

**THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS
ACTION AGENDA SUMMARY**

DEPT: CHIEF EXECUTIVE OFFICE

BOARD AGENDA # B-6

Urgent Routine

AGENDA DATE February 6, 2001

CEO Concurs with Recommendation YES NO
(Information Attached)

4/5 Vote Required YES NO

SUBJECT: ACCEPTANCE OF THE SURVEY RESULTS FROM THE COUNTY-WIDE
EMPLOYEE SATISFACTION SURVEY

STAFF RECOMMENDATIONS: ACCEPT THE SURVEY RESULTS FROM THE COUNTY-WIDE EMPLOYEE
SATISFACTION SURVEY

FISCAL IMPACT: Employee satisfaction surveys when used to improve working conditions, employee relations and communication contribute to an overall improvement in workforce productivity.

BOARD ACTION

No. 2001-87

On motion of Supervisor Caruso, **Seconded by Supervisor** Simon,
and approved by the following vote,

Ayes: Supervisors: Blom, Simon, Caruso, and Chair Paul

Noes: Supervisors: None

Excused or Absent: Supervisors: Mayfield

Abstaining: Supervisor: None

1) Approved as recommended

2) Denied

3) Approved as amended

Motion:

ATTEST: REAGAN M. WILSON, Clerk

By: Christine Ferraro
Deputy

File No.

ACCEPTANCE OF THE SURVEY RESULTS FROM THE COUNTY-WIDE EMPLOYEE SATISFACTION SURVEY

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DISCUSSION: Over the past few years, as Stanislaus County continues to evaluate itself in comparison with TQM/Baldrige expectations and criteria, individual departments have begun to provide employee surveys to determine the level of job satisfaction and other issues within their departments. For the first time in the history of the organization, Stanislaus County has implemented a county-wide employee survey (see Attachment) that specifically provides feedback on factors that affect job satisfaction. The County now has the ability to compare such feedback between departments as well as with high-performing companies.

Creation of the Survey: Multiple steps were involved in the creation of the Survey. Six focus groups of approximately 10 employees each were held to ensure that employees identified questions that they felt were pertinent in the survey. Following the initial focus sessions, Strategic Marketing + Communications researched common elements used on employee surveys throughout the U.S. in both the public and private sector. Pretest surveys were administered to three focus groups and the survey was completed using statistical analysis to scale it down to 25 closed-ended questions.

Administering the Survey: In order to ensure a representative sample of all County Departments, a random selection technique was used to select 1100 employees for participation. The survey process was administered directly between the selected employee's home and Strategic Marketing + Communications to ensure confidentiality. Respondents were asked to rate their department by indicating their level of agreement with each of the 25 written statements by circling a number on a scale of 1-5 with 5 being "strongly agree." No demographic questions (i.e., Department, position, status, etc.) were included in this survey.

Response Rate: Of the approximately 1100 surveys delivered to employees, 584 were returned. All 584 surveys were included in both the closed-ended and open-ended analysis. The high response rate surpassed the 400 surveys necessary to achieve a statistically reliable sample at a confidence level of 95 percent with a margin of error of plus or minus 2 points.

The Analysis Process: The statistical analysis included the mean scores, three balanced scorecard metrics (overall, direct supervisor, empowerment) which can be incorporated into the county-wide Balanced Scorecard, and benchmark comparisons. Responses to the open-ended question were grouped into major topic categories.

Benchmarking: For the purpose of comparing County scores to national employee satisfaction scores, research data was secured from the Hay

ACCEPTANCE OF THE SURVEY RESULTS FROM THE COUNTY-WIDE EMPLOYEE SATISFACTION SURVEY

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Group's "2002-2001 Hay Employee Attitudes Study." The Hay Group's data was gathered between 1996 and 2000 and includes more than 300 organizations representing more than one million employees. "High Performing" companies were selected by the Hay Group based on financial performance, industry leadership and/or ranking in the top one-third of *Fortune's* list of the "World's Most Admired" companies.

Survey Results: Using a 5-point scale in the Stanislaus County Employee Survey, the ratings ranged between 3.04 and 4.14 with an overall average for the 25 closed-ended questions of 3.52. Employees rated their perception of being empowered with an average of 3.43 and rated their direct supervisors with an average of 3.56. Of the 19 questions in which Stanislaus County could be compared to the Hay Study; Stanislaus County exceeded "High Performing" companies in 1 of 19 questions pertaining to feeling secure in their job and came within 5% of "High Performing" companies in the following six areas:

<u>Question:</u>	<u>Stan. Co.</u>	<u>High Perf.</u>
a. Provided the training necessary to perform job well	58.6%	59%
b. Employees expected to deliver high quality work	77.6%	82%
c. Satisfaction with opportunities to advance career	40.3%	42%
d. Opportunity to learn new skills and develop self	54.0%	58%
e. Treated with dignity and respect	61.5%	65%
f. Supervisor treats people in fair and honest manner	60.2%	65%

Based on the comparison with "High Performing" companies, the following areas have been identified as the six areas where most improvement can be achieved:

<u>Question:</u>	<u>Stan. Co.</u>	<u>High Perf.</u>
a. Provided necessary information to do job well	57.6%	67%
b. Work area is safe	65.8%	79%
c. Authority to make decisions and perform my job	60.2%	74%
d. Recommend Department as a good place to work	57.8%	74%
e. Satisfied with my physical working conditions	48%	69%
f. Kept informed about matters affecting me and my job	43.4%	81%

Summary: As a result of this survey, the Chief Executive Officer in conjunction with the County's Department Heads will be working on programs, changes, policies and improving communication at all levels of the organization. Next year, we will do the same survey and see if we are improving results. Department Heads may now choose to use the same survey to benchmark with the overall County results as well as with other companies.

The open-ended survey question generated comments on management and supervisor performance, pay and benefits, training, physical environment,

ACCEPTANCE OF THE SURVEY RESULTS FROM THE COUNTY-WIDE EMPLOYEE
SATISFACTION SURVEY

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staff, workload, work processes, employee suggestions and planning. Additional focus sessions will be scheduled to determine more information about these categories in order that action plans can be developed and implemented.

In the final analysis, according to Bill Hewlett, "men and women want to do a good job, a creative job and if they are provided the proper environment, they will do so." Stanislaus County, through the leadership of the Board of Supervisors, is committed to providing such an environment thus becoming the Best County in America.

POLICY
ISSUE:

The county-wide employee satisfaction survey supports the Board of Supervisors' priority of promoting efficient government operations. The feedback in the survey provides county leaders with the opportunity to improve internal operations and increase the level of employee satisfaction.

STAFFING
IMPACTS:

None.

THE EMPLOYEE SURVEY RESULTS

▶ STANISLAUS COUNTY

The 2000 Summary Report

Submitted by Gina M. Donahue
November 20, 2000

STRATEGIC
marketing + communications

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phone 209/632.4142

Survey and Report Notes
(pages 2-3)



SURVEY AND REPORT NOTES

1. Project Overview: A written employee assessment was sponsored by the Chief Executive Office of Stanislaus County during September 2000. The objective of the assessment was to determine the level of job satisfaction with their approximately 4600 employees. The Department contracted with Strategic Marketing + Communications (SM+C) for assistance in the creation, implementation and analysis of the data.
2. Creation of the Survey: Multiple steps were involved in the creation of the Stanislaus County Employee Satisfaction Survey. They included:
 - researching common factors and dimensions used on employee assessments in the U.S.
 - securing national research on employee satisfaction for comparison with national norms
 - conducting six focus groups of approximately 10 people each to gain a qualitative perspective from employees regarding the critical factors to be addressed on the survey
 - conducting three additional focus groups for the purpose of administering three pretest surveys of approximately 50 questions. The pretest surveys were administered to a representative sample of 59 employees. Objectives of the pretests included:
 1. test and analyze the importance of each of the questions on a 5-point scale
 2. test and analyze the satisfaction with each of the questions on a 5-point scale
 3. test the statistical correlations with the questions from the national research
 - using statistical analysis to scale the survey down to 25 questions and have them approved by Senior Staff and Department Heads of the County.
3. Structure of the Survey: The written survey contained 25 closed-ended questions. Respondents were asked how much they agreed with each statement by circling a number on a scale of 1-5 with 5 being "strongly agree." They were asked to respond to the questions as it pertains to the Department in which they worked. One open-ended question was included. No demographic questions (ie. Department, position, status, etc.) were included in this survey.
4. Administering the Survey: In order to assure a representative sample of all County Departments, a stratified random selection technique was used to select 1100 employees for participation. One week prior to the drop of the survey, selected employees received at their home address a postcard identifying that they were selected for participation in the survey and how important their feedback was to the process. Selected employees then received a survey packet at their home address which included: the survey, a postage-paid, self-addressed envelope for use in returning the survey to SM+C, and a postcard for entry into a contest to reward participants. Respondents were asked to return the survey within 14 days. SM+C waited 9 additional days before conducting their analysis.
5. Response Rate: Of the approximately 1100 surveys delivered to employees, 584 were returned. All 584 surveys were included in both the closed-ended and open-ended analysis. Given the high response rate, we well surpassed the 400 surveys necessary to achieve a statistically reliable sample at a confidence level of 95 percent with a margin of error of plus or minus 2 points. (SM+C received 445 contest postcards prior to the stated deadline. One-hundred people were randomly selected to receive a \$25 certificate from Borders during the week of November 16, 2000.)
6. Closed-Ended Analysis: All closed-ended questions were analyzed by SPSS Statistical Software. Total population mean scores and standard deviations have been calculated for each question. The number of respondents ranged from 573-583 per question because some respondents may have skipped one or more questions when completing the survey.

7. Balanced Scorecard Metrics: Part of the statistical analysis included the calculation of three balanced scorecard metrics. The *overall metric* was calculated based upon all the results of the 25 closed-ended questions. It represents the overall satisfaction of the employee sample. The *supervisor metric* was calculated using the results of 7 questions. These questions were selected based upon the factor analysis that was conducted with the pretest survey. The *empowerment metric* was calculated using the results of 6 questions. These questions were selected based upon the factor analysis that was conducted with the pretest survey.
8. Hay Group Comparisons: For the purpose of comparing County scores to national norms on employee satisfaction, research data was secured from the Hay Group. Correlating data from their “2000-2001 Hay Employee Attitudes Study” is included in the report for comparison purposes. The Hay Group’s data was gathered from 1996-2000 with more than 300 organizations representing more than one million employees. The Hay Group data includes scores from “All Companies” and scores specifically from “High Performing” companies. The “High Performing” companies are selected by Hay based on financial performance, industry leadership and/or ranking in the top one-third of *Fortune*’s list of “World’s Most Admired” companies. Rather than reporting mean scores, the Hay Group reports “percentage favorable” scores for each question. Using a 5-point scale, percentage favorable is calculated based upon the percentage of 4’s and 5’s answered for each question. For six of the County’s survey questions, Hay Group scores are not available.
9. Open-Ended Analysis: To identify the sets of frequently offered comments and simplify the analysis of the open-ended question, content analysis was conducted. In content analysis, predominant types of comments are identified, the comments are coded and then placed into major topic categories. Within each of the major topic categories, you will find a more specific breakdown of comments with their frequency of occurrence. This report also includes a frequency distribution of all comments in descending order.
10. Report Contents: The Summary Report has three sections:
 1. Quantitative Results:
 - Total Population Means and Standard Deviations (page 5)
 - Balanced Scorecard Metrics (page 6)
 - Hay Group Comparisons (pages 7-8)
 2. The Content Analysis of the Open-Ended Question:
 - Major Category Tables (pages 10-20)
 - Frequency Distribution of Comments (pages 21-23)
 3. Sample Copy of the Original Survey (pages 25-27)

Quantitative Results

- Means and Standard Deviations (page 5)
- Balanced Scorecard Metrics (page 6)
- Hay Group Comparisons (pages 7-8)

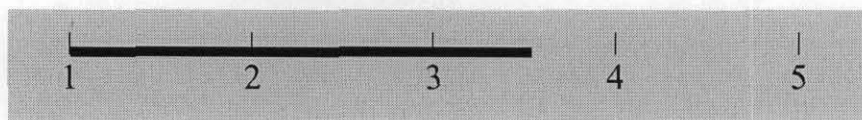


MEAN SCORES AND STANDARD DEVIATIONS

Survey Question	Number of Respondents	Mean	Strongly Disagree					Strongly Agree					Std. Deviation
			1	2	3	4	5	1	2	3	4	5	
1. I am satisfied with my job and the kind of work I do.	577	4.0095											0.9853
2. I would recommend this Department to others as a good place to work.	583	3.6346											1.1849
3. Leaders are good role models; they practice what they preach.	577	3.1291											1.2490
4. Management's decisions concerning employees are usually fair.	573	3.1606											1.1982
5. Management is committed to customer satisfaction.	581	3.7496											1.1632
6. Management really listens to employees' ideas.	573	3.0951											1.2017
7. I am kept informed about matters that affect me and my job.	582	3.1890											1.2175
8. I have the authority I need to make decisions and perform my job well.	581	3.6162											1.1666
9. I have adequate resources (equipment, tools, etc.) to do my job.	582	3.5825											1.1877
10. I am provided the training necessary to perform my job well.	579	3.6028											1.1725
11. Employees are expected to deliver high quality work.	583	4.1441											0.9982
12. People in my work group cooperate well with each other.	581	3.7160											1.1598
13. I am paid fairly for the duties I perform.	580	3.2060											1.3080
14. I am satisfied with my opportunities to advance my career.	581	3.0499											1.3271
15. I have the opportunity to learn new skills and develop myself.	582	3.4845											1.2034
16. I feel that my work area is safe.	581	3.7539											1.1990
17. I am satisfied with my physical working conditions (heat, noise, space, light, cleanliness, etc.).	581	3.3408											1.3002
18. I feel that my work is valued and appreciated.	583	3.4460											1.2043
19. I am treated with dignity and respect.	580	3.6500											1.1754
20. I feel secure in my job.	583	3.6810											1.1700
21. My supervisor is a good role model; practices what he/she preaches.	580	3.5353											1.3537
22. My supervisor provides me the necessary information to do my job well.	580	3.5603											1.2165
23. If employees do something well, it is recognized by my supervisor.	578	3.4031											1.3185
24. I can count on my supervisor to go to bat for me when I need it.	577	3.4688											1.3841
25. My supervisor treats people in a fair and honest manner.	580	3.6052											1.3470

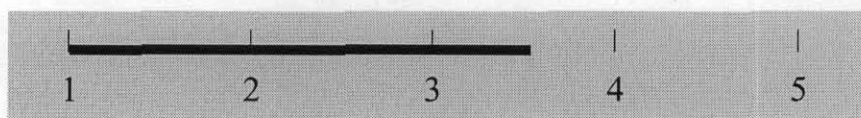
BALANCED SCORECARD METRICS

Overall Metric: **3.52 mean score** 0.83 standard deviation
Calculation included all 25 closed-ended questions.



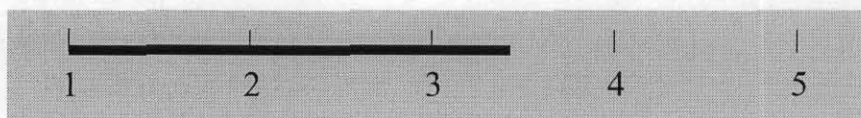
Supervisor Metric: **3.56 mean score** 1.08 standard deviation
Calculation included questions:

19. I am treated with dignity and respect.
20. I feel secure in my job.
21. My supervisor is a good role model; practices what he/she preaches.
22. My supervisor provides me the necessary information to do my job well.
23. If employees do something well, it is recognized by my supervisor.
24. I can count on my supervisor to go to bat for me when I need it.
25. My supervisor treats people in a fair and honest manner.



Empowerment Metric: **3.43 mean score** 0.92 standard deviation
Calculation included questions:

7. I am kept informed about matters that affect me and my job.
8. I have the authority I need to make decisions and perform my job well.
9. I have adequate resources (equipment, tools, etc.) to do my job.
10. I am provided the training necessary to perform my job well.
14. I am satisfied with my opportunities to advance my career.
15. I have the opportunity to learn new skills and develop myself.



HAY GROUP COMPARISONS

Survey Questions		Percentage Favorable	Percentage Favorable				
			20	40	60	80	100
1. I am satisfied with my job and the kind of work I do.	County	71.6%					
	High Performing	80%					
	All Companies	78%					
2. I would recommend this Department to others as a good place to work.	County	57.8%					
	High Performing	74%					
	All Companies	59%					
3. Leaders are good role models; they practice what they preach.	County	40.3%					
	High Performing	N/A					
	All Companies	N/A					
4. Management's decisions concerning employees are usually fair.	County	40.5%					
	High Performing	N/A					
	All Companies	40%					
5. Management is committed to customer satisfaction.	County	63.4%					
	High Performing	73%					
	All Companies	67%					
6. Management really listens to employees' ideas.	County	38.8%					
	High Performing	44%					
	All Companies	36%					
7. I am kept informed about matters that affect me and my job.	County	43.4%					
	High Performing	81%					
	All Companies	66%					
8. I have the authority I need to make decisions and perform my job well.	County	60.2%					
	High Performing	74%					
	All Companies	67%					
9. I have adequate resources (equipment, tools, etc.) to do my job.	County	57.6%					
	High Performing	64%					
	All Companies	53%					
10. I am provided the training necessary to perform my job well.	County	58.6%					
	High Performing	59%					
	All Companies	50%					
11. Employees are expected to deliver high quality work.	County	77.6%					
	High Performing	82%					
	All Companies	73%					
12. People in my work group cooperate well with each other.	County	61.5%					
	High Performing	70%					
	All Companies	60%					
13. I am paid fairly for the duties I perform.	County	47%					
	High Performing	N/A					
	All Companies	59%					
14. I am satisfied with my opportunities to advance my career.	County	40.3%					
	High Performing	42%					
	All Companies	36%					
15. I have the opportunity to learn new skills and develop myself.	County	54%					
	High Performing	58%					
	All Companies	49%					
16. I feel that my work area is safe.	County	65.8%					
	High Performing	79%					
	All Companies	70%					

N/A - Not Available from Hay Group

HAY GROUP COMPARISONS

Survey Questions		Percentage Favorable	Percentage Favorable				
			20	40	60	80	100
17. I am satisfied with my physical working conditions (heat, noise, space, light, cleanliness, etc.).	County	48%					
	High Performing	69%					
	All Companies	60%					
18. I feel that my work is valued and appreciated.	County	53.8%					
	High Performing	N/A					
	All Companies	N/A					
19. I am treated with dignity and respect.	County	61.5%					
	High Performing	65%					
	All Companies	60%					
20. I feel secure in my job.	County	63.2%					
	High Performing	63%					
	All Companies	50%					
21. My supervisor is a good role model; practices what he/she preaches.	County	57.9%					
	High Performing	N/A					
	All Companies	N/A					
22. My supervisor provides me the necessary information to do my job well.	County	57.6%					
	High Performing	67%					
	All Companies	57%					
23. If employees do something well, it is recognized by my supervisor.	County	50.9%					
	High Performing	N/A					
	All Companies	N/A					
24. I can count on my supervisor to go to bat for me when I need it.	County	55.4%					
	High Performing	N/A					
	All Companies	N/A					
25. My supervisor treats people in a fair and honest manner.	County	60.2%					
	High Performing	65%					
	All Companies	56%					

Content Analysis

Responses to the Open-Ended Question:

*“What other thoughts or comments would
you like to share with management?”*

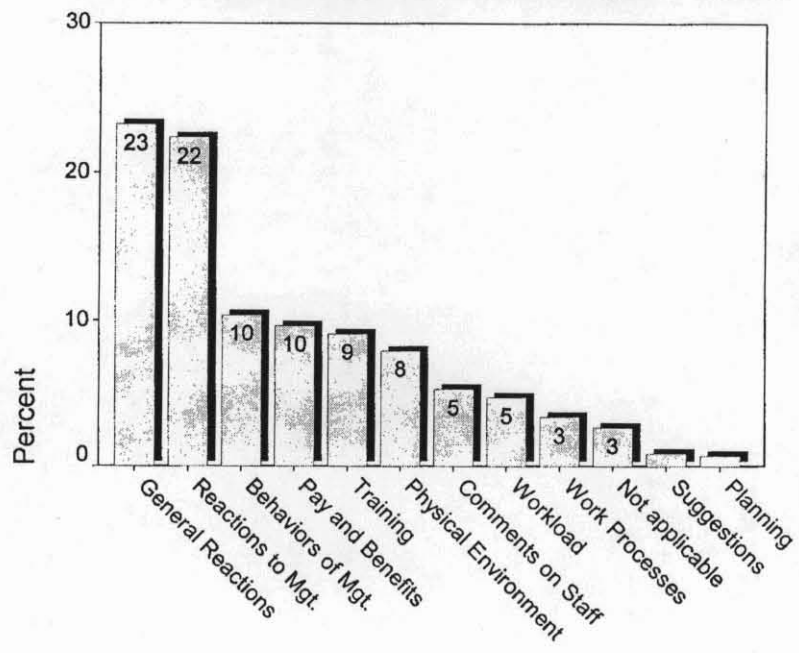
- Major Category Tables
(pages 10-20)
- Frequency Distribution of Comments
(pages 21-23)



Number of Comments by Category

		Frequency	Percent
Valid	General Reactions or Comments	159	23.2
	Reactions to Management or Supervisors	153	22.3
	Behaviors of Management and/or Supervisors	71	10.4
	Pay and Benefits	66	9.6
	Training	62	9.1
	Physical Environment	54	7.9
	Comments about Staff	36	5.3
	Workload	32	4.7
	Work Processes/Procedures	23	3.4
	Not relevant to survey purposes	18	2.6
	Employee suggestions	6	.9
	Planning	5	.7
	Total	685	100.0

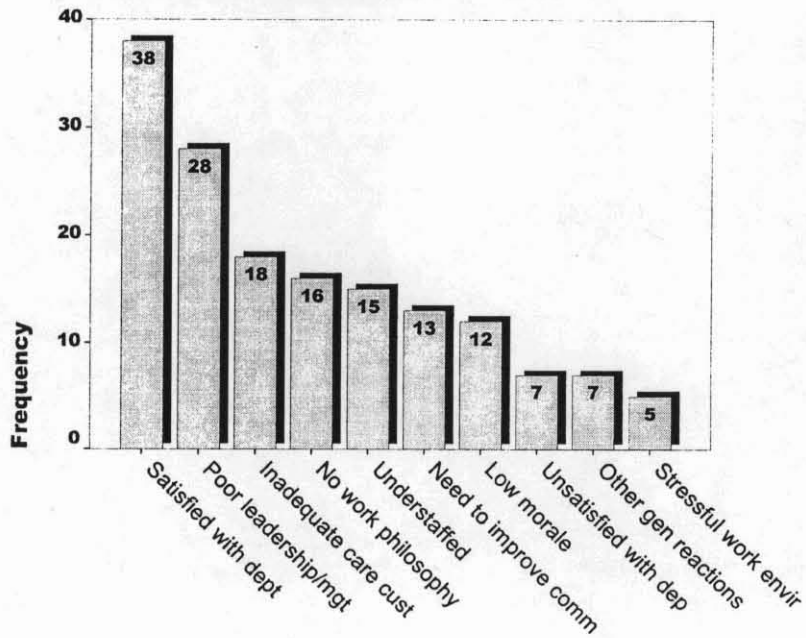
Percent of Comments Made by Category



General Reactions or Comments

		Frequency	Percent
Valid	Satisfied with department or see improvement	38	23.9
	Poor leadership/management	28	17.6
	Inadequate care of customers	18	11.3
	Work philosophy not practiced/don't walk the talk	16	10.1
	Understaffed	15	9.4
	Need to improve lines of communication	13	8.2
	Low morale	12	7.5
	Unsatisfied with department	7	4.4
	Other general reactions	7	4.4
	Stressful/poor work environment	5	3.1
	Total	159	100.0

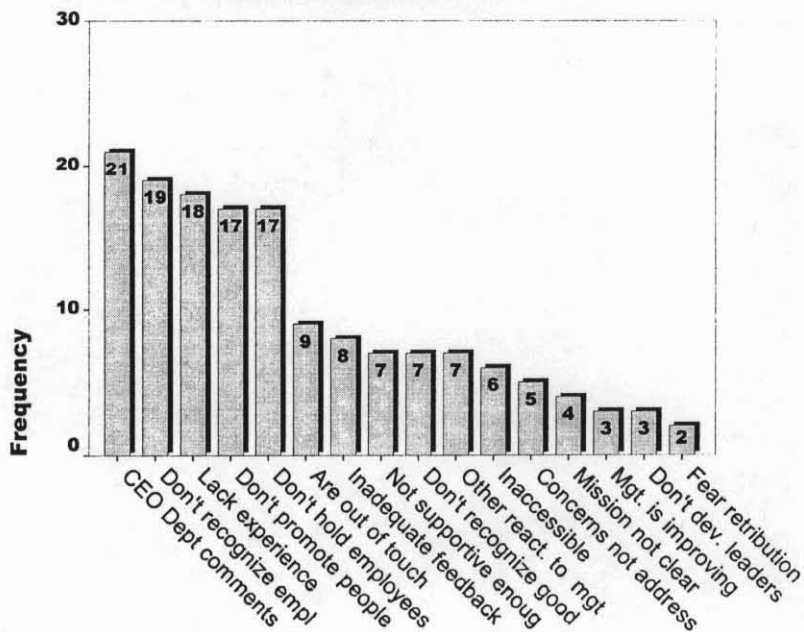
Number of Comments



Reactions to Management and/or Supervisors

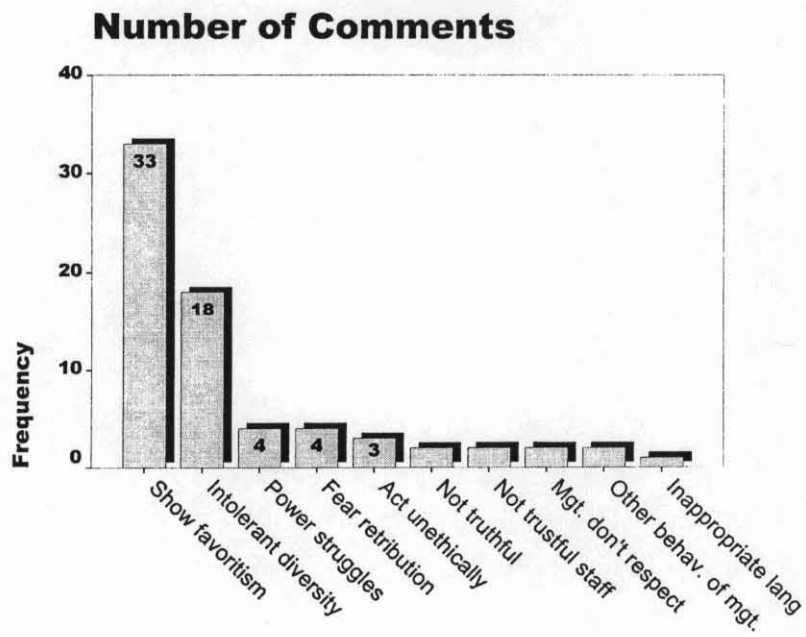
		Frequency	Percent
Valid	Comments related to the CEO Department	21	13.7
	Don't recognize employee contribution, ideas or suggestions	19	12.4
	Lack experience and/or are poor decision makers	18	11.8
	Don't promote people fairly	17	11.1
	Don't hold employees accountable for their time or poor work	17	11.1
	They are out of touch	9	5.9
	Inadequate feedback and/or direction provided to staff	8	5.2
	Not supportive enough	7	4.6
	Don't recognize good performance	7	4.6
	Other reactions to management and supervisor	7	4.6
	Inaccessible/unapproachable	6	3.9
	Concerns and/or conflicts are not addressed/not timely	5	3.3
	Mission and goals are unclear/poorly communicated	4	2.6
	Management is improving	3	2.0
	They don't develop potential leaders	3	2.0
	People fear retribution by managers or supervisors	2	1.3
	Total	153	100.0

Number of Comments



Comments Regarding Behaviors of Management and/or Supervisors

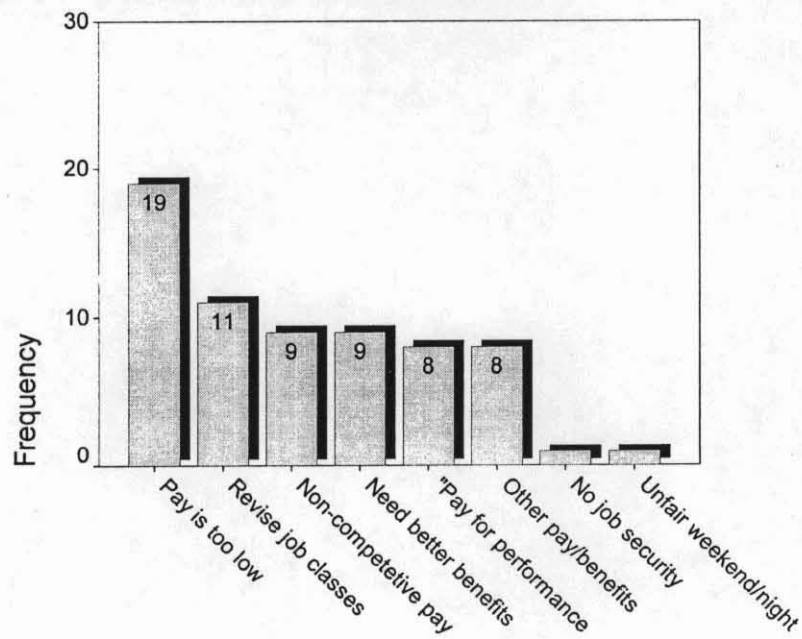
		Frequency	Percent
Valid	Show favoritism and/or unfair treatment	33	46.5
	Intolerant of diversity and/or show lack of respect	18	25.4
	Involved in power struggles and/or politics	4	5.6
	People fear retribution by managers or supervisors	4	5.6
	Act unethically	3	4.2
	Not truthful/dishonest	2	2.8
	Not trustful of staff and/or their peers	2	2.8
	Managers don't respect supervisors	2	2.8
	Other behavior of managers and supervisors comments	2	2.8
	Use inappropriate language and/or sexual comments-Mgt.	1	1.4
	Total	71	100.0



Comments Regarding Pay and Benefits

		Frequency	Percent
Valid	Pay is too low	19	28.8
	Revise job classifications and pay	11	16.7
	Non-competetive pay	9	13.6
	Need better benefits/incentives	9	13.6
	"Pay for performance" is not working	8	12.1
	Other pay/benefits	8	12.1
	No job security	1	1.5
	Unfair weekend/night scheduling	1	1.5
	Total	66	100.0

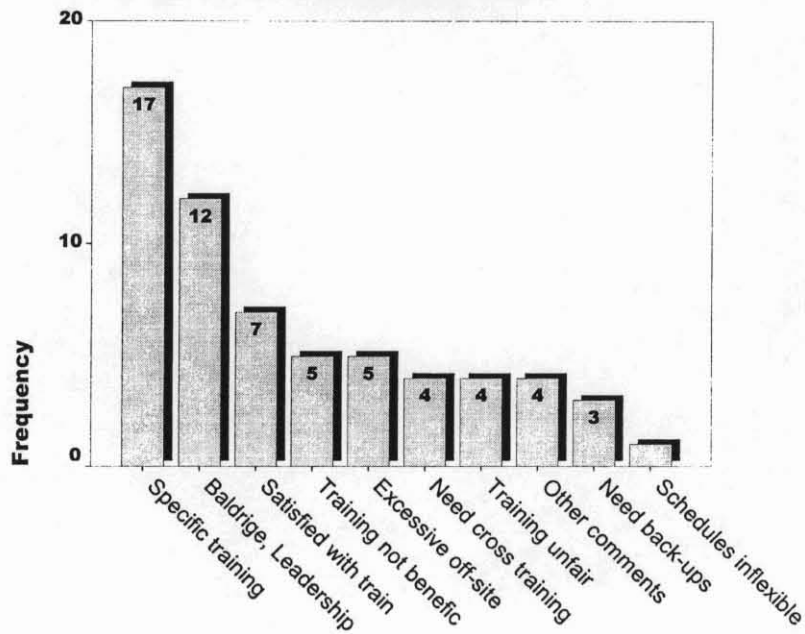
Number of Comments



Comments Regarding Training

		Frequency	Percent
Valid	Need specific training	17	27.4
	Baldrige, Leadership 2000, Learning Styles, TQM not working	12	19.4
	Satisfied with training opportunities	7	11.3
	Training is not beneficial	5	8.1
	Excessive off-site training impacts work	5	8.1
	Need cross training	4	6.5
	Training opportunities are unfair	4	6.5
	Other training	4	6.5
	Need back-ups during training	3	4.8
	Training schedules are inappropriate/inflexible	1	1.6
	Total	62	100.0

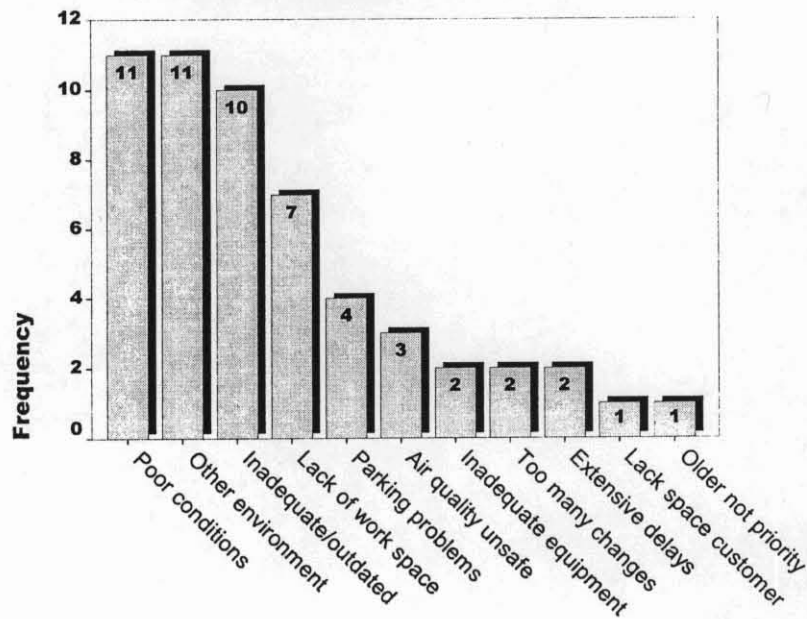
Number of Comments



Comments Regarding the Physical Environment

		Frequency	Percent
Valid	Poor/unsafe working conditions	11	20.4
	Other physical environment	11	20.4
	Inadequate/outdated office equipment, computers or software	10	18.5
	Lack of work space	7	13.0
	Parking problems	4	7.4
	Air quality unsafe/illness	3	5.6
	Inadequate and/or unsanitary bathrooms	2	3.7
	Too many equipment changes/malfunctions/non-integrated	2	3.7
	Extensive delays for repairs	2	3.7
	Lack of space for adequate customer care	1	1.9
	Older work places are a low priority	1	1.9
	Total	54	100.0

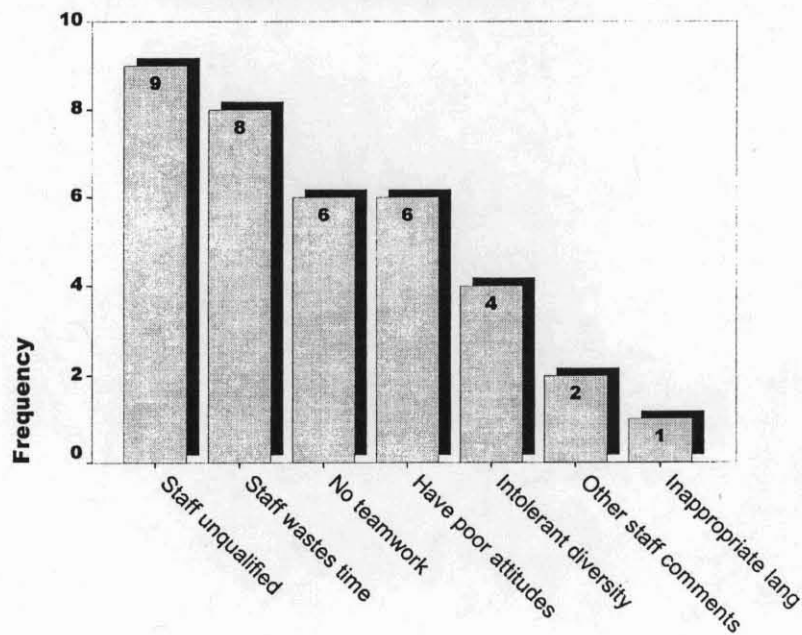
Number of Comments



Comments About Staff

		Frequency	Percent
Valid	Staff unqualified	9	25.0
	Staff wastes time/are unmotivated	8	22.2
	No teamwork	6	16.7
	Have poor attitudes	6	16.7
	Intolerant of diversity and/or show lack of respect	4	11.1
	Other staff	2	5.6
	Use inappropriate language and/or sexual comments	1	2.8
	Total	36	100.0

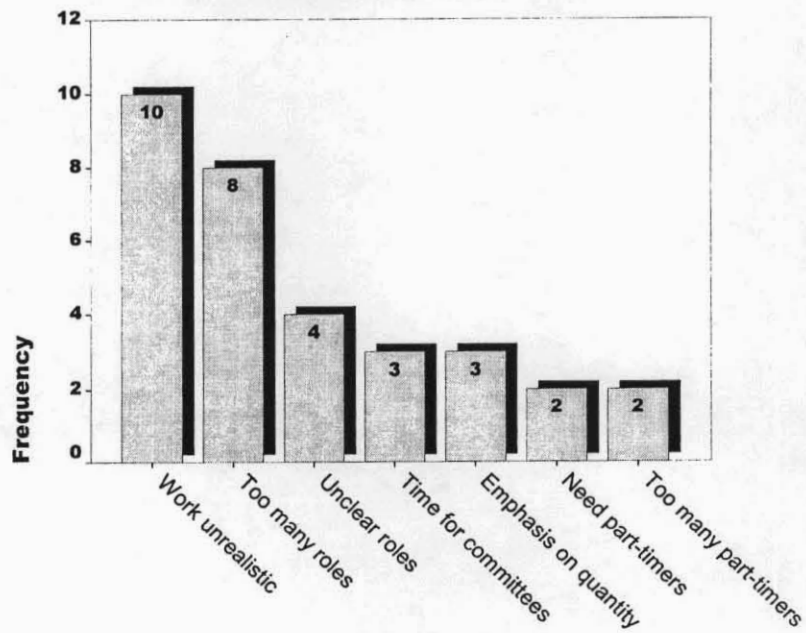
Number of Comments



Comments Regarding Workload

		Frequency	Percent
Valid	Work distribution is unfair and/ or unrealistic	10	31.3
	Too many roles/expectations	8	25.0
	Unclear roles/expectations	4	12.5
	Too much time spent on committees	3	9.4
	Emphasis on quantity over over quality	3	9.4
	Need part-timers/substitutes	2	6.3
	Too many part-timers	2	6.3
	Total	32	100.0

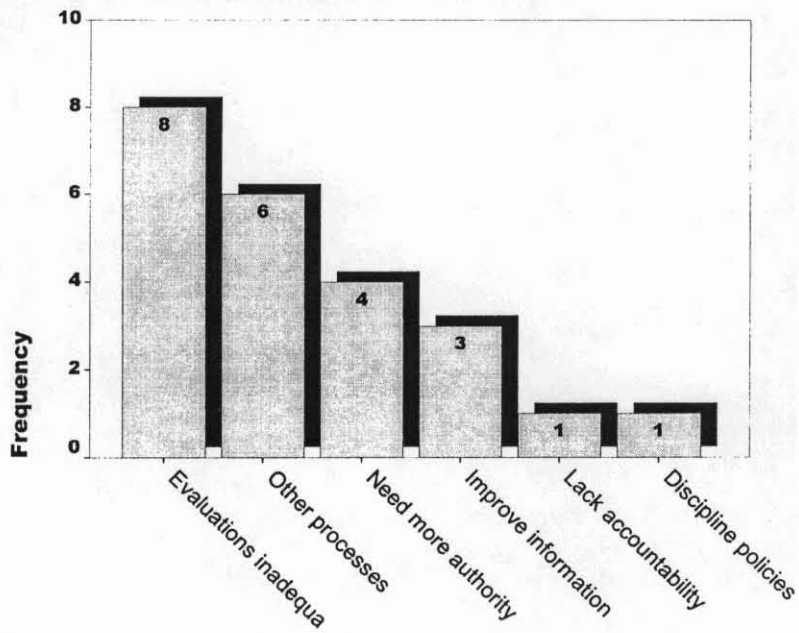
Number of Comments



Comments Regarding Work Processes/Procedures

		Frequency	Percent
Valid	Formal evaluation procedures inadequate	8	34.8
	Other process/procedure	6	26.1
	Need more authority to accomplish work	4	17.4
	Improve information sharing across depts	3	13.0
	Lack of accountability and/or peer review	1	4.3
	Discipline policies need revision	1	4.3
	Total	23	100.0

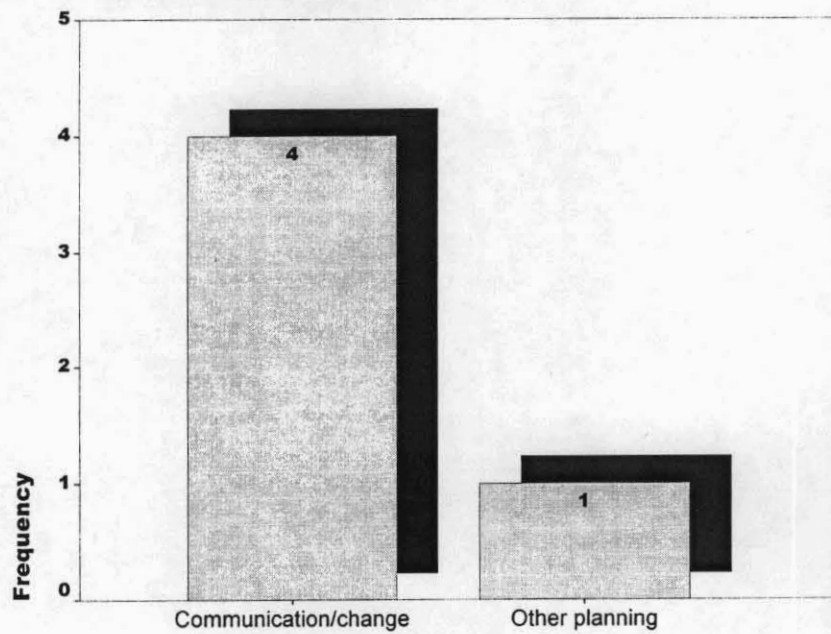
Number of Comments



Comments Regarding Planning

		Frequency	Percent
Valid	Communication/change is unmanaged/inappropriate across depts	4	80.0
	Other planning	1	20.0
	Total	5	100.0

Number of Comments



Percent of Individual Comments to Total Comments Made

	Frequency	Percent
Valid		
Satisfied with department or see improvement	38	5.5
Mgmt. shows favoritism and/or unfair treatment	33	4.8
Poor leadership/management	28	4.1
Comments related to the CEO Department	21	3.1
Pay is too low	19	2.8
Don't recognize employee contribution, ideas or suggestions	19	2.8
Inadequate care of customers	18	2.6
Mgmt. intolerant of diversity and/or show lack of respect	18	2.6
Mgmt. lacks experience and/or are poor decision makers	18	2.6
Not relevant to survey purposes	18	2.6
Don't promote people fairly	17	2.5
Don't hold employees accountable for their time or poor work	17	2.5
Need specific training	17	2.5
Work philosophy not practiced/don't walk the talk	16	2.3
Understaffed	15	2.2
Need to improve lines of communication	13	1.9
Low morale	12	1.8
Baldrige, Leadership 2000, Learning Styles, TQM not working	12	1.8
Revise job classifications and pay	11	1.6
Poor/unsafe working conditions	11	1.6
Other physical environment	11	1.6
Inadequate/outdated office equipment, computers or software	10	1.5
Work distribution is unfair and/or unrealistic	10	1.5
Non-competitive pay	9	1.3
Need better benefits/incentives	9	1.3
Mgmt. is out of touch	9	1.3
Staff unqualified	9	1.3
"Pay for performance" is not working	8	1.2
Other pay/benefits	8	1.2
Staff wastes time/are unmotivated	8	1.2
Inadequate feedback and/or direction provided to staff	8	1.2
Too many roles/expectations	8	1.2
Formal evaluation procedures inadequate	8	1.2
Unsatisfied with department	7	1.0
Other general reactions	7	1.0
Not supportive enough	7	1.0
Don't recognize good performance	7	1.0
Other reactions to management and supervisors	7	1.0

Percent of Individual Comments to Total Comments Made

	Frequency	Percent
Valid Satisfied with training opportunities	7	1.0
Lack of work space	7	1.0
People fear retribution by managers or supervisors	6	.9
No teamwork	6	.9
Staff has poor attitudes	6	.9
Mgmt. is inaccessible/unapproachable	6	.9
Other process/procedure	6	.9
Employee Suggestions	6	.9
Stressful/poor work environment	5	.7
Concerns and/or conflicts are not addressed/not timely	5	.7
Training is not beneficial	5	.7
Excessive off-site training impacts work	5	.7
Mgmt. is involved in power struggles and/or politics	4	.6
Staff. intolerant of diversity and/or show lack of respect	4	.6
Mission and goals are are unclear/poorly communicated	4	.6
Need cross training	4	.6
Training opportunities are unfair	4	.6
Other training	4	.6
Unclear roles/expectations	4	.6
Parking problems	4	.6
Communication/change is unmanaged/inappropriate across depts	4	.6
Need more authority to accomplish work	4	.6
Mgmt. acts unethically	3	.4
Management is improving	3	.4
Mgmt. doesn't develop potential leaders	3	.4
Need back-ups during training	3	.4
Air quality unsafe/illness	3	.4
Too much time spent on committees	3	.4
Emphasis on quantity over over quality	3	.4
Improve information sharing across depts	3	.4
Mgmt. not truthful/are dishonest	2	.3
Mgmt. not trustful of staff and/or their peers	2	.3
Managers don't respect supervisors	2	.3
Other behaviors of managers and supervisors	2	.3
Other staff	2	.3
Inadequate and/or unsanitary bathrooms	2	.3
Too many equipment changes/malfunctions/non-integrated	2	.3
Extensive delays for repairs	2	.3

Percent of Individual Comments to Total Comments Made

		Frequency	Percent
Valid	Need part-timers/substitutes	2	.3
	Too many part-timers	2	.3
	Unreadable/illegible	1	.1
	No job security	1	.1
	Use inappropriate language and/or sexual comments - Mgt.	1	.1
	Use inappropriate language and/or sexual comments - Staff	1	.1
	Training schedules are inappropriate/inflexible	1	.1
	Lack of space for adequate customer care	1	.1
	Older work places are a low priority	1	.1
	Unfair weekend/night scheduling	1	.1
	Other planning	1	.1
	Lack of accountability and/or peer review	1	.1
	Discipline policies need revision	1	.1
	Total	685	100.0

Sample of the Original
Employee Survey



STANISLAUS COUNTY EMPLOYEE SATISFACTION SURVEY

September, 2000

Stanislaus County Employees,

As a part of an ongoing effort to improve communication throughout the County, Strategic Marketing & Communications has been employed to implement a County-wide Employee Satisfaction survey. With the support of many of your co-workers during multiple focus groups, we were able to create a survey that was customized to meet the needs of County employees.

You have been randomly selected to participate in this survey.

From all of the County's employees, your name was randomly chosen and now we need your help. As a valued customer of the Chief Executive Office, we are concerned about your views concerning your Department and its operation. By responding to this survey, you will be helping us give valuable feedback to the Board of Supervisors, Department Heads and Management so that effective improvements can be made.

Your anonymous feedback will make a difference!

Be assured that this survey is completely confidential and anonymous. Only Strategic Marketing will have access to your actual survey. Please be candid in your responses and do not sign your name to it!

Because you are part of this select group to participate in this survey, we encourage you to take it seriously and complete your survey as promptly as possible. (It should only take 5 - 10 minutes.) Then place the survey in the envelope provided and **mail it back to Strategic Marketing by Wednesday, October 11th** via US mail. If we do not receive your survey in time, we cannot include it in the final report.

Thank you in advance for your time and commitment to helping improve employee satisfaction.

Sincerely,

Gina M. Donahue
Executive Director, Strategic Marketing & Communications

P.S. As a special incentive to those of you who complete the survey, Strategic Marketing is offering you the chance to win a \$25 prize. Complete and mail the enclosed postcard to be entered in the contest. Please mail your contest postcard separate from your survey.

STRATEGIC
marketing + communications

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Phone/Fax: (209) 632-4142

STANISLAUS COUNTY EMPLOYEE SATISFACTION SURVEY

Instructions: Read each of the statements carefully and consider how much you agree with each by circling one number on the scale. (A score of 5 is considered "strongly agree." Respond to the questions as it pertains to the Department in which you work.

OVERALL OPINION:	<i>strongly disagree</i>		<i>partly agree/ partly disagree</i>		<i>strongly agree</i>
1. I am satisfied with my job and the kind of work I do.	1	2	3	4	5
2. I would recommend this Department to others as a good place to work.	1	2	3	4	5
3. Leaders are good role models; they practice what they preach.	1	2	3	4	5
4. Management's decisions concerning employees are usually fair.	1	2	3	4	5
5. Management is committed to customer satisfaction.	1	2	3	4	5
6. Management really listens to employees' ideas.	1	2	3	4	5
7. I am kept informed about matters that affect me and my job.	1	2	3	4	5
8. I have the authority I need to make decisions and perform my job well.	1	2	3	4	5
9. I have adequate resources (equipment, tools, etc.) to do my job.	1	2	3	4	5
10. I am provided the training necessary to perform my job well.	1	2	3	4	5
11. Employees are expected to deliver high quality work.	1	2	3	4	5
12. People in my work group cooperate well with each other.	1	2	3	4	5
13. I am paid fairly for the duties I perform.	1	2	3	4	5
14. I am satisfied with my opportunities to advance my career.	1	2	3	4	5
15. I have the opportunity to learn new skills and develop myself.	1	2	3	4	5
16. I feel that my work area is safe.	1	2	3	4	5
17. I am satisfied with my physical working conditions (heat, noise, space, light, cleanliness, etc.).	1	2	3	4	5
18. I feel that my work is valued and appreciated.	1	2	3	4	5
19. I am treated with dignity and respect.	1	2	3	4	5
20. I feel secure in my job.	1	2	3	4	5

(Please continue on the reverse side.) →

	<i>strongly agree</i>		<i>partly agree/ partly disagree</i>		<i>strongly agree</i>
OPINIONS OF YOUR SUPERVISOR:					
21. My supervisor is a good role model; practices what he/she preaches.	1	2	3	4	5
22. My supervisor provides me the necessary information to do my job well.	1	2	3	4	5
23. If employees do something well, it is recognized by my supervisor.	1	2	3	4	5
24. I can count on my supervisor to go to bat for me when I need it.	1	2	3	4	5
25. My supervisor treats people in a fair and honest manner.	1	2	3	4	5

ADDITIONAL COMMENTS:

26. What other thoughts or concerns would you like to share with management?

Thank you for your input!

Please do not sign your name.

The results of this survey (positive, negative and neutral), will be shared with all County employees to assist in the overall improvement of your Department's operation. Comments which might identify a person will not be shared with management.



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