

**2007 Pinal County Employee Survey
Budget & Research/Elections/Risk Management/Fleet/Admin Staff
Action Plan**

Service Delivery

- ***Management rewards exceptional service***
 - Implement new program, or educate county-wide for existing program to increase pay by one step increased for certifications that are obtained during employment to enhance job performance.
 - Create a policy to allow management to accelerate an employee through the pay range at a faster rate (raises and/or appraisals more than once a year) based on exceptional service subject to the respective ACM approval.
 - Implement an Employee of the Month or Employee of the Quarter program to be recognized by the BOS during a BOS meeting, and rewarded with (1) additional vacation day.
 - Include a write-up in the County Employee Newsletter of employees who give exceptional service.
 - Senior management to encourage all levels of management to recognize employees on an individual and consistent basis simply by voicing to the employee that they did a great job and thanks going above and beyond.

- ***Effective communication among departments***
 - Each Assistant County Manager would share their monthly recaps with all other departments in an effort to keep all employees informed of what other departments are working on or accomplishing.
 - Quarterly sessions with the County Manager as well as separate sessions with the Assistant County managers inviting all county employees to participate by coming to the meeting to voice concerns or ask questions on issues going on throughout the County.
 - County Manager and Assistant County Managers to be more accessible to all levels of employees by possibly blocking out a set period of time each month or each quarter for any county employee to schedule a 15 minute meeting with the CM or ACMs to discuss issues concerning them.
 - Encourage each department director to be a guest speaker at another department's staff meetings to inform employees at all levels of things occurring in their department.
 - Utilize the County newsletter to include more information regarding issues facing the county. Maybe go to a monthly cycle in order to have the information current. The Newsletter should include a column from the County Manager and maybe each ACM can rotate each month about what is going on within their divisions.

Communication

- ***Information is shared on a timely basis in my department***
 - Each Assistant County Manager would share their monthly recaps with all other departments in an effort to keep all employees informed of what other departments are working on or accomplishing.
 - Encourage each department director to be a guest speaker at another department's staff meetings to inform employees at all levels of things occurring in their department.
 - Each level of management holds a weekly 10-minute informative meeting with employees who report directly to them.
 - Utilize the County newsletter to include more information regarding issues facing the county. Maybe go to a monthly cycle in order to have the information current. The Newsletter should include a column from the County Manager and maybe each ACM can rotate each month about what is going on within their divisions.
 - Include employee new hires and employee anniversaries in the Employee Newsletter.

Job Satisfaction

- ***My department is adequately staffed for the work we are asked to do***
 - Senior management requires that each department director evaluate all processes within their departments/division that they are responsible for to ensure processes are being done as efficiently as possible.
 - All levels of management should learn and understand the duties and processes for all employees who report directly to them.

Work Environment

- ***Management rewards innovation***
 - Create a county-wide program, according to statute, to monetarily reward employees for money-saving, innovating ideas.

Compensation and Benefits

- ***The way pay raises are determined is reasonable***
 - Create a policy to allow management to accelerate an employee through the pay range at a faster rate (raises and/or appraisals more than once a year) based on exceptional service subject to the respective ACM approval.
 - Revamp employee appraisal forms to include more measurement designed to hold employees more accountable.

Leadership

- ***Management explains the thinking behind it's decisions***
 - Throughout the course of a year, the County Manager and respective Assistant County Managers schedule meetings to be held at different locations throughout the County inviting all levels of County employees within that location vicinity to voice concerns or ask questions on issues going on throughout the County.
 - Each level of management holds a weekly 10-minute informative meeting with employees who report directly to them.
 - Senior management to visit front-line operations before they make major decisions in order to observe first-hand how the impact will be felt by the departments.
 - Utilize the County newsletter to include more information regarding issues facing the county. Maybe go to a monthly cycle in order to have the information current. The Newsletter should include a column from the County Manager and maybe each ACM can rotate each month about what is going on within their divisions.