

Appendix K: Work Area of Respondent

In this appendix each group is compared to the overall distribution (seen in Appendix B). Please note that response to the survey varied across the organization, response percentages are included with each organization. Higher responses are considered a better representation of opinion in that organization low response rates indicate that results should be interpreted with more caution.

Administrative Services, Other (Contracts, Fleet Management, Human Resources)

Response Rate: 57%

New Hire Process (Onboarding)

There were not enough newer employees in this organization that responded to this section so results have been suppressed for questions 1-6.

Communication

This section is about the effective and efficient means of providing information throughout the organization.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
8. The county is effective in keeping employees informed of the services provided in county agencies.							
Admin, Other	45	0%	24%	13%	51%	11%	3.49
Overall	2245	3%	17%	19%	49%	13%	3.53
9. The method by which I receive SLCO internal communications is adequate.							
Admin, Other	45	0%	11%	4%	69%	16%	3.89
Overall	2237	2%	10%	15%	56%	17%	3.75
10. The content of SLCO communications is valuable.							
Admin, Other	45	0%	9%	11%	58%	22%	3.93
Overall	2234	1%	7%	23%	53%	16%	3.75
11. I am satisfied with my supervisor's efforts to keep me informed of what is going on within my agency/division.							
Admin, Other	45	16%	20%	18%	29%	18%	3.13
Overall	2206	8%	15%	13%	35%	30%	3.64
12. I know how to direct others to services and resources provided by SLCO.							
Admin, Other	45	2%	11%	20%	49%	18%	3.69
Overall	2223	2%	14%	21%	45%	17%	3.60

13. The SLCO intranet (eConnect) is easy to use.

Admin, Other	44	0%	7%	18%	52%	23%	3.91
Overall	2206	4%	13%	20%	47%	16%	3.58

14. It is easy to locate the contact information for divisions.

Admin, Other	44	7%	36%	9%	34%	14%	3.11
Overall	2205	6%	21%	26%	36%	10%	3.23

15. The SLCO directory is easy to navigate.

Admin, Other	45	7%	31%	22%	29%	11%	3.07
Overall	2190	6%	19%	30%	35%	9%	3.23

16. The SLCO directory is up to date.

Admin, Other	45	13%	29%	29%	24%	4%	2.78
Overall	2140	6%	16%	43%	28%	7%	3.12

Training and Education

This section is about the opportunity to acquire the skills and abilities to perform on the job and further development of my career.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
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18. The information I receive in training applies to my current position.

Admin, Other	43	5%	9%	33%	33%	21%	3.56
Overall	2175	4%	11%	20%	50%	16%	3.64

19. I have received enough training to know how to do my job.

Admin, Other	41	0%	15%	17%	44%	24%	3.78
Overall	2173	3%	11%	14%	48%	24%	3.78

20. I am satisfied with the training I receive about how to manage and/or supervise employees.

There were not enough employees in this organization that responded to this question so results have been suppressed on this item.

21. Employees' University classes are well promoted and advertised.

Admin, Other	44	2%	11%	30%	39%	18%	3.59
Overall	2135	5%	19%	31%	36%	9%	3.26

22. I am satisfied with the frequency of the courses offered at the Employees' University.

Admin, Other	42	2%	7%	31%	50%	10%	3.57
Overall	2096	3%	12%	43%	34%	7%	3.32

23. I am encouraged to further my education using the Employees' University

Admin, Other	41	7%	20%	34%	24%	15%	3.20
Overall	2123	9%	23%	32%	26%	9%	3.03

24. I am supported in furthering my education at institutions outside of SLCO.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
Admin, Other	43	9%	14%	35%	28%	14%	3.23
Overall	2060	8%	15%	35%	28%	13%	3.25

25. I am familiar with the County's tuition reimbursement policy.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
Admin, Other	43	5%	14%	9%	47%	26%	3.74
Overall	2125	5%	17%	20%	41%	17%	3.48

Professional Development

This section addresses the opportunity for personal growth and/or advancement as an employee of SLCO.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
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26. I have the opportunity to develop new job skills and abilities.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
Admin, Other	42	10%	24%	17%	36%	14%	3.21
Overall	2173	7%	17%	19%	43%	15%	3.43

27. My supervisor actively encourages my career development.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
Admin, Other	45	11%	22%	29%	20%	18%	3.11
Overall	2162	9%	16%	22%	32%	21%	3.41

28. I feel I have opportunities to develop mentoring relationships.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
Admin, Other	45	13%	20%	27%	18%	22%	3.16
Overall	2150	8%	20%	26%	34%	12%	3.22

29. I know where to access SLCO job postings.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
Admin, Other	43	0%	0%	2%	44%	53%	4.51
Overall	2173	1%	3%	7%	53%	36%	4.20

30. I have opportunities for advancement within SLCO.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
Admin, Other	45	13%	27%	29%	18%	13%	2.91
Overall	2168	15%	20%	24%	30%	11%	3.01

31. The promotion process at SLCO is fair.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
Admin, Other	44	16%	25%	32%	20%	7%	2.77
Overall	2128	21%	22%	33%	19%	6%	2.67

32. I feel that advancement at SLCO is often based in office politics (i.e. who you know or are connected to).

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
Admin, Other	43	2%	5%	35%	23%	35%	3.84
Overall	2111	4%	8%	26%	27%	35%	3.83

Performance and Development Plans & Annual Evaluations

This section addresses the quarterly performance development plan process as well as the annual evaluation.

Performance Development

33. Are you meeting quarterly with your supervisor for your performance and development plan?

	Number Responding	Yes	No
Admin, Other	43	65%	35%
Overall	2148	66%	34%

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
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34. The frequency of quarterly performance and development plans is appropriate.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
Admin, Other	45	13%	4%	27%	49%	7%	3.31
Overall	2113	8%	20%	24%	40%	8%	3.19

35. I feel the performance and development plan process is a good use of time.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
Admin, Other	44	16%	2%	25%	45%	11%	3.34
Overall	2121	11%	24%	24%	33%	7%	3.01

36. Setting individual work goals in a formal manner is a worthwhile process.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
Admin, Other	45	7%	2%	11%	49%	31%	3.96
Overall	2131	7%	14%	22%	46%	12%	3.43

Annual Evaluation

37. Are you formally evaluated annually?

	Number Responding	Yes	No
Admin, Other	44	91%	9%
Overall	2170	92%	8%

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
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38. My annual evaluation is an accurate reflection of my work.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
Admin, Other	40	3%	18%	23%	43%	15%	3.50
Overall	2064	5%	13%	18%	49%	15%	3.55

39. My annual evaluation is an effective means to improve my work.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
Admin, Other	40	3%	20%	23%	43%	13%	3.43
Overall	2058	7%	17%	27%	38%	10%	3.28

40. I am provided the resources necessary to meet the expectations of my annual evaluation.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
Admin, Other	41	7%	12%	32%	27%	22%	3.44
Overall	2066	6%	11%	24%	46%	13%	3.50

Other

41. I receive ongoing feedback on my work performance from my supervisor, outside of the formal development and evaluation process

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
Admin, Other	44	7%	14%	27%	32%	20%	3.45
Overall	2172	7%	15%	17%	42%	19%	3.50

Management and Supervision

This section is about the individuals who control or direct resources and expenditures, and/or have oversight and direction of processes, work and those who perform the work.

Supervisor Questions – a supervisor is the individual you directly report to.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
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42. My supervisor sets clear expectations for my work

Admin, Other	45	4%	18%	20%	40%	18%	3.49
Overall	2159	3%	10%	15%	50%	22%	3.76

43. My supervisor cares about me as an individual.

Admin, Other	44	5%	7%	23%	32%	34%	3.84
Overall	2157	6%	7%	14%	39%	35%	3.91

44. I receive positive feedback from my supervisor when I do a good job

Admin, Other	45	4%	9%	20%	31%	36%	3.84
Overall	2159	5%	10%	14%	41%	30%	3.81

45. I am comfortable sharing issues and concerns with my supervisor.

Admin, Other	45	7%	24%	11%	29%	29%	3.49
Overall	2163	8%	10%	12%	39%	32%	3.77

46. My supervisor manages employees in a fair manner.

Admin, Other	45	7%	18%	20%	31%	24%	3.49
Overall	2162	8%	10%	16%	38%	29%	3.70

47. When needed, poor performance on my team is addressed.

Admin, Other	43	9%	19%	28%	30%	14%	3.21
Overall	2101	8%	13%	22%	40%	17%	3.44

Management Questions

Throughout the County there are different levels of management, these questions refer to all managers beyond your direct supervisor. That would include both those within your agency and those that manage across SLCO.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
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48. Management communicates effectively with employees.

Admin, Other	44	11%	30%	32%	23%	5%	2.80
Overall	2156	13%	25%	22%	32%	8%	2.97

49. Employees are given enough support by management to do their jobs.

Admin, Other	44	9%	16%	30%	39%	7%	3.18
Overall	2145	11%	20%	21%	39%	10%	3.17

50. Management works together in a coordinated manner.

Admin, Other	44	14%	18%	34%	30%	5%	2.93
Overall	2144	14%	22%	27%	29%	8%	2.95

51. Management cares about employees as individuals.

Admin, Other	44	11%	18%	18%	43%	9%	3.20
Overall	2145	14%	17%	24%	32%	12%	3.11

52. I feel that, in general, those in management are qualified for their positions.

Admin, Other	44	5%	18%	27%	43%	7%	3.30
Overall	2151	10%	14%	27%	37%	12%	3.26

Work Environment/Operational Functionality

This section is about policies, procedures, processes, equipment, resources, assignments, schedules, transfers, and more. For the following questions the term "Assignment Changes" includes changes to work tasks, schedules, and/or transfers.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
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53. I understand why work assignment changes occur

Admin, Other	44	0%	7%	16%	52%	25%	3.95
Overall	2097	3%	8%	15%	59%	14%	3.74

54. The process through which changes are made to work assignments is fair.

Admin, Other	43	0%	21%	30%	37%	12%	3.40
Overall	2071	8%	16%	29%	38%	8%	3.23

Policies and Procedures

55. I know where to find policies and procedures relevant to my job

Admin, Other	45	0%	7%	11%	51%	31%	4.07
Overall	2159	2%	11%	11%	56%	19%	3.80

56. Policies and procedures are easy to understand.

Admin, Other	44	0%	16%	27%	43%	14%	3.55
Overall	2146	3%	15%	24%	48%	10%	3.46

57. Policies and procedures are enforced in a fair manner.

Admin, Other	44	14%	9%	32%	32%	14%	3.23
Overall	2142	9%	19%	27%	38%	7%	3.15

58. Employees have the opportunity to give input on policy/procedures

Admin, Other	44	11%	41%	23%	14%	11%	2.73
Overall	2139	12%	24%	30%	29%	6%	2.93

59. Employees are given opportunities to learn/adapt to new technology/systems.

Admin, Other	44	9%	9%	32%	34%	16%	3.39
Overall	2152	5%	11%	23%	50%	11%	3.52

60. I am provided sufficient resources to do my job.

Admin, Other	45	2%	11%	18%	51%	18%	3.71
Overall	2156	5%	10%	16%	54%	15%	3.64

61. I know who to contact regarding human resource related questions.

Admin, Other	44	0%	9%	7%	61%	23%	3.98
Overall	2158	3%	11%	13%	55%	17%	3.71

62. I know who to contact regarding payroll related questions.

Admin, Other	45	4%	7%	9%	62%	18%	3.82
Overall	2153	2%	6%	8%	62%	22%	3.97

63. I feel comfortable reporting discrimination concerns.

Admin, Other	44	11%	14%	18%	36%	20%	3.41
Overall	2093	11%	12%	19%	41%	16%	3.39

64. I feel comfortable reporting harassment concerns.

Admin, Other	45	13%	13%	18%	36%	20%	3.36
Overall	2093	11%	10%	19%	43%	17%	3.46

Culture

This section is about a shared set of values and beliefs that determine patterns of behavior common to groups of people.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
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65. The people I work with work well together.

Admin, Other	45	4%	9%	11%	42%	33%	3.91
Overall	2154	3%	8%	12%	48%	28%	3.89

66. The people I work with are committed to quality work.

Admin, Other	44	0%	14%	14%	36%	36%	3.95
Overall	2146	3%	9%	14%	46%	29%	3.88

67. My agency/division collaborates well with other SLCO agencies/divisions.

Admin, Other	44	2%	5%	20%	43%	30%	3.93
Overall	2124	3%	8%	27%	44%	17%	3.65

68. Providing services efficiently is part of the culture of SLCO.

Admin, Other	44	0%	7%	18%	45%	30%	3.98
Overall	2144	3%	9%	18%	50%	20%	3.76

69. I am encouraged to voice ideas, opinions, and concerns.

Admin, Other	45	11%	18%	18%	33%	20%	3.33
Overall	2157	9%	15%	19%	40%	17%	3.41

70. I feel like employee ideas, opinions and concerns are valued.

Admin, Other	45	9%	24%	22%	24%	20%	3.22
Overall	2153	12%	21%	21%	32%	14%	3.13

71. I am encouraged to be innovative by coming up with improved ways of doing things in my role.

Admin, Other	45	7%	18%	27%	22%	27%	3.44
Overall	2152	9%	15%	20%	39%	17%	3.40

72. The leaders in my division promote a positive work culture.

Admin, Other	45	9%	13%	18%	31%	29%	3.58
Overall	2146	10%	14%	20%	37%	19%	3.42

Well-Being

This section is about the satisfaction and positive feelings, supportive and enriching relationships, interest and engagement in activities, purpose, a sense of master and accomplishment, feelings of control and autonomy as well as optimism.

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
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73. I feel safe in my work environment.

Admin, Other	45	2%	7%	18%	29%	44%	4.07
Overall	2148	3%	7%	11%	49%	30%	3.97

74. I am engaged and interested in my job duties

Admin, Other	44	0%	0%	9%	50%	41%	4.32
Overall	2150	2%	3%	8%	50%	37%	4.17

75. I feel my work improves the lives of SLCO residents.

Admin, Other	41	0%	0%	22%	44%	34%	4.12
Overall	2136	1%	3%	11%	42%	43%	4.22

76. I feel personally empowered to problem solve at work.

Admin, Other	45	4%	7%	22%	31%	36%	3.87
Overall	2148	3%	6%	13%	44%	34%	4.00

77. I am treated with respect by my coworkers.

Admin, Other	45	7%	4%	13%	40%	36%	3.93
Overall	2153	3%	6%	12%	47%	33%	4.00

78. I am treated with respect by my supervisor

Admin, Other	45	0%	11%	20%	36%	33%	3.91
Overall	2147	5%	6%	10%	41%	38%	4.02

79. My workload is reasonable.

Admin, Other	45	13%	9%	13%	56%	9%	3.38
Overall	2152	7%	13%	13%	49%	19%	3.61

80. My job at the county allows me to have a healthy work-life balance.

Admin, Other	45	11%	16%	16%	42%	16%	3.36
Overall	2145	7%	11%	15%	46%	21%	3.66

81. I trust my team members to do their jobs.

Admin, Other	45	4%	7%	16%	40%	33%	3.91
Overall	2145	4%	10%	14%	48%	24%	3.79

82. I would recommend SLCO to a friend or family member as a place to work.

Admin, Other	45	4%	9%	22%	31%	33%	3.80
Overall	2146	7%	9%	17%	40%	27%	3.72

83. I am considering looking for a new job outside of SLCO in the next year.

Admin, Other	42	29%	14%	33%	17%	7%	2.60
Overall	2035	27%	21%	25%	15%	12%	2.66

Other

	Number Responding	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Mean (1-5)
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87. I feel the results of this survey will make a difference.

Admin, Other	45	9%	18%	38%	29%	7%	3.07
Overall	2109	17%	25%	37%	20%	2%	2.66