

2012-2013 Waukesha County Strategic Plan

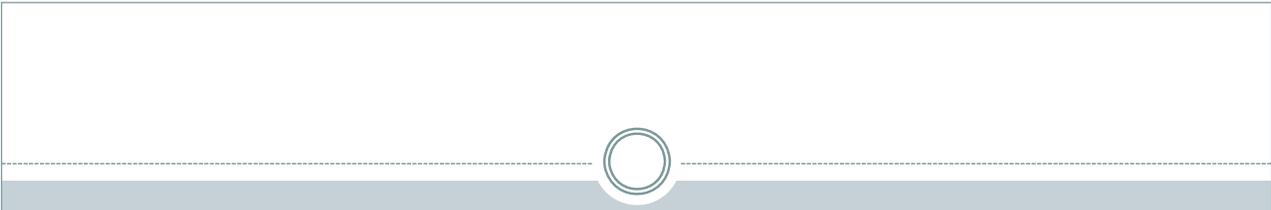


Employee Survey Summary and Data Report

Employee Survey Results

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- An employee survey was distributed to every employee of the County. In all, 855 county employees participated.
- The survey gauged employee understanding of the County's strategic plan, how employee goals align with the plan and identified opportunities to enhance the work environment of the County.
- The following slides provide data on topics covered by the survey including:
 - Mission and goals of the County
 - Professional development and empowerment
 - Communication
 - Trust and integrity
 - Customer service and teamwork
 - Reward and appreciation
 - Benchmarking against a national survey of state and local governments



Mission and Goals

Mission and Goals

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- The Mission and goals section of the survey focused on how well employees understood the County's mission, goals and strategic priorities.
- Over half of all employees have goals assigned to them (74%), understand if they are making progress towards accomplishing those goals (69%) and understand how their goals connect to the County's strategic priorities (59%).
- Less than half of employees responding appeared to understand what the goals of the County were in meeting its strategic priorities (43%), how well the County was doing in achieving its goals (36%) and felt that adequate planning went into the development of County goals (41%).

Mission and Goals

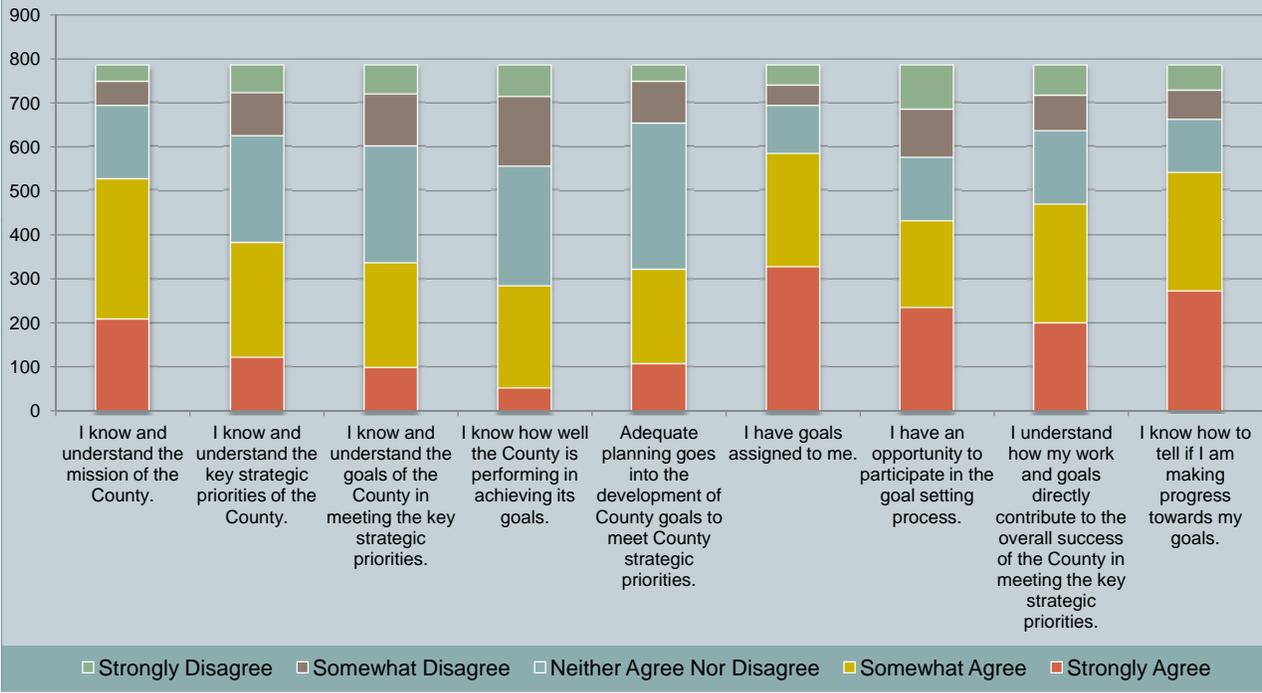
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- The Mission and Goals section of the survey also focused on if employees felt the County was accomplishing each of its seven key strategic outcomes.
- Well over half of employees overall either strongly agreed or somewhat agreed that the County was accomplishing its seven key strategic priorities with “a Safe County” rating the highest agreement (78%) and “a Well Planned County” receiving the lowest (58%).

Mission and Goals

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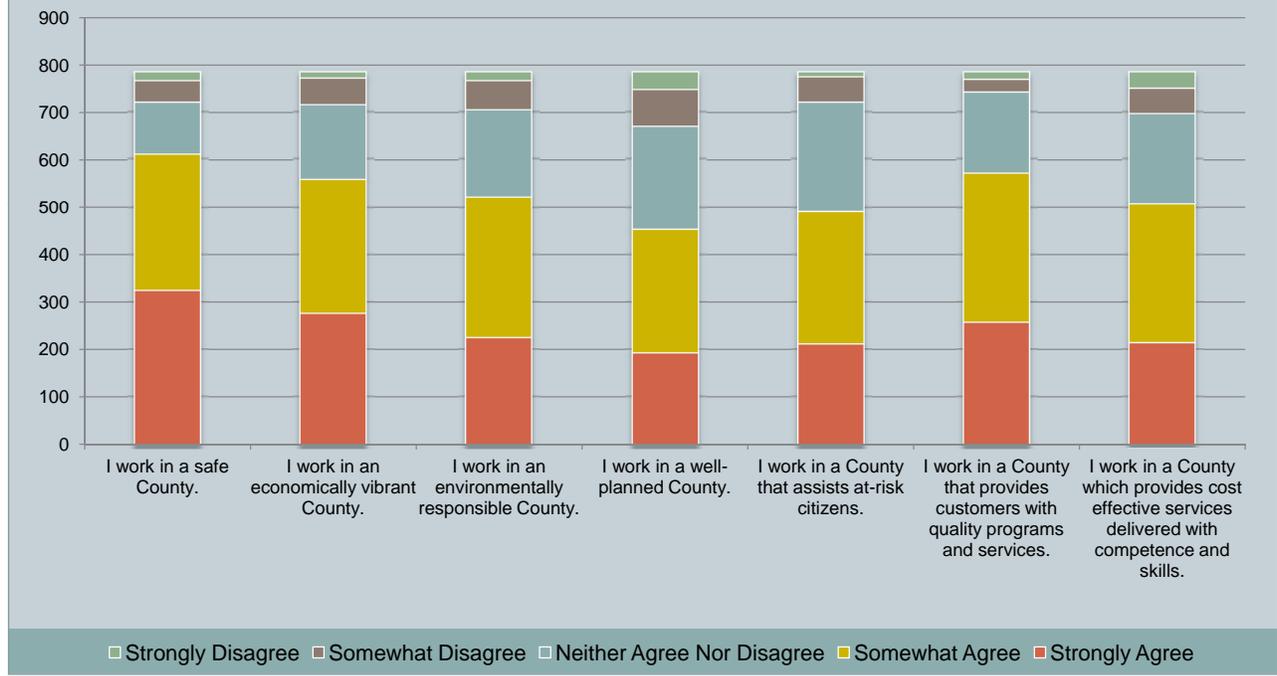
Please indicate the extent to which you agree with the following statements:



Mission and Goals

7

Please indicate the extent to which you agree with the following statements:





Professional Development
and Empowerment

Professional Development/Empowerment

9

- The Professional Development/Empowerment section of the survey focused on job satisfaction, ability to measure quality of work, accountability, feedback, professional growth and adequacy of resources.
- Overwhelmingly, employees strongly agreed or somewhat agreed that they like the type of work they do (94%), understand how to do it (97%), know how to measure their work quality (93%) and are held accountable (92%).

Professional Development/Empowerment

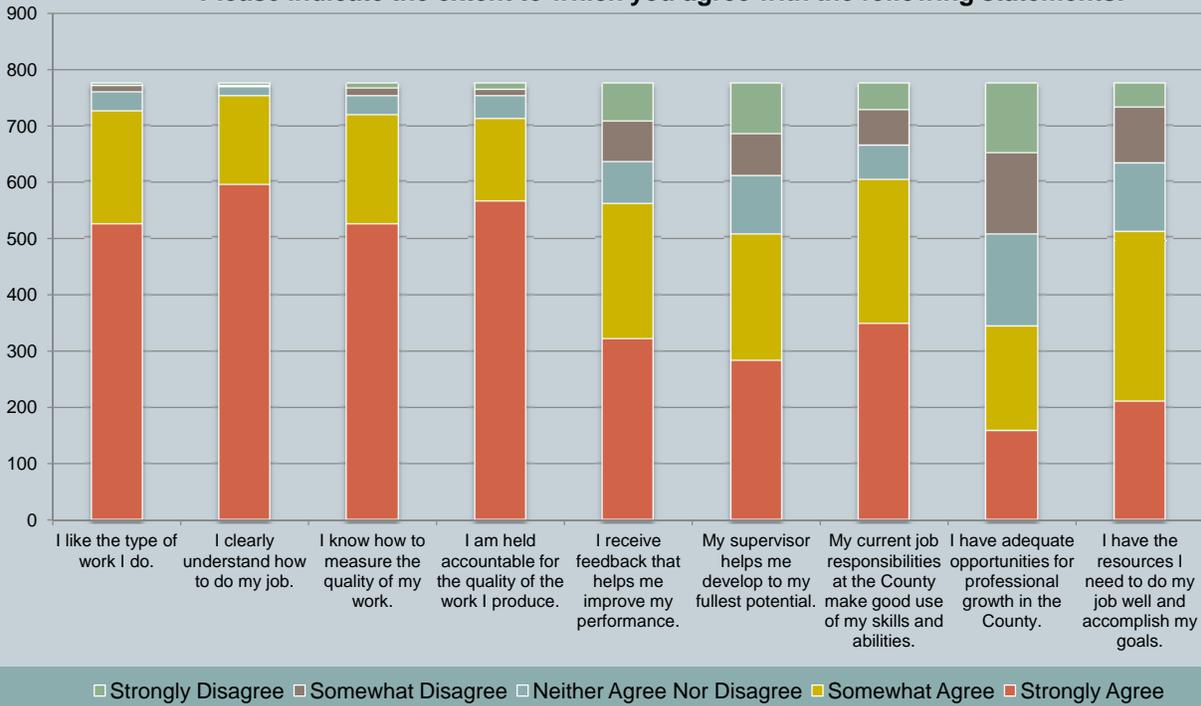
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- Well over half of employees agreed that their supervisor helps them develop to their fullest potential (65%), their responsibilities make good use of their abilities (78%) and they have the resources needed to do their job well (66%).
- Less than half of all employees felt they had adequate opportunities for professional growth (45%).

Professional Development/Empowerment

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Please indicate the extent to which you agree with the following statements:



Professional Development/Empowerment

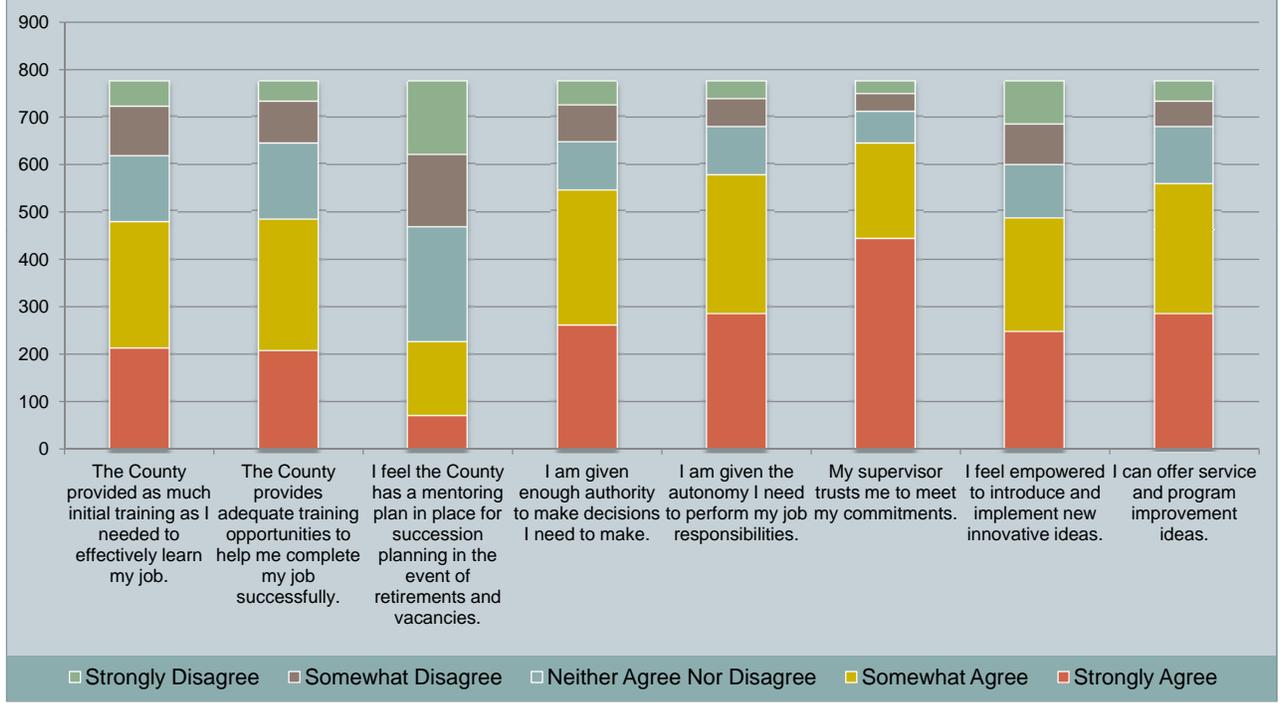
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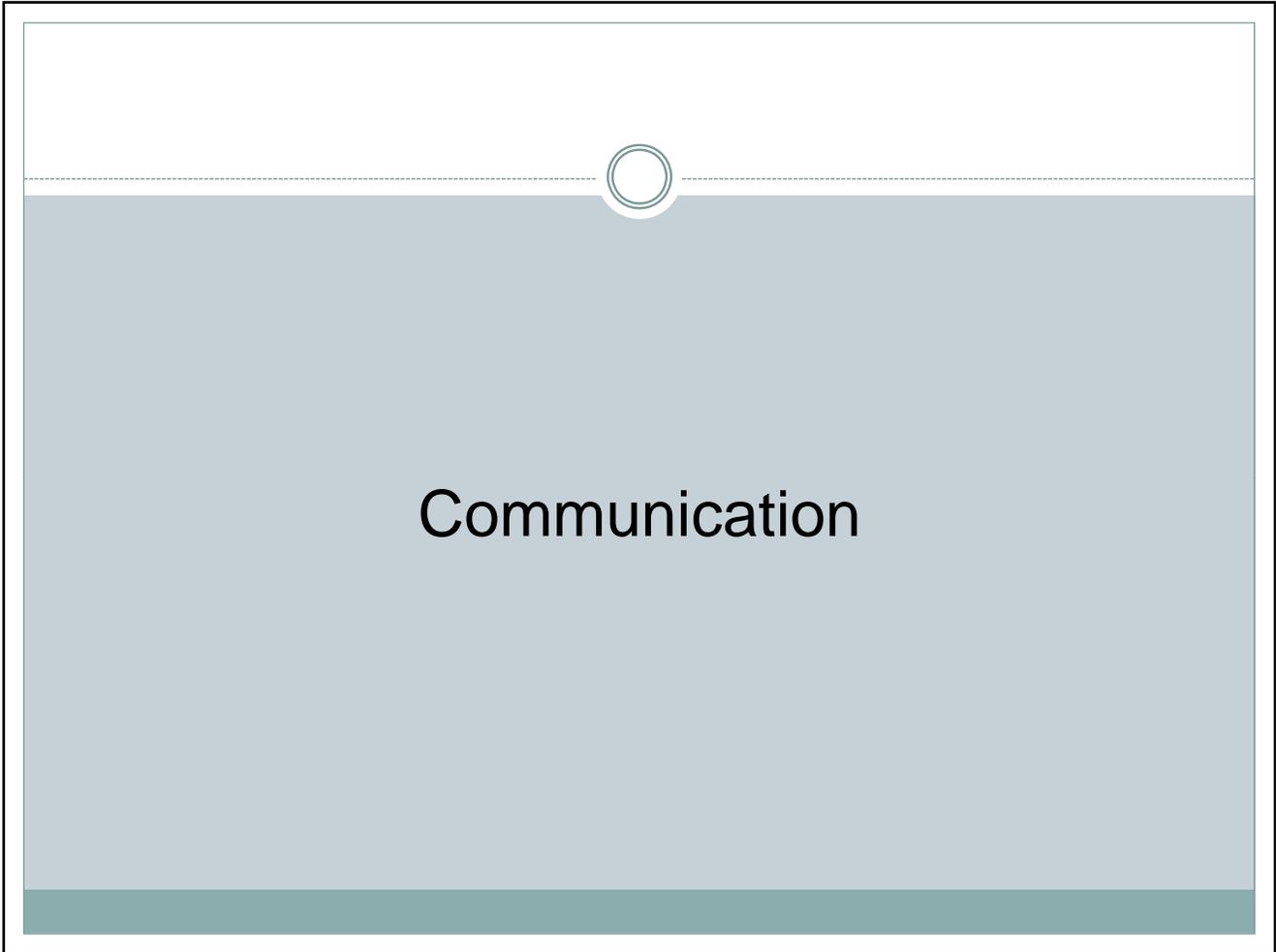
- The Professional Development/Empowerment section of the survey also focused on training, mentoring, decision making authority, autonomy, trust and empowerment.
- Well over half of employees strongly agreed or somewhat agreed that the County provides adequate training (62%), sufficient authority to make decisions (70%), autonomy to do their job (74%), trust from supervisors to meet their commitments (83%) and are empowered to introduce new ideas (63%).
- Well under half of employees strongly agreed or somewhat agreed that the County has a mentoring plan in place for succession planning in the event of retirements and vacancies (29%).

Professional Development/Empowerment

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Please indicate the extent to which you agree with the following statements:





Communication

15

- **Relative to communication** employees were polled on matters that affect them such as:
 - Information sharing
 - Ability to voice feedback
 - Opinions
 - Expectation clarity

- **Well over half** of employees strongly agreed or somewhat agreed that:
 - County supervisors (73%), managers (66%) and department directors (61%) were open to hearing their opinion and feedback
 - They have the information they needed to do their job well (73%)
 - They are able to openly share their opinions regarding the workplace (63%)

Communication

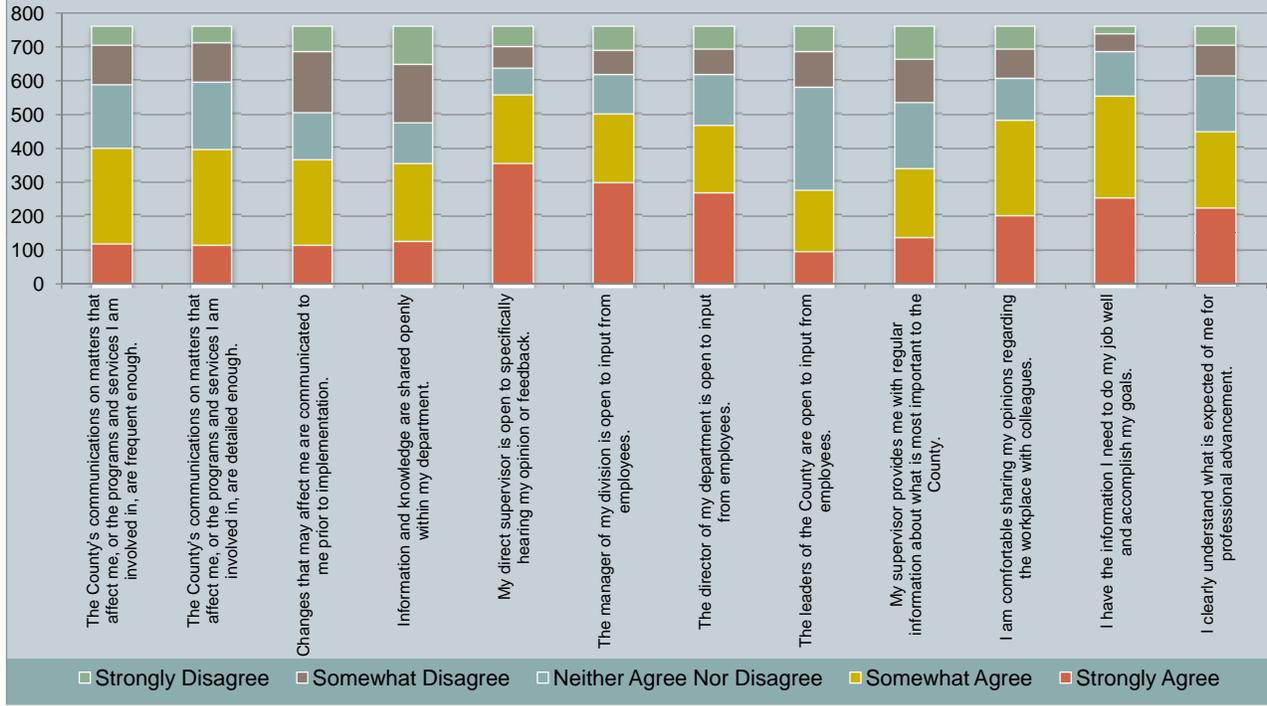
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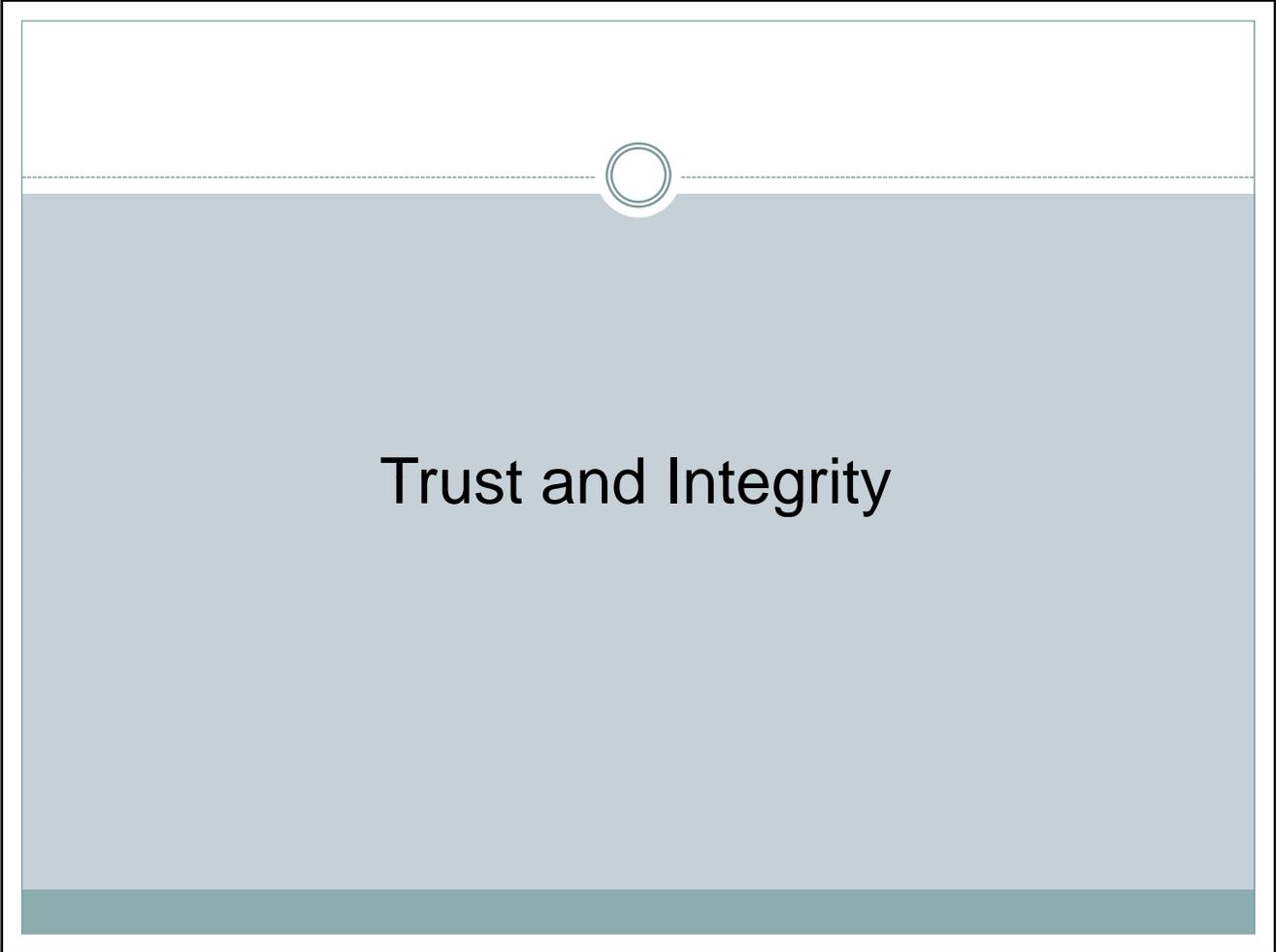
- Less than half of employees agreed that:
 - Changes which affected them were communicated prior to implementation (48%)
 - Leaders of the County were open to input from employees (36%)
 - Their supervisor provides them with regular information about what's important to the County (45%).

Communication

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Please indicate the extent to which you agree with the following statements:





Trust and Integrity

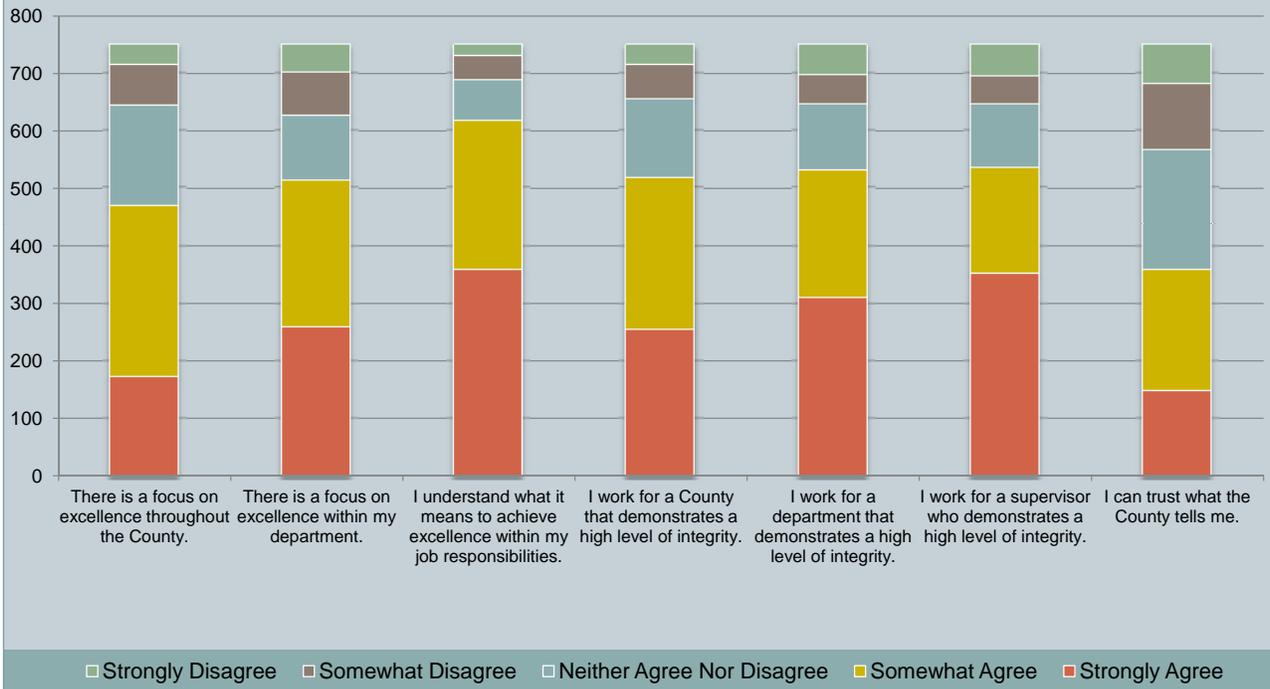
19

- The Trust and Integrity section of the survey focused on employee perception of the County's focus on excellence, integrity and trust.
- Over half of employees strongly agreed or somewhat agreed that there is a focus on excellence throughout the County (62%) and within their own department (69%)
- A majority of employees agreed that they understood what it meant to achieve excellence (82%) and that there is a high level of integrity throughout the County (70%).
- Less than half of employees felt that they can trust what the County tells them (48%).

Trust and Integrity

20

Please indicate the extent to which you agree with the following statements:



Trust and Integrity

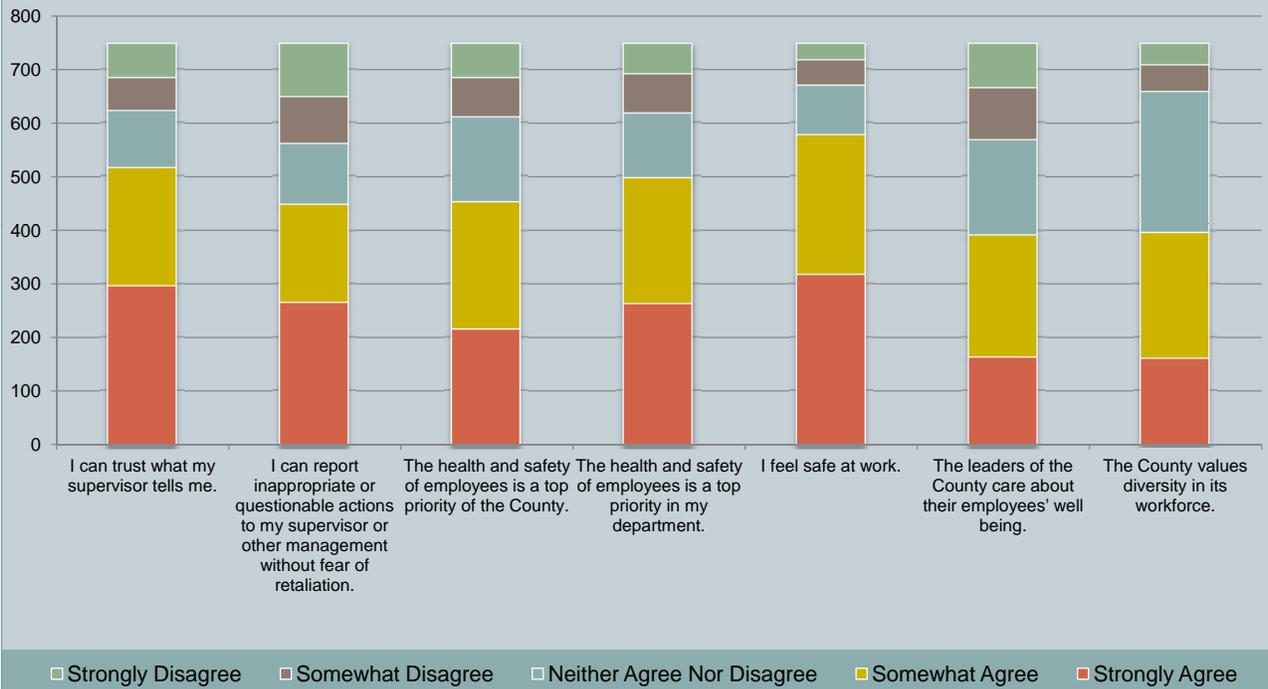
21

- The Trust and Integrity section of the survey also focused on employee perception of their ability to report inappropriate activities, health and safety, leadership concern and diversity.
- Well over half of employees felt that they felt safe at work (77%), that health and safety was a priority to both the County (60%) and their department (66%), that they can report inappropriate activities without fear of retaliation (60%) and that they can trust what their supervisor tells them (69%).
- Approximately half of employees felt that the leaders of the County cared about their well being (52%) and that the County valued diversity (53%).

Trust and Integrity

22

Please indicate the extent to which you agree with the following statements:





Customer Service and Teamwork

Customer Service and Teamwork

24

- The Customer Service and Teamwork section of the survey focused on understanding and focus of customer needs, staffing levels and management responsiveness to customer service improvement recommendations.
- Well over half of all employees strongly agreed or somewhat agreed that their department understood and was focused on customer needs (82%).

Customer Service and Teamwork

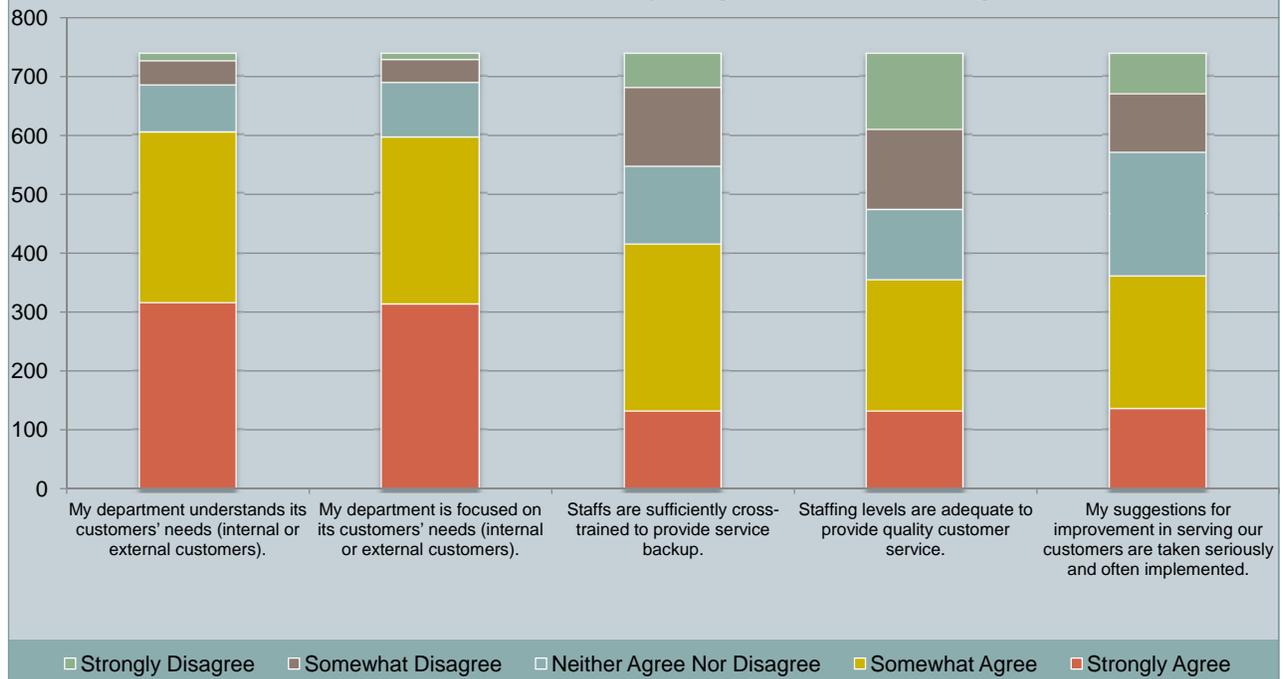
25

- Approximately half of all respondents strongly agreed or somewhat agreed that staff are sufficiently cross trained to provide service backup (56%).
- Just under half of all participants strongly agreed or somewhat agreed that staffing levels are adequate to provide quality customer service (48%) and improvement recommendations are taken seriously by management (49%).

Customer Service and Teamwork

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Please indicate the extent to which you agree with the following statements:



Customer Service and Teamwork

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- The Customer Service and Teamwork section of the survey also focused on fiscal responsibility, collaboration and teamwork.
- Well over half of employees strongly agreed or somewhat agreed that there was a focus on Fiscal responsibility both at the County level (69%) and within their own department (72%). Respondents also agreed the County provided services in a businesslike manner (75%).

Customer Service and Teamwork

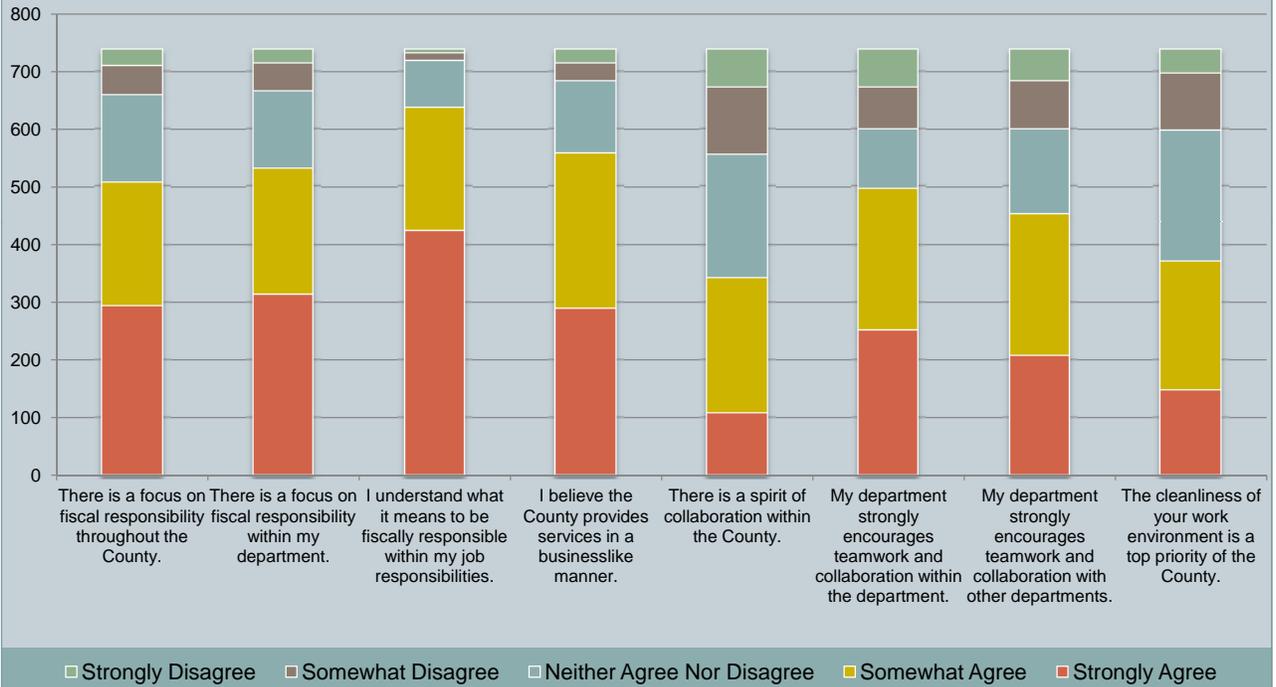
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- Over half of employees strongly agreed or somewhat agreed that their department strongly encourages teamwork both within the department (67%) and with other departments (61%).
- Slightly less than half of employees agreed that there was a spirit of collaboration within the County (46%).

Customer Service and Teamwork

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Please indicate the extent to which you agree with the following statements:



Customer Service and Teamwork

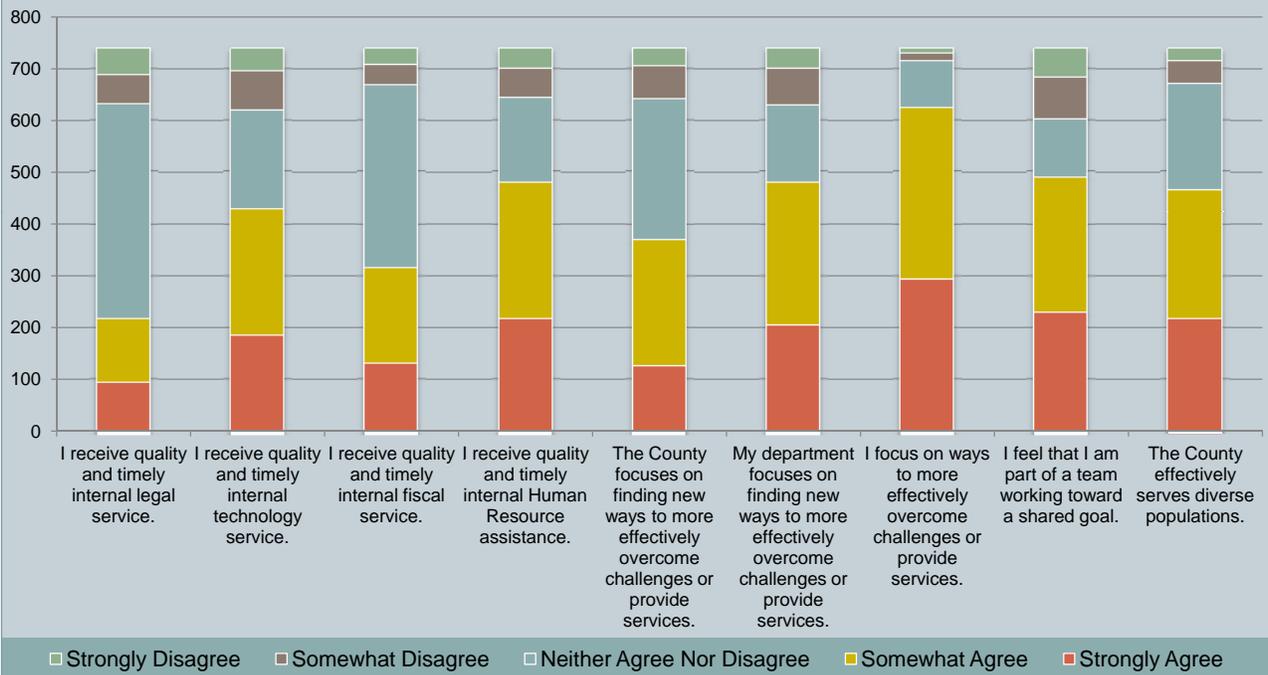
30

- Additionally, the Customer Service and Teamwork section of the survey focused on quality of internal services, overcoming challenges and serving diverse populations.
- Over half of employees strongly agreed or somewhat agreed that they receive quality and timely services from human resources (65%) and technology (58%).
- More than half of employees strongly agreed or somewhat agreed that the County (50%), their department (65%) and they, themselves (84%), focus on finding new ways to overcome challenges.
- Over half of employees agreed that they are part of a team working toward a shared goal (66%) and that the County effectively serves diverse populations (63%).

Customer Service and Teamwork

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Please indicate the extent to which you agree with the following statements:





Rewards and Appreciation

Rewards and Appreciation

33

- The Rewards and Appreciation section of the survey focused on employee's understanding of their individual performance and County wide strategic priorities, feelings of value to the County and work-life balance.
- Over half strongly agreed or somewhat agreed that they understood there is a link between the County's strategic priorities, department goals and their individual performance (64%). Over half also agreed that when they do a good job, they receive positive feedback (60%).

Rewards and Appreciation

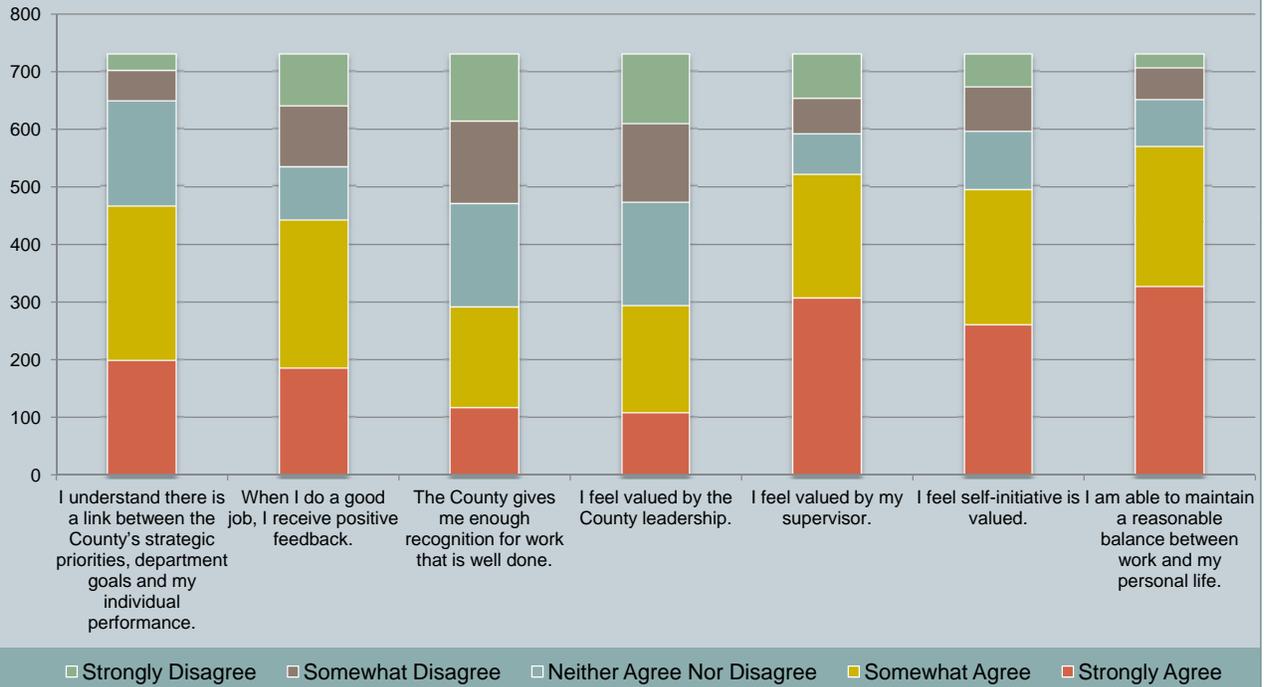
34

- Well over half agreed that they feel valued by their supervisor (71%), that self-initiative is valued (68%) and that they are able to keep a reasonable balance between work and personal life (78%).
- Less than half of employees agreed that the County gave them enough recognition for work that is well done (40%) and that they feel valued by County leadership (40%).

Rewards and Appreciation

35

Please indicate the extent to which you agree with the following statements:



Rewards and Appreciation

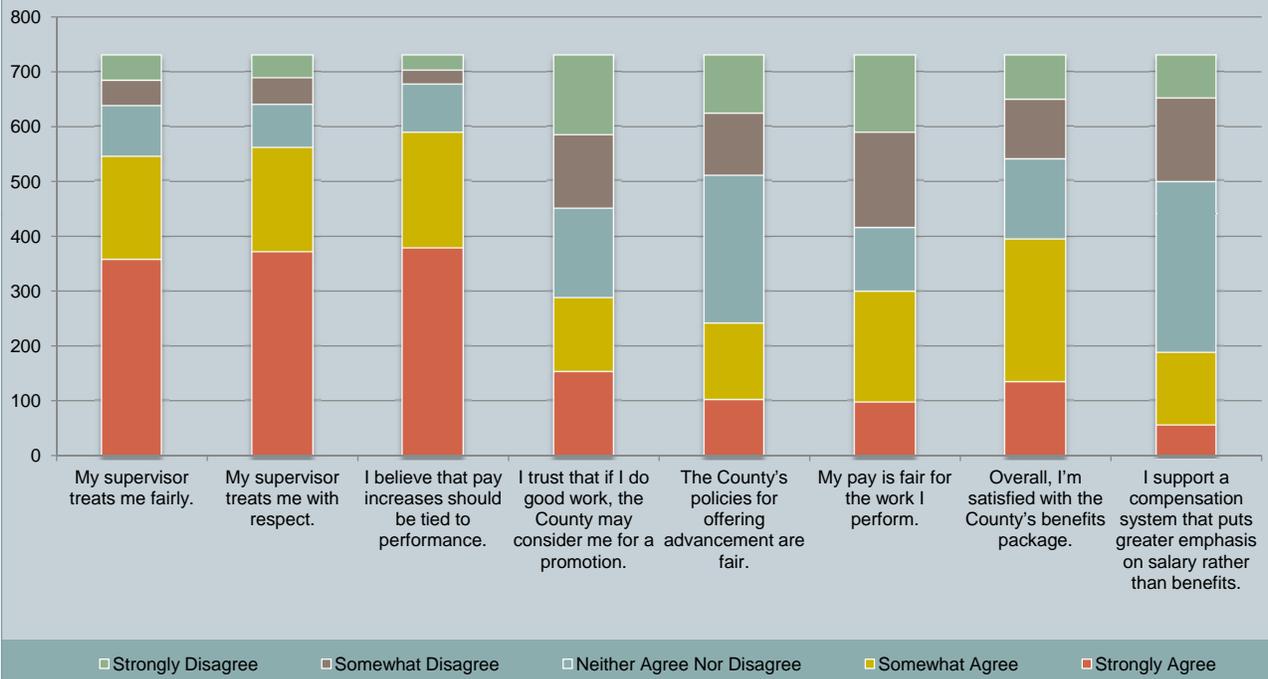
36

- The Rewards and Appreciation section of the survey also focused on employee's perception of fairness, respect in the workplace, advancement opportunities and compensation.
- Well over half of employees strongly agreed or somewhat agreed that their supervisor treats them fairly and with respect (76%) and that pay increases should be tied to performance (80%).
- Less than half of employees agreed that if they do good work, the County may consider them for promotion (40%) and that the County's policies for offering advancement are fair (33%).
- Less than half of employees agreed that the pay for the work they perform is fair (41%) though over half were satisfied with the County's benefits package (54%).
- Only one quarter of employees supported a compensation system that puts greater emphasis on salary rather than benefits (26%).

Rewards and Appreciation

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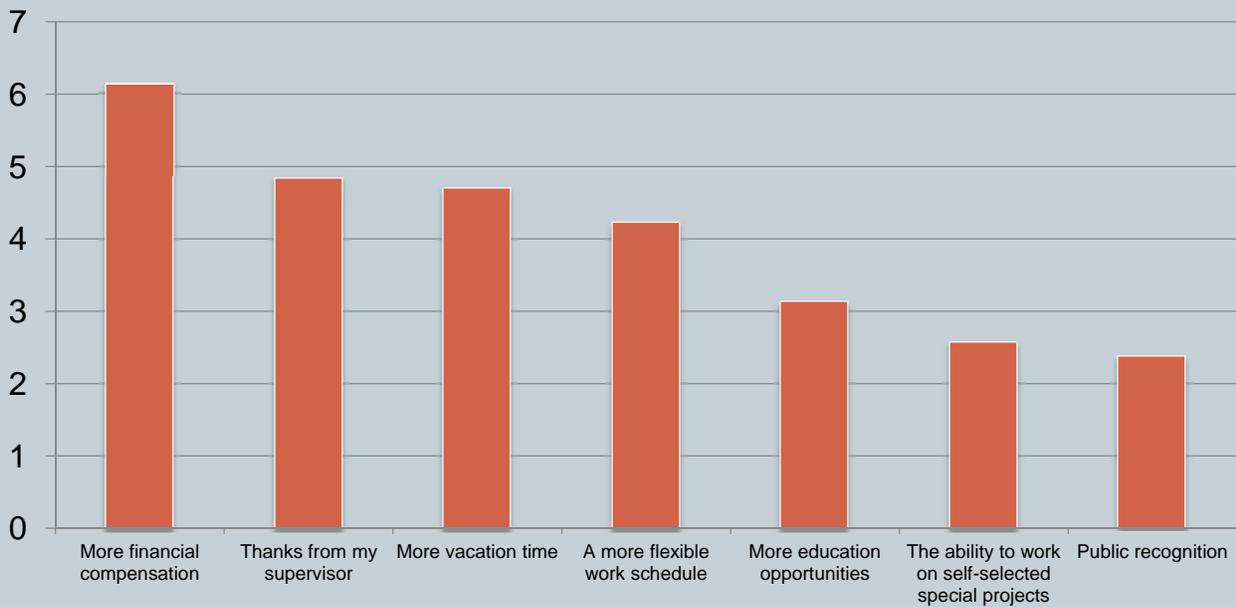
Please indicate the extent to which you agree with the following statements:



Rewards and Appreciation

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I would like to be rewarded for my exemplary performance in the workplace by being given....



Additional Employee Survey Questions

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- Overwhelmingly employees strongly agreed or somewhat agreed they were willing to give extra effort to help the County succeed (87%).
- Well over half of respondents agreed they would recommend to a friend that they should move to Waukesha County (72%) and would recommend the County as an employer (73%).

Additional Employee Survey Questions

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Please indicate the extent to which you agree with the following statements:

