



Strategic **Focus**
County of Orange



County of Orange Employee Survey

2007



ACKNOWLEDGEMENTS

This report was prepared by the CEO's Technical Advisory Committee under the guidance of the CEO's Strategic Focus Steering Committee.

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EXECUTIVE SUMMARY

As part of the Strategic Focus planning efforts directed by the Board of Supervisors, the County of Orange CEO initiated the second annual county-wide survey of its 18,649 member workforce. The survey was conducted to elicit employees' thoughts and opinions about their workplace environment and culture, and job satisfaction. The goal was also to solicit employees' ideas on how to increase the effectiveness of their job, team, department, and the County.

Employees responded to a 40-item questionnaire that consisted of: a) seven demographic questions, b) one knowledge item about strategic focus efforts, c) four open-ended questions about workplace effectiveness, and d) 28 closed-ended satisfaction items that asked about 1) their personal work experience (Individual Level), 2) their team or workgroup efforts (Team Level), 3) the agency or department in which they work (Department Level), and 4) the quality of efforts of the County as a whole (County Level). This report provides survey findings for the entire County workforce. Reports comparing the results for individual agencies/departments to the county-wide averages will be prepared separately.

Respondent Demographics

Nearly half of the County workforce (47%, n = 8,767) across 24 agencies/departments responded to the survey between December 3 and December 14, 2007. Survey data were representative of all County of Orange employees in terms of their gender, length of employment and job type (i.e., Manager, Supervisor, Non-Manager). Importantly, about two-thirds of respondents reported that they intended to remain employed with the County until they retire (58%) or for up to another 10 years (8%).

Knowledge of Strategic Focus Efforts

A little over half (53%) of the County workforce that responded to the survey was aware of the County's Strategic Planning efforts. Interestingly, female employees were significantly more likely than males to be aware of Strategic Focus efforts. Similarly, such knowledge increased with length of employment and was also higher for Managers, compared to Supervisors and Non-Managers.

Overall Employee Satisfaction

Employee satisfaction across all four levels (i.e., Individual, Team, Department, and County Levels) averaged 3.74 on a 5-point scale. Overall, employee job satisfaction differed based on length of employment, intended length of employment, position (i.e., Non-manager, Supervisor, or Manger) and agency/department. For example, job satisfaction tended to decrease with length of employment, but was significantly higher for Managers, compared to Supervisors and Non-Managers. There were no significant differences in overall employee job satisfaction based on gender or county of residence.

Perceptions at the Individual Level

Survey respondent's perceptions of their individual work experience averaged about 3.76, and ranged from 3.48 to 4.12 on a 5-point scale. Employees were most likely to agree with the notion that they know what is expected of them at work. The lowest rated item concerned not receiving enough recognition and appreciation for their work. Compared to Supervisors and

Non-Managers, Managers tended to have significantly higher ratings on 8 of 10 Individual Level questions. The notable exception was they, like Supervisors and Non-Managers didn't always agree with the statement that their workload was manageable.

An extensive analysis of the open-ended comments written in by about half (49%, n=4,278) of survey respondents found that remarks could be classified into two areas, specifically related to organizational structure and culture. Suggested changes to the organizational structure most often involved issues concerning workload and more flexible work schedules (20% of comments). Having the tools, technology and training to do the job was another prominent concern of County employees (20% of comments). Improving pay and benefits was less commonly observed (5% of comments). Suggested improvements to the organizational culture most often centered around improving management/employee relations and communication.

Perceptions at the Team Level

Survey respondent's perceptions of their Team Level experience averaged about 3.85, and ranged from 3.75 to 4.00 on a 5-point scale. Employees were most likely to agree with the statement that their immediate supervisor communicates effectively with them. The lowest rated items concerned not placing blame when mistakes are made/focusing on learning, and receiving job performance feedback from their supervisor in the past 6 months. Compared to Supervisors and Non-Managers, Managers again, tended to have significantly higher ratings on 5 of 6 Team Level questions.

Forty percent of respondents (n=3,497) provided a comment/suggestion to improve the overall effectiveness of their team. The majority of suggested improvements to the organizational culture centered on increasing collaboration and cooperation (30% of comments). For example, the promotion of team work and team building activities were emphasized. The second most common group of comments at this level were about management and employee relations, communication issues, and equity in promotional opportunities (24% of comments).

Perceptions at the Department Level

Survey respondent's perceptions of their Department Level experience averaged about 3.65, and ranged from 3.33 to 4.19 on a 5-point scale. Employees were most likely to agree with the idea that we do a good job of serving the residents of Orange County. The lowest rated item was the statement regarding communication being open, honest, and direct. Compared to Supervisors and Non-Managers, Managers again had significantly higher ratings on all 7 Department Level questions.

An extensive analysis of the open-ended comments written in by 30% of survey respondents (n=2,657) found that the majority of remarks (31% of comments) were related to the physical environment and building maintenance (e.g., air conditioning, hot water). Related to organizational culture, the most prominent comments again were about management and employee relations including the need to improve communication laterally and vertically within the Agency/Department.

Perceptions at the County Level

Survey respondent's perceptions of their County Level experience averaged about 3.57, the lowest of all levels of inquiry. The range was from 3.05 to 3.97 on a 5-point scale. The highest rated items were that employees would recommend the County as an employer to their friends/family and that they are proud of the way the County serves our community. Importantly, the lowest rated item was the statement regarding the public having an accurate view of the mission and the quality of the services provided by the County. Clearly, employees are proud of the services they provide to the residents of Orange County but at the same time don't think that the residents truly understand or appreciate what the county workforce does.

Twenty percent of employees (n=2,249) provided a comment/suggestion to improve the overall effectiveness of the County. The majority of suggested improvements to the organizational culture centered on the need for increased media campaigns to raise residents' awareness of County services available (45%) and increasing the level/quality of services provided to the public (24% of comments). Employee's responses emphasized increasing public awareness and support/appreciation from the public and Board of Supervisors. Related to organizational structure, the most prominent comments were about having the tools and staffing to provide the best level of service to the public (16% of comments).

Comparison to 2006 Survey Results

Individual Level work experience and satisfaction levels have remained very constant since last year on the five survey items that were comparable. For example, County employees generally agree that their Department values the work they do and that they also feel empowered to do their job.

At the Team Level, there was an apparent increase in employees' rating of their supervisor actively involving their team to work together to solve problems (11% increase) and also the notion of focusing on learning from mistakes rather than placing blame (17% increase). A comparison of results at the Department Level showed that County employees continue to agree with the statement that they do a good job of serving the public and that they collaborate effectively with other agencies/departments.

The perception that the public has an accurate view of our mission and the quality of services provided increased slightly since last year (8% increase). The level of agreement with being proud of the way the County serves our community decreased slightly by 6%.

Conclusions

Employee satisfaction is dependent on a number of factors including, job type/level (Non-Manager, Supervisor, Manager), length of employment, intended length of employment and agency/department. Overall, factors influencing satisfaction levels were cultural factors (e.g., norms of instruction, observed behaviors, organizational values, habits of thinking).

- At the *Individual Level*, many survey participants did not believe that they receive enough recognition and appreciation for their work. Suggested changes to the organizational structure most often included examples such as decreasing workload, flexible work schedules and having the tools, technology and training to do the job.

- At the *Team Level*, many participants reported that their immediate supervisor communicates effectively and promotes their professional development. However, there was a consistent trend of not always receiving job performance feedback from their supervisor in the past 6 months.
- At the *Department Level*, many participants expressed concern with their organization's ability to communicate and welcome different ideas and perspectives.
- At the *County Level* there was a strong sentiment expressed that the public does not have an accurate view of our mission and the quality of the services provided to the public.

Open-ended responses confirm these findings and suggest that factors for improvement include recognition of hard work, increased perception of fair practice, and fostered independence and creativity. Structural factors considered important were increasing staff size, reducing workload, and increasing pay.

Based on these results, overall job satisfaction is mid-range, at about 3.74 on a 5-point scale, suggesting general satisfaction. Moreover, employee morale was found to be comparable to the levels reported in the 2006 survey.

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SECTION I: OVERVIEW

Purpose

As part of the Strategic Focus directed by the Board of Supervisors, the County of Orange County Executive Office (CEO) initiated a county-wide survey of its employees. The survey was conducted to elicit employees' opinions about their workplace and overall job satisfaction. Specifically, OC employees were asked to give their opinion of: 1) their personal work experience (Individual Level factors), 2) their team and workgroup efforts (i.e., Team Level), 3) the agency or department in which they work (Department Level), and 4) the quality and efforts of the County as a whole (County Level). This report provides survey findings for the entire County workforce. Summary reports for each agency/department compared to the county-wide results will be provided to agencies/departments in separate individual reports.

Methods

Beginning December 3, 2007, the County Executive Officer invited employees to participate in an anonymous and confidential survey by directing them to a secure web site. The survey remained available to employees online until December 14, 2007. Paper copies were made available to staff who did not have access to the internet, or for those who preferred a hard copy.

The 40-item questionnaire consisted of; a) seven demographic questions, b) one knowledge item about strategic focus efforts, c) four open-ended questions about workplace effectiveness, and d) 28 closed-ended satisfaction items ($\alpha=.93^1$). For each satisfaction item, respondents were allowed to determine their level of agreement using the following scale: 0=no opinion; 1=strongly disagree; 2=disagree; 3=neither agree nor disagree; 4=agree; and 5=strongly agree (See Appendix).

Data Analysis

Survey responses made via the online survey service (SurveyMonkey.com) and were coded, cleaned and merged into SPSS for analysis. Paper copies were scanned and coded using Scantron Cognition Enterprise System and merged with the data obtained from online survey. Data analysis consisted of descriptive, bivariate and multivariate analysis. Descriptive statistics were generated to produce minimum value, maximum value, mean and standard deviations for variables of interest. Additional analyses were conducted using cross-tabulations, *t*-tests, and analysis of variance to determine if differences existed between various groups. Specifically, average ratings were compared between Managers, Supervisors, and Non-managers using analysis of variance (ANOVA) procedure and post-hoc comparisons to test for significance at $p<0.01$ (99% confidence level).

Open-ended qualitative comments written in by respondents were analyzed inductively and processed in ATLAS*ti*.

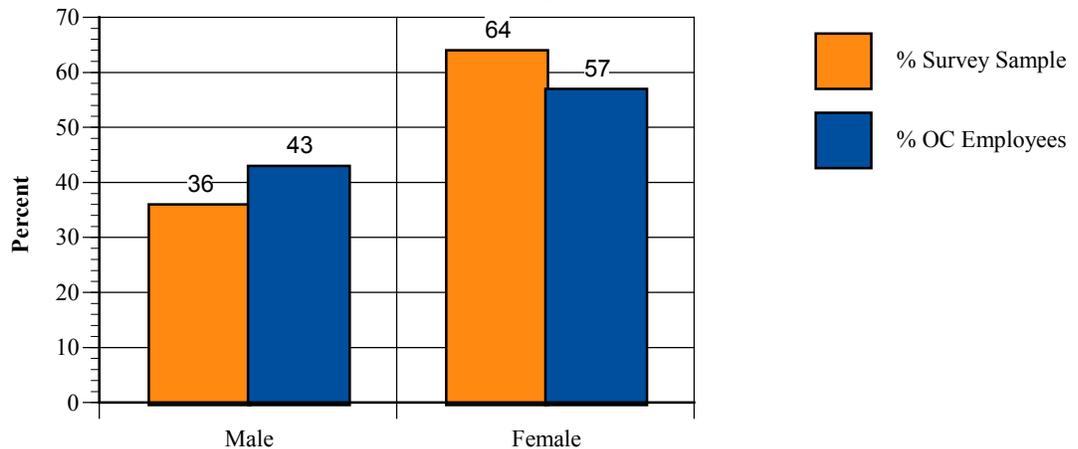
¹ Factors were tested for multicollinearity - a situation in which two or more explanatory variables in a multiple regression model are highly correlated.

SECTION II: DEMOGRAPHICS

Each respondent was asked seven demographic questions which included: 1) *What is your gender?* 2) *Do you live in the County of Orange?* 3) *How long have you worked at the County of Orange?* 4) *How long do you intend to continue working at the County of Orange?* 5) *What type of position do you have at the County?* (i.e., Non-Manager, Supervisor, or Manager), 6) *What is your status?* (i.e., county employee contracted or intern/volunteer), and 7) *Which agency or department do you work in?* Findings for each question are described below. Results are also compared to Orange County Human Resource estimates² to assert sample representativeness.

Gender. Figure 1 presents the gender profile of survey participants in comparison to all OC employees. As depicted, women constitute around 64% of all survey respondents. Consequently, men represent 36% of respondents.³ When comparing survey participants to all OC employees, although rates are similar, we find that female employees volunteered to complete the survey at slightly higher rates than male employees.

Figure 1: Gender of Survey Respondents Compared to all OC Employees



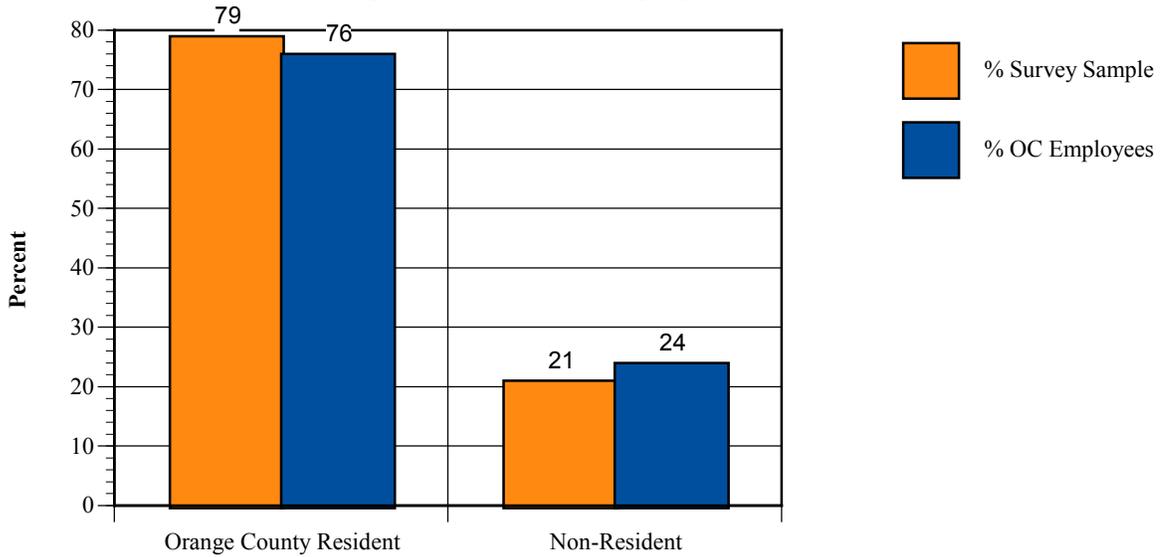
County of Residence. Survey participants were asked whether or not they were Orange County residents. As depicted in Figure 2, the percent of survey participants who live in Orange County mimics the percent of OC employees that live in the county. Specifically, 79% of survey participants live in the county compared to 76% of all OC employees who live in the county. In contrast, 21% of survey participants are non-residents of the county compared to 24% of OC employees who are non-residents.

²Orange County Employee data for comparisons were obtained from the County Human Resource Department.

Estimates may not include employees categorized as extra help, volunteer or working retirees.

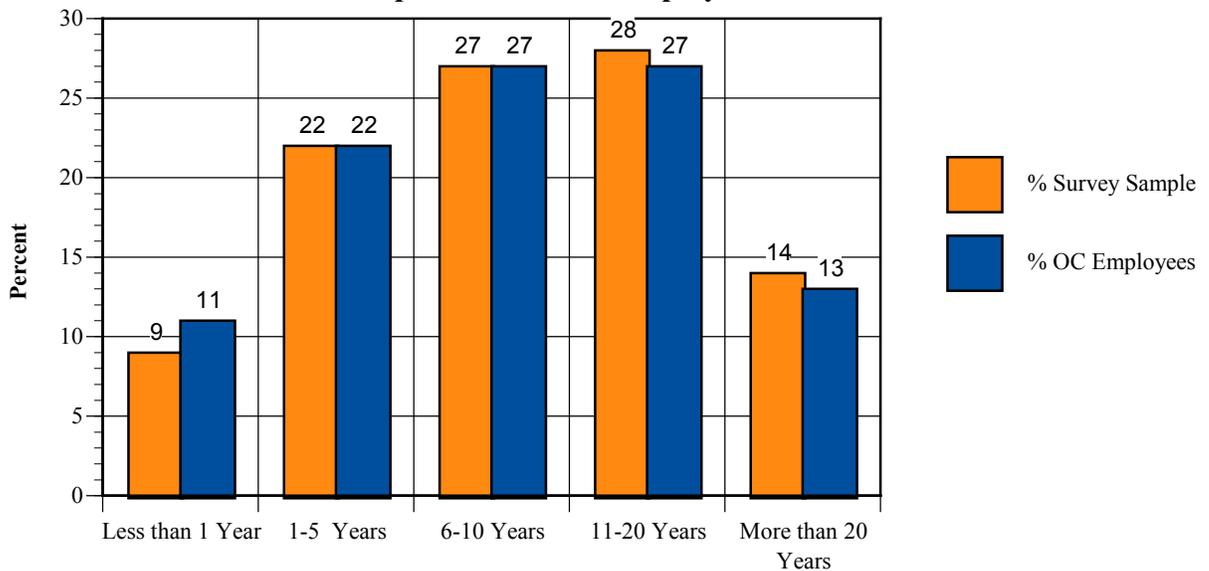
³ Women historically are more likely to respond to surveys than men. (See Aday, Lu Ann, 1996. *Designing and Conducting Health Surveys*. A Comprehensive Guide. Jossey-Bass Publishers. San Francisco. Also see Fowler, Floyd J. and Mangione, Thomas, 1989. *Standardized Survey Interviewing: Minimizing Interviewer-Related Error*. Applied Social Research Methods. Gender information was not given by 462 respondents. These individuals are not noted in Figure 1 but are included in all other subsequent analyses.

Figure 2: County of Residence of Survey Respondents Compared to all OC Employees



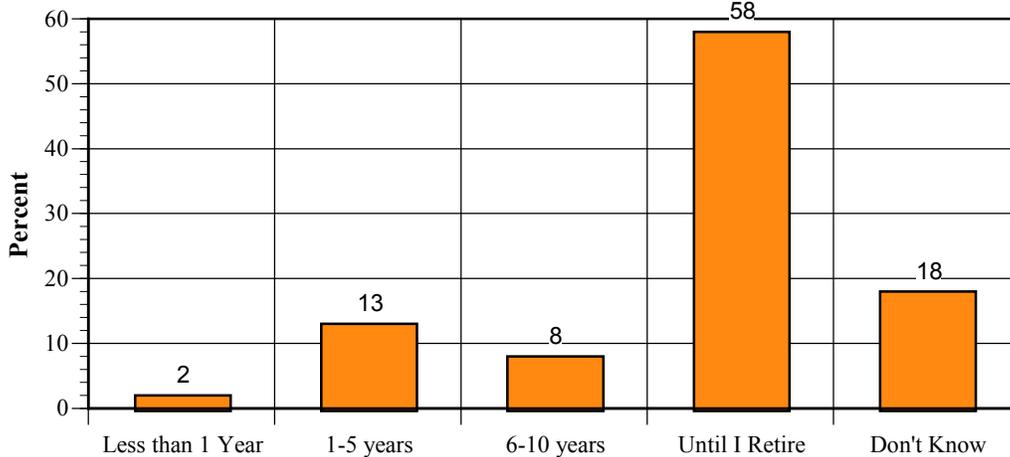
Length of Employment. Figure 3 provides the distribution of length of employment for survey participants in comparison to OC employee data. As depicted, the distribution of length of employment for survey participants closely corresponds to that for all county employees. Specifically, 9% of survey participants have been employed for less than a year; around 22% of survey participants have been employed for 1-5 years; approximately, 27% have been employed for 6-10 years; 28% have been employed from 11-20 years; and the remaining 14% have been employed for 20 years or more. (Length of employment based on OC Human Resource data estimates the actual percents to be 11%, 22%, 27%, 27%, and 13%, respectively).

Figure 3: Length of Employment of Survey Respondents Compared to all OC Employees



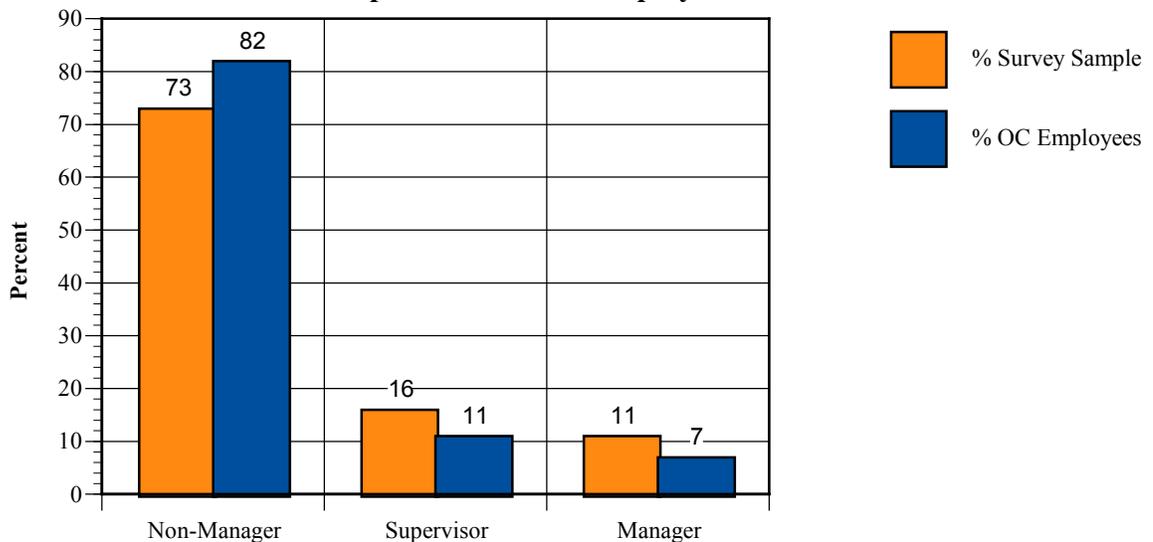
Intended Length of Employment. The distribution for intended length of employment for survey participants (Fig. 4) showed that a majority of survey respondents (almost 60%) intend to stay employed with the County of Orange until they retire.

Figure 4: Intended Length of Employment



Status and Type of Employee. Almost 99% of survey participants were county employees, whereas 1% represented individuals who were contracted employees or volunteers (including unpaid interns). Of county employees, 73% identified themselves as Non-managers; 16% identified as Supervisors; and 11% identified as Managers. In comparison, 82% of all OC employees are Non-managers; 11% are Supervisors and 7% are Managers (Fig. 5).

Figure 5: Job Type of Survey Respondents Compared to all OC Employees



Agency/Department. Employees from 24 county agencies/departments completed the survey. Because Orange County agencies/departments vary in staff size, it becomes important to identify the response rate for each department. A response rate is the completion rate, or return rate. It refers to the ratio of the number of employees who answered the survey divided by the number of total staff in that department.

The overall response rate (47%) and the response rate for each agency/department are provided in percentage form in Table 1. Agency/departments with the highest response rate include the: Internal Auditors Office (100%), Public Administrator/Public Guardians’ Office (75%), Child Support Services (68.8%), and Central Human Resource Department (60.9%). Agencies with the lowest response rate included the: Sheriff-Coroner’s Department (17.7%), Registrar of Voters (19%), Public Defenders Office (26%), and the District Attorney’s Office (28.8%).

Table 1: Agency/Department Response Rate

Agency/Dept	Total Number of Surveys Returned	Total Staff	Departmental Response Rate
Assessor	111	373	29.7%
Auditor-Controller	229	411	55.7%
Board of Supervisors	12	37	32.4%
Central Human Resources	25	41	60.9%
Child Support Services	427	624	68.8%
Clerk of the Board	17	32	53.1%
Clerk-Recorder	65	109	59.6%
County Counsel	60	103	58.3%
County Executive Office	90	179	50.3%
District Attorney	218	758	28.8%
Health Care Agency	1240	2,844	43.6%
Housing & Community Services	136	305	44.5%
Integrated Waste Management	159	283	56.1%
Internal Audit	19	19	100%
John Wayne Airport	84	167	50.3%
Probation Department	667	1,603	41.6%
Public Administrator/Public Guardian	48	64	75.0%
Public Defender	109	419	26.0%
Public Library	272	707	38.5%
Registrar of Voters	19	100	19.0%
Resource Development & Management	575	1,360	42.3%
Sheriff-Coroner	691	3,909	17.7% ⁴
Social Services Agency	2046	4,086	50.1%
Treasurer-Tax Collector	139	116	120.0% ⁵
Did not specify department	1309		
Totals	8767	18,649	47.0%

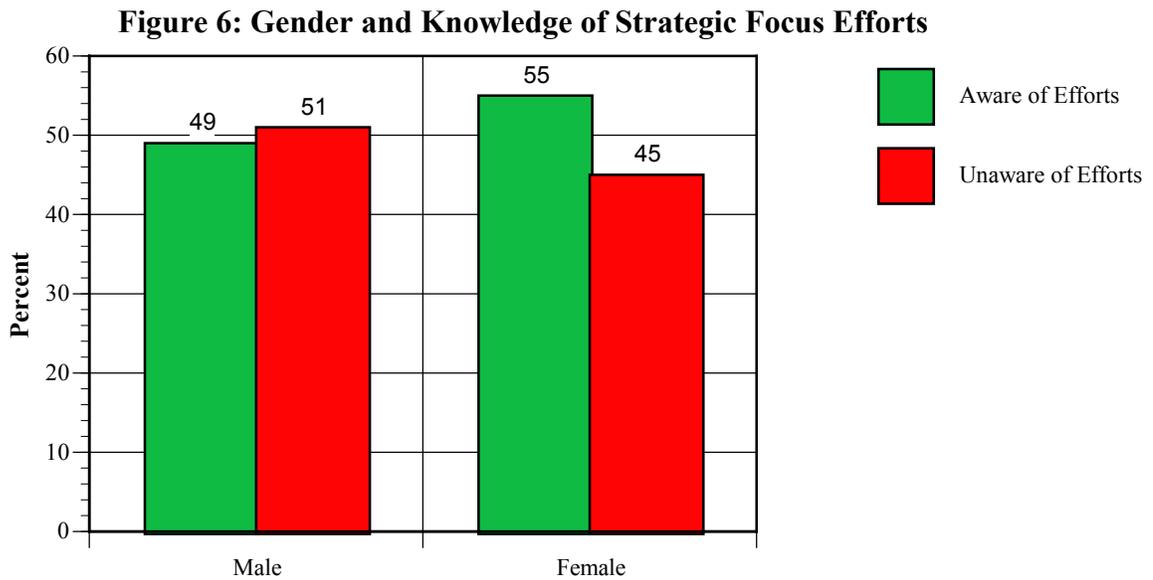
⁴ Low response rate may have resulted in part from name/address labels inadvertently being placed on hard copy surveys before distribution to staff which linked staff information to staff responses.

⁵ Rate over 100% as some staff may have responded more than once or staff from other Agency/Dept. mistakenly checked TTC.

SECTION III: KNOWLEDGE OF STRATEGIC FOCUS EFFORTS

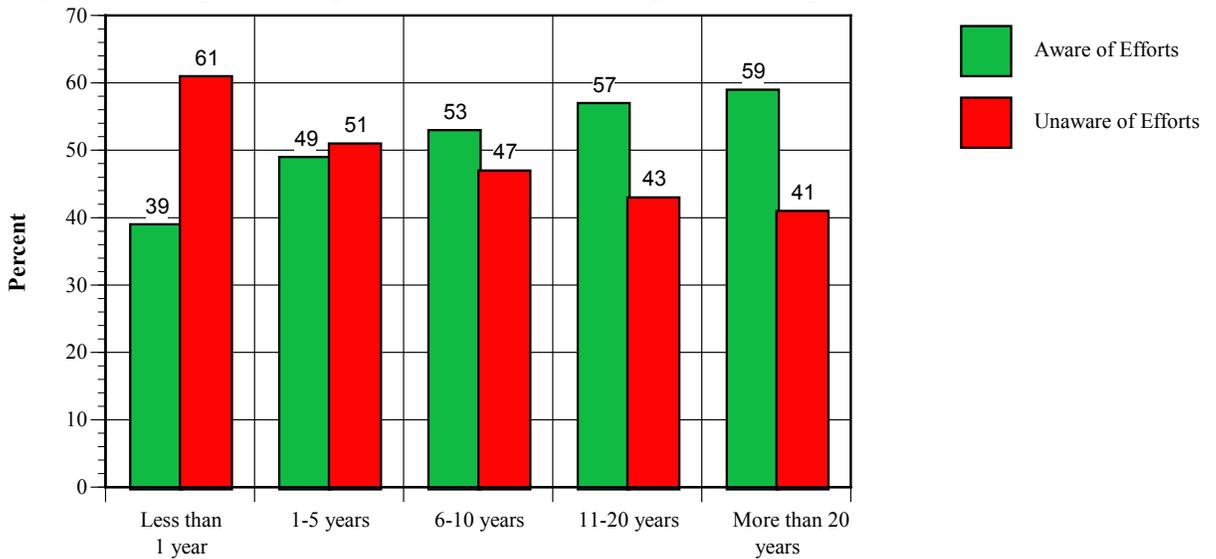
The County of Orange disseminates both current and archived strategic planning efforts to employees and the public. Employee knowledge of such Strategic Focus efforts was assessed. Employees were asked “Are you aware of the County’s Strategic Focus efforts.” Almost 53% of survey participants were aware of the County’s Strategic Focus efforts. Thus, 47% of survey participants were unaware of the County’s Strategic Focus efforts.

Gender. Figure 6 presents the number of survey participants who are aware of the County’s Strategic Focus efforts by gender. Females were significantly more likely than males to be aware of Strategic Focus efforts (55% compared to 49%).



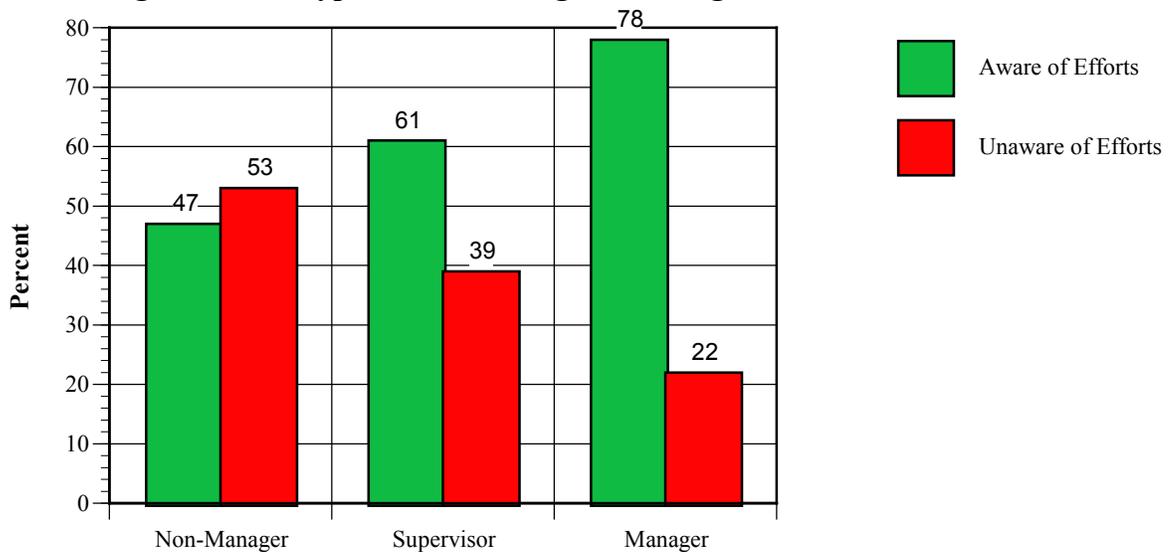
Length of Employment. Knowledge of the County’s Strategic Focus efforts systematically increases with length of employment (Fig. 7). For those employed less than 1 year, 39% were aware of Strategic Focus efforts. Those employed between 1 and 5 years reported being aware of Strategic Focus efforts at 49%. Those employed between 6 and 10 years reported being aware of Strategic Focus efforts at 53%. Those employed between 11 and 20 years reported being aware of Strategic Focus efforts at 57%. Finally, those employed more than 20 years reported being aware of Strategic Focus efforts at 59%.

Figure 7: Length of Employment and Knowledge of Strategic Focus Efforts



Type of Employee. Figure 8 presents the number of survey participants who are aware of the County’s Strategic Focus efforts for Non-Managers, Supervisors and Managers. Managers were significantly more likely than Supervisors, and Supervisors were significantly more likely than Non-managers to be aware of Strategic Focus efforts (78%, 61%, and 47% respectively).

Figure 8: Job Type and Knowledge of Strategic Focus Efforts



Agency/Department. Table 2 provides the percent of survey respondents who are aware of the County’s Strategic Focus efforts for all agencies and departments. Seventeen of the 24 Agencies/Departments had at least half of the workforce familiar with Strategic Focus efforts. Even further, more than ¾ of staff from the following departments were aware of the Strategic Focus efforts: the Board of Supervisors, the Internal Auditors Office, Central Human Resources, the County Executive Office, and the Clerk of the Board.

Table 2: Agency/Department and Knowledge of Strategic Focus Efforts

Agency/Dept	% Aware
Board of Supervisors	91.7%
Internal Audit	83.3%
Central Human Resources	80.0%
County Executive Office	78.7%
Clerk of the Board	76.5%
Auditor-Controller	67.7%
Housing & Community Services	63.2%
Integrated Waste Management	63.1%
John Wayne Airport	60.7%
Public Administrator/Public Guardian	58.7%
Treasurer-Tax Collector	58.0%
Child Support Services	57.5%
Health Care Agency	57.4%
Probation Department	57.2%
Public Library	55.8%
Resource Development & Management	55.3%
Social Services Agency	53.6%
County Counsel	48.3%
Clerk-Recorder	42.2%
Registrar of Voters	42.1%
Public Defender	34.9%
District Attorney	33.2%
Assessor	30.2%
Sheriff-Coroner	28.0%

SECTION IV: OVERALL EMPLOYEE SATISFACTION RESULTS

Overall job satisfaction was assessed by 28-items that asked survey participants to give their opinion of: 1) their personal work experience (i.e., individual level factors), 2) team and group work efforts, 3) the agency or department in which they work, and 4) the quality and efforts of the County as a whole ($\alpha=.93$). For each satisfaction item, respondents were allowed to determine their level of agreement using the following scale: 0=no opinion; 1=strongly disagree; 2=disagree; 3=neither agree nor disagree; 4=agree; and 5=strongly agree.

Employee satisfaction across all levels averaged a 3.74 on a 5-point scale which suggests a general satisfaction.

The remainder of this section examines *overall job satisfaction* based on gender, county of residence, length of employment, and type of employee (i.e., Non-manager, Supervisor, and Manager).

Gender. There is no significant difference in *overall job satisfaction* based on gender.

County of Residence. There is no significant difference in *overall job satisfaction* based on county of residence.

Length of Employment. *Overall job satisfaction* differs based on length of employment. Individuals employed with the County for less than one year were significantly more satisfied in comparison to all other groups ($p<.01$). There is a subsequent decline in job satisfaction as length of employment increases.

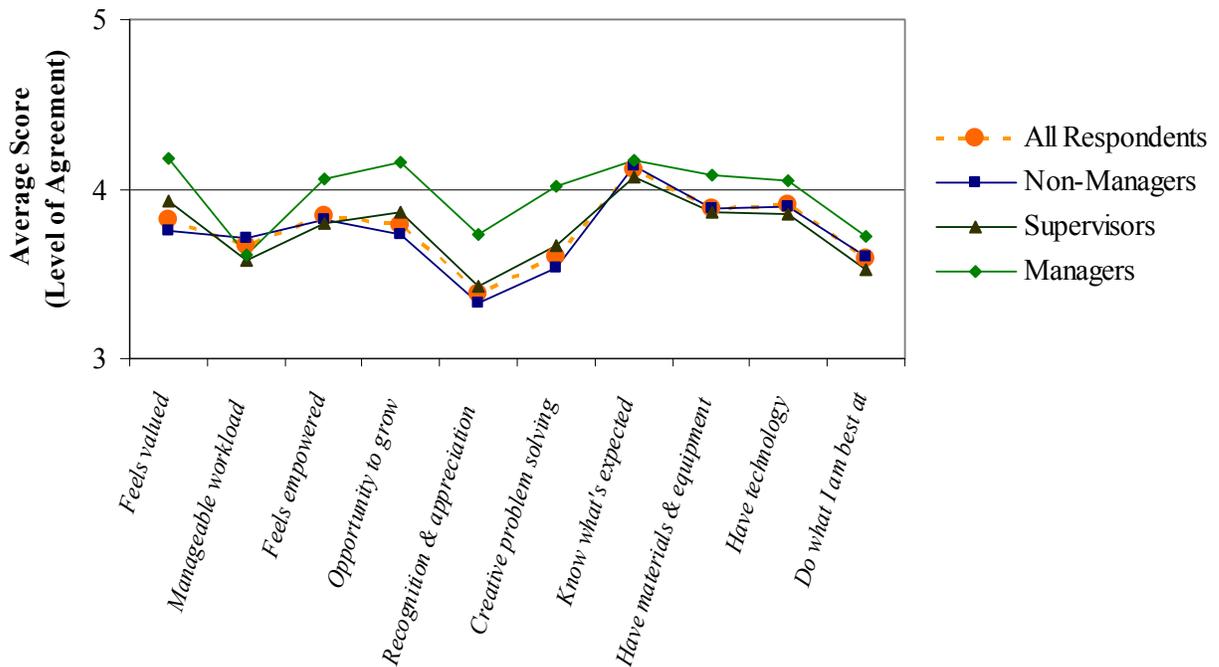
Intended Length of Employment. *Overall job satisfaction* differs based on intended length of employment. Survey participants who intend to stay employed with the county “*until they retire*” have significantly higher satisfaction levels than all other groups. Survey participants whose intended length of employment is between 1 and 10 years have significantly higher satisfaction scores than those who intend to stay employed “*less than 1 year*” and for those who replied “*don’t know*”.

Type of Employee. There is a significant difference in *overall job satisfaction* based on type of employee (i.e., Non-manager, Supervisor, and Manager). Managers were significantly more likely to have higher perceptions of job satisfaction than Supervisors and Non-managers. There is no significant difference in overall job satisfaction between Supervisors and Non-managers.

SECTION V: SPECIFIC PERCEPTION OF INDIVIDUAL WORK

Perceptions of *individual work* experience were assessed by 10 statements ($\alpha=.88$). For each statement respondents were allowed to determine their level of agreement using the following scale: 0=no opinion; 1=strongly disagree; 2=disagree; 3=neither agree nor disagree; 4=agree; and 5=strongly agree. Thus, scores of 1 and 2 indicate disagreement; scores of 3 indicate low to moderate agreement; and scores of 4 or higher indicate agreement. Survey respondent's perceptions of their *individual work* experience averaged a 3.76 on a 5-point scale. The results for statements 1-10 are depicted in Figure 9.

Figure 9: Level of Agreement with Statements 1-10 for All Survey Respondents and by Job Type



In general, responses to statements 1-10 followed a skewed distribution where the majority of respondents replied “agree” or “strongly agree.” The mean, or average, score for all employees ranged from 3.48 to 4.12. The item with the lowest mean, 3.48, was Statement 5 (“*I receive enough recognition and appreciation for my work*”). The item with the highest mean, 4.12, was Statement 7 (“*I know what is expected of me at work*”).

Based on average rate comparisons between Managers, Supervisors, and Non-managers, there are clear variations in perceptions of *individual work experience*. Managers in particular have positive perceptions about their *personal work experience*. In fact, Managers had a statistically higher rating at $p<.01$ of their *individual work experience* for eight-out-of-ten statements. Managers also scored a 4 or greater on seven-out-of-ten statements which suggest an overall agreement with *individual work experience* statements. Supervisors and Non-managers on average scored less than 4 (indicating moderate agreement) for nine-out-of-ten statements.

Averages are provided for all survey respondents and by job type in Table 4.

Table 4: Responses to Statements 1-11: *Individual work experience*

	All	Non-Managers	Supervisors	Managers
[1] I feel my Agency/Department values the work I perform.	3.82	3.75	3.93	4.18*
[2] My workload is manageable.	3.67	3.71*	3.58	3.61
[3] I am empowered to do my job.	3.84	3.82	3.80	4.06*
[4] I have adequate opportunity to learn and grow on the job.	3.79	3.73	3.86	4.16*
[5] I receive enough recognition and appreciation for my work	3.38	3.33	3.43	3.73*
[6] I am encouraged to explore creative ways to solve problems.	3.60	3.54	3.67	4.02*
[7] I know what is expected of me at work.	4.12	4.14	4.07	4.17
[8] I have the materials and equipment I need to do my work.	3.89	3.88	3.86	4.08*
[9] I have the information technology I need to do my work.	3.91	3.90	3.85	4.05*
[10] I get to do what I am best at, every day.	3.59	3.60	3.53	3.72*

* Job type with the highest mean score and significantly higher than at least one of the other groups (p<.01).

Statement 1: *I feel my Agency/Department values the work I perform.* Compared to Supervisors and Non-managers, Managers had a statistically higher rating regarding feeling valued. Supervisors were statistically more likely than Non-managers to feel valued. Thus, Non-managers reported feeling valued far less than both Supervisors and Managers.

Statement 2: *My workload is manageable.* Non-managers were statistically more likely to agree with this statement than Supervisors. Non-managers were not statistically different from Managers at p<.01. Additionally, there was no statistical difference between Supervisors and Managers in how manageable they found their workload.

Statement 3: *I am empowered to do my job.* Managers had a statistically higher rating of feelings of empowerment than Supervisors and Non-managers. There was no statistically significant difference between Supervisors and Non-managers.

Statement 4: *I have adequate opportunity to learn and grow on the job.* Managers had a statistically higher rating of perceptions of opportunity compared to Supervisors and

Non-managers. Supervisors were also significantly more likely to agree with this statement when compared to Non-managers. Thus, Non-managers were less likely than all other groups to agree with this statement.

Statement 5: *I receive enough recognition and appreciation for my work.* This statement received the lowest average score of all 10 statements about *personal work experience*, indicating high levels of disagreement by all employees. Nevertheless, Managers were significantly more likely to agree with this statement than Supervisors and Non-managers. Non-managers were less likely than Supervisors to agree with this statement (although not significantly at $p < .01$.)

Statement 6: *I am encouraged to explore creative ways to solve problems.* Managers had a statistically higher rating regarding their problem solving abilities compared to Supervisors and Non-managers. Supervisors were also significantly more likely to agree with this statement when compared to Non-managers. Thus, Non-managers were less likely than all other groups to agree with this statement.

Statement 7: *I know what is expected of me at work.* This statement received the highest average score of all 10 statements about *personal work experience*, indicating high levels of agreement. All groups, Non-managers, Supervisors and Managers tended to agree with this statement. There was no significant difference in how they responded.

Statement 8: *I have the materials and equipment I need to do my work.* Managers had a statistically higher rating as compared to Supervisors and Non-managers. There was no statistically significant difference between Supervisors and Non-managers.

Statement 9: *I have the information technology I need to do my work.* Managers had a statistically higher rating as compared to Supervisors and Non-managers. There was no statistically significant difference between Supervisors and Non-managers.

Statement 10: *I get to do what I am best at everyday.* Managers were statistically more likely to agree with this statement compared to Supervisors. Managers, however, were not statistically different from Non-managers at $p < .01$. There was no statistically significant difference between Supervisors and Non-managers.

Qualitative Analyses: Results to Open-ended Question at the Individual Level

In addition to the survey responses to statements 1-10, employees had the option to describe a change that they would make to enhance the overall effectiveness of their *individual work experience*. Around 49% (n=4,278) of all survey respondents gave a response to this question. Conversely, 51% had no comments. Of those who responded, 3% (n=117) responded with a positive or neutral comment. The remaining comments (n=46%; n=4,161) were negative or offered suggestions for improvement.

The negative comments/suggestions were categorized within two major themes,⁶ *Shifting the Organizational Structure*, and *Shifting the Organizational Culture*. Comments coded within the *Shifting the Organizational Structure* theme focus on logistical procedures, regulations, policies, and structure. Comments include thoughts about organization size, staff turnover, degree of staff and supervisor capacity, available expertise, known hazards, pay structure, and many others. Comments coded within the *Shifting the Organizational Culture* theme focuses on norms of instruction, observed behavioral regularities, espoused values, embedded skills, habits of thinking, and shared meanings.⁷

Comments were further categorized into coding schemes (or smaller classifications) and sub-codes. There are four basic codes for *Shifting the Organizational Structure* theme and they include 1) Building Maintenance and the Physical Environment, 2) Improving Pay, Benefits, and Incentives, 3) Time and Task Reorganization, and 4) Tools needed to do the Job (with sub-codes Training and Personal Development, Tangible Materials, and Update Technology).

There are six basic codes for *Shifting the Organizational Culture* theme and they include 1) Recognition and Support, 2) Autonomy and Inclusion in Decision Making, 3) Vertical and Lateral Communication, 4) Professionalism, 5) Collaboration and Cooperation, and 6) Supervisor/Manager and Employee Relations (with sub-codes Improve Communication and Equity in Treatment and Promotional Opportunities).

As in all qualitative analyses, comments can be categorized into more than one theme or code as the underlying message of a single response can be duplicative or even multiplicative so totals may be over 100%.

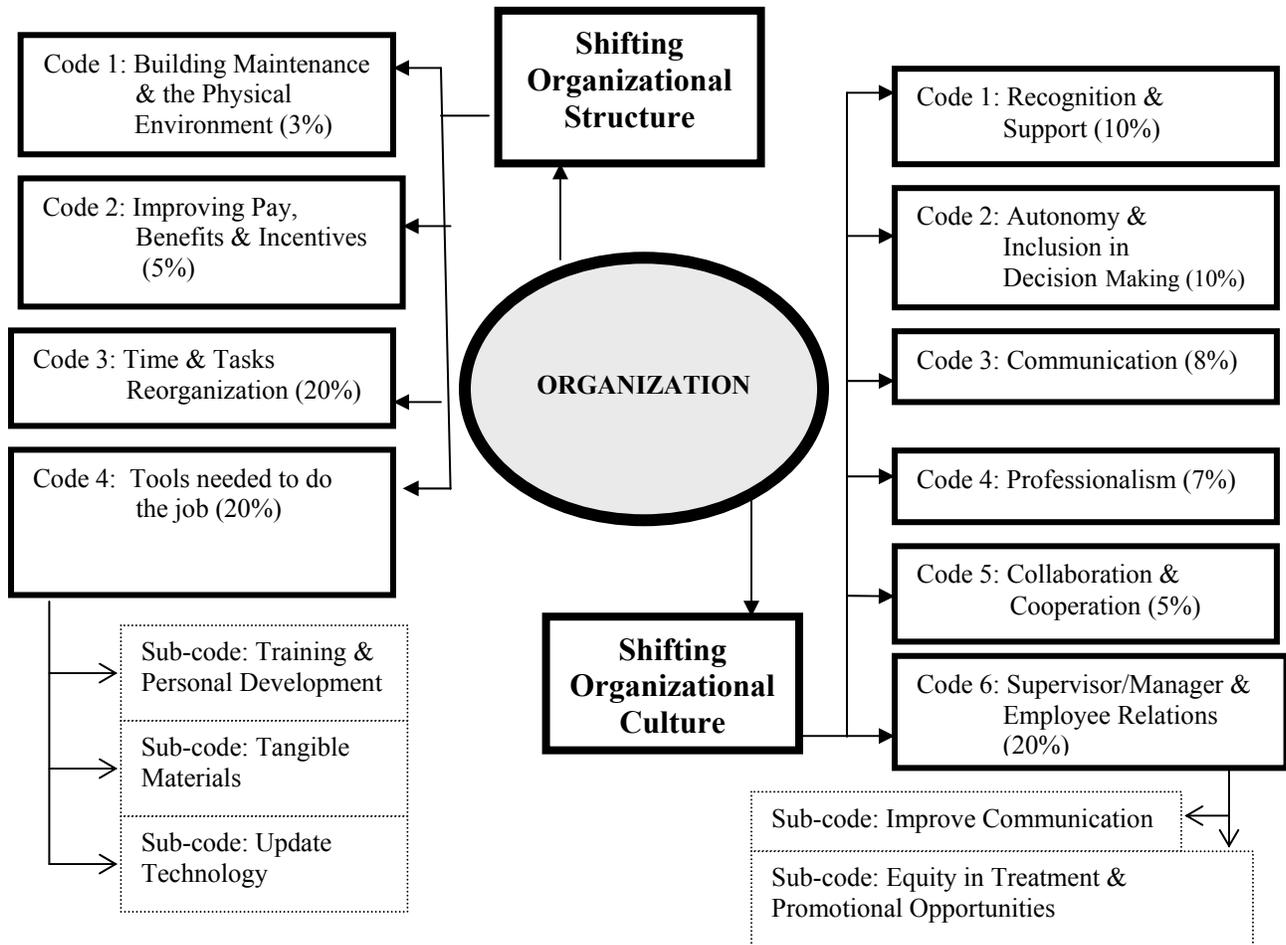
⁶ Similar to those provided by the MHG GROUP during the 2006 evaluation.

⁷ Ten percent of responses could not be categorized into these themes/codes.

Figure 10 gives a visual depiction of the codes. Examples of specific comments are provided in Appendix A.

Figure 10: Codes for Individual Level Open-Ended Question

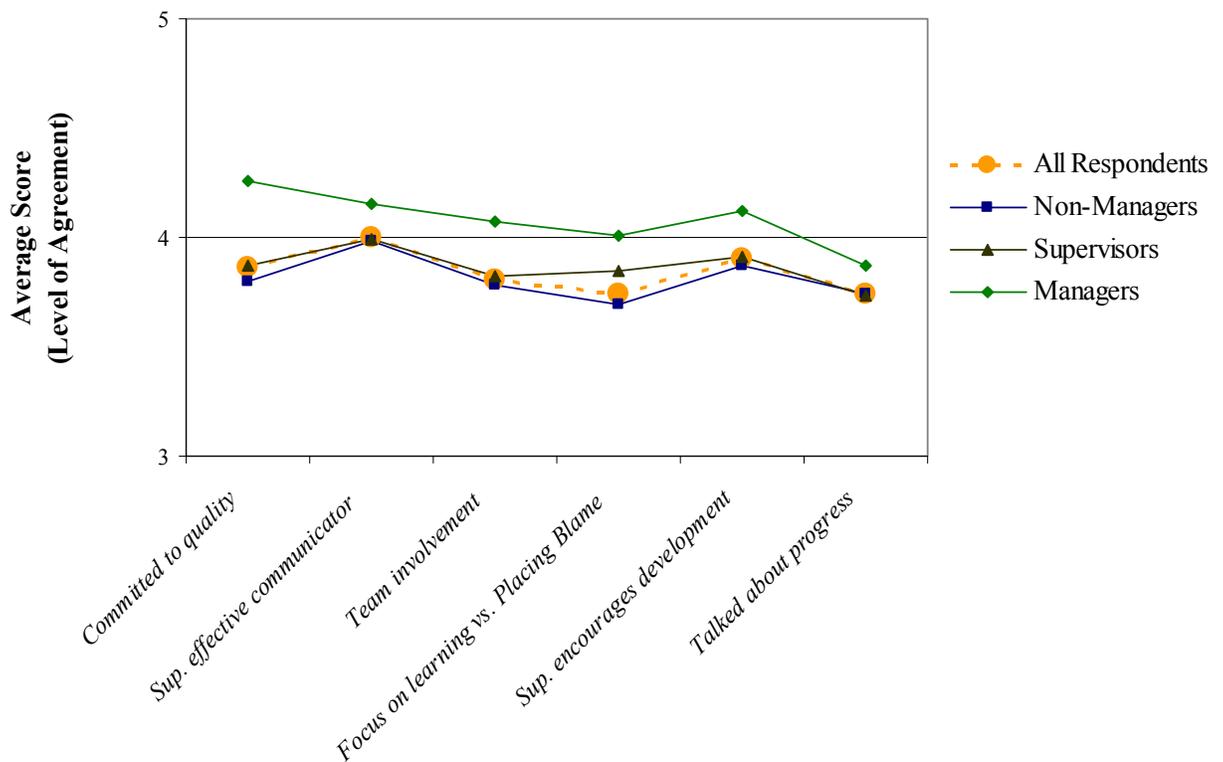
“Briefly describe one single change that you would make to your job that would enhance its overall effectiveness.”



SECTION VI: PERCEPTIONS OF THE TEAM

Perceptions of *team quality* were assessed by 6 statements ($\alpha=.86$). For each statement respondents were allowed to determine their level of agreement using the following scale: 0=no opinion; 1=strongly disagree; 2=disagree; 3=neither agree nor disagree; 4=agree; and 5=strongly agree. Thus, scores of 1 and 2 indicate disagreement; scores of 3 indicate low to moderate agreement; and scores of 4 or higher indicate agreement. Survey respondent’s perceptions of their team averaged about a 3.85 on a 5-point scale. The results for statements 12-17 are shown in Figure 11.

Figure 11: Level of Agreement with Team Level Statements 12-17 for All Survey Respondents and by Job Type



In general, participants had higher views about their *team*, than they had about their *individual work experience* (items 1-10). Still, responses to statements 12-17 followed a skewed distribution where the majority of respondents replied “agree” or “strongly agree.” The mean, or average, score for all employees ranged from 3.75 to 4.00. The two items with the lowest mean, 3.75, were statements 15 and 17 (“*When mistakes are made, we focus on learning from them rather than on placing blame*” and “*In the last six months, my immediate supervisor talked to me about my progress*”). The item with the highest mean, 4.00, was statement 13 (“*My immediate supervisor communicates effectively with me*”).

As with individual level statements, there are clear variations in perceptions and job satisfaction for *team* factors. Managers in particular have more positive perceptions about their *team*. In fact,

Managers had a statistically higher rating at $p < .01$ for five-out-of-six statements. Managers also scored a 4 or greater on five-out-of-six statements

Also important, Non-managers had lower ratings of satisfaction compared to the overall sample on five-out-of-six team level statements.

Averages are provided for all survey respondents and by job type in Table 5.

Table 5: Responses to Statements 12-17: *The Team*

	All	Non- Managers	Supervisors	Managers
[12] My co-workers are committed to doing quality work.	3.86	3.80	3.87	4.26*
[13] My immediate supervisor communicates effectively with me.	4.00	3.98	3.99	4.15*
[14] My immediate supervisor actively involves our team to work together to solve problems.	3.82	3.78	3.82	4.07*
[15] When mistakes are made, we focus on learning from them rather than on placing blame.	3.75	3.69	3.85	4.01*
[16] My immediate supervisor encourages my professional development.	3.91	3.87	3.91	4.12*
[17] In the last six months, my immediate supervisor talked to me about my progress.	3.75	3.74	3.73	3.87

* Job type with the highest mean score and significantly higher than at least one of the other groups ($p < .01$).

Statement 12: *My co-workers are committed to doing quality work.* Managers had a statistically higher rating compared to Supervisors and Non-managers. There was no statistically significant difference between Supervisors and Non-managers in their perceptions of co-workers commitment to quality.

Statement 13: *My immediate supervisor communicates effectively with me.* This statement had the highest average score for all employees (comparing the means in column two “All”) than any other team level factor. Managers had a statistically higher rating compared to Supervisors and Non-managers. There was no statistically significant difference between Supervisors and Non-managers in their perceptions of their supervisor’s ability to communicate effectively.

Statement 14: *My immediate supervisor actively involves our team to work together to solve problems.* Managers were significantly more likely to agree with this statement

compared to Supervisors and Non-managers. There was no statistically significant difference between Supervisors and Non-managers.

Statement 15: *When mistakes are made, people focus on learning from it rather than on placing blame.* This statement scored one of the lowest averages than all other *team level* statements, asserting higher levels of disagreement. Managers were statistically more likely to believe that the focus is on learning from mistakes compared to Supervisors and Non-managers. Supervisors were also significantly more likely than Non-managers to believe that the focus is on learning from mistakes compared to Non-managers. Thus, Non-managers were significantly less likely to agree with this statement than both Supervisors and Managers.

Statement 16: *My immediate supervisor encourages my professional development.* Managers were significantly more likely to agree with this statement compared to Supervisors and Non-managers. There was no statistically significant difference between Supervisors and Non-managers.

Statement 17: *In the last six months, my immediate supervisor talked to me about my progress.* This statement scored one of the lowest averages than all other *team level* statements, asserting disagreement. There were no significant differences between groups for this statement.

Qualitative Analyses: Results to Open-ended Question at the Team Level

In addition to the survey responses to statements 12-17, employees had the option to describe a change that they would make to enhance the overall effectiveness of their *team*. Around 40% (n=3,497) of all survey respondents gave a response to this question. Conversely, 60% had no comments. Of those who responded, 12% (n=469) responded with a positive or neutral comment. The remaining comments (n=3,068) were negative or offered suggestions for improvement.

The negative comments/suggestions were also categorized within two major themes⁸, *Shifting the Organizational Structure*, and *Shifting the Organizational Culture*.⁹

Comments were further categorized into coding schemes (or smaller classifications) and sub-codes. There are three basic codes for *Shifting the Organizational Structure* theme and they include: 1) Improving Pay, Benefits, and Incentives, 2) Redistribution of workload, and 3) Tools needed to do the Job (with sub-codes Training and Personal Development).

There are seven basic codes for *Shifting the Organizational Culture* theme and they include: 1) Recognition and Appreciation, 2) Client-Centered Servicing, 3) Communication, 4) Accountability and Responsibility, 5) Collaboration and Cooperation (Teamwork), 6) Efficiency, and 7) Supervisor/Manager and Employee Relations (with sub-codes Improve Communication and Equity in Treatment and Promotional Opportunities).

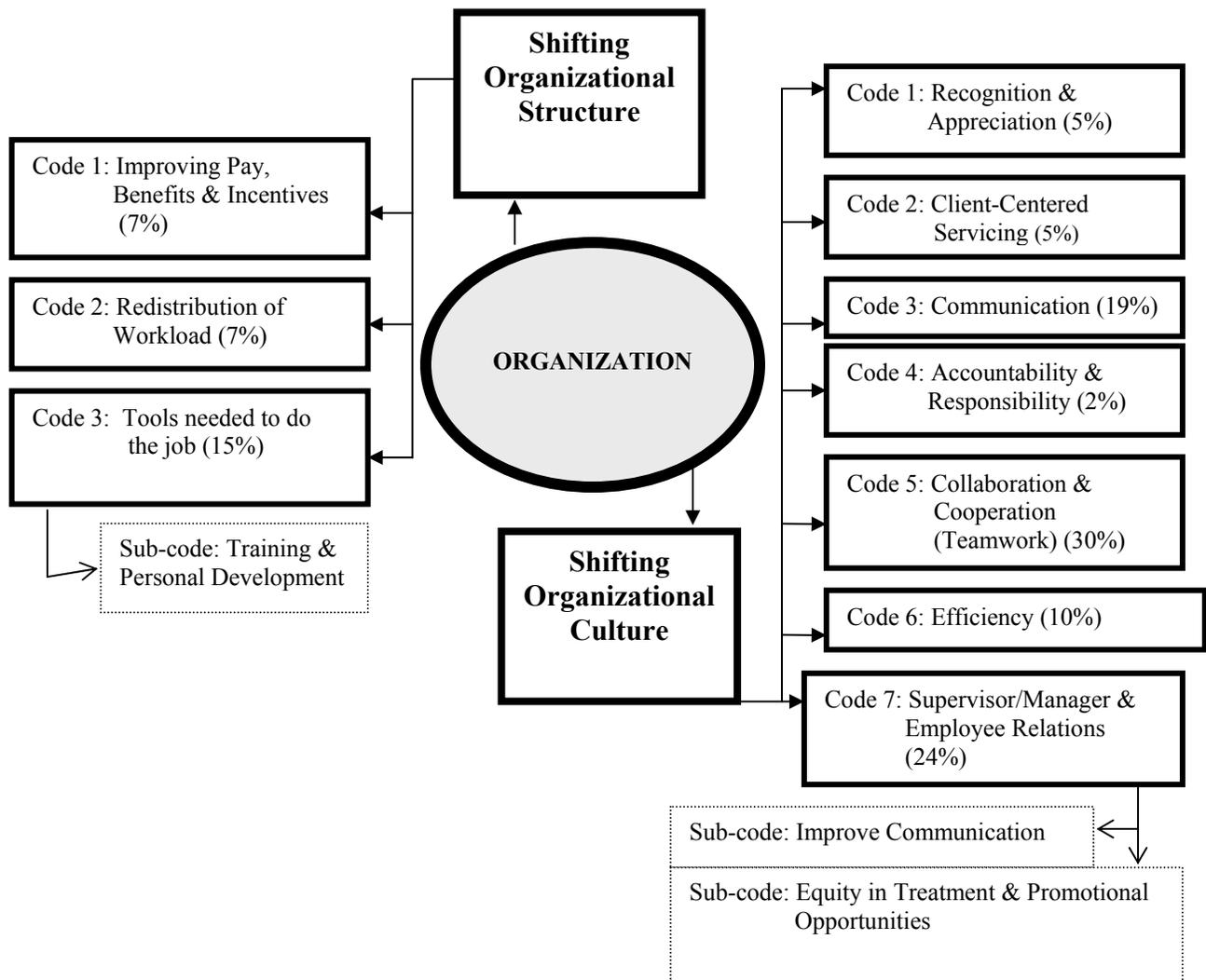
⁸ Similar to those provided by the MHG GROUP during the 2006 evaluation.

⁹ Seven percent of responses could not be categorized into these themes/codes.

As in all qualitative analyses, comments can be categorized into more than one theme or code as the underlying message of a single response can be duplicative or even multiplicative so totals may be over 100%.

Figure 12 gives a visual depiction of the codes. Examples are provided in Appendix C.

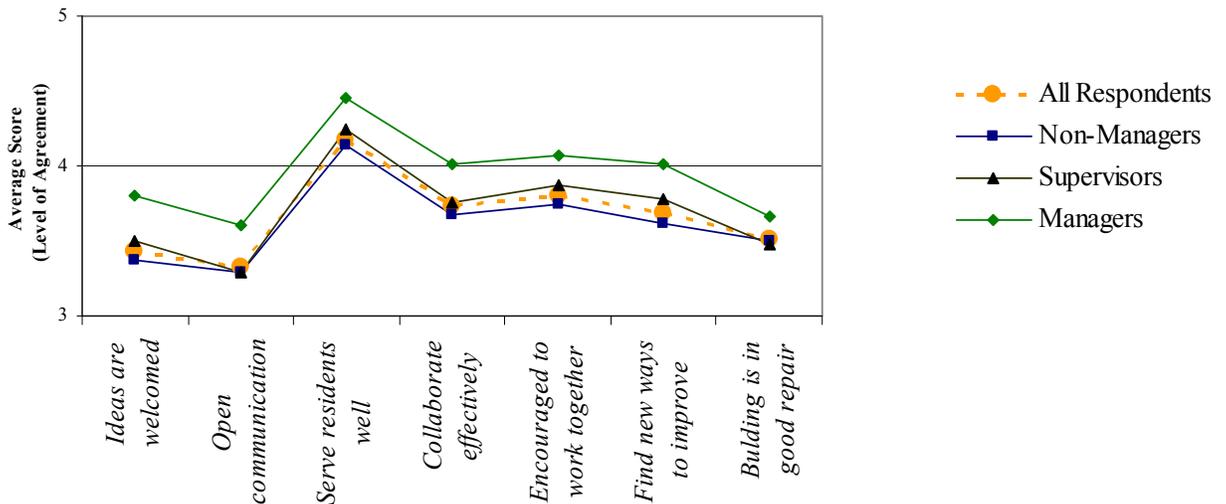
Figure 12: Codes for Team Level Open-Ended Question
“Briefly describe one single change that you would make to your team or work group that would enhance its overall effectiveness.”



SECTION VII: SPECIFIC PERCEPTIONS ABOUT DEPARTMENT

Perceptions of *agency/department quality* were assessed by 7 statements ($\alpha=.84$). For each statement, respondents were allowed to determine their level of agreement using the following scale: 0=no opinion; 1=strongly disagree; 2=disagree; 3=neither agree nor disagree; 4=agree; and 5=strongly agree. Thus, scores of 1 and 2 indicate disagreement; scores of 3 indicate low to moderate agreement; and scores of 4 or higher indicate agreement. Survey respondent's perceptions of their department averaged a 3.65 on a 5-point scale. The results of statements 19-25 are depicted in Figure 13.

Figure 13: Level of Agreement with Department Statements 19-25 for All Survey Respondents and by Job Type



The range of average scores for statements 19-25 was 3.33 to 4.19. The item with the lowest mean, 3.33, was statement 20 (“*Communication is open, honest and direct*”). The item with the highest mean, 4.19, was statement 21 (“*Overall, We do a good job of serving the residents of the County of Orange*”).

As with individual level statements and team level statements, Managers continue to have more positive perceptions about their agency/department compared to Supervisors and Non-managers. In fact, Managers had a statistically higher rating for all seven agency/department statements ($p<.01$). In contrast, Non-managers had lower ratings of satisfaction compared to the overall sample average on all seven factors, indicating that Non-managers were less likely to agree with agency/department statements compared to all other employees

Averages are provided for all survey respondents and by job type in Table 6.

Table 6: Responses to Statements 19-25: The Department

	All	Non- Managers	Supervisors	Managers
[19] Different ideas and perspectives are welcomed.	3.44	3.37	3.50	3.80*
[20] Communication is open, honest, and direct.	3.33	3.29	3.29	3.61*
[21] Overall, we do a good job of serving the residents of the county of orange.	4.19	4.14	4.24	4.45*
[22] We collaborate effectively with other agencies and departments.	3.73	3.69	3.76	4.01*
[23] Everyone is encouraged to work together.	3.80	3.74	3.87	4.07*
[24] We are encouraged to find new ways of improving our service.	3.69	3.62	3.78	4.01*
[25] The building where I work is in good repair.	3.52	3.50	3.48	3.66*

* Job type with the highest mean score and significantly higher than at least one of the other groups (p<.01).

Statement 19: *Different ideas and perspectives are welcomed.* Managers were statistically more likely to believe different ideas and perspectives are welcomed in the agency compared to Supervisors and Non-managers. Supervisors were also significantly more likely than Non-managers to believe different ideas and perspectives are welcomed in the agency compared to Non-managers. Thus, Non-managers were significantly less likely to agree with this statement than both Supervisors and Managers.

Statement 20: *Communication is open, honest, and direct.* This statement scored the lowest overall average when compared to all others in this section, asserting low levels of agreement. Still, Managers were statistically more likely to agree with this statement than Supervisors and Non-managers. There was no statistically significant difference between Supervisors and Non-managers. Supervisors and Non-managers were equally likely to be neutral (each averaging a 3.29).

Statement 21: *Overall, we do a good job of serving the residents of the county of Orange.* This statement received the highest level of agreement when compared to all other agency level factors. Managers were statistically more likely to believe that employees do a good job of serving the residents of the county compared to Supervisors and Non-managers. Supervisors were also significantly more likely than Non-managers to believe that employees do a good job of serving the residents of the county compared

to Non-managers. Thus, Non-managers were significantly less likely to agree with this statement than both Supervisors and Managers.

Statement 22: *We collaborate effectively with other agencies and departments.*

Managers were statistically more likely to agree with this statement than Supervisors and Non-managers. There was no statistically significant difference between Supervisors and Non-managers.

Statement 23: *Everyone is encouraged to work together.* Managers were statistically more likely to believe employee collaboration is encouraged compared to Supervisors and Non-managers. Supervisors were also significantly more likely than Non-managers to say employee collaboration is encouraged compared to Non-managers. Thus, Non-managers were significantly less likely to agree with this statement than both Supervisors and Managers.

Statement 24: *We are encouraged to find new ways of improving our service.* Managers were statistically more likely to agree with this statement compared to Supervisors and Non-managers. Supervisors were also significantly more likely than Non-managers to agree with this statement compared to Non-managers. Thus, Non-managers were significantly less likely to agree with this statement than both Supervisors and Managers.

Statement 25: *The building where I work is in good repair.* Managers were statistically more likely to agree with this statement than Supervisors and Non-managers. There was no statistically significant difference between Supervisors and Non-managers.

Qualitative Analyses: Results to Open-ended Question at the Department Level

In addition to the survey responses to statements 19-25, employees had the option to describe a change that they would make to enhance the overall effectiveness of their *agency/department*. Around 30% (n=2,657) of all survey respondents gave a response to this question. Conversely, 70% had no comments. Of those who responded, 12% (n=311) responded with a positive or neutral comment. The remaining comments (n=2,346) were negative or offered suggestions for improvement.

The negative comments/suggestions were also categorized within two major themes¹⁰, *Shifting the Organizational Structure*, and *Shifting the Organizational Culture*.

Comments were further categorized into coding schemes (or smaller classifications) and sub-codes. There are three basic codes for *Shifting the Organizational Structure* theme and they include: 1) Building Maintenance & the Physical Environment (with sub-code Health Safety and Nutrition), 2) Budget/Finance Management, and 3) Tools needed to do the Job (with sub-codes Training and Personal Development, Understanding Department and Functional Goals/Mission and Update Technology).

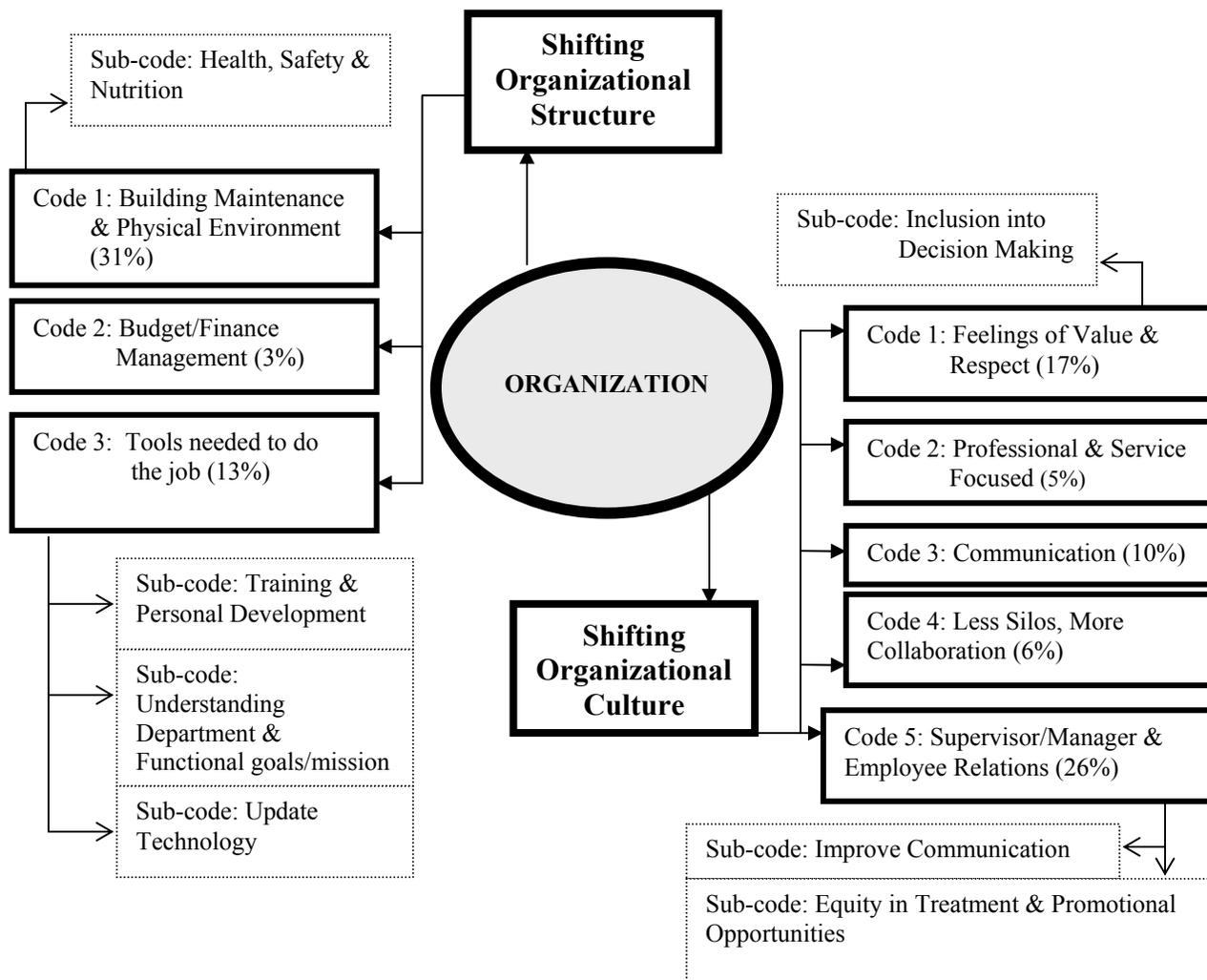
¹⁰ Similar to those provided by the MHG GROUP during the 2006 evaluation.

There are five basic codes for *Shifting the Organizational Culture* theme and they include: 1) Feelings of Value and Respect (with the sub-code Inclusion into Decision Making), 2) Professional & Service-Focused, 3) Communication, 4) Less Silos More Collaboration, and 5) Supervisor/Manager and Employee Relations (with sub-codes Improve Communication and Equity in Treatment and Promotional Opportunities).

As in all qualitative analyses, comments can be categorized into more than one theme or code as the underlying message of a single response can be duplicative or even multiplicative so totals may be over 100%.

Figure 14 gives a visual depiction of the codes. Examples are provided in Appendix D.

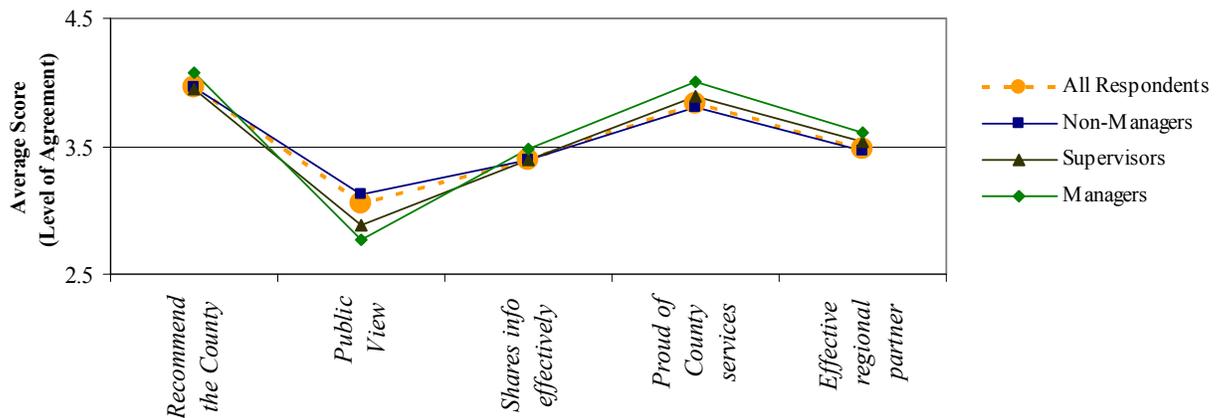
Figure 14: Codes for Department Level Open-Ended Question
“Briefly describe one single change that you would make to your agency or department that would enhance its overall effectiveness.”



SECTION VIII: SPECIFIC PERCEPTIONS ABOUT THE COUNTY

Perceptions of *the County of Orange* were assessed by 5 statements ($\alpha=.77$). For each statement respondents were allowed to determine their level of agreement using the following scale: 0=no opinion; 1=strongly disagree; 2=disagree; 3=neither agree nor disagree; 4=agree; and 5=strongly agree. Thus, scores of 1 and 2 indicate disagreement; scores of 3 indicate low to moderate agreement; and scores of 4 or higher indicate agreement. Survey respondent’s perceptions of their department averaged a 3.57 on a 5-point scale. The results of statements 27-31 are depicted in Figure 15.

Figure 15: Level of Agreement with County Statements 27-31 for All Survey Respondents and by Job Type



The range of average scores for statements 27-31 was 3.05 to 3.97. The item with the lowest mean, 3.05, was statement 28 (“*The public has an accurate view of our mission and the quality of the services we provide*”). The item with the highest mean, 3.97, was statement 27 (“*I would recommend working at the County to my friends and family*”).

In contrast to other levels of inquiry (i.e., individual, team level and agency/department), results for County level statements varied more widely. No one group consistently had higher scores than others. Averages are provided for all survey respondents and by job type in Table 7.

Table 7: Responses to Statements 27-31: The County

	All	Non-Manager	Supervisors	Managers
[27] I would recommend working at the County to my friends and family.	3.97	3.96	3.95	4.07*
[28] The public has an accurate view of our mission and the quality of the services we provide.	3.05	*3.12	2.89	2.77
[29] The County effectively shares information that directly affects me.	3.40	3.39	3.39	3.48
[30] I am proud of the way the County serves our community.	3.83	3.80	3.89	4.00*
[31] The County is an effective regional partner with other organizations (such as the county’s cities and special districts, State and Federal Government, etc.).	3.49	3.46	3.53	3.60

* Job type with the highest mean score and significantly higher than at least one of the other groups ($p<.01$).

Statement 27: *I would recommend working at the County to my friends and family.* This statement received the highest level of agreement when compared to all other county level factors. Managers had a statistically higher rating compared to Non-managers. Managers, however were not significantly different than Supervisors at $p < .01$. There was also no statistically significant difference between Supervisors and Non-managers.

Statement 28: *The public has an accurate view of our mission and the quality of the services we provide.* This had the lowest average for all county level questions, indicating low levels of agreement with this statement. Managers had a statistically lower rating compared to Non-managers. Managers, however did not score significantly lower than Supervisors at $p < .01$. Supervisors had a significantly lower average than Non-managers. In contrast, Non-managers were more likely to agree with this statement than both Managers and Supervisors.

Statement 29: *The County effectively shares information that directly affects me.* There was no statistically significant difference between Managers, Supervisors and Non-managers at $p < .01$.

Statement 30: *I am proud of the way the County serves our community.* Managers were statistically more likely to be proud of the way the County serves our community compared to Non-managers. Managers were not statistically different from Supervisors at $p < .01$. There was no statistically significant difference between Supervisors and Non-managers.

Statement 31: *The County is an effective regional partner with other organizations (such as the county's cities and special districts, State and Federal Government, etc.)* There were no significant differences between groups regarding their opinion on this question.

Qualitative Analyses: Results to Open-ended Question at the County Level

In addition to the survey responses to statements 27-31, employees had the option to describe a change that they would make to enhance the overall effectiveness of the County of Orange. Around 20% ($n=2,249$) of all survey respondents gave a response to this question. Conversely, 80% had no comments. Of those who responded, 19% ($n=417$) responded with a positive or neutral comment. The remaining comments ($n=1,832$) were negative or offered suggestions for improvement.

The negative comments/suggestions were also categorized within two major themes¹¹, *Shifting the Organizational Structure*, and *Shifting the Organizational Culture*.

Comments were further categorized into coding schemes (or smaller classifications) and sub-codes. There are three basic codes for *Shifting the Organizational Structure* theme and they include: 1) Budget/Funding, Management, 2) Incentives to Work for and Remain at the County

¹¹ Similar to those provided by the MHG GROUP during the 2006 evaluation.

of Orange, and 3) Tools needed to do the Job (with sub-code More staff/ competent staff/ competitive staff).

There are seven basic codes for *Shifting the Organizational Culture* theme and they include: 1) Need for Media Campaigns and Public Awareness, 2) Issues with Board of Supervisors (with a strong focus on needing their support and appreciation), 3) Reduce Bureaucracy and Hierarchy, 4) Improve Services, 5) Build Community Partners, 6) Unify Departments and Agencies (Technology programs, infrastructure, and information dissemination), and 7) Competent Supervisors and Managers.

As in all qualitative analyses, comments can be categorized into more than one theme or code as the underlying message of a single response can be duplicative or even multiplicative so totals may be over 100%.

Figure 16 gives a visual depiction of the codes. Examples are provided in Appendix E.

Figure 16: Codes for County Level Open-Ended Question

“Briefly describe one single change that you would make to enhance the overall effectiveness of the County.”



SECTION IX: COMPARISON TO 2006 SURVEY

In 2006, the County of Orange initiated its first ever county-wide survey to assess job satisfaction. For comparative reasoning, the survey methodology implemented in 2006 was replicated in 2007, but included more items. For 10 items, however, comparisons from 2007 to 2006 can be made.

Individual Level Survey Items

Five items which assessed perceptions of *personal work experience*, or individual level factors, were included in both 2006 and 2007. They are noted in Table 8 below along with the mean scores for all survey participants and by job type. In all, perceptions of *personal work experience* have not changed from 2006 to 2007, as noted by mean scores.

**Table 8: Comparison of 2006 and 2007
Personal work experience Survey Items**

	All	Non-Manager	Supervisors	Managers
I feel my Agency/Department values the work I perform.				
2006 Survey Results	3.81	3.76	3.84	4.05
2007 Survey Results	3.82	3.75	3.93	4.18
Difference from 2006 to 2007	+0.01	-0.01	+0.09	+0.13
My workload is manageable.				
2006 Survey Results	3.70	3.75	3.63	3.49
2007 Survey Results	3.67	3.71	3.58	3.61
Difference from 2006 to 2007	-0.03	-0.04	-0.05	+0.12
I am empowered to do my job. ¹²				
2006 Survey Results	3.91	3.90	3.86	4.04
2007 Survey Results	3.84	3.82	3.80	4.06
Difference from 2006 to 2007	-0.07	-0.08	-0.06	-0.02
I receive enough recognition and appreciation for my work. ¹³				
2006 Survey Results	3.38	3.35	3.38	3.52
2007 Survey Results	3.38	3.33	3.43	3.73
Difference from 2006 to 2007	.00	-0.02	+0.05	+0.21
I am encouraged to explore creative ways to solve problems. ¹⁴				
2006 Survey Results	3.56	3.49	3.60	3.87
2007 Survey Results	3.60	3.54	3.67	4.02
Difference from 2006 to 2007	+0.04	+0.05	+0.07	+0.15

¹² The 2006 survey item read, “I am empowered to act within the scope of my expertise, training, and experience.”

¹³ The 2006 survey item read, “I receive enough recognition and appreciation for the quality of my work.”

¹⁴ The 2006 survey item read, “I am encouraged to explore creative ways to resolve issues.”

Team Level Survey Items

Only two-items which assessed perceptions of *team* were included in both 2006 and 2007. They are noted in Table 9 below with mean scores for all survey participants and by job type. As noted by mean scores, perceptions of *team* have improved overall and across all job types since 2006.

**Table 9: Comparison of 2006 and 2007
Team Survey Items**

	All	Non-Manager	Supervisors	Managers
My immediate supervisor actively involves our team to work together to solve problems ¹⁵ .				
2006 Survey Results	3.42	3.36	3.40	3.79
2007 Survey Results	3.81	3.78	3.82	4.07
Difference from 2006 to 2007	+39	+42	+42	+28
When mistakes are made, we focus on learning from them rather than on placing blame. ¹⁶				
2006 Survey Results	3.21	3.20	3.18	3.37
2007 Survey Results	3.74	3.69	3.85	4.01
Difference from 2006 to 2007	+53	+49	+67	+64

Department Level Survey Items

Only two-items which assessed perception of *department efforts* were included in both 2006 and 2007. Table 10 presents mean scores for all survey participants and by job type. In all, perceptions of *agency/department efforts* have declined slightly since 2006.

**Table 10: Comparison of 2006 and 2007
Department Survey Items**

	All	Non-Manager	Supervisors	Managers
Overall, we do a good job of serving the residents of the county of Orange.				
2006 Survey Results	4.22	4.20	4.23	4.34
2007 Survey Results	4.18	4.14	4.24	4.45
Difference from 2006 to 2007	-.04	-.06	+.01	+.11
We collaborate effectively with other agencies and departments. ¹⁷				
2006 Survey Results	3.93	3.91	3.87	4.15
2007 Survey Results	3.73	3.68	3.76	4.01
Difference from 2006 to 2007	-.20	-.23	-.11	-.14

¹⁵ The 2006 survey item read, “Managers actively involve staff to work together to solve problems.”

¹⁶ The 2006 survey item read, “When mistakes are made, people focus on the learning rather than on placing blame.”

¹⁷ The 2006 survey item read, “My department collaborates effectively with other departments to meet County initiatives.”

County Level Survey Items

Two-items which assessed perception of *County efforts as a whole* were included in both 2006 and 2007. Table 11 presents mean scores for all survey participants and by job type. There has been an increase in perceptions of how the public views the County "...mission and quality of services..." In contrast, there has been a decrease in perceptions of "...the way the County serves our community."

**Table 11: Comparison of 2006 and 2007
County Level Survey Items**

	All	Non- Managers	Supervisors	Managers
The public has an accurate view of our mission and the quality of the services we provide. ¹⁸				
2006 Survey Results	2.82	2.94	2.64	2.40
2007 Survey Results	3.05	3.12	2.89	2.77
Difference from 2006 to 2007	+.23	+.18	+.25	+.37
I am proud of the way the County serves our community. ¹⁹				
2006 Survey Results	4.06	4.03	4.09	4.22
2007 Survey Results	3.83	3.89	3.89	4.00
Difference from 2006 to 2007	-.23	-.14	-.20	-.22

¹⁸ The 2006 survey item read, "The public has an accurate and unbiased view of our mission and the quality of the services we provide."

¹⁹ The 2006 survey item read, "I am proud of the quality of work the county provides our communities."

SECTION X: CONCLUSIONS

Employee satisfaction is dependent on a number of factors including, job type/level (Non-manager, Supervisor, Manager), length of employment, intended length of employment and agency/department. For example, Managers consistently had significantly higher satisfaction scores compared to Non-managers and Supervisors.

Overall, factors influencing satisfaction levels were cultural factors (e.g., norms of instruction, observed behaviors, organizational values, habits of thinking, etc.).

- At the *Individual level*, many survey participants did not believe that they receive enough recognition and appreciation for their work.
- At the *Team/Group level*, more survey participants disagreed with the statements “when mistakes are made, we focus on learning from them rather than on placing blame” than any other statement at this level. Disagreement suggests that the productive learning techniques or positive reinforcement techniques are needed in the workplace.
- At the *Agency/Department level*, many participants expressed concern with their organization’s ability to communicate and welcome different ideas and perspectives.
- At the *County level* there was a strong sentiment expressed that the public does not have an accurate view of our mission and the quality of the services we provide.

Open-ended responses confirm these findings and suggest that factors for improvement include recognition of hard work, increased perception of fair practice, and fostered independence and creativity. Structural factors considered important were increasing staff size and increasing pay.

Based on these findings, overall job satisfaction is mid-range, about 3.74 on a 5-point scale suggestion general satisfaction. Moreover, employee morale was found to be comparable to the levels reported in the 2006 survey.

APPENDIX A: Individual Level Open-Ended Response Examples

Shifting the Organizational Structure Examples

Code 1: Building Maintenance and the Physical Environment (3% of comments)

- *“Improve the facility, heating & air conditioning, restrooms are dirty, building overall state is unhealthy”*
- *“A building that is attractive to consumers and able to accommodate groups”*
- *“Be allowed to choose what type of noise-level person to sit next to: loud music, lots of idle chatting, gossipers, or a quiet environment.”*
- *“A new office. 14 people share less than 900 square feet of space.”*
- *“Better work environment relating to proper and ergonomically correct furniture.”*

Code 2: Improving Pay, Benefits, and Incentives (5% of comments)

- *“Salary Increase or sufficient pay to reflect the high cost of living in Orange County”*
- *“Better union contract with a higher salary & retirement insurance.”*
- *“Eliminate PIP”*
- *“Incentives that would attract young, talented, energetic workers that we can train to succeed us”*

Code 3: Tasks and Time Reorganization (20% of comments)

- *“A smaller work load would allow more time for better community service and education.”*
- *“Need to hire additional staff to lighten workload and avoid burn-out, and provide time to take advantage of educational training.”*
- *“I would change the distribution of the workload and the responsibility; some staff within the same classification tend to get dumped on with more work than others.”*
- *“Increased work load, I don't have enough to keep busy every day”*
- *“Offer a 4/10 work schedule. Overall, the department that I work for has been flexible and supportive to me regarding allowing me to take my own time off in order to attend a college class.”*
- *“A 12 hr shift work week.”*
- *“More time to process cases rather than just time to receive the work.*
- *“[I] would like to have a real break at lunch time when we work 16 hour shifts””*

Code 4: Tools needed to do the job (20% of comments)

► Sub-code: Training and Personal Development

- *“Increase professional growth opportunities - i.e. credential training.”*
- *“Ability to cross train into other areas of interest”*
- *“Customer service training”*
- *“Effective time management training during induction would be helpful”*
- *“Have a training manual for my job, outline in details what I'm responsible for.”*
- *“Honestly, we need better training. A LOT better. The same old training year after year makes for a stale, complacent work force and puts people's lives in danger.”*

► Sub-code: Tangible Materials

- *“Money to order supplies/books to use in work with clients.”*
- *“If I had the software I need to complete by job to the best of my abilities. My supervisor ordered the Adobe Creative Suite for me over 6 months ago and they program has still not been installed on my computer.”*
- *“More efficient communication equipment (i.e. Blackberry phone with email capability; web based email).”*

- *“We need bigger, better office facility with individual cubicles for us to do our office work.”*
 - *“Additional resources ...including reliable computers and individual printers would make our work more efficient. Since we often work out in the field, laptops would be even better.”*
 - *“To have the staff I need required to do the job. It would be good to have laptops and cell phone.... to do this job.”*
- Sub-Code: Update Technology
- *“Servers to be faster since I have to work using a computer and an internet connection daily.”*
 - *“Update software programs and purchase additional licenses when necessary (Example: We only have 2 licenses for MS Access 2000....7 years old.)”*
 - *“Remedy computer technical application/system problems...and faster. Some problems have remained for 3+ years.”*

Shifting the Organizational Culture Examples

Code 1: Recognition and Support (10% of comments)

- *“Receiving specific recognition from management would do A LOT to increase worker morale. Not the generic e-mail stuff, but specific case by case praise to individual workers.”*
- *“More positive recognition, ex: employee of the month, positive emails, balanced feedback, staff appreciation days”*
- *“Increased public support/understanding.”*

Code 2: Autonomy and Inclusion in Decision-Making (10% of comments)

- *“Involvement - I'd like to see more of a team approach to making decisions that affect the department.”*
- *“Workers should be involved in the decision making process.”*
- *“Empowerment to do my job. Stop the micro-management.”*
- *“More empowerment of authority and flexibility for professionals to do their job.”*

Code 3: Communication (8% of comments)

- *“Better communication with other agencies countywide and statewide.”*
- *“...less secrets...”*
- *“Better communication through chain of command”*
- *“Better communication between separate units within the Office when decisions are made that affect all units.”*

Code 4: Professionalism (7% of comments)

- *“... being treated like a professional and not like a disposable, trained monkey.”*
- *“... a little less profanity in the work place.”*
- *“....getting rid of inaccurate and inconsistent work ethics and employees that are causing this.”*

Code 5: Collaboration and Cooperation (Teamwork) (5% of comments)

- *“I would strongly emphasize team work at a higher level and would encourage trust to increase participation.”*
- *“Being able to have more team building sessions/meetings in order to maximize issues and solutions to problems.”*
- *“Creation of a team atmosphere rather than a culture of clicks. This type of change*

requires a top down approach. Managers set the tone for departments, and they need to be held responsible...

Code 6: Supervisor/Manager and Employee Relations (20% of comments)

- *“Management needs to stop micro managing. I get paid to perform my duties the best to my ability. If assistance is needed I’ll ask for help!”*
 - *“I feel that top management does not take the adequate time to value our work and complement or assist when it is necessary.”*
 - *“A change of supervisor who is not prejudiced, not mean, not a dictator, and not power hungry, and treats employees as adults.”*
 - *“A complete reorganization of the management of the county. Supervisors need to be held accountable for their action”*
- ▶ Sub-code: Improve Communication
- *“...Improved communication and thoroughness before making decisions or assumptions.”*
 - *“[If] all regional, program staff, along with [department] staff had a better understanding of effective email communication from "content" to who to "cc".”*
 - *“More time to actually verbally communicate certain work activities vs. email...email...email.”*
- ▶ Sub-code: Equity in Treatment and Promotional Opportunities
- *“Fair and open training opportunities for advancement.”*
 - *“Create a better evaluation and merit system that is not dependent on the evaluator and reviewers opinions. Stop favoritism for promotions/evaluations and discipline (or lack of) due to friendship.”*
 - *“Management involved in teamwork, equality and fairness. Work ethic has been completely lost in the quest for competitiveness and favoritism.”*

APPENDIX B: Team Level Open-Ended Response Examples

Shifting the Organizational Structure Examples

Code 1: Improving Pay, Benefits, and Incentives (7% of comments)

- *“20 percent salary adjustment.”*
- *“Get them more money with a higher classification.”*
- *“Incentives that could be offered to increase loyalty, cohesion and team spirit”*
- *“More money for part-time help to spread out the workload or make it possible to go to training.”*
- *“More money”*
- *“More staff, better pay to encourage qualified applicants”*
- *“Performance incentives, ie use to have spotlight awards. Use to pay for PIPS. Most other counties have better benefits not ones that the employees themselves are paying for. L.A. County has better benefits.”*

Code 2: Redistribution of Workload (7% of comments)

- *“Increase staffing to be commensurate with the level of responsibilities and expectations for program growth.”*
- *“Increase the diversity of the team. Blending newer workers with experienced workers, inc. representation from different age groups.”*
- *“Increase the number of clinicians so that caseloads are manageable and safe.”*
- *“The workload of my subordinates and my supervisor is such that none of us can do all that required in a safe and complete manner. Most work is half-assed due to money, tome, and authority constraints”*
- *“One or two more people added to our group.”*

Code 3: Tools needed to do the job (15% of comments)

- *“Install or add one more printer for the team.”*
- *“More time”*
- *“Address regionalization and mobility needs with budgets for laptops, portable printers, blackberry.”*
- *“Email”*

- ▶ Sub-code: Training and Personal Development
 - *“Increase learning opportunities”*
 - *“Increase opportunities for technical training”*
 - *“Proper tools, training, a supervisor that understands and is able to deal with the workload as also the employees”*
 - *“Smaller caseload would leave more time of training”*

Shifting the Organizational Culture Examples

Code 1: Recognition and Appreciation (5% of comments)

- *“Increase recognition for those that really deserve it vs. those who are complaining and are behind in work”*
- *“Give on-spot awards to staff that really work over and beyond the expectations of the unit or function.”*
- *“Team has too many responsibilities. Needs more support, respect, and value from upper management.”*
- *“Team members respecting and acknowledging the roles/position of other team members”*

- *“An effort to recognize people that work and not give them the workload of others that don't do their job.”*
- *“Clinic management needs to appreciate and value the experience, loyalty and hard work that their clinic staff exemplifies; there needs to be more accountability from management...”*

Code 2: Client-Centered Servicing (5% of comments)

- *“I would like my whole group to be focused and driven to issue the most correct and beneficial benefits to our clients despite the inconveniences to us as workers.”*
- *“Emphasize that all members of the team have a role/responsibility for the whole department, not just their own individual areas. Emphasize "customer service" on an internal as well as external basis.”*
- *“A focus on providing quality, consistent customer service without fear of administrative repercussions”*
- *“Encourage employees to take human services courses to improve service skills or have brief trainings on it.”*
- *“I would like to emphasize customer service more when out on the desk rather than having piles of work to do constantly.”*
- *“Lower caseloads, have less duplication of paperwork and focus more on the client's needs.”*

Code 3: Communication (19% of comments)

- *“Increase communication and involve everyone to accomplish TEAM goals”*
- *“Share experiences they have with their cases and how they resolve them at unit meetings.”*
- *“Of utmost importance: Communication, communication, sharing information on common clients.”*
- *“Communication”*
- *“Increase communication within the class.”*
- *“Share information on how everyone is able to manage the workload”*

Code 4: Accountability and Responsibility (2% of comments)

- *“...it seems not everyone is held to the same standards of work...those who work hard, get rewarded with even more work (for the same pay). It's not really fair and it doesn't encourage people to work here”*
- *“Assign clerical work to the clerical staff & case specific work to the balance of the team”*
- *“Develop management skills and training for all members; Make everyone accountable and responsible. “*
- *“I would make my team accountable/responsible for their work and remind them what team work is.”*
- *“Encourage accountability of team members”*
- *“Having an accountability person other than our immediate supv. that can make sure that all of the staff is doing quality work and why not...at times it needs to be communicated to staff...”*
- *“We all have people who do not do their fair share then others have to pick up the slack.”*

Code 5: Collaboration and Cooperation (Teamwork) (30% of comments)

- *“Increase team work”*
- *“Increase collaborative operations in the field. More multi-agency suppression activities.”*

- *“Team building activity or retreat to increase group cohesion; there is too much divisiveness”*
- *“A team building activity outside of the office that will enhance & promote team work etc.”*
- *“Promote team work, and the team work spirit. Old timers have little desire to teach the new comers.”*

Code 6: Efficiency (10% of comments)

- *“Stop wasting money on new computers when our old ones were quite adequate”*
- *“More aggressively pursue grants to increase funding for health issues that cause the greatest morbidity and mortality (e.g. obesity prevention). Public Health is chronically under funded in Orange County”*
- *“Timely completion of employee development paperwork - PAP, PIP, employee evaluations, etc.”*
- *“I would get rid of the filing system that we have because it is too time consuming when everything is already in the computer.”*
- *“I would have each unit actually sit near each other so that we could better utilize each other.”*

Code 7: Supervisor/manager & Employee Relations (24% of comments)

- *“Our supervisors need to have better training on how to be an effective supervisor of PEOPLE”*
- *“We need more communication and trust between the supervisor and the team. The supervisor would be better respected if we felt she had confidence in our decisions.”*
- *“My supervisor should be fair, appreciative and a good motivator for those that are not doing their job.”*
- *“Need a supervisor who is diplomatic, consistent, fair and recognizes all of your hard work in a sincere manner.”*
- *“Less demanding controlling boss, more solution oriented”*
- *“Management treat contractors better than own employees despite County employees may have better knowledge and experience.”*

► Sub-code: Improve Communication

- *“...Utilizing communication tools to inform immediate team of any concerns regarding own caseload when expected to be out.”*
- *“Training for supervisor on how to communicate better with people”*
- *“Have my supervisor sit down with the whole unit and discuss how the unit functions, how to do it better, how can we support each other and where can we take the unit...what are unit goals ...”*

► Sub-code: Equity in Treatment and Promotional Opportunities

- *“Fair and equal treatment for all team members”*
- *“Support professional development for all, not just the "special" folks who figured out how not to do their fair share of work.”*
- *“No favoritism. Treat everyone as a team.”*
- *“Be fair.”*

APPENDIX C: Department Level Open-Ended Response Examples

Shifting the Organizational Structure Examples

Code 1: Building Maintenance & Physical Environment (31% of comments)

- *“A facility that looks professional and clean would really help morale.”*
- *“AC goes out every summer/ no hot water/ water bugs seen in the lunch room basement”*
- *“Better building conditions (ie. office temp, paint and carpet)”*
- *“Move from trailer to permanent facility”*
- *“New facility”*
- *“Pictures on the walls, free water & coffee, more potlucks, casual Fridays, a more concern for morale.”*
- *“Rather than giving us new furniture & paint; fix the ongoing plumbing problems instead. Also, make better use of space.”*
- *“Restrooms in the building are not well kept.”*

► Sub-code: Health, Safety & Nutrition

- *“Many employees get sick due to the dust.”*
- *“Concerned about allergies & mold due to leaking roof.”*
- *“A cleaner and more sanitized working condition to prevent illness.”*
- *“Replace building 12, who knows what we're breathing in this building...a building with windows.”*
- *“We need to have a lunch room.”*
- *“We need to practice fire evacuations.”*
- *“Ergonomic furniture.”*
- *“Safety concerns regarding homeless hanging around building and sleeping in door ways.”*
- *“More opportunities to move our bodies. Vending machines with sandwiches and yogurt.”*

Code 2: Budget Finance Management (3% of comments)

- *“Agency -wide - there are poor choices for top management and budget personnel that severely impact our dept ability to perform mandated programs”*
- *“A bigger budget so that we wouldn't have to be jammed in our present location”*
- *“Lock in budgets for every building for maintenance, upgrading, and repair so the monies are not spent on other priorities.”*
- *“Better communication between the people who make budgetary decisions and the people who are on the front line doing the work.”*
- *“More funding”*

Code 3: Tools needed to do the job (13% of comments)

► Sub-code: Training and Personal Development

- *“Mandatory Time Management Skills Training for all levels of staff, including myself.”*
- *“Offering more Self-Leadership trainings such as Covey's 7 Habits etc. SSA workers are expected to be role models to their clients but are not given the tools to do so.”*
- *“Mentoring of new employees, training manuals to get up to speed on procedures and resources/referrals”*

► Sub-code: Understanding Department and Functional goals/mission

- *“Better communication to line staff of goals and objectives, with better communication of changes in positions and issues.”*
- *“Common goals to better service County of Orange residents.”*

- *“Communicate to each employee how/where they fit into the agency/dept goals/mission (this should help boost moral).”*
- ▶ Sub-code: Update Technology
 - *“Enhance the technology for better accountability of assets.”*
 - *“Furniture is from the 50s/60s, a/c always malfunctioning, office space cramped - workspace and furniture need to be upgraded to conform to contemporary industry & ergonomic standards & optimize technology”*
 - *“Extremely slow computer network speed”*
 - *“Computer/printer equipment on premises”*

Shifting the Organizational Culture Examples

Code 1: Feelings of Value and Respect (17% of comments)

- *“Give Respect to each other and Listen to other peoples Ideas and Suggestions.”*
- *“Decrease the negative management attitude. Increase opportunity to excel & feel appreciated.”*
- *“Value people and ideas with a true commitment and focus on the service delivery to our clients”.*
- *“It is important for all employees to feel valued.”*
- *“Respect from other departments.”*
- *“Strongly implement policy of mutual respect among employees.”*
- ▶ Sub-code: Inclusion into Decision Making
 - *“Listen to employees ideas more since they do the work then using the supervisors ideas they have never done the work so how would they know what would work best*
 - *Listen to everyone ideas. Pass along all information, good or bad lets communicate better.”*
 - *“More open communication and listening to ideas and opinions from line workers when there are changes needed to implement”.*
 - *“The work environment should welcome different ideas and perspectives and encourage new ideas and open communication. That is not fostered here, or generally in the County, in my opinion.”*

Code 2: Professional and Service Focused (5% of comments)

- *“Have the front reception desk at every building attend Customer Service Workshops.”*
- *“Although I agree that we do a good job of serving the residents of Orange County, there are many workers who do not communicate effectively with our clients. Our clients are not given the respect....”*
- *“Make community service a priority so we can all work together to help the public instead of working against each other (as we often do).”*
- *“Be more client-focused, Give better customer service. Set appointments so they don't have to wait around all day to have their case heard.”*

Code 3: Communication (10% of comments)

- *“More communication and discussion of overall agency goals in light of budgetary constraints and difficulties.”*
- *“Intra and inter departmental communication is sometimes difficult. Direct communication to the involved parties before escalating a situation would be appreciated.”*

- *“Need to streamline communication with other departments.”*

Code 4: Less Silos, More Collaboration (6% of comments)

- *“Increase collaboration with private agencies to enhance their knowledge about what we do. Also Public awareness in agency's goals and accomplishments.”*
- *“On the surface it looks like we want to work with other divisions but in reality there is no working together to accomplish a common goal. There is backstabbing and undermining to make "your" division [look good].”*
- *“More "all hands" events that can help various Division and staff to learn about programs and opportunities to collaborate.”*
- *“Encourage managers to communicate with other agency managers to learn and facilitate collaboration within the county.”*
- *“We need more interaction with outside agencies. We need representatives to keep in direct communication with other agencies (attending meetings).”*
- *“Improve genuine efforts to collaborate with the communities we serve.”*

Code 5: Supervisor/manager & Employee Relations (26% of comments)

- *“Better trained supervisors and greater accountability for actions.”*
- *“Leadership is needed from the Department management on our Strategic focus, and how we plan to achieve it.”*
- *“More input from Supervisor on individual staff progress, overall unit progress.”*
- *“Less competition between top management”*
- *“Build strong communications between social workers and clerical support; have supervisors take responsibility for their staff and end the "blame game.”*

▶ Sub-code: Improve Communication

- *“Chain of Command inform workers of upcoming changes.”*

▶ Sub-code: Equity in Treatment and Promotional Opportunities

- *“Promote based on objective standards”*
- *“Fairness; no favoritism; giving opportunity to everyone; it should not be who you knew. Pool high level management - no experience/education/skills.”*
- *“Quit promoting bad managers, managers should be held accountable for their actions and decisions”*

APPENDIX D: County Level Open-Ended Response Examples

Shifting the Organizational Structure Examples

Code 1: Budget/Funding management (3% of comments)

- *“Anything depends on the budget and to spend money more wisely will cut down some unnecessary expenses.”*
- *“Budget better. Benefits use to attract employees. Retirement EE leaves less to live on.*
- *“Correlate the budget, to service, to staffing. Don't ask more of staff than the budget will bear. Be honest with the public about the level of service we provide.”*
- *“Smarter ways of effectively using our funds without having simple wastes, that add up to big dollars by years end.”*
- *“Stop the mismanagement & misuse of funds”*
- *“Stop cutting our budget”*
- *“There is a tremendous amount of financial waste. For example, we have been renting an old broken down trailer for 15 years, the rent for it is astronomical...”*
- *“Less administrative spending, more compensation for line staff. I have to buy my own pens!”*
- *“Pass a living wage law so that working families do not need so many services from the county (taxpayers). Taxpayers are bearing too much of the burden. Businesses should pay a living wage.”*

Code 2: Incentives to Work for and Remain at the County (10% of comments)

- *“Bring back the quality people with benefits, pay, etc. that is in line with the cost of living in O.C. we are losing people and not replacing them with skilled quality people.”*
- *“Hire more educated staff and increase pay.”*
- *“Improve the professional development of the staff - or pay salaries high enough to attract professional staff.”*
- *“A more progressive culture 4/40 work weeks.”*

Code 3: Tools needed to do the job (16% of comments)

- ▶ Sub-code: More staff/Competent staff/Competitive staff
- *“... we need to increase staff in order to me even more effective.”*
- *“... be able to remove dead weight staff.”*
- *“Fire people who should be fired, rather than just moving them around to another post.”*
- *“Get rid of all the people who bring discredit and negative perception to us. Elected officials who are involved in investigations of misconduct destroy morale and discredit the whole county.”*
- *“Strive to keep the most qualified employees on staff.”*
- *“We needed more staff to provide good service for a 7 day operation.”*

Shifting the Organizational Culture Examples

Code 1: Need for Media Campaigns & Public Awareness (45% of comments)

- *“Educate the public of our services in different languages or more public outreach”*
- *“Doing a better job of counteracting the perception of the local media that County government is wasteful.”*
- *“County needs to increase its voice at the regional and city level - so that we can increase partnerships that serve clients in communities.”*
- *“Increase public awareness (including BOS) of what we do and why it is important.”*
- *“We need to change the stereotype the community has about us being lazy and wasting tax payer's money. We need to recruit dependable staff and have them work for their*

- *pay.”*
- *“Increase the exposure of successful county programs in the local media.”*
- *“State of the County video.”*
- *“Focus on getting our departments noticed by the media in order to let them know of the quality of our services and our employees. We have excellent employees.”*

Code 2: Board of Supervisor Support & Appreciation (7% of comments)

- *“Board of Supervisors begin to recognize most of the Employees are and want to do a good job; stop putting blame on the employees when things go wrong. Take responsibilities from top down”.*
- *“I would encourage more positive support from our Board of Supervisors both in private and in public. I feel pretty abused in general with comments made by Supervisor XXXX”*
- *“If the Board made more favorable decisions toward employees (i.e. better pay, medical costs, & retiree medical cost), I might feel more valued.”*
- *“More effective communication between the Board of Supervisors and Employees”*
- *“The Board of Supervisors should work with us, not against us.”*
- *“Make the Board of Supervisors accountable for their decisions and do away with their personal vendettas against certain departments. Make any changes to their salaries...”*

Code 3: Reduce Bureaucracy & Hierarchy (2% of comments)

- *“Get rid of the bureaucracy so that agencies can conduct business more efficiently”*
- *“Stop the bureaucracy.”*
- *“Less driven from the top down”*

Code 4: Improve Services (25% of comments)

- *“All staff (especially receptionists) need customer service training to be more respectful of the clients we serve.”*
- *“Continue insurance of providing service the community who is in need.”*
- *“Continue to train on customer service, especially at the front end.”*
- *“County employees are trying to serve citizens very hard, but contractors are not trying their best and are honored more by management staffs.”*
- *“Crack down on client fraud and overpayments of foster care.”*
- *“Decrease politics and increase service.”*
- *“Disabled Client's need Transportation to come to the office. The County should provide transportation or better service.”*
- *“Expansion of services.”*
- *“Faster response.”*
- *“Focus more on community service and less on saving face.”*
- *“Focus on service and accountability residents/community”*

Code 5: Build Community Partners (2% of comments)

- *“Working with other agencies doing the same type of work to avoid duplication and increase efficiency.”*
- *“Breakdown of the political walls of communication between various county, city and govt. agencies that prevent the actual work from getting done.”*
- *“Again I believe that there is room for improvement in regards to collaboration with other city, county, State, and federal agencies. I think it would be helpful to plan how we would respond together.”*

- *“County needs to work more at having different agencies cooperate more. When events are held in Santa Ana, that is great, but the county is wide-spread and activities should be spread throughout the county...”*
- *“I would like to develop stronger links with cities as it relates to planning and effects on the public's health.”*
- *“The County doesn't really partner. We're a gorilla that other agencies tolerate.”*

Code 6: Unify Departments (technology, programs, infrastructure (2% of comments))

- *“All County departments on same technology level; same hardware, computer operating systems and software.”*
- *“Working with other agencies doing the same type of work to avoid duplication and increase efficiency.”*

Code 7: Competent Managers & Supervisors (14% of comments)

- *“Better leadership in top management”*
- *“Have upper management be more responsible, honest and upstanding.”*
- *“The leadership from the top down must be held accountable for ensuring that the County is an employer that basis selection and salaries on merit principles rather than personal relationships.”*
- *“Enhance truthful communications between employees and management. Higher management has no idea regarding how decisions made on the top affect those of us on the job.”*
- *“Have supervisors, chiefs, and managers that are interested in true public service, not promoting friends, avoiding conflict, and inflating their egos. The public has a very negative view of the County.”*
- *“Improve the leadership abilities of all supervisors/ managers.”*



ORANGE COUNTY STRATEGIC FOCUS



Welcome to the second annual employee survey and thank you in advance for taking the time to complete this survey. The survey should take about 10 minutes to complete. Your participation last year helped to focus the County's strategic planning process. The survey this year will explore County employees' personal satisfaction from different perspectives: Individual, Your Team, Agency/Department, and County. The results will be used to guide future planning efforts. This survey is anonymous, meaning no identifying information will be collected or tracked. Your responses will be combined with all other employees to represent County of Orange workforce as a whole.

If your Department/Program needs additional copies, please contact HCA Planning and Research at (714) 834-3166. Please return completed surveys to PONY address: Bldg. 38-S. Attn. Employee Survey

Please Print Clearly. Examples: ● x 1 2 3 A B C

Please read each of the following statements and indicate your level of agreement with each by using the scale provided. Please indicate whether you strongly disagree, disagree, neither agree nor disagree, agree, strongly agree, or have no opinion.

Individual Level

The following question relate to your opinions about you and your job.	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	No Opinion
1. I feel my Agency/Department values the work I perform.	●	●	●	●	●	●
2. My workload is manageable.	○	○	○	○	○	○
3. I am empowered to do my job.	●	●	●	●	●	●
4. I have adequate opportunity to learn and grow on the job.	○	○	○	○	○	○
5. I receive enough recognition and appreciation for my work.	●	●	●	●	●	●
6. I am encouraged to explore creative ways to solve problems.	○	○	○	○	○	○
7. I know what is expected of me at work.	●	●	●	●	●	●
8. I have the materials and equipment I need to do my work.	○	○	○	○	○	○
9. I have the information technology I need to do my work.	●	●	●	●	●	●
10. I get to do what I am best at, every day.	○	○	○	○	○	○

11. Briefly describe one single change that you would make to your job that would enhance its overall effectiveness.

Team/Work Group Level

The following questions relate to your opinions about your immediate team or work group.	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	No Opinion
12. My co-workers are committed to doing quality work.	●	●	●	●	●	●
13. My immediate supervisor communicates effectively with me.	○	○	○	○	○	○
14. My immediate supervisor actively involves our team to work together to solve problems.	●	●	●	●	●	●
15. When mistakes are made, we focus on learning from them rather than placing blame.	○	○	○	○	○	○
16. My immediate supervisor encourages my professional development.	●	●	●	●	●	●
17. In the last six months, my immediate supervisor talked to me about my progress.	○	○	○	○	○	○

18. Briefly describe one single change that you would make to your immediate team or work group that would enhance its overall effectiveness.

Agency/Department Level

The following questions relate to your opinions about your agency or department.	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	No Opinion
19. Different ideas and perspectives are welcomed.	●	●	●	●	●	●
20. Communication is open, honest, and direct.	○	○	○	○	○	○
21. Overall, we do a good job of serving the residents of the county of Orange.	●	●	●	●	●	●
22. We collaborate effectively with other agencies and departments.	○	○	○	○	○	○
23. Everyone is encouraged to work together.	●	●	●	●	●	●
24. We are encouraged to find new ways of improving our service.	○	○	○	○	○	○
25. The building where I work is in good repair.	●	●	●	●	●	●





ORANGE COUNTY STRATEGIC FOCUS



26. Briefly describe one single change that you would make to **your agency or department** that would enhance its overall effectiveness.

County Level

The following questions relate to your opinions about the County as a whole.	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	No Opinion
27. I would recommend working at the County to my friends and family.	<input checked="" type="radio"/>					
28. The public has an accurate view of our mission and the quality of the services we provide.	<input type="radio"/>					
29. The County effectively shares information that directly affects me.	<input checked="" type="radio"/>					
30. I am proud of the way the County serves our community.	<input type="radio"/>					
31. The County is an effective regional partner with other organizations (such as the County's cities and special districts, State and Federal Government, etc.)	<input checked="" type="radio"/>					

32. Briefly describe one single change that you would make to enhance the overall effectiveness of the County of Orange.

The following questions are for general information.

33. Please indicate which department/agency you work in now:

Agency/Department		Agency/Department	
Assessor	<input checked="" type="radio"/>	Integrated Waste Management	<input checked="" type="radio"/>
Auditor-Controller	<input type="radio"/>	Internal Audit	<input type="radio"/>
Board of Supervisors	<input checked="" type="radio"/>	John Wayne Airport	<input checked="" type="radio"/>
Central Human Resources	<input type="radio"/>	Probation Department	<input type="radio"/>
Child Support Services	<input checked="" type="radio"/>	Public Administrator/Public Guardian	<input checked="" type="radio"/>
Clerk of the Board	<input type="radio"/>	Public Defender	<input type="radio"/>
Clerk-Recorder	<input checked="" type="radio"/>	Public Library	<input checked="" type="radio"/>
Community Services Agency	<input type="radio"/>	Registrar of Voters	<input type="radio"/>
County Counsel	<input checked="" type="radio"/>	Resource Development & Management	<input checked="" type="radio"/>
County Executive Office	<input type="radio"/>	Sheriff-Coroner	<input type="radio"/>
District Attorney	<input checked="" type="radio"/>	Social Services Agency	<input checked="" type="radio"/>
Health Care Agency	<input type="radio"/>	Treasurer-Tax Collector	<input type="radio"/>
Housing Community Services	<input checked="" type="radio"/>		

34. What type of position do you have at the county?

Manager Non-Manager Supervisor

35. Please indicate your status.

County employee Contracted employee Intern/volunteer

36. How long have you worked at the County of Orange?

Less Than 1 year 1 – 5 years 6 – 10 years 11 – 20 years More than 20 years

37. How long do you intend to continue working at the County of Orange?

Less Than 1 year 1 – 5 years 6 – 10 years Until I retire Don't Know

38. Do you live in the County of Orange? Yes No

39. What is your gender? Male Female

40. Are you aware of the County's Strategic Focus efforts? Yes No

