promotions and recruitments in the County are handled fairly.....                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**PINAL COUNTY - COUNTY-WIDE EMPLOYEE OPINION SURVEY**

|                                                                                                                                                                                                                                      |                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| <p><b>Use the following scale to answer each question:</b><br/>                 A score of 1 means you DO NOT agree with the statement; a score of 5 means you AGREE; a 2, 3, or 4 mean your opinion falls somewhere in between.</p> | <p><b>Do<br/>Not<br/>Agree</b> <span style="float: right;"><b>Agree</b></span></p> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|

**Training & Development**

- |                                                                                                    | 1                        | 2                        | 3                        | 4                        | 5                        |
|----------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 47. I receive the training I need to do my job. ....                                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 48. I receive regular and written performance evaluations. ....                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 49. My supervisor supports employee training. ....                                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 50. Management supports employee training. ....                                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 51. I have opportunities for growth and development in my job. ....                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 52. The training I receive helps me perform my job better. ....                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 53. I know and understand the County Tuition Reimbursement Program. ....                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 54. I have had the opportunity to attend training last year. ....                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 55. New employee orientation provides all the information needed to effectively start my job. .... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Leadership**

- |                                                                                                                                |                          |                          |                          |                          |                          |
|--------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 56. Management explains the thinking behind its decisions. ....                                                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 57. I am aware of the County's Mission, Vision, and Values. ....                                                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 58. I am aware of my Departments Mission, Vision, and Values. ....                                                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 59. Overall employees performance in my Department supports the Mission, Vision, and Values of the County and Department. .... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 60. My manager's actions are consistent with the County Mission, Vision and Values. ....                                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 61. I believe the County is moving in the right direction. ....                                                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 62. Senior management frequently visits my department. ....                                                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 63. Change is managed well in my department. ....                                                                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

64. Please describe any barriers/obstacles that keep you from doing your job.

65. Additional Comments:

## Section II

Like the previous section, all responses are confidential. We will be looking at trends only. *It will be impossible to link specific responses to individual employees since the consultant will destroy the surveys after compiling the data.* This section will help us to determine if there are any significant issues among various demographic categories.

66. How long have you worked for Pinal County?

- <sup>1</sup> Less than 1 year      <sup>3</sup> 5-9 years      <sup>5</sup> 20 or more years  
<sup>2</sup> 1 to 4 years      <sup>4</sup> 10-20 years

67. Which of the following best describes your position?

- <sup>1</sup> Employee      <sup>2</sup> Supervisor      <sup>3</sup> Manager      <sup>4</sup> Exempt

68. What is your gender?      <sup>1</sup> Male      <sup>2</sup> Female

69. What is your ethnic/racial background?

- <sup>1</sup> African American      <sup>2</sup> Asian American      <sup>3</sup> Hispanic/Latino      <sup>4</sup> Native American  
<sup>5</sup> Arab American      <sup>6</sup> Anglo-American      <sup>7</sup> Multi-Ethnic      <sup>8</sup> Pacific Islander  
<sup>9</sup> Other \_\_\_\_\_

70. Where do you work (select one box)?

### Elected Officials Offices

- <sup>01</sup> Assessor  
<sup>02</sup> Board of Supervisors/School Superintendent  
<sup>03</sup> County Attorney  
<sup>04</sup> Recorder

- <sup>05</sup> Sheriff – Administration  
<sup>06</sup> Sheriff – Patrol  
<sup>07</sup> Sheriff – Investigations  
<sup>08</sup> Sheriff – Detention

- <sup>09</sup> Treasurer

### Judicial Branch

- <sup>10</sup> Clerk of the Court  
<sup>11</sup> Superior Court – Court Administration  
<sup>12</sup> Superior Court – Adult Probation  
<sup>13</sup> Superior Court – Juvenile Probation  
<sup>14</sup> Superior Court – Juvenile Detention  
<sup>15</sup> Superior Court – Justice Courts

### County Offices

- <sup>16</sup> County Manager

### Administrative Services

- <sup>17</sup> Budget & Research/Elections/Risk Mgmt/Fleet/Admin Staff  
<sup>18</sup> Finance/Human Resources  
<sup>19</sup> Facilities Management/Fairgrounds  
<sup>20</sup> Information Technology

### Development Services

- <sup>21</sup> Air Quality/One Stop Shop  
<sup>22</sup> Environmental Health  
<sup>23</sup> Building Safety  
<sup>24</sup> Planning & Development  
<sup>25</sup> Public Works

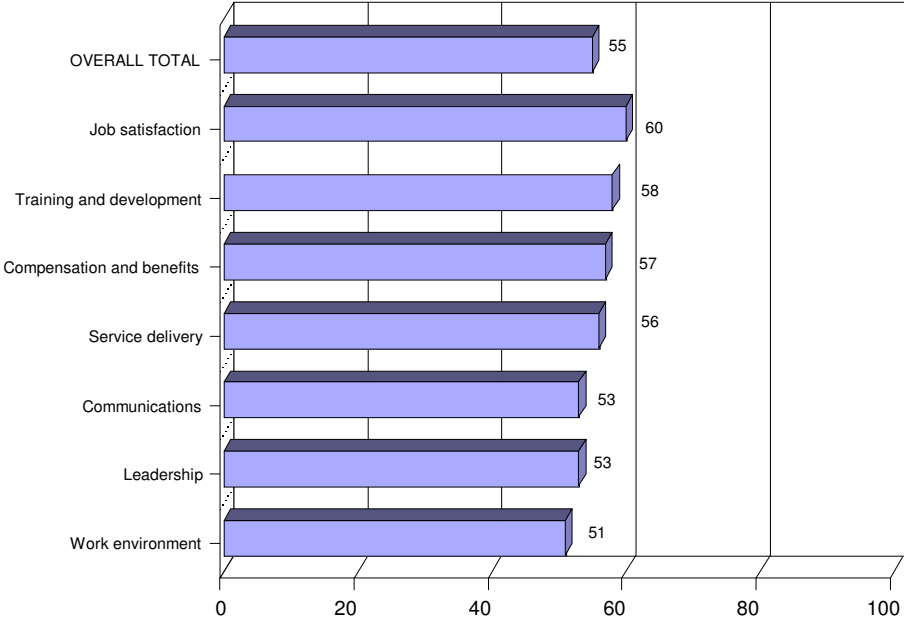
### Health & Human Services

- <sup>26</sup> Animal Care & Control  
<sup>27</sup> Correctional Health  
<sup>28</sup> Horizon Home Care  
<sup>29</sup> Housing  
<sup>30</sup> Long Term Care  
<sup>31</sup> Public Defender  
<sup>32</sup> Public Fiduciary/Behavioral Health/Library District

# OVERVIEW

- When the individual readings generated by employees in this study are summarized into composite readings, we find that the County’s overall reading reaches 55. Of the seven factors which comprise the overall summary, job satisfaction (60) generates the highest reading. Each of the remaining six factors generates readings between 51 and 58.

## COMPOSITE<sup>1</sup> SUMMARY TOTALS



<sup>1</sup> Combined total of agree readings divided by number of readings

27.054 C-1

- Demographically, the findings reveal that relatively little difference is found in the composite readings when they are analyzed by gender, ethnicity and tenure. Major differences are revealed, however, by position with rank-and-file employees offering a composite overall reading of only 50 compared to 75 for managers, 73 for exempts and 60 for supervisors. Rank-and-file employees rank lower than other employees in each of the seven factors which comprise the overall summary, and generate readings under 50 on three factors – work environment (46), leadership (47) and communications (46).

COMPOSITE SUMMARY TOTALS  
BY EMPLOYEE DEMOGRAPHICS

|                  | Job Satisfac-<br>tion | Train-<br>ing/<br>Devel. | Compen-<br>sation/<br>Benefits | Service<br>Delivery | Commun-<br>ications | Leader-<br>ship | Work<br>Environ-<br>ment | OVERALL<br>TOTAL |
|------------------|-----------------------|--------------------------|--------------------------------|---------------------|---------------------|-----------------|--------------------------|------------------|
| <u>TOTAL</u>     | 60                    | 58                       | 57                             | 56                  | 53                  | 53              | 51                       | 55               |
| <u>GENDER</u>    |                       |                          |                                |                     |                     |                 |                          |                  |
| Male             | 61                    | 59                       | 56                             | 54                  | 51                  | 53              | 51                       | 55               |
| Female           | 60                    | 59                       | 59                             | 59                  | 56                  | 55              | 53                       | 57               |
| <u>ETHNICITY</u> |                       |                          |                                |                     |                     |                 |                          |                  |
| Anglo            | 61                    | 60                       | 56                             | 57                  | 54                  | 54              | 53                       | 56               |
| Minority         | 61                    | 56                       | 62                             | 56                  | 53                  | 54              | 51                       | 56               |
| <u>POSITION</u>  |                       |                          |                                |                     |                     |                 |                          |                  |
| Employee         | 57                    | 51                       | 52                             | 50                  | 47                  | 47              | 46                       | 50               |
| Supervisors      | 61                    | 65                       | 58                             | 63                  | 59                  | 59              | 56                       | 60               |
| Manager          | 71                    | 78                       | 75                             | 75                  | 79                  | 76              | 69                       | 75               |
| Exempt           | 72                    | 83                       | 76                             | 73                  | 67                  | 73              | 68                       | 73               |
| <u>TENURE</u>    |                       |                          |                                |                     |                     |                 |                          |                  |
| Under 5          | 61                    | 56                       | 56                             | 55                  | 53                  | 53              | 53                       | 55               |
| 5 or more        | 60                    | 61                       | 59                             | 58                  | 57                  | 55              | 51                       | 57               |

- When the individual readings on each of the 63 factors included in this study are analyzed, we find that on nine factors, 70 percent of employees or more offer positive agreement readings:
  - I enjoy the work I do (85%)
  - I know what's expected of me in my job (84%)
  - I am aware of the County's Mission, Vision and Values (81%)
  - I like working for the County (80%)
  - The services provided by my work group are of high quality (78%)
  - I know my job contributes to the County's service delivery goals (76%)
  - The benefits I receive are fair (74%)
  - The services provided by my department are of high quality (73%)
  - I am aware of my department's Mission, Vision and Values (70%)
  
- A second tier of 15 factors receives agreement readings from between 60 and 69 percent of employees:
  - I know how or who to contact to obtain information I need to perform my duties (69%)
  - My supervisor supports employee training (68%)
  - The opinions of our customers are important to my department (67%)
  - My supervisor is empowered to resolve issues in my work group (67%)

- I feel safe in the area where I park my vehicle (67%)
  - I can report unsafe working conditions without fear of reprisal (66%)
  - My work facility/space is safe and secure (63%)
  - The training I receive helps me perform my job better (63%)
  - Management supports employee training (63%)
  - I had the opportunity to attend training last year (63%)
  - The benefits the County provides are sufficient to meet my family's needs (63%)
  - In my department, we look for ways to improve our services (62%)
  - I receive regular and written performance evaluations (62%)
  - I feel valued by my supervisor (62%)
  - I believe the County is moving in the right direction (62%)
- A third tier of 19 factors receives agreement readings from 51 to 59 percent.
    - Overall, employees' performance in my department supports the Mission, Vision and Values of the County and department (59%)
    - I know and understand the County Tuition Reimbursement Program (59%)
    - The pay I receive is fair (59%)
    - The County provides the equipment I need (58%)
    - My supervisor's actions are consistent with the County Mission, Visions and Values (57%)
    - My supervisor listens to my suggestions with an open mind (57%)
    - Safety hazards are taken seriously and corrected quickly in my department (57%)
    - I receive the training I need to do my job (57%)
    - I have an opportunity to provide input on the job (56%)
    - The County values diversity and differences in the workplace (56%)
    - My supervisor recognizes me for the work I do (56%)
    - My manager's actions are consistent with the County Mission, Visions and Values (56%)
    - My work group has measurable ways to gauge our success (55%)
    - I know who to contact in other departments so I can provide assistance to customers on issues not handled in my department (54%)
    - I have all of the information that I need to perform my duties (54%)
    - Our customers are satisfied with the amount of time it takes for us to do our work (52%)
    - I am empowered to resolve issues in my work group (51%)
    - The way pay raises are determined is reasonable (51%)
    - I feel valued by the County (51%)
- Each of the remaining 20 factors studied receives agreement readings below 50 percent and disagreement readings from 30 percent of employees or more. On nine factors, the disagreement readings are equal to or higher than the agreement readings:
    - I have opportunities for growth and development in my job (48% agree/31% disagree)
    - My suggestions for improvement are taken seriously by my management (48% agree/34% disagree)

- I am kept informed about issues facing the County that affect me (47% agree/32% disagree)
- Meetings in my department are well managed (45% agree/35% disagree)
- The building I work in provides a physically healthy environment (44% agree/34% disagree)
- Morale is good among employees in my department (43% agree/35% disagree)
- We celebrate success in my work group (42% agree/38% disagree)
- Information is shared on a timely basis in my department (42% agree/38% disagree)
- New employee orientation provides all the information needed to effectively start my job (41% agree/31% disagree)
- Management recognizes me for the work I do (41% agree/39% disagree)
- Overall, morale is good among the employees working for the County (36% agree/30% disagree)

- We celebrate success in my department (39% agree/39% disagree)
- Change is managed well in my department (38% agree/38% disagree)
- Promotions and recruitments in the County are handled fairly (37% agree/39% disagree)
- My department is adequately staffed for the work we are asked to do (36% agree/47% disagree)
- Management explains the thinking behind its decisions (33% agree/47% disagree)
- Management rewards innovation (27% agree/49% disagree)
- Senior management frequently visits my department (27% agree/56% disagree)
- Management rewards exceptional service (25% agree/55% disagree)
- Within the County there is effective coordination/communication among departments (19% agree/54% disagree)

# SUMMARY OF THE FINDINGS

## SERVICE DELIVERY

Three out of four County employees indicate that: 1) the services provided by their work group are of high quality (78%); 2) that they know how their job contributes to the County's service delivery goals (76%); and 3) that the services provided by their department are of high quality (73%). Table 1 also reveals that roughly two out of three employees believe: 1) the opinions of their customers are important to their department (67%); 2) that their supervisor is empowered to resolve issues in their work group (67%); and 3) that in their department they look for ways to improve their services (62%). Five additional factors in this category receive positive readings from 51 to 57 percent of employees and three from under 50 percent of employees. Also note that two factors receive negative readings from a majority of employees – management rewards exceptional service (55% disagree) and within the County there is effective coordination/communications among departments (54% disagree).

## SERVICE DELIVERY

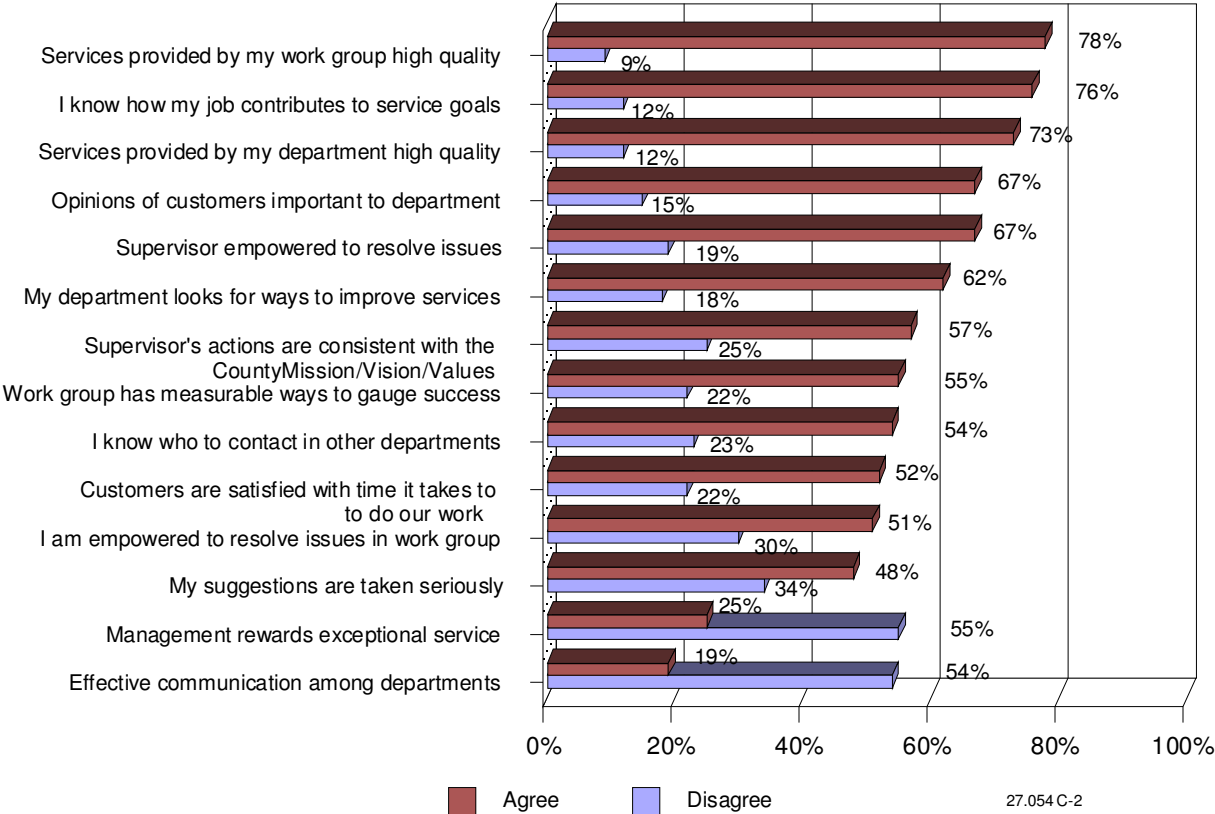


TABLE 1: SERVICE DELIVERY

|                                                                                                                            | <u>Disagree</u> | <u>Neutral</u> | <u>Agree</u> |
|----------------------------------------------------------------------------------------------------------------------------|-----------------|----------------|--------------|
| The services provided by my work group are of high quality                                                                 | 9%              | 13%            | 78%          |
| I know how my job contributes to the County's service delivery goals                                                       | 12              | 12             | 76           |
| The services provided by my department are of high quality                                                                 | 12              | 15             | 73           |
| The opinions of our customers are important to my department                                                               | 15              | 18             | 67           |
| My supervisor is empowered to resolve issues in my work group                                                              | 19              | 14             | 67           |
| In my department, we look for ways to improve our services                                                                 | 18              | 20             | 62           |
| My supervisor's actions are consistent with the County Mission, Vision and Values                                          | 25              | 18             | 57           |
| My work group has measurable ways to gauge our success                                                                     | 22              | 23             | 55           |
| I know who to contact in other departments so I can provide assistance to customers on issues not handled in my department | 23              | 23             | 54           |
| Our customers are satisfied with the amount of time it takes for us to do our work                                         | 22              | 26             | 52           |
| I am empowered to resolve issues in my work group                                                                          | 30              | 19             | 51           |
| My suggestions for improvement are taken seriously by my management                                                        | 34              | 18             | 48           |
| Management rewards exceptional service                                                                                     | 55              | 20             | 25           |
| Within the County there is effective coordination/ communication among departments                                         | 54              | 27             | 19           |

|                                      |           |
|--------------------------------------|-----------|
| <b>COMPOSITE SUMMARY<sup>1</sup></b> | <b>56</b> |
|--------------------------------------|-----------|

<sup>1</sup>Combined total of agree readings divided by number of readings.

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In the following table it may be seen that supervisors (63), managers (75) and exempt employees (73) offer far more positive composite readings than rank-and-file employees (50).

TABLE 2: SERVICE DELIVERY – DETAIL

	% AGREE										
	GENDER		ETHNICITY			POSITION			TENURE		
	TOTAL	Male	Female	Anglo	Minor-ity	Em-ployee	Super-visor	Man-ager	Exempt	Under 5	5 or More
The services provided by my work group are of high quality	78%	78%	81%	82%	75%	74%	85%	96%	93%	81%	78%
I know how my job contributes to the County's service delivery goals	76	74	77	74	80	72	83	83	81	71	79
The services provided by my department are of high quality	73	70	76	76	70	68	74	93	88	72	74
The opinions of our customers are important to my department	67	62	72	66	69	60	74	85	93	62	72
My supervisor is empowered to resolve issues in my work group	67	68	69	70	66	60	80	89	85	66	70
In my department, we look for ways to improve our services	62	57	67	64	60	53	70	91	88	58	66
My supervisor's actions are consistent with the County Mission, Vision and Values	57	57	60	61	63	49	68	80	90	58	59
My work group has measurable ways to gauge our success	55	52	59	58	53	50	67	72	67	56	57
I know who to contact in other departments so I can provide assistance to customers on issues not handled in my department	54	52	57	53	57	51	61	63	67	46	62
Our customers are satisfied with the amount of time it takes for us to do our work	52	47	55	49	58	47	52	65	73	49	55
I am empowered to resolve issues in my work group	51	49	52	55	45	38	70	87	73	46	54
My suggestions for improvement are taken seriously by my management	48	48	49	49	47	38	55	80	74	49	48
Management rewards exceptional service	25	25	27	27	24	20	29	44	38	26	26
Within the County there is effective coordination/communication among departments	19	20	18	18	21	20	18	18	17	24	16
<b>COMPOSITE SUMMARY</b>	<b>56</b>	<b>54</b>	<b>59</b>	<b>57</b>	<b>56</b>	<b>50</b>	<b>63</b>	<b>75</b>	<b>73</b>	<b>55</b>	<b>58</b>

## COMMUNICATIONS

When employees are asked to evaluate communications at the County, a majority offer positive readings in four of the seven factors studied: 1) I know how or who to contact to obtain information I need to perform by duties (69%); 2) my supervisor listens to my suggestions with an open mind (57%); 3) I have an opportunity to provide input on the job (56%); and 4) I have all of the information that I need to perform my duties (54%). Receiving lower positive and higher negative readings are the remaining three factors: 1) I am kept informed about issues facing the County that affect me (47% positive/32% negative); 2) meetings in my department are well managed (45% positive/35% negative); and 3) information is shared on a timely basis in my department (42% positive/38% negative).

## COMMUNICATIONS

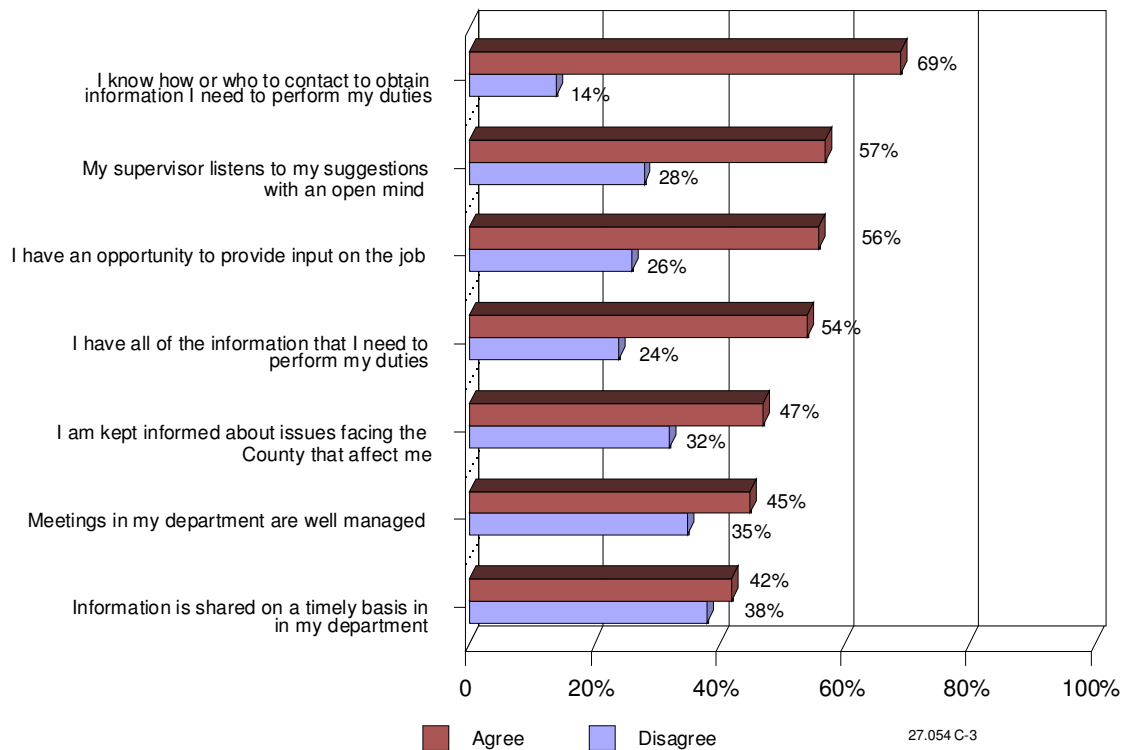


TABLE 3: COMMUNICATIONS

	<u>Disagree</u>	<u>Neutral</u>	<u>Agree</u>
I know how or who to contact to obtain information I need to perform my duties	14%	17%	69%
My supervisor listens to my suggestions with an open mind	28	15	57
I have an opportunity to provide input on the job	26	18	56
I have all of the information that I need to perform my duties	24	22	54
I am kept informed about issues facing the County that affect me	32	21	47
Meetings in my department are well managed	35	20	45
Information is shared on a timely basis in my department	38	20	42

<b>COMPOSITE SUMMARY</b>	<b>53</b>
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Again, rank-and-file employees offer lower readings than do other types of employees.

TABLE 4: COMMUNICATIONS – DETAIL

% AGREE

|                                                                                | GENDER    |           | ETHNICITY |           |               | POSITION      |                 |              | TENURE    |            |              |
|--------------------------------------------------------------------------------|-----------|-----------|-----------|-----------|---------------|---------------|-----------------|--------------|-----------|------------|--------------|
|                                                                                | TOTAL     | Male      | Female    | Anglo     | Minor-<br>lty | Em-<br>ployee | Super-<br>visor | Man-<br>ager | Exempt    | Under<br>5 | 5 or<br>More |
| I know how or who to contact to obtain information I need to perform my duties | 69%       | 67%       | 70%       | 69%       | 68%           | 63%           | 73%             | 93%          | 76%       | 61%        | 75%          |
| My supervisor listens to my suggestions with an open mind                      | 57        | 56        | 59        | 58        | 55            | 49            | 68              | 82           | 73        | 59         | 57           |
| I have an opportunity to provide input on the job                              | 56        | 54        | 60        | 62        | 51            | 48            | 64              | 89           | 81        | 58         | 57           |
| I have all of the information that I need to perform my duties                 | 54        | 53        | 58        | 56        | 57            | 50            | 59              | 77           | 71        | 51         | 60           |
| I am kept informed about issues facing the County that affect me               | 47        | 44        | 49        | 44        | 52            | 42            | 54              | 67           | 55        | 49         | 46           |
| Meetings in my department are well managed                                     | 45        | 40        | 49        | 45        | 48            | 39            | 48              | 71           | 59        | 45         | 46           |
| Information is shared on a timely basis in my department                       | 42        | 40        | 45        | 45        | 41            | 36            | 50              | 73           | 52        | 46         | 41           |
| <b>COMPOSITE SUMMARY</b>                                                       | <b>53</b> | <b>51</b> | <b>56</b> | <b>54</b> | <b>53</b>     | <b>47</b>     | <b>59</b>       | <b>79</b>    | <b>67</b> | <b>53</b>  | <b>55</b>    |

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## JOB SATISFACTION

Eight out of ten employees or more rate their job satisfaction in positive terms in three of eight factors studied: 1) I enjoy my job (85%); 2) I know what's expected of me in my job (84%); and 3) I like working for the County (80%). The remaining five factors receive positive readings from between 36 percent and 62 percent of employees. Each of these factors also receives negative readings from 25 percent of employees or more. One factor, my department is adequately staffed for the work we are asked to do, receives a higher negative reading (47%) than positive reading (36%).

## JOB SATISFACTION

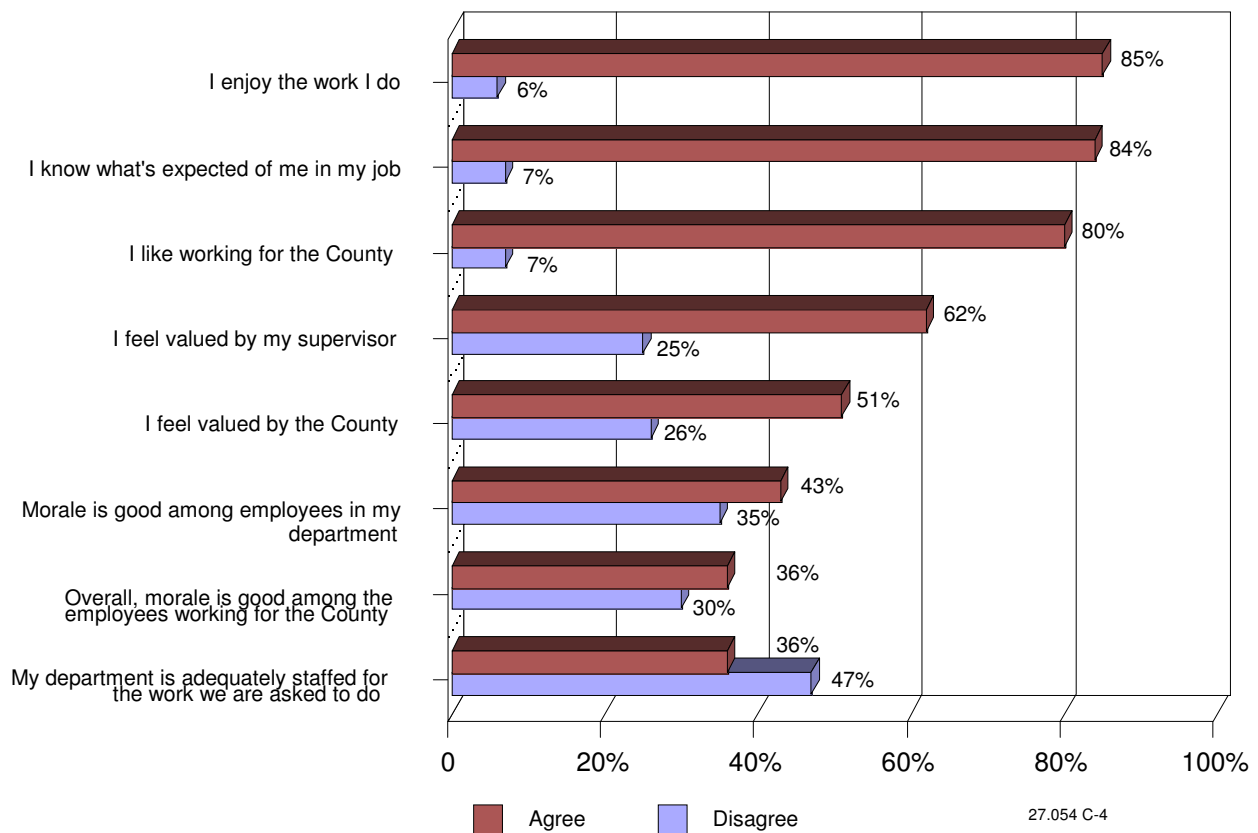


TABLE 5 JOB SATISFACTION

	<u>Disagree</u>	<u>Neutral</u>	<u>Agree</u>
I enjoy the work I do	6%	9%	85%
I know what's expected of me in my job	7	9	84
I like working for the County	7	13	80
I feel valued by my supervisor	25	13	62
I feel valued by the County	26	23	51
Morale is good among employees in my department	35	22	43
Overall, morale is good among the employees working for the County	30	34	36
My department is adequately staffed for the work we are asked to do	47	17	36

<b>COMPOSITE SUMMARY</b>	<b>60</b>
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Similar to the previous sections, rank-and-file employees offer lower positive readings than other types of employees.

**TABLE 6: JOB SATISFACTION – DETAIL**

% AGREE

|                                                                     | GENDER    |           | ETHNICITY |           |               | POSITION      |                 |              | TENURE    |            |              |
|---------------------------------------------------------------------|-----------|-----------|-----------|-----------|---------------|---------------|-----------------|--------------|-----------|------------|--------------|
|                                                                     | TOTAL     | Male      | Female    | Anglo     | Minor-<br>lty | Em-<br>ployee | Super-<br>visor | Man-<br>ager | Exempt    | Under<br>5 | 5 or<br>More |
| I enjoy the work I do                                               | 85%       | 88%       | 83%       | 87%       | 85%           | 83%           | 86%             | 94%          | 88%       | 85%        | 86%          |
| I know what's expected of me in my job                              | 84        | 83        | 86        | 85        | 83            | 83            | 89              | 83           | 86        | 82         | 86           |
| I like working for the County                                       | 80        | 86        | 78        | 82        | 82            | 79            | 79              | 87           | 91        | 81         | 81           |
| I feel valued by my supervisor                                      | 62        | 60        | 65        | 64        | 60            | 56            | 67              | 85           | 78        | 61         | 64           |
| I feel valued by the County                                         | 51        | 53        | 53        | 51        | 56            | 49            | 50              | 63           | 71        | 55         | 51           |
| Morale is good among employees in my department                     | 43        | 44        | 44        | 46        | 41            | 35            | 52              | 65           | 67        | 46         | 42           |
| Overall, morale is good among the employees working for the County  | 36        | 38        | 36        | 34        | 43            | 34            | 35              | 46           | 49        | 41         | 34           |
| My department is adequately staffed for the work we are asked to do | 36        | 39        | 36        | 35        | 40            | 36            | 30              | 41           | 43        | 38         | 36           |
| <b>COMPOSITE SUMMARY</b>                                            | <b>60</b> | <b>61</b> | <b>60</b> | <b>61</b> | <b>61</b>     | <b>57</b>     | <b>61</b>       | <b>71</b>    | <b>72</b> | <b>61</b>  | <b>60</b>    |

## WORK ENVIRONMENT

When employees are asked to evaluate their work environment, a majority offer positive readings on seven of the 12 factors studied, while on the remaining five factors less than a majority offer positive readings. The three factors which receive the highest positive readings are: 1) I feel safe in the area where I park my vehicle (67%); 2) I can report unsafe working conditions without fear of reprisal (66%); and 3) my work facility/space is safe and secure (63%). On the flip side, the two factors which receive the lowest positive readings are: 1) management rewards innovation (27% positive/49% negative); and 2) we celebrate success in my department (39% positive/39% negative).

## WORK ENVIRONMENT

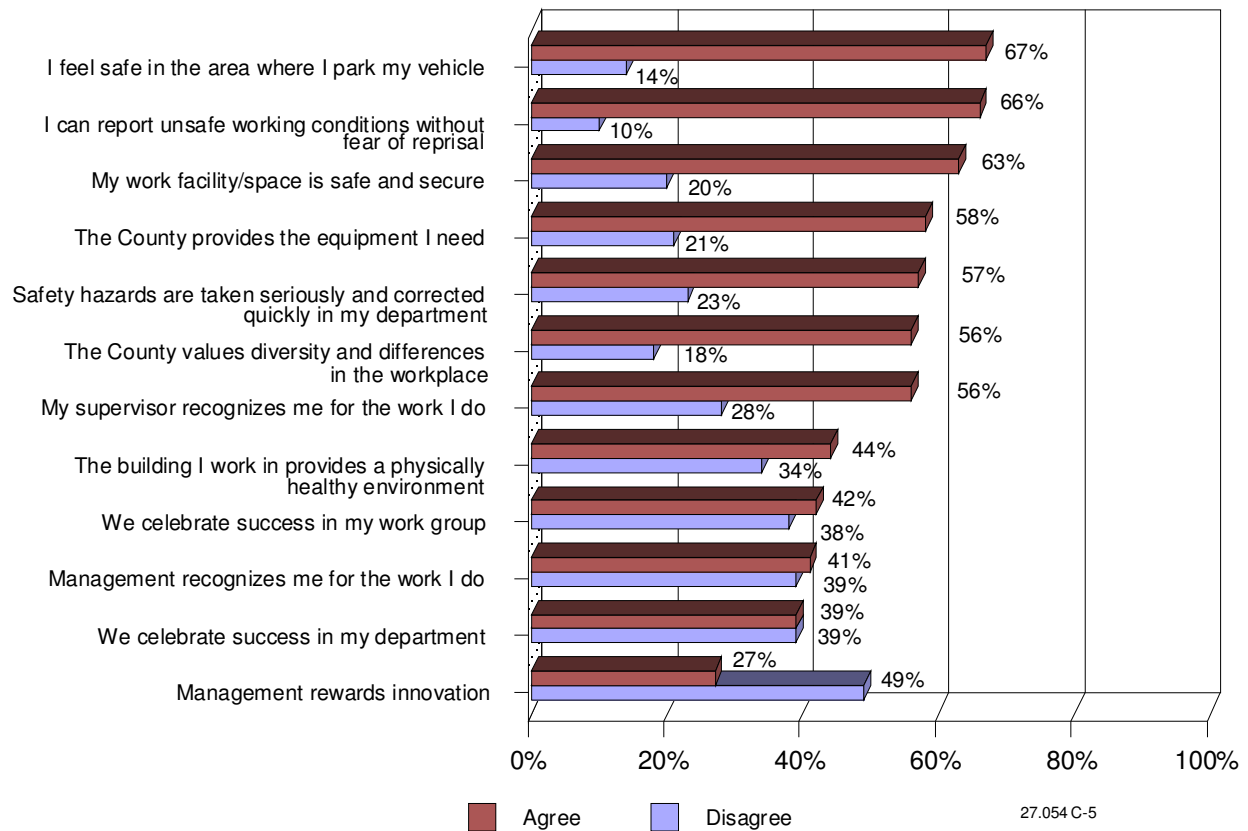


TABLE 7: WORK ENVIRONMENT

|                                                                              | <u>Disagree</u> | <u>Neutral</u> | <u>Agree</u> |
|------------------------------------------------------------------------------|-----------------|----------------|--------------|
| I feel safe in the area where I park my vehicle                              | 14%             | 19%            | 67%          |
| I can report unsafe working conditions without<br>fear of reprisal           | 10              | 16             | 66           |
| My work facility/space is safe and secure                                    | 20              | 17             | 63           |
| The County provides the equipment I need                                     | 21              | 21             | 58           |
| Safety hazards are taken seriously and corrected<br>quickly in my department | 23              | 20             | 57           |
| The County values diversity and differences<br>in the workplace              | 18              | 26             | 56           |
| My supervisor recognizes me for the work I do                                | 28              | 15             | 56           |
| The building I work in provides a physically<br>healthy environment          | 34              | 22             | 44           |
| We celebrate success in my work group                                        | 38              | 20             | 42           |
| Management recognizes me for the work I do                                   | 39              | 20             | 41           |
| We celebrate success in my department*                                       | 39              | 23             | 39           |
| Management rewards innovation                                                | 49              | 24             | 27           |

|                          |           |
|--------------------------|-----------|
| <b>COMPOSITE SUMMARY</b> | <b>51</b> |
|--------------------------|-----------|

\* Total does not equal 100% due to rounding

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As with the previous sections, rank-and-file employees (46) offer lower readings than supervisors (56), managers (69) or exempt employees (68).

TABLE 8: WORK ENVIRONMENT – DETAIL

	% AGREE										
	GENDER		ETHNICITY			POSITION			TENURE		
	TOTAL	Male	Female	Anglo	Minor-ity	Em-ployee	Super-visor	Man-ager	Exempt	Under 5	5 or More
I feel safe in the area where I park my vehicle	67%	68%	67%	68%	66%	63%	68%	78%	83%	65%	69%
I can report unsafe working conditions without fear of reprisal	66	64	68	68	62	58	71	91	86	66	66
My work facility/space is safe and secure	63	64	64	63	67	61	70	74	67	65	64
The County provides the equipment I need	58	62	57	60	59	56	52	78	76	61	57
Safety hazards are taken seriously and corrected quickly in my department	57	56	58	61	52	50	63	78	74	55	59
The County values diversity and differences in the workplace	56	54	58	57	57	51	61	71	68	62	52
My supervisor recognizes me for the work I do	56	54	60	57	57	50	70	80	68	56	59
The building I work in provides a physically healthy environment	44	46	42	44	45	43	47	43	50	49	40
We celebrate success in my work group	42	39	47	46	40	34	53	67	68	45	42
Management recognizes me for the work I do	41	42	42	41	41	33	42	73	66	40	43
We celebrate success in my department	39	36	42	40	39	32	45	56	71	42	38
Management rewards innovation	27	30	26	28	25	22	28	44	42	28	26
<b>COMPOSITE SUMMARY</b>	<b>51</b>	<b>51</b>	<b>53</b>	<b>53</b>	<b>51</b>	<b>46</b>	<b>56</b>	<b>69</b>	<b>68</b>	<b>53</b>	<b>51</b>

## COMPENSATION AND BENEFITS

Seventy-four percent of employees believe the benefits they receive are fair, while 63 percent believe the benefits the County provides are sufficient to meet their family's needs and 59 percent believe the pay they receive is fair. In comparison, 51 percent of employees believe the way pay raises are determined is reasonable, while only 37 percent believe promotions and recruitments in the County are handled fairly (39% disagree).

## COMPENSATION AND BENEFITS

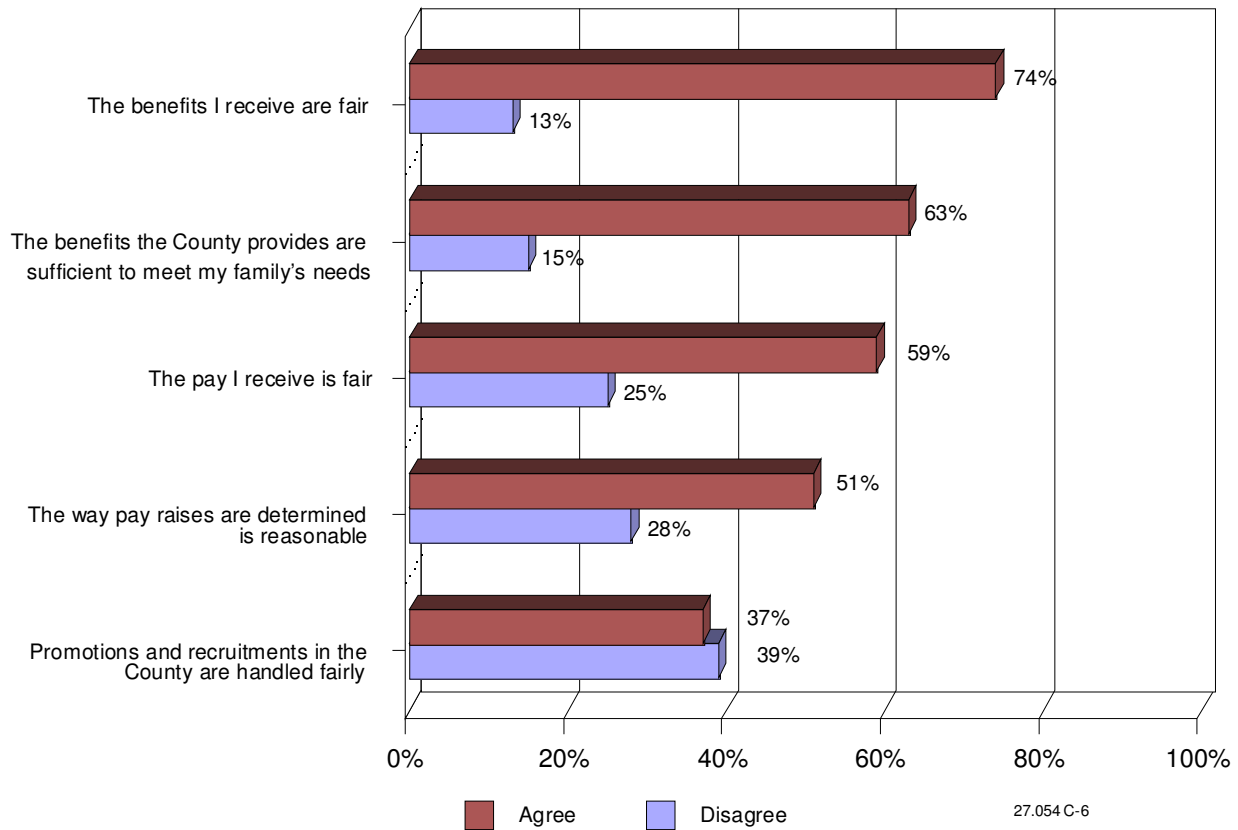


TABLE 9: COMPENSATION AND BENEFITS

	<u>Disagree</u>	<u>Neutral</u>	<u>Agree</u>
The benefits I receive are fair	13%	13%	74%
The benefits the County provides are sufficient to meet my family's needs	15	22	63
The pay I receive is fair	25	16	59
The way pay raises are determined is reasonable	28	21	51
Promotions and recruitments in the County are handled fairly	39	24	37

<b>COMPOSITE SUMMARY</b>	<b>57</b>
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Again, rank-and-file employees offer lower readings than other employees.

**TABLE 10: COMPENSATION AND BENEFITS – DETAIL**

|                                                                           | % AGREE   |           |           |           |           |               |                 |              |           |            |              |
|---------------------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|---------------|-----------------|--------------|-----------|------------|--------------|
|                                                                           | GENDER    |           | ETHNICITY |           |           | POSITION      |                 |              | TENURE    |            |              |
|                                                                           | TOTAL     | Male      | Female    | Anglo     | Minor-ity | Em-<br>ployee | Super-<br>visor | Man-<br>ager | Exempt    | Under<br>5 | 5 or<br>More |
| The benefits I receive are fair                                           | 74%       | 70%       | 78%       | 72%       | 83%       | 70%           | 77%             | 85%          | 93%       | 72%        | 77%          |
| The benefits the County provides are sufficient to meet my family's needs | 63        | 60        | 65        | 63        | 67        | 57            | 64              | 80           | 88        | 64         | 63           |
| The pay I receive is fair                                                 | 59        | 58        | 61        | 59        | 63        | 55            | 56              | 72           | 88        | 56         | 63           |
| The way pay raises are determined is reasonable                           | 51        | 51        | 52        | 49        | 59        | 48            | 49              | 78           | 50        | 51         | 52           |
| Promotions and recruitments in the County are handled fairly              | 37        | 39        | 37        | 39        | 38        | 31            | 42              | 59           | 59        | 38         | 38           |
| <b>COMPOSITE SUMMARY</b>                                                  | <b>57</b> | <b>56</b> | <b>59</b> | <b>56</b> | <b>62</b> | <b>52</b>     | <b>58</b>       | <b>75</b>    | <b>76</b> | <b>56</b>  | <b>59</b>    |

## TRAINING AND DEVELOPMENT

County training and development is rated in positive terms by six out of ten employees or more in five of nine factors studied: 1) my supervisor supports employee training (66%); 2) the training I receive helps me perform my job better (63%); 3) management supports employee training (66%); 4) I had the opportunity to attend training last year (63%); and 5) I receive regular and written performance evaluations (62%). The County receives its lowest positive readings on training and development on the factors: 1) I have opportunities for growth and development in my job (48% positive/31% negative); and 2) new employee orientation provides all information needed to effectively start my job (41% positive/31% negative).

## TRAINING AND DEVELOPMENT

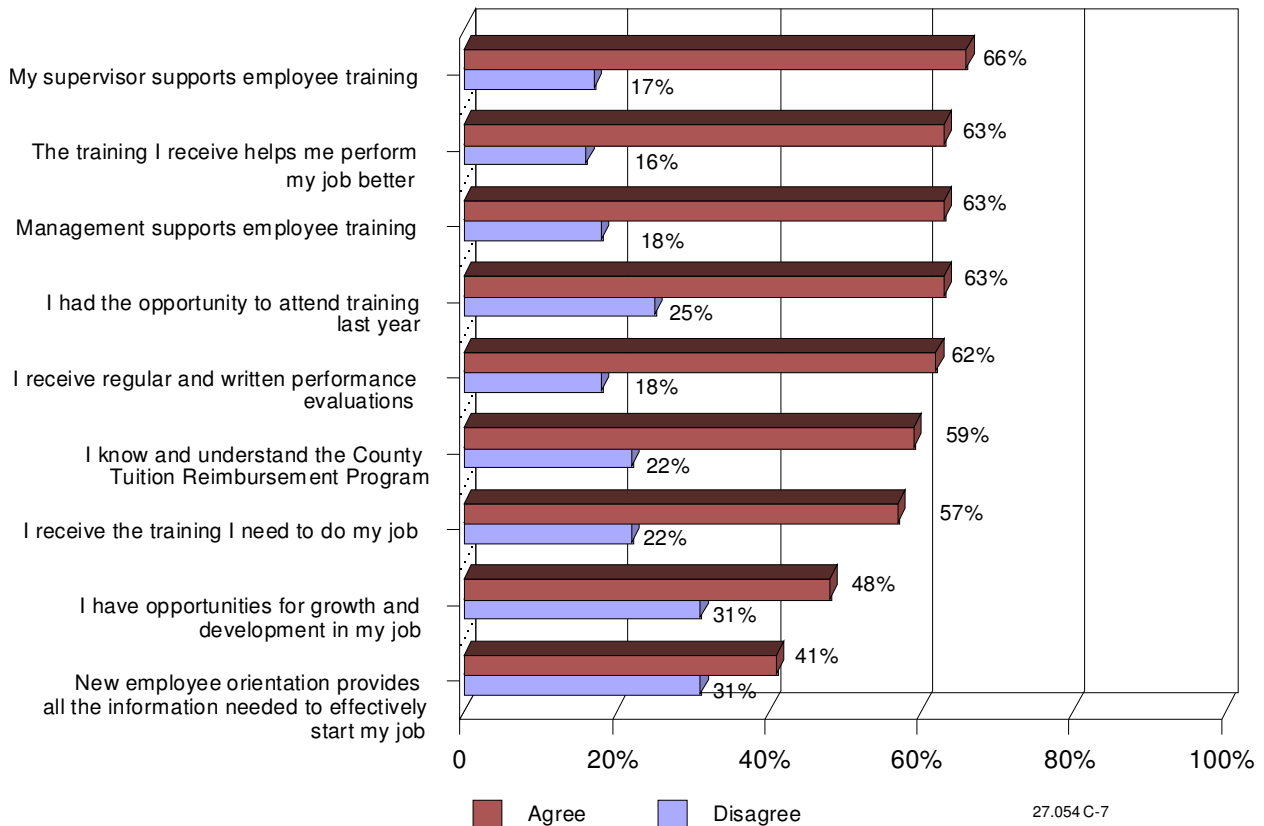


TABLE 11: TRAINING AND DEVELOPMENT

|                                                                                          | <u>Disagree</u> | <u>Neutral</u> | <u>Agree</u> |
|------------------------------------------------------------------------------------------|-----------------|----------------|--------------|
| My supervisor supports employee training                                                 | 17%             | 15%            | 68%          |
| The training I receive helps me perform my job better                                    | 16              | 21             | 63           |
| Management supports employee training                                                    | 18              | 19             | 63           |
| I had the opportunity to attend training last year                                       | 25              | 12             | 63           |
| I receive regular and written performance evaluations                                    | 18              | 20             | 62           |
| I know and understand the County Tuition Reimbursement Program                           | 22              | 19             | 59           |
| I receive the training I need to do my job                                               | 22              | 21             | 57           |
| I have opportunities for growth and development in my job                                | 31              | 21             | 48           |
| New employee orientation provides all the information needed to effectively start my job | 31              | 28             | 41           |
| <b>COMPOSITE SUMMARY</b>                                                                 |                 |                | <b>58</b>    |

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As has been the case on every other section analyzed, rank-and-file employees offer the lowest readings.

TABLE 12: TRAINING AND DEVELOPMENT – DETAIL

	% AGREE										
	GENDER		ETHNICITY			POSITION			TENURE		
	TOTAL	Male	Female	Anglo	Minor-ity	Em- ployee	Super- visor	Man- ager	Exempt	Under 5	5 or More
My supervisor supports employee training	68%	68%	71%	73%	62%	60%	85%	89%	95%	66%	72%
The training I receive helps me perform my job better	63	65	64	65	64	58	65	89	85	62	66
Management supports employee training	63	64	63	64	64	56	65	84	95	60	66
I had the opportunity to attend training last year	63	65	63	68	57	52	77	93	90	62	65
I receive regular and written performance evaluations	62	61	62	67	55	57	74	74	76	57	67
I know and understand the County Tuition Reimbursement Program	59	58	60	61	55	50	65	83	88	54	63
I receive the training I need to do my job	57	58	58	60	54	51	58	83	83	53	62
I have opportunities for growth and development in my job	48	52	46	50	47	38	58	71	81	51	46
New employee orientation provides all the information needed to effectively start my job	41	40	41	36	47	40	34	36	56	40	41
<b>COMPOSITE SUMMARY</b>	<b>58</b>	<b>59</b>	<b>59</b>	<b>60</b>	<b>56</b>	<b>51</b>	<b>65</b>	<b>78</b>	<b>83</b>	<b>56</b>	<b>61</b>

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## LEADERSHIP

Eighty-one percent of employees indicate they are aware of the County's Mission, Vision and Values, while 70 percent are aware of their department's Mission, Vision and Values and 62 percent believe the County is moving in the right direction. On the downside, only 27 percent of employees indicate that senior management frequently visits their department (56% say they do not) while 33 percent feel that management explains the thinking behind its decisions (47% disagree) and 38 percent believe change is managed well in their department (38% disagree).

## LEADERSHIP

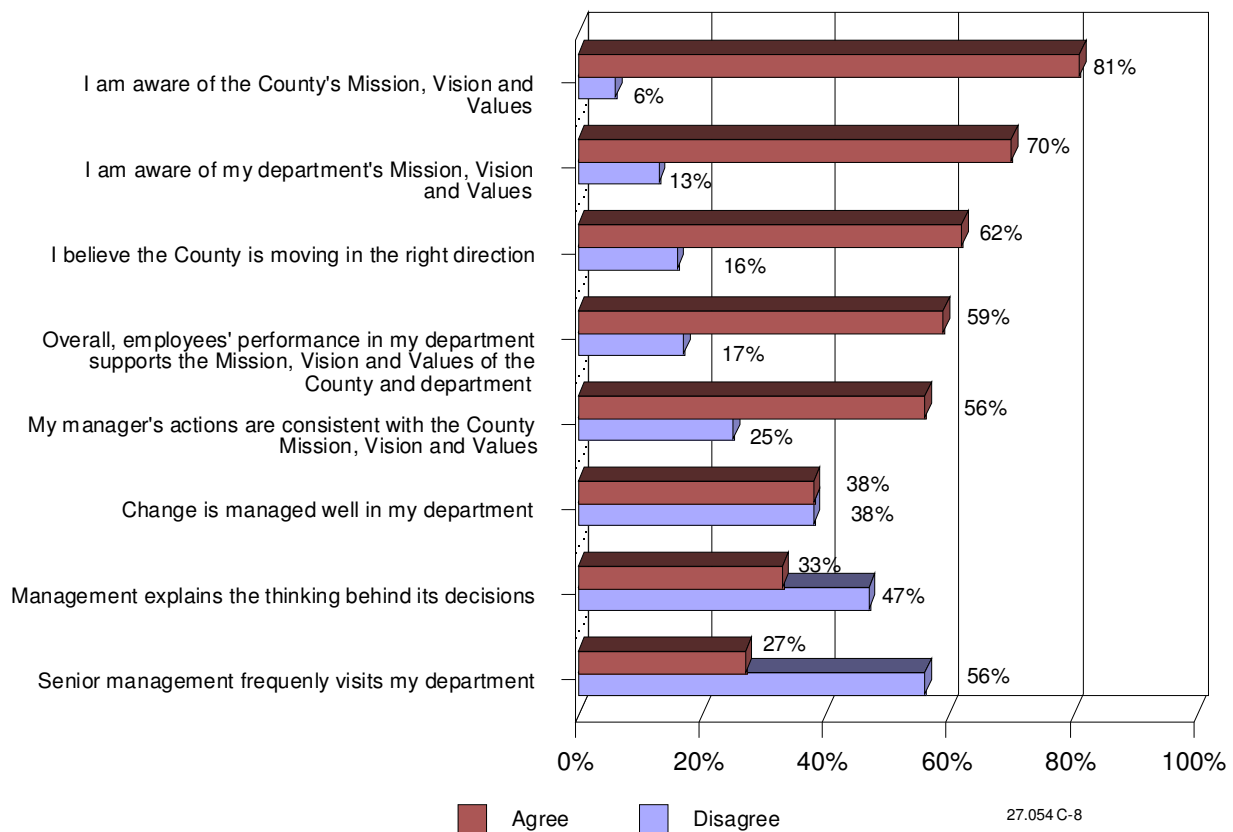


TABLE 13: LEADERSHIP

|                                                                                                                       | <u>Disagree</u> | <u>Neutral</u> | <u>Agree</u> |
|-----------------------------------------------------------------------------------------------------------------------|-----------------|----------------|--------------|
| I am aware of the County's Mission, Vision and Values                                                                 | 6%              | 13%            | 81%          |
| I am aware of my department's Mission, Vision and Values                                                              | 13              | 17             | 70           |
| I believe the County is moving in the right direction                                                                 | 16              | 22             | 62           |
| Overall, employees' performance in my department supports the Mission, Vision and Values of the County and department | 17              | 24             | 59           |
| My manager's actions are consistent with the County Mission, Vision and Values                                        | 25              | 19             | 56           |
| Change is managed well in my department                                                                               | 38              | 24             | 38           |
| Management explains the thinking behind its decisions                                                                 | 47              | 20             | 33           |
| Senior management frequently visits my department                                                                     | 56              | 17             | 27           |
| <b>COMPOSITE SUMMARY</b>                                                                                              |                 |                | <b>53</b>    |

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Rank-and-file employees again offer the lowest ratings.

**TABLE 14: LEADERSHIP – DETAIL**

	% AGREE										
	GENDER		ETHNICITY			POSITION			TENURE		
	TOTAL	Male	Female	Anglo	Minor- ity	Em- ployee	Super- visor	Man- ager	Exempt	Under 5	5 or More
I am aware of the County's Mission, Vision and Values	81%	78%	84%	82%	80%	75%	88%	98%	98%	78%	84%
I am aware of my department's Mission, Vision and Values	70	71	70	70	71	63	76	91	93	67	73
I believe the County is moving in the right direction	62	62	64	62	64	56	74	84	75	62	63
Overall, employees' performance in my department supports the Mission, Vision and Values of the County and department	59	59	62	61	61	53	71	80	76	58	63
My manager's actions are consistent with the County Mission, Vision and Values	56	57	58	58	56	50	64	78	80	57	58
Change is managed well in my department	38	37	40	38	40	32	43	63	54	38	39
Management explains the thinking behind its decisions	33	33	35	34	35	26	31	70	59	34	34
Senior management frequently visits my department	27	29	26	27	28	22	26	44	45	27	27
<b>COMPOSITE SUMMARY</b>	<b>53</b>	<b>53</b>	<b>55</b>	<b>54</b>	<b>54</b>	<b>47</b>	<b>59</b>	<b>76</b>	<b>73</b>	<b>53</b>	<b>55</b>

## BARRIERS THAT IMPACT ABILITY TO DO JOB

In a final survey question, employees were asked to describe any barrier that kept them from doing their job. This line of inquiry reveals that the largest volume of response focuses on management (44%) followed by the work environment (38%).

TABLE 15: BARRIERS THAT IMPACT ABILITY TO DO JOB

“Please describe any barriers that keep you from doing your job.”

	TOTAL	GENDER	
		Male	Female
MANAGEMENT (NET)	44%	42%	44%
Weak/incompetent	12	18	11
Practice too much favoritism, all not treated the same	11	14	8
Inconsistent in carrying out/following rules	7	7	7
Do not address problems	6	7	6
Do not give any recognition to others for job well done	6	5	7
Intimidate/verbally abuse employees	5	5	5
Never available, always gone	5	3	6
Ignore/discourage any input	4	4	4
Personal agendas, don't do what's best for department	3	0	4
Not well trained	1	0	2
WORK ENVIRONMENT (NET)	38	37	41
Understaffed	12	14	13
Work area/facilities too small inadequate	10	5	14
Work load too heavy	9	4	11
Low morale	7	7	8
No teamwork – infighting, backstabbing	7	10	6
Work area unsafe	5	7	4
EQUIPMENT/SUPPLIES (NET)	21	24	19
Lack of equipment/supplies to do job	17	19	15
Purchasing department policies inefficient	5	5	4
Computer technology lacking	1	0	2
COMMUNICATIONS (NET)	19	16	21
Poor/No communications	8	11	7
Information not passed down to all employees	7	3	9
New policies/procedures not shared	3	0	5
Meetings – too many, waste of time	3	3	3
HIRING/TRAINING (NET)	12	11	13
Poor training, not enough, lack of training money	10	5	11
Hire unqualified employees	2	3	2
Nepotism	2	3	2
Low wages/poor benefits	4	4	3
Human resources doesn't do job	1	0	2
Don't provide all services County should	2	0	3
(BASE)	(210)	(74)	(124)
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