

VI. EMPLOYEE SURVEY

A. OVERVIEW AND METHODOLOGY

Citygate conducted an Internet-based employee survey between May 18th and June 14th, 2005 for the employees of the Kern County Animal Control Division.

Details of the deployment are shown below.

Launch Date	05/18/2005 - 1:49 PM
Close Date	06/14/2005 - 1:40 PM
Visits ¹	51
Partials ²	0
Completes ³	26

The survey consisted of 62 closed-ended “degree-of-agreement” statements and 8 open-ended questions. A full copy of the survey instrument can be found in **Appendix X**.

The employees of the Animal Control Services Division were sent an email with a link to the survey. Since no one else received this email, the responses were restricted to Division employees.

It should be noted in reviewing the results below that the employees were not required to answer any question. Additionally, they were permitted to respond “Don’t Know/Not Applicable” to the degree-of-agreement statements, and these responses were excluded from the weighted average response calculations. Therefore, the response totals do not always add to the total of 26 completed surveys.

B. CLOSED-ENDED QUESTIONS

Closed-ended questions are defined as those for which the respondent must choose an answer based upon a finite number of choices. For this survey, 62 “degree-of-agreement” statements were presented. The respondents were asked to rate their agreement with the statements from “Strongly Disagree” with the statement to “Strongly Agree” with the statement. Provision was also made to respond “Don’t Know or Not Applicable.” Of course, the respondent could simply not respond at all, since no responses were required.

A value was assigned to each valid response from 1 for “Strongly Disagree” to 5 for “Strongly Agree.” For each statement, the total number for each response was multiplied by the assigned value and a weighted average response was calculated. Thus, a higher average response indicates more overall agreement with the statement, whereas a lower average response indicates less overall agreement with the statement.

¹ “Visits” – the total number of people who visited the survey site during the open period.

² “Partial” – the number of surveys that were begun but not completed. In this case, that number is zero.

³ “Completes” – the number of surveys that were completed and successfully added to the database.

Definition of Terms

The terms defined below are encountered in the information that follows:

- ◆ Weighted Average: An arithmetic average that takes into account the proportional relevance of each component, rather than treating each component equally.
- ◆ Median: "Middle value" of a list. That is, half the numbers in the list are greater than the median response and half are less.
- ◆ Mode: The most frequently occurring number in a list. In the case of the Employee Survey, it was the response (from "Strongly Disagree" to "Strongly Agree") that was the most often chosen for any one statement.
- ◆ Standard Deviation: Standard deviation tells how spread out the responses are from the calculated average. A standard deviation close to zero indicates that most responses are close to the average response. A greater standard deviation indicates that there was a wider spread of variation in the responses.

Presentation of the Closed-Ended Results

A summary of all responses to the closed-ended statements is presented on the following pages. Shown are:

- ◆ All the statements and the responses to them as they appeared on the survey. This is presented first as raw data showing the number of responses of each type, including "Don't Know/Not Applicable" and those left blank. Next, the statements are presented again with the calculation of the Weighted Average, Median, Mode and Standard Deviation along with the percentage of each type of response.
- ◆ A graphical representation of the statements in the order presented on the survey showing the weighted average score for each statement.
- ◆ All the statements on the survey sorted by the weighted average response and arranged from highest average response (most agreement) to lowest average response (least agreement).
- ◆ Charts depicting the same information graphically.
- ◆ The 10 statements receiving the highest weighted average score (most agreement with the statements) along with a graphical representation of this information.
- ◆ The 10 statements receiving the lowest weighted average score (least agreement with the statements) along with a graphical representation of this information.

KERN COUNTY ANIMAL CONTROL SERVICES EMPLOYEE SURVEY RAW RESULTS FOR EACH DEGREE-OF-AGREEMENT STATEMENT

Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know/Not Applicable	Left Blank-No Response	Total
1a. I am actively encouraged to try creative approaches to my work, even to the point of taking the initiative.	2	4	6	11	3	0	0	26
1b. The management style of my DIRECT SUPERVISOR contributes to the productivity of my work unit.	3	4	3	10	6	0	0	26
1c. The management style of my DIVISION MANAGER contributes to the productivity of my work unit.	4	3	5	9	4	1	0	26
1d. I receive sufficient training opportunities in developing job-related skills.	10	12	3	1	0	0	0	26
1e. I receive clear and specific direction from my Supervisor(s).	6	5	4	9	2	0	0	26
2a. I am adequately compensated for any overtime I am required to work (if applicable).	1	6	1	12	6	0	0	26
2b. I believe my supervisor's expectations regarding my workload are reasonable.	7	3	3	11	2	0	0	26
2c. I believe the workload within my WORK UNIT is equally divided among my co-workers.	9	7	4	6	0	0	0	26
2d. I believe the workload within my DIVISION is equally divided among my co-workers.	6	7	6	5	0	2	0	26
2e. The goals and objectives of my DIRECT SUPERVISOR are reasonable.	3	3	10	9	1	0	0	26

KERN COUNTY ANIMAL CONTROL SERVICES EMPLOYEE SURVEY RAW RESULTS FOR EACH DEGREE-OF-AGREEMENT STATEMENT

Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know/Not Applicable	Left Blank-No Response	Total
3a. The goals and objectives of my DIVISION MANAGER are reasonable.	2	8	5	10	0	1	0	26
3b. There is an effective flow of information between management and staff within my WORK UNIT.	8	12	1	4	1	0	0	26
3c. There is an effective flow of information between management and staff within my DIVISION.	7	11	5	3	0	0	0	26
3d. I believe my WORK UNIT is an efficient, well-run organization.	7	8	5	6	0	0	0	26
3e. I believe my DIVISION is an efficient, well-run organization.	9	6	6	5	0	0	0	26
4a. My job description accurately reflects the actual responsibilities and tasks associated with my position.	6	7	5	8	0	0	0	26
4b. I believe my salary is competitive with salaries paid for positions comparable to mine in surrounding public and private agencies.	16	8	1	0	0	1	0	26
4c. My superiors are more interested in me as a person than the job I perform.	7	7	8	1	0	2	1	26
4d. It is clear to me what my role is in the process of the larger task that is to be performed.	2	5	4	13	0	2	0	26
4e. I receive clear instructions regarding my work assignments, including what my duties are.	3	4	7	12	0	0	0	26

KERN COUNTY ANIMAL CONTROL SERVICES EMPLOYEE SURVEY RAW RESULTS FOR EACH DEGREE-OF-AGREEMENT STATEMENT

Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know/Not Applicable	Left Blank-No Response	Total
5a. I receive clear instructions regarding my work assignments, including how often duties should be performed.	4	1	10	10	0	1	0	26
5b. I believe that the current promotion policy utilized by the DIVISION is fair.	11	7	3	3	0	2	0	26
5c. I have the necessary skills to perform the tasks associated with my position.	0	2	0	10	14	0	0	26
5d. Clear, written policies and procedures are in place to assist me in the performance of my job responsibilities.	3	5	2	13	3	0	0	26
5e. The management style of the DIVISION'S managers is conducive to positive employee morale.	5	4	6	8	2	1	0	26
6a. The coordination of projects and functions between my WORK UNIT and other WORK UNITS is good.	4	5	11	4	2	0	0	26
6b. The coordination of projects and functions between my DIVISION and other DIVISIONS/DEPARTMENTS is good.	3	9	9	3	0	2	0	26
6c. I believe that the benefit package I receive is competitive with benefits provided for positions comparable to mine in surrounding public and private agencies.	8	5	3	6	0	4	0	26

KERN COUNTY ANIMAL CONTROL SERVICES EMPLOYEE SURVEY RAW RESULTS FOR EACH DEGREE-OF-AGREEMENT STATEMENT

Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know/Not Applicable	Left Blank-No Response	Total
6d. The personnel policies and rules are applied fairly, uniformly and consistently.	6	5	7	7	0	1	0	26
6e. The performance evaluations I have received have been completed in a timely manner and according to schedule.	2	3	4	11	4	2	0	26
7a. I believe that the current compensation policy utilized by the County is fair.	8	7	4	3	0	4	0	26
7b. I am satisfied with the level of responsibility delegated to me.	3	6	3	13	1	0	0	26
7c. I am able to make decisions and complete most of my assignments without the need to consult my supervisor or a co-worker.	0	0	5	15	6	0	0	26
7d. I feel positive about my WORK UNIT and believe it is a good place to work.	3	4	6	11	2	0	0	26
7e. I feel positive about my DIVISION and believe it is a good place to work.	4	7	6	7	2	0	0	26
8a. The current compensation and promotion process rewards me for higher than average levels of performance.	14	3	3	2	0	4	0	26
8b. Policies and procedures are consistently followed in the day-to-day operations and processes of my unit.	7	5	6	7	1	0	0	26

KERN COUNTY ANIMAL CONTROL SERVICES EMPLOYEE SURVEY RAW RESULTS FOR EACH DEGREE-OF-AGREEMENT STATEMENT

Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know/Not Applicable	Left Blank-No Response	Total
8c. I believe that defined career paths exist within the Department and that reasonable opportunities for advancement are present.	14	4	6	1	0	1	0	26
8d. Given the level of staffing within my WORK UNIT, the goals and objectives of the WORK UNIT are achievable.	7	12	2	4	0	1	0	26
8e. Given the level of staffing within my DIVISION, the goals and objectives of the DIVISION are achievable.	10	9	2	4	0	1	0	26
9a. Promotions, employee discipline and other personnel matters are handled in a fair and equitable manner.	8	7	2	8	0	1	0	26
9b. I receive sufficient training for the effective completion of my job responsibilities.	6	10	5	5	0	0	0	26
9c. I have sufficient resources to complete my work, such as office space, computers, equipment, vehicles, etc.	1	10	7	7	0	0	1	26
9d. Ordinances and/or policies I am responsible for administering are reasonable and enforceable (if applicable).	3	2	8	11	0	2	0	26
9e. Resources and equipment needed for the performance of my job tasks are properly maintained.	5	6	6	9	0	0	0	26

KERN COUNTY ANIMAL CONTROL SERVICES EMPLOYEE SURVEY RAW RESULTS FOR EACH DEGREE-OF-AGREEMENT STATEMENT

Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know/Not Applicable	Left Blank-No Response	Total
10a. I receive adequate recognition by the management for my accomplishments and efforts.	8	4	4	9	0	1	0	26
10b. The established goals and objectives of my UNIT SUPERVISOR have been clearly communicated to me.	4	6	7	6	2	0	1	26
10c. The established goals and objectives of my DIVISION MANAGER have been clearly communicated to me.	2	8	8	7	1	0	0	26
10d. I believe my WORK UNIT does not operate under a crisis management approach.	3	6	5	7	0	5	0	26
10e. I believe my DIVISION does not operate under a crisis management approach.	4	5	6	6	0	5	0	26
11a. My career development needs are being met.	6	6	10	4	0	0	0	26
11b. My work environment is safe, pleasant and healthy.	12	10	4	0	0	0	0	26
11c. I believe the safety program is adequate.	17	3	3	3	0	0	0	26
11d. I believe that employee assistance counseling is available and adequate.	3	6	7	4	1	5	0	26
11e. I believe opportunities for employee involvement are adequate.	5	6	7	7	0	1	0	26
12a. My supervisor's coaching meets my needs.	5	3	9	8	1	0	0	26

KERN COUNTY ANIMAL CONTROL SERVICES EMPLOYEE SURVEY RAW RESULTS FOR EACH DEGREE-OF-AGREEMENT STATEMENT

Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know/Not Applicable	Left Blank-No Response	Total
12b. The performance evaluations I have received during my employment with my division have been fair and equitable.	1	3	4	13	3	2	0	26
12c. I believe that the County's ethical behavior guidelines are adequate.	0	4	7	15	0	0	0	26
12d. I believe that the DIVISION is doing all it can to lower the euthanasia rate.	6	2	5	7	6	0	0	26
12e. I believe that lowering the euthanasia rate is an important goal for the DIVISION and the County.	0	1	3	8	14	0	0	26
13a. I believe that the DIVISION is receiving adequate support from County Management.	16	6	3	1	0	0	0	26
13b. I believe serving the public is the reason for our work, not an interruption of it.	0	3	2	12	9	0	0	26

KERN COUNTY ANIMAL CONTROL SERVICES EMPLOYEE SURVEY

TOTAL DEGREE-OF-AGREEMENT RESPONSES PRESENTED IN THE SAME ORDER AS THE SURVEY

Degree-of-Agreement Statement	Average Response	Median Response	Mode	Std. Dev.	% Strongly Disagree	% Disagree	% Neutral	% Agree	% Strongly Agree	% Don't Know/ NA	% Left Blank
1a. I am actively encouraged to try creative approaches to my work, even to the point of taking the initiative.	3.35	4.00	4	1.13	7.69%	15.38%	23.08%	42.31%	11.54%	0.00%	0.00%
1b. The management style of my DIRECT SUPERVISOR contributes to the productivity of my work unit.	3.46	4.00	4	1.33	11.54%	15.38%	11.54%	38.46%	23.08%	0.00%	0.00%
1c. The management style of my DIVISION MANAGER contributes to the productivity of my work unit.	3.24	4.00	4	1.33	15.38%	11.54%	19.23%	34.62%	15.38%	3.85%	0.00%
1d. I receive sufficient training opportunities in developing job-related skills.	1.81	2.00	2	0.80	38.46%	46.15%	11.54%	3.85%	0.00%	0.00%	0.00%
1e. I receive clear and specific direction from my Supervisor(s).	2.85	3.00	4	1.35	23.08%	19.23%	15.38%	34.62%	7.69%	0.00%	0.00%
2a. I am adequately compensated for any overtime I am required to work (if applicable).	3.62	4.00	4	1.20	3.85%	23.08%	3.85%	46.15%	23.08%	0.00%	0.00%
2b. I believe my supervisor's expectations regarding my workload are reasonable.	2.92	3.50	4	1.41	26.92%	11.54%	11.54%	42.31%	7.69%	0.00%	0.00%
2c. I believe the workload within my WORK UNIT is equally divided among my co-workers.	2.27	2.00	1	1.19	34.62%	26.92%	15.38%	23.08%	0.00%	0.00%	0.00%

Degree-of-Agreement Statement	Average Response	Median Response	Mode	Std. Dev.	% Strongly Disagree	% Disagree	% Neutral	% Agree	% Strongly Agree	% Don't Know/ NA	% Left Blank
2d. I believe the workload within my DIVISION is equally divided among my co-workers.	2.42	2.00	2	1.10	23.08%	26.92%	23.08%	19.23%	0.00%	7.69%	0.00%
2e. The goals and objectives of my DIRECT SUPERVISOR are reasonable.	3.08	3.00	3	1.06	11.54%	11.54%	38.46%	34.62%	3.85%	0.00%	0.00%
3a. The goals and objectives of my DIVISION MANAGER are reasonable.	2.92	3.00	4	1.04	7.69%	30.77%	19.23%	38.46%	0.00%	3.85%	0.00%
3b. There is an effective flow of information between management and staff within my WORK UNIT.	2.15	2.00	2	1.16	30.77%	46.15%	3.85%	15.38%	3.85%	0.00%	0.00%
3c. There is an effective flow of information between management and staff within my DIVISION.	2.15	2.00	2	0.97	26.92%	42.31%	19.23%	11.54%	0.00%	0.00%	0.00%
3d. I believe my WORK UNIT is an efficient, well-run organization.	2.38	2.00	2	1.13	26.92%	30.77%	19.23%	23.08%	0.00%	0.00%	0.00%
3e. I believe my DIVISION is an efficient, well-run organization.	2.27	2.00	1	1.15	34.62%	23.08%	23.08%	19.23%	0.00%	0.00%	0.00%
4a. My job description accurately reflects the actual responsibilities and tasks associated with my position.	2.58	2.50	4	1.17	23.08%	26.92%	19.23%	30.77%	0.00%	0.00%	0.00%
4b. I believe my salary is competitive with salaries paid for positions comparable to mine in surrounding public and private agencies.	1.40	1.00	1	0.58	61.54%	30.77%	3.85%	0.00%	0.00%	3.85%	0.00%

Degree-of-Agreement Statement	Average Response	Median Response	Mode	Std. Dev.	% Strongly Disagree	% Disagree	% Neutral	% Agree	% Strongly Agree	% Don't Know/ NA	% Left Blank
4c. My superiors are more interested in me as a person than the job I perform.	2.13	2.00	3	0.92	26.92%	26.92%	30.77%	3.85%	0.00%	7.69%	3.85%
4d. It is clear to me what my role is in the process of the larger task that is to be performed.	3.17	4.00	4	1.05	7.69%	19.23%	15.38%	50.00%	0.00%	7.69%	0.00%
4e. I receive clear instructions regarding my work assignments, including what my duties are.	3.08	3.00	4	1.06	11.54%	15.38%	26.92%	46.15%	0.00%	0.00%	0.00%
5a. I receive clear instructions regarding my work assignments, including how often duties should be performed.	3.04	3.00	4	1.06	15.38%	3.85%	38.46%	38.46%	0.00%	3.85%	0.00%
5b. I believe that the current promotion policy utilized by the DIVISION is fair.	1.92	2.00	1	1.06	42.31%	26.92%	11.54%	11.54%	0.00%	7.69%	0.00%
5c. I have the necessary skills to perform the tasks associated with my position.	4.38	5.00	5	0.85	0.00%	7.69%	0.00%	38.46%	53.85%	0.00%	0.00%
5d. Clear, written policies and procedures are in place to assist me in the performance of my job responsibilities.	3.31	4.00	4	1.26	11.54%	19.23%	7.69%	50.00%	11.54%	0.00%	0.00%
5e. The management style of the DIVISION'S managers is conducive to positive employee morale.	2.92	3.00	4	1.29	19.23%	15.38%	23.08%	30.77%	7.69%	3.85%	0.00%
6a. The coordination of projects and functions between my WORK UNIT and other WORK UNITS is good.	2.81	3.00	3	1.13	15.38%	19.23%	42.31%	15.38%	7.69%	0.00%	0.00%

Degree-of-Agreement Statement	Average Response	Median Response	Mode	Std. Dev.	% Strongly Disagree	% Disagree	% Neutral	% Agree	% Strongly Agree	% Don't Know/ NA	% Left Blank
6b. The coordination of projects and functions between my DIVISION and other DIVISIONS/DEPARTMENTS is good.	2.50	2.50	3	0.88	11.54%	34.62%	34.62%	11.54%	0.00%	7.69%	0.00%
6c. I believe that the benefit package I receive is competitive with benefits provided for positions comparable to mine in surrounding public and private agencies.	2.32	2.00	1	1.25	30.77%	19.23%	11.54%	23.08%	0.00%	15.38%	0.00%
6d. The personnel policies and rules are applied fairly, uniformly and consistently.	2.60	3.00	4	1.15	23.08%	19.23%	26.92%	26.92%	0.00%	3.85%	0.00%
6e. The performance evaluations I have received have been completed in a timely manner and according to schedule.	3.50	4.00	4	1.18	7.69%	11.54%	15.38%	42.31%	15.38%	7.69%	0.00%
7a. I believe that the current compensation policy utilized by the County is fair.	2.09	2.00	1	1.06	30.77%	26.92%	15.38%	11.54%	0.00%	15.38%	0.00%
7b. I am satisfied with the level of responsibility delegated to me.	3.12	4.00	4	1.18	11.54%	23.08%	11.54%	50.00%	3.85%	0.00%	0.00%
7c. I am able to make decisions and complete most of my assignments without the need to consult my supervisor or a co-worker.	4.04	4.00	4	0.66	0.00%	0.00%	19.23%	57.69%	23.08%	0.00%	0.00%

Degree-of-Agreement Statement	Average Response	Median Response	Mode	Std. Dev.	% Strongly Disagree	% Disagree	% Neutral	% Agree	% Strongly Agree	% Don't Know/ NA	% Left Blank
7d. I feel positive about my WORK UNIT and believe it is a good place to work.	3.19	3.50	4	1.17	11.54%	15.38%	23.08%	42.31%	7.69%	0.00%	0.00%
7e. I feel positive about my DIVISION and believe it is a good place to work.	2.85	3.00	2	1.22	15.38%	26.92%	23.08%	26.92%	7.69%	0.00%	0.00%
8a. The current compensation and promotion process rewards me for higher than average levels of performance.	1.68	1.00	1	1.04	53.85%	11.54%	11.54%	7.69%	0.00%	15.38%	0.00%
8b. Policies and procedures are consistently followed in the day-to-day operations and processes of my unit.	2.62	3.00	4	1.27	26.92%	19.23%	23.08%	26.92%	3.85%	0.00%	0.00%
8c. I believe that defined career paths exist within the Department and that reasonable opportunities for advancement are present.	1.76	1.00	1	0.97	53.85%	15.38%	23.08%	3.85%	0.00%	3.85%	0.00%
8d. Given the level of staffing within my WORK UNIT, the goals and objectives of the WORK UNIT are achievable.	2.12	2.00	2	1.01	26.92%	46.15%	7.69%	15.38%	0.00%	3.85%	0.00%
8e. Given the level of staffing within my DIVISION, the goals and objectives of the DIVISION are achievable.	2.00	2.00	1	1.08	38.46%	34.62%	7.69%	15.38%	0.00%	3.85%	0.00%
9a. Promotions, employee discipline and other personnel matters are handled in a fair and equitable manner.	2.40	2.00	4	1.26	30.77%	26.92%	7.69%	30.77%	0.00%	3.85%	0.00%

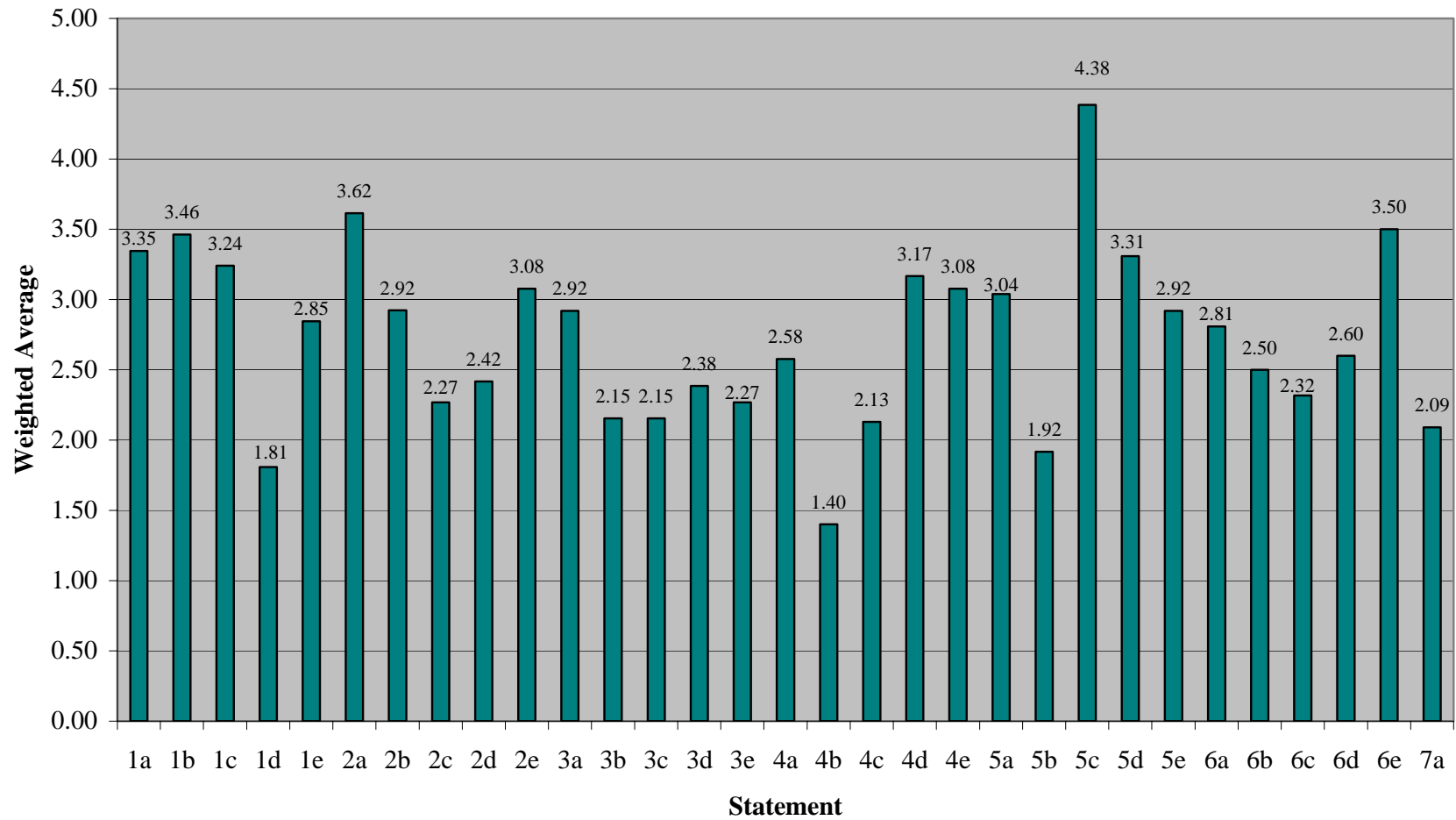
Degree-of-Agreement Statement	Average Response	Median Response	Mode	Std. Dev.	% Strongly Disagree	% Disagree	% Neutral	% Agree	% Strongly Agree	% Don't Know/ NA	% Left Blank
9b. I receive sufficient training for the effective completion of my job responsibilities.	2.35	2.00	2	1.06	23.08%	38.46%	19.23%	19.23%	0.00%	0.00%	0.00%
9c. I have sufficient resources to complete my work, such as office space, computers, equipment, vehicles, etc.	2.80	3.00	2	0.91	3.85%	38.46%	26.92%	26.92%	0.00%	0.00%	3.85%
9d. Ordinances and/or policies I am responsible for administering are reasonable and enforceable (if applicable).	3.13	3.00	4	1.03	11.54%	7.69%	30.77%	42.31%	0.00%	7.69%	0.00%
9e. Resources and equipment needed for the performance of my job tasks are properly maintained.	2.73	3.00	4	1.15	19.23%	23.08%	23.08%	34.62%	0.00%	0.00%	0.00%
10a. I receive adequate recognition by the management for my accomplishments and efforts.	2.56	3.00	4	1.29	30.77%	15.38%	15.38%	34.62%	0.00%	3.85%	0.00%
10b. The established goals and objectives of my UNIT SUPERVISOR have been clearly communicated to me.	2.84	3.00	3	1.21	15.38%	23.08%	26.92%	23.08%	7.69%	0.00%	3.85%
10c. The established goals and objectives of my DIVISION MANAGER have been clearly communicated to me.	2.88	3.00	3	1.03	7.69%	30.77%	30.77%	26.92%	3.85%	0.00%	0.00%
10d. I believe my WORK UNIT does not operate under a crisis management approach.	2.76	3.00	4	1.09	11.54%	23.08%	19.23%	26.92%	0.00%	19.23%	0.00%

Degree-of-Agreement Statement	Average Response	Median Response	Mode	Std. Dev.	% Strongly Disagree	% Disagree	% Neutral	% Agree	% Strongly Agree	% Don't Know/ NA	% Left Blank
10e. I believe my DIVISION does not operate under a crisis management approach.	2.67	3.00	3	1.11	15.38%	19.23%	23.08%	23.08%	0.00%	19.23%	0.00%
11a. My career development needs are being met.	2.46	3.00	3	1.03	23.08%	23.08%	38.46%	15.38%	0.00%	0.00%	0.00%
11b. My work environment is safe, pleasant and healthy.	1.69	2.00	1	0.74	46.15%	38.46%	15.38%	0.00%	0.00%	0.00%	0.00%
11c. I believe the safety program is adequate.	1.69	1.00	1	1.09	65.38%	11.54%	11.54%	11.54%	0.00%	0.00%	0.00%
11d. I believe that employee assistance counseling is available and adequate.	2.71	3.00	3	1.10	11.54%	23.08%	26.92%	15.38%	3.85%	19.23%	0.00%
11e. I believe opportunities for employee involvement are adequate.	2.64	3.00	3	1.11	19.23%	23.08%	26.92%	26.92%	0.00%	3.85%	0.00%
12a. My supervisor's coaching meets my needs.	2.88	3.00	3	1.18	19.23%	11.54%	34.62%	30.77%	3.85%	0.00%	0.00%
12b. The performance evaluations I have received during my employment with my division have been fair and equitable.	3.58	4.00	4	1.02	3.85%	11.54%	15.38%	50.00%	11.54%	7.69%	0.00%

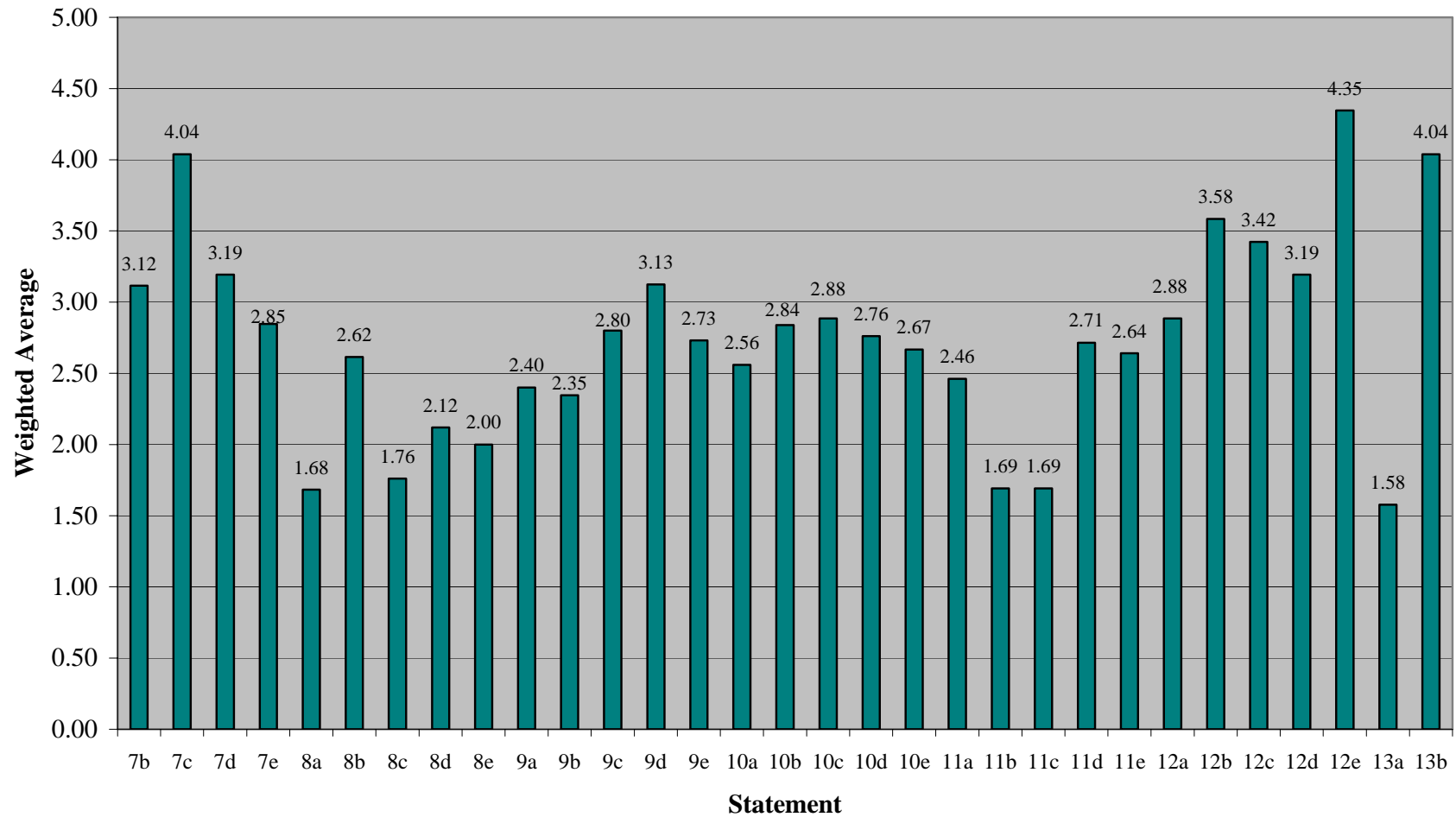
Degree-of-Agreement Statement	Average Response	Median Response	Mode	Std. Dev.	% Strongly Disagree	% Disagree	% Neutral	% Agree	% Strongly Agree	% Don't Know/ NA	% Left Blank
12c. I believe that the County's ethical behavior guidelines are adequate.	3.42	4.00	4	0.76	0.00%	15.38%	26.92%	57.69%	0.00%	0.00%	0.00%
12d. I believe that the DIVISION is doing all it can to lower the euthanasia rate.	3.19	3.50	4	1.50	23.08%	7.69%	19.23%	26.92%	23.08%	0.00%	0.00%
12e. I believe that lowering the euthanasia rate is an important goal for the DIVISION and the County.	4.35	5.00	5	0.85	0.00%	3.85%	11.54%	30.77%	53.85%	0.00%	0.00%
13a. I believe that the DIVISION is receiving adequate support from County Management.	1.58	1.00	1	0.86	61.54%	23.08%	11.54%	3.85%	0.00%	0.00%	0.00%
13b. I believe serving the public is the reason for our work, not an interruption of it.	4.04	4.00	4	0.96	0.00%	11.54%	7.69%	46.15%	34.62%	0.00%	0.00%

This information is represented graphically in the two charts on the following pages.

All Employee Responses as Shown in the Survey (first half)



All Employee Responses as Shown on the Survey (second half)



KERN COUNTY ANIMAL CONTROL SERVICES EMPLOYEE SURVEY

TOTAL DEGREE-OF-AGREEMENT RESPONSES SORTED BY AVERAGE SCORE, HIGHEST TO LOWEST

Degree-of-Agreement Statement	Average Response	Median Response	Mode	Std. Dev.	% Strongly Disagree	% Disagree	% Neutral	% Agree	% Strongly Agree	% Don't Know/ NA	% Left Blank
5c. I have the necessary skills to perform the tasks associated with my position.	4.38	5.00	5	0.85	0.00%	7.69%	0.00%	38.46%	53.85%	0.00%	0.00%
12e. I believe that lowering the euthanasia rate is an important goal for the DIVISION and the County.	4.35	5.00	5	0.85	0.00%	3.85%	11.54%	30.77%	53.85%	0.00%	0.00%
7c. I am able to make decisions and complete most of my assignments without the need to consult my supervisor or a co-worker.	4.04	4.00	4	0.66	0.00%	0.00%	19.23%	57.69%	23.08%	0.00%	0.00%
13b. I believe serving the public is the reason for our work, not an interruption of it.	4.04	4.00	4	0.96	0.00%	11.54%	7.69%	46.15%	34.62%	0.00%	0.00%
2a. I am adequately compensated for any overtime I am required to work (if applicable).	3.62	4.00	4	1.20	3.85%	23.08%	3.85%	46.15%	23.08%	0.00%	0.00%
12b. The performance evaluations I have received during my employment with my division have been fair and equitable.	3.58	4.00	4	1.02	3.85%	11.54%	15.38%	50.00%	11.54%	7.69%	0.00%

Degree-of-Agreement Statement	Average Response	Median Response	Mode	Std. Dev.	% Strongly Disagree	% Disagree	% Neutral	% Agree	% Strongly Agree	% Don't Know/ NA	% Left Blank
6e. The performance evaluations I have received have been completed in a timely manner and according to schedule.	3.50	4.00	4	1.18	7.69%	11.54%	15.38%	42.31%	15.38%	7.69%	0.00%
1b. The management style of my DIRECT SUPERVISOR contributes to the productivity of my work unit.	3.46	4.00	4	1.33	11.54%	15.38%	11.54%	38.46%	23.08%	0.00%	0.00%
12c. I believe that the County's ethical behavior guidelines are adequate.	3.42	4.00	4	0.76	0.00%	15.38%	26.92%	57.69%	0.00%	0.00%	0.00%
1a. I am actively encouraged to try creative approaches to my work, even to the point of taking the initiative.	3.35	4.00	4	1.13	7.69%	15.38%	23.08%	42.31%	11.54%	0.00%	0.00%
5d. Clear, written policies and procedures are in place to assist me in the performance of my job responsibilities.	3.31	4.00	4	1.26	11.54%	19.23%	7.69%	50.00%	11.54%	0.00%	0.00%
1c. The management style of my DIVISION MANAGER contributes to the productivity of my work unit.	3.24	4.00	4	1.33	15.38%	11.54%	19.23%	34.62%	15.38%	3.85%	0.00%
7d. I feel positive about my WORK UNIT and believe it is a good place to work.	3.19	3.50	4	1.17	11.54%	15.38%	23.08%	42.31%	7.69%	0.00%	0.00%
12d. I believe that the DIVISION is doing all it can to lower the euthanasia rate.	3.19	3.50	4	1.50	23.08%	7.69%	19.23%	26.92%	23.08%	0.00%	0.00%

Degree-of-Agreement Statement	Average Response	Median Response	Mode	Std. Dev.	% Strongly Disagree	% Disagree	% Neutral	% Agree	% Strongly Agree	% Don't Know/ NA	% Left Blank
4d. It is clear to me what my role is in the process of the larger task that is to be performed.	3.17	4.00	4	1.05	7.69%	19.23%	15.38%	50.00%	0.00%	7.69%	0.00%
9d. Ordinances and/or policies I am responsible for administering are reasonable and enforceable (if applicable).	3.13	3.00	4	1.03	11.54%	7.69%	30.77%	42.31%	0.00%	7.69%	0.00%
7b. I am satisfied with the level of responsibility delegated to me.	3.12	4.00	4	1.18	11.54%	23.08%	11.54%	50.00%	3.85%	0.00%	0.00%
2e. The goals and objectives of my DIRECT SUPERVISOR are reasonable.	3.08	3.00	3	1.06	11.54%	11.54%	38.46%	34.62%	3.85%	0.00%	0.00%
4e. I receive clear instructions regarding my work assignments, including what my duties are.	3.08	3.00	4	1.06	11.54%	15.38%	26.92%	46.15%	0.00%	0.00%	0.00%
5a. I receive clear instructions regarding my work assignments, including how often duties should be performed.	3.04	3.00	4	1.06	15.38%	3.85%	38.46%	38.46%	0.00%	3.85%	0.00%
2b. I believe my supervisor's expectations regarding my workload are reasonable.	2.92	3.50	4	1.41	26.92%	11.54%	11.54%	42.31%	7.69%	0.00%	0.00%
3a. The goals and objectives of my DIVISION MANAGER are reasonable.	2.92	3.00	4	1.04	7.69%	30.77%	19.23%	38.46%	0.00%	3.85%	0.00%

Degree-of-Agreement Statement	Average Response	Median Response	Mode	Std. Dev.	% Strongly Disagree	% Disagree	% Neutral	% Agree	% Strongly Agree	% Don't Know/ NA	% Left Blank
5e. The management style of the DIVISION'S managers is conducive to positive employee morale.	2.92	3.00	4	1.29	19.23%	15.38%	23.08%	30.77%	7.69%	3.85%	0.00%
10c. The established goals and objectives of my DIVISION MANAGER have been clearly communicated to me.	2.88	3.00	3	1.03	7.69%	30.77%	30.77%	26.92%	3.85%	0.00%	0.00%
12a. My supervisor's coaching meets my needs.	2.88	3.00	3	1.18	19.23%	11.54%	34.62%	30.77%	3.85%	0.00%	0.00%
1e. I receive clear and specific direction from my Supervisor(s).	2.85	3.00	4	1.35	23.08%	19.23%	15.38%	34.62%	7.69%	0.00%	0.00%
7e. I feel positive about my DIVISION and believe it is a good place to work.	2.85	3.00	2	1.22	15.38%	26.92%	23.08%	26.92%	7.69%	0.00%	0.00%
10b. The established goals and objectives of my UNIT SUPERVISOR have been clearly communicated to me.	2.84	3.00	3	1.21	15.38%	23.08%	26.92%	23.08%	7.69%	0.00%	3.85%
6a. The coordination of projects and functions between my WORK UNIT and other WORK UNITS is good.	2.81	3.00	3	1.13	15.38%	19.23%	42.31%	15.38%	7.69%	0.00%	0.00%
9c. I have sufficient resources to complete my work, such as office space, computers, equipment, vehicles, etc.	2.80	3.00	2	0.91	3.85%	38.46%	26.92%	26.92%	0.00%	0.00%	3.85%
10d. I believe my WORK UNIT does not operate under a crisis management approach.	2.76	3.00	4	1.09	11.54%	23.08%	19.23%	26.92%	0.00%	19.23%	0.00%

Degree-of-Agreement Statement	Average Response	Median Response	Mode	Std. Dev.	% Strongly Disagree	% Disagree	% Neutral	% Agree	% Strongly Agree	% Don't Know/ NA	% Left Blank
9e. Resources and equipment needed for the performance of my job tasks are properly maintained.	2.73	3.00	4	1.15	19.23%	23.08%	23.08%	34.62%	0.00%	0.00%	0.00%
11d. I believe that employee assistance counseling is available and adequate.	2.71	3.00	3	1.10	11.54%	23.08%	26.92%	15.38%	3.85%	19.23%	0.00%
10e. I believe my DIVISION does not operate under a crisis management approach.	2.67	3.00	3	1.11	15.38%	19.23%	23.08%	23.08%	0.00%	19.23%	0.00%
11e. I believe opportunities for employee involvement are adequate.	2.64	3.00	3	1.11	19.23%	23.08%	26.92%	26.92%	0.00%	3.85%	0.00%
8b. Policies and procedures are consistently followed in the day-to-day operations and processes of my unit.	2.62	3.00	4	1.27	26.92%	19.23%	23.08%	26.92%	3.85%	0.00%	0.00%
6d. The personnel policies and rules are applied fairly, uniformly and consistently.	2.60	3.00	4	1.15	23.08%	19.23%	26.92%	26.92%	0.00%	3.85%	0.00%
4a. My job description accurately reflects the actual responsibilities and tasks associated with my position.	2.58	2.50	4	1.17	23.08%	26.92%	19.23%	30.77%	0.00%	0.00%	0.00%
10a. I receive adequate recognition by the management for my accomplishments and efforts.	2.56	3.00	4	1.29	30.77%	15.38%	15.38%	34.62%	0.00%	3.85%	0.00%
6b. The coordination of projects and functions between my DIVISION and other DIVISIONS/DEPARTMENTS is good.	2.50	2.50	3	0.88	11.54%	34.62%	34.62%	11.54%	0.00%	7.69%	0.00%

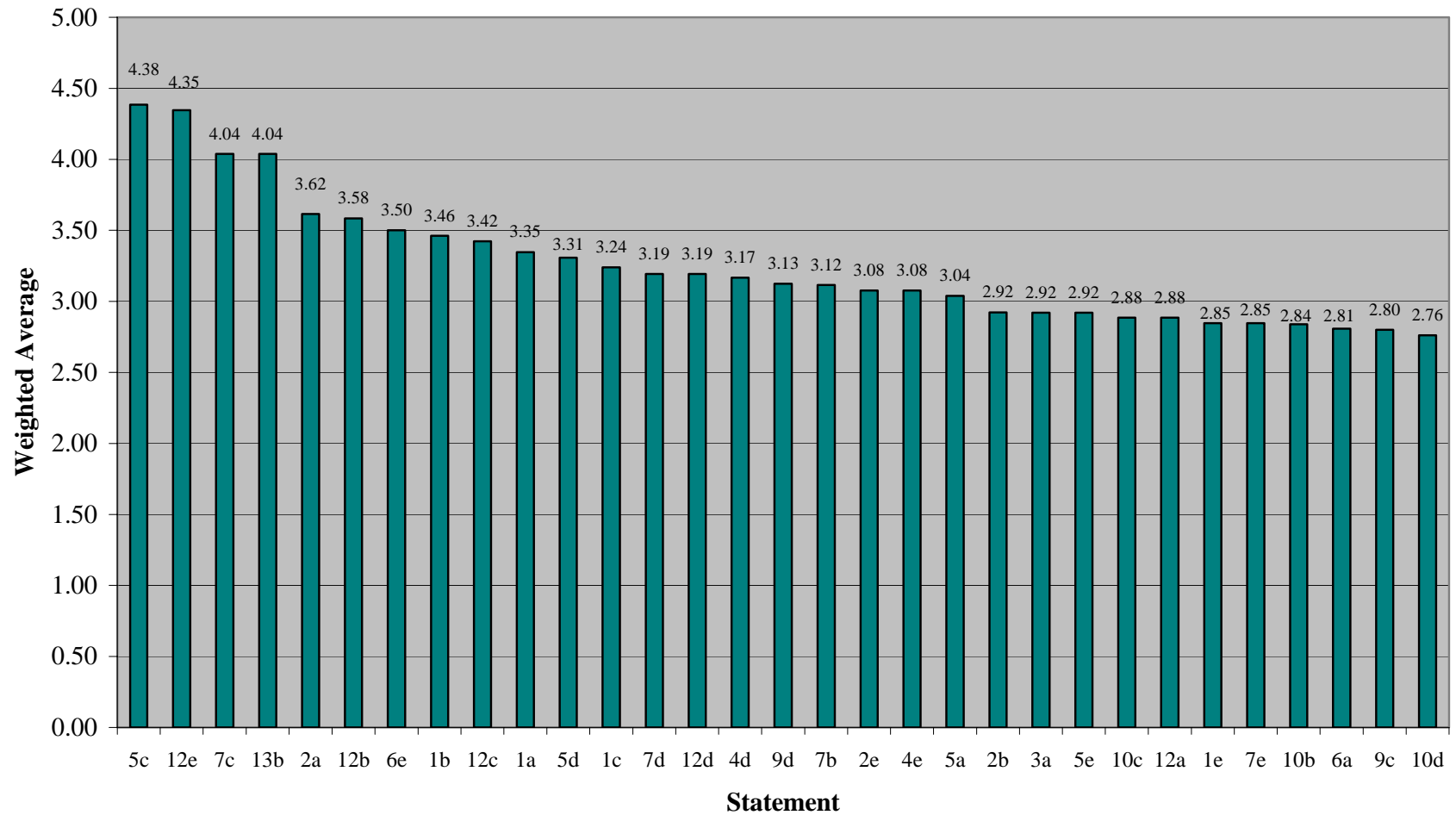
Degree-of-Agreement Statement	Average Response	Median Response	Mode	Std. Dev.	% Strongly Disagree	% Disagree	% Neutral	% Agree	% Strongly Agree	% Don't Know/ NA	% Left Blank
11a. My career development needs are being met.	2.46	3.00	3	1.03	23.08%	23.08%	38.46%	15.38%	0.00%	0.00%	0.00%
2d. I believe the workload within my DIVISION is equally divided among my co-workers.	2.42	2.00	2	1.10	23.08%	26.92%	23.08%	19.23%	0.00%	7.69%	0.00%
9a. Promotions, employee discipline and other personnel matters are handled in a fair and equitable manner.	2.40	2.00	4	1.26	30.77%	26.92%	7.69%	30.77%	0.00%	3.85%	0.00%
3d. I believe my WORK UNIT is an efficient, well-run organization.	2.38	2.00	2	1.13	26.92%	30.77%	19.23%	23.08%	0.00%	0.00%	0.00%
9b. I receive sufficient training for the effective completion of my job responsibilities.	2.35	2.00	2	1.06	23.08%	38.46%	19.23%	19.23%	0.00%	0.00%	0.00%
6c. I believe that the benefit package I receive is competitive with benefits provided for positions comparable to mine in surrounding public and private agencies.	2.32	2.00	1	1.25	30.77%	19.23%	11.54%	23.08%	0.00%	15.38%	0.00%
2c. I believe the workload within my WORK UNIT is equally divided among my co-workers.	2.27	2.00	1	1.19	34.62%	26.92%	15.38%	23.08%	0.00%	0.00%	0.00%
3e. I believe my DIVISION is an efficient, well-run organization.	2.27	2.00	1	1.15	34.62%	23.08%	23.08%	19.23%	0.00%	0.00%	0.00%
3b. There is an effective flow of information between management and staff within my WORK UNIT.	2.15	2.00	2	1.16	30.77%	46.15%	3.85%	15.38%	3.85%	0.00%	0.00%

Degree-of-Agreement Statement	Average Response	Median Response	Mode	Std. Dev.	% Strongly Disagree	% Disagree	% Neutral	% Agree	% Strongly Agree	% Don't Know/ NA	% Left Blank
3c. There is an effective flow of information between management and staff within my DIVISION.	2.15	2.00	2	0.97	26.92%	42.31%	19.23%	11.54%	0.00%	0.00%	0.00%
4c. My superiors are more interested in me as a person than the job I perform.	2.13	2.00	3	0.92	26.92%	26.92%	30.77%	3.85%	0.00%	7.69%	3.85%
8d. Given the level of staffing within my WORK UNIT, the goals and objectives of the WORK UNIT are achievable.	2.12	2.00	2	1.01	26.92%	46.15%	7.69%	15.38%	0.00%	3.85%	0.00%
7a. I believe that the current compensation policy utilized by the County is fair.	2.09	2.00	1	1.06	30.77%	26.92%	15.38%	11.54%	0.00%	15.38%	0.00%
8e. Given the level of staffing within my DIVISION, the goals and objectives of the DIVISION are achievable.	2.00	2.00	1	1.08	38.46%	34.62%	7.69%	15.38%	0.00%	3.85%	0.00%
5b. I believe that the current promotion policy utilized by the DIVISION is fair.	1.92	2.00	1	1.06	42.31%	26.92%	11.54%	11.54%	0.00%	7.69%	0.00%
1d. I receive sufficient training opportunities in developing job-related skills.	1.81	2.00	2	0.80	38.46%	46.15%	11.54%	3.85%	0.00%	0.00%	0.00%
8c. I believe that defined career paths exist within the Department and that reasonable opportunities for advancement are present.	1.76	1.00	1	0.97	53.85%	15.38%	23.08%	3.85%	0.00%	3.85%	0.00%
11b. My work environment is safe, pleasant and healthy.	1.69	2.00	1	0.74	46.15%	38.46%	15.38%	0.00%	0.00%	0.00%	0.00%

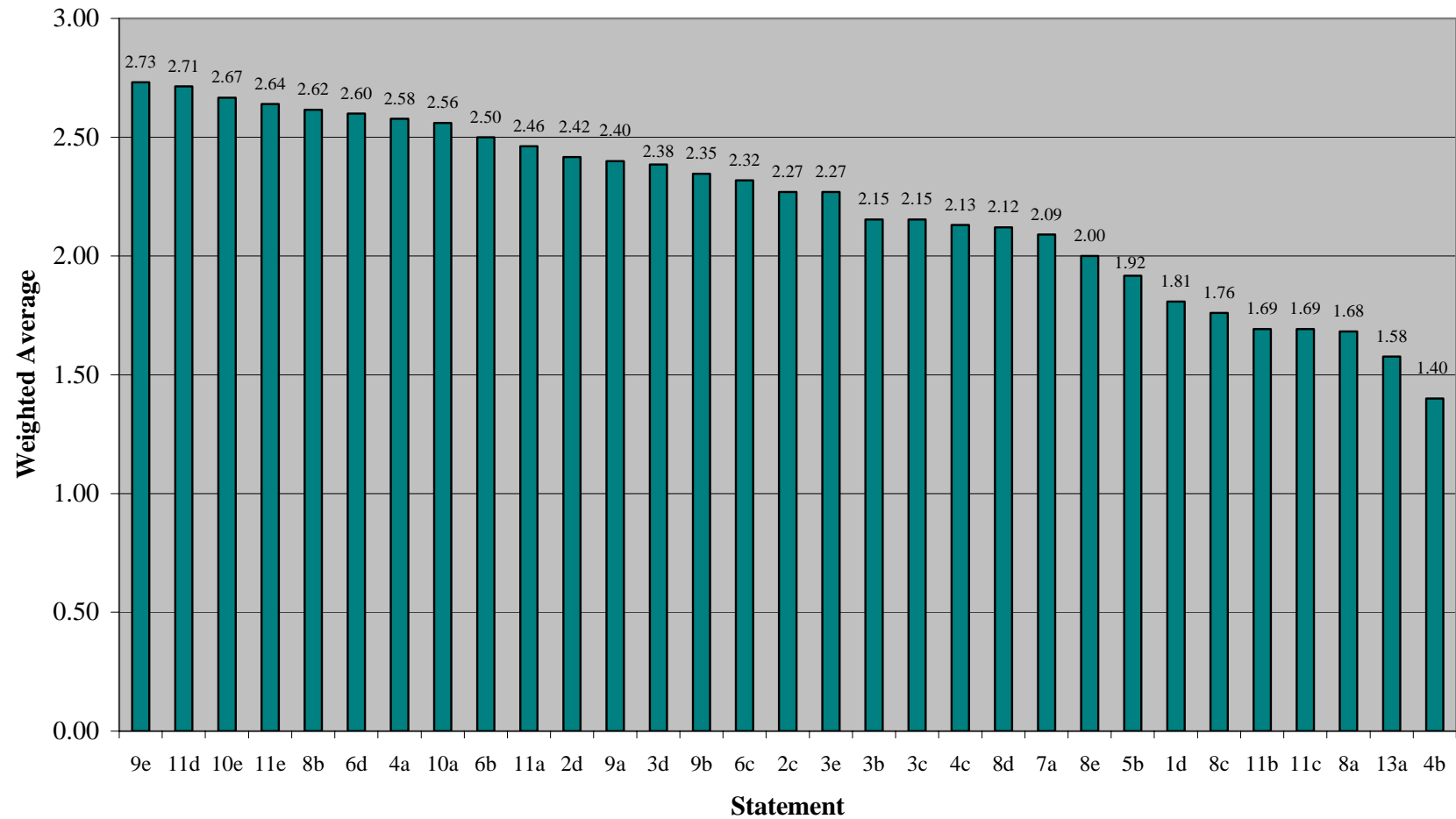
Degree-of-Agreement Statement	Average Response	Median Response	Mode	Std. Dev.	% Strongly Disagree	% Disagree	% Neutral	% Agree	% Strongly Agree	% Don't Know/ NA	% Left Blank
11c. I believe the safety program is adequate.	1.69	1.00	1	1.09	65.38%	11.54%	11.54%	11.54%	0.00%	0.00%	0.00%
8a. The current compensation and promotion process rewards me for higher than average levels of performance.	1.68	1.00	1	1.04	53.85%	11.54%	11.54%	7.69%	0.00%	15.38%	0.00%
13a. I believe that the DIVISION is receiving adequate support from County Management.	1.58	1.00	1	0.86	61.54%	23.08%	11.54%	3.85%	0.00%	0.00%	0.00%
4b. I believe my salary is competitive with salaries paid for positions comparable to mine in surrounding public and private agencies.	1.40	1.00	1	0.58	61.54%	30.77%	3.85%	0.00%	0.00%	3.85%	0.00%

This information is presented graphically on the following two pages.

All Employee Responses, Sorted from Highest to Lowest (first half)



All Employee Responses, Sorted Highest to Lowest (second half)

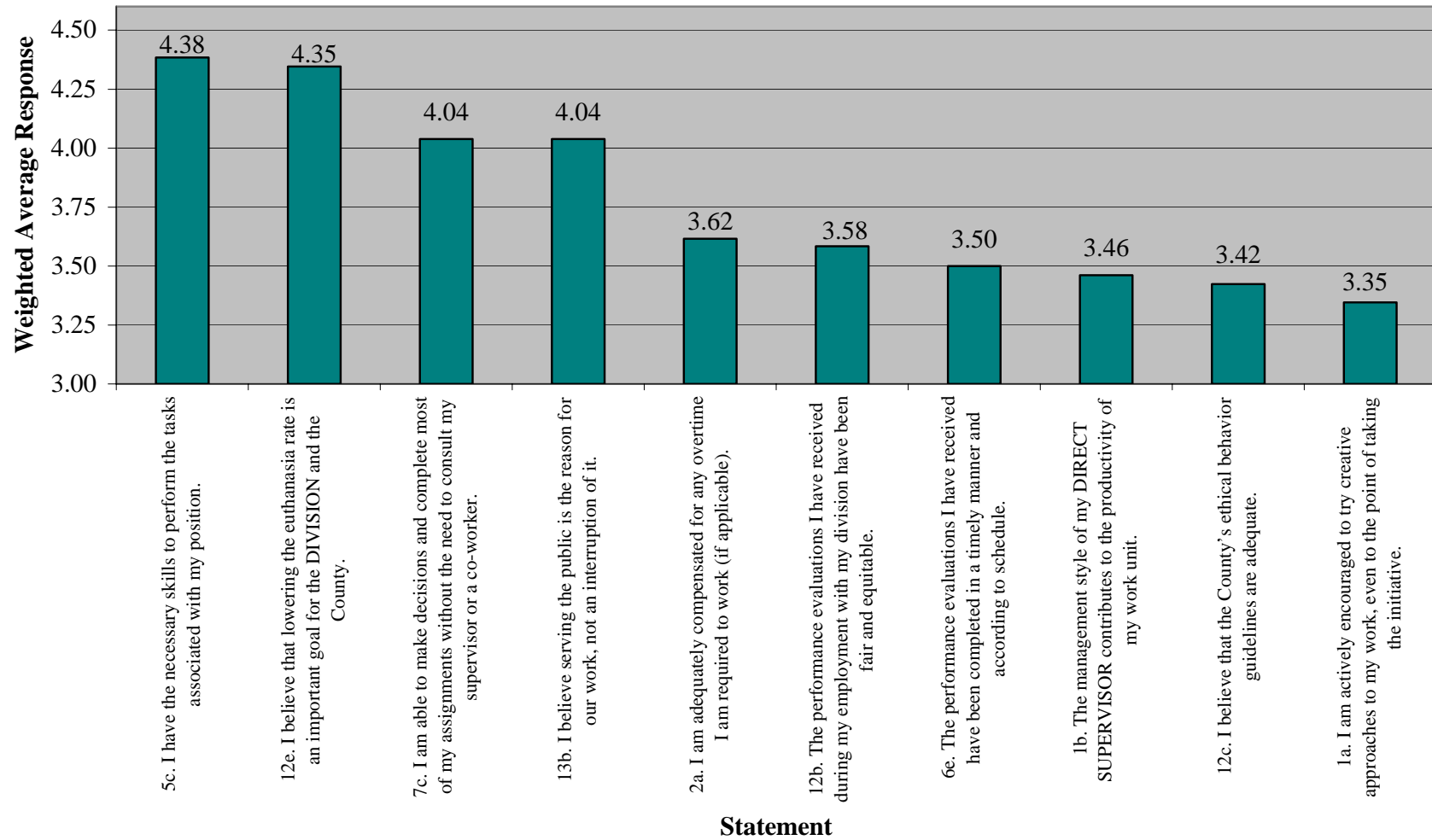


10 HIGHEST RANKING STATEMENTS (MOST AGREEMENT)
(IN DESCENDING ORDER FROM HIGHEST SCORE. 5 IS THE HIGHEST POSSIBLE SCORE)

Degree-of-Agreement Statement	Weighted Average Response	Median Response	Mode	Standard Deviation
5c. I have the necessary skills to perform the tasks associated with my position.	4.38	5.00	5	0.85
12e. I believe that lowering the euthanasia rate is an important goal for the DIVISION and the County.	4.35	5.00	5	0.85
7c. I am able to make decisions and complete most of my assignments without the need to consult my supervisor or a co-worker.	4.04	4.00	4	0.66
13b. I believe serving the public is the reason for our work, not an interruption of it.	4.04	4.00	4	0.96
2a. I am adequately compensated for any overtime I am required to work (if applicable).	3.62	4.00	4	1.20
12b. The performance evaluations I have received during my employment with my division have been fair and equitable.	3.58	4.00	4	1.02
6e. The performance evaluations I have received have been completed in a timely manner and according to schedule.	3.50	4.00	4	1.18
1b. The management style of my DIRECT SUPERVISOR contributes to the productivity of my work unit.	3.46	4.00	4	1.33
12c. I believe that the County's ethical behavior guidelines are adequate.	3.42	4.00	4	0.76
1a. I am actively encouraged to try creative approaches to my work, even to the point of taking the initiative.	3.35	4.00	4	1.13

This information is presented graphically on the following page.

10 Highest Responses

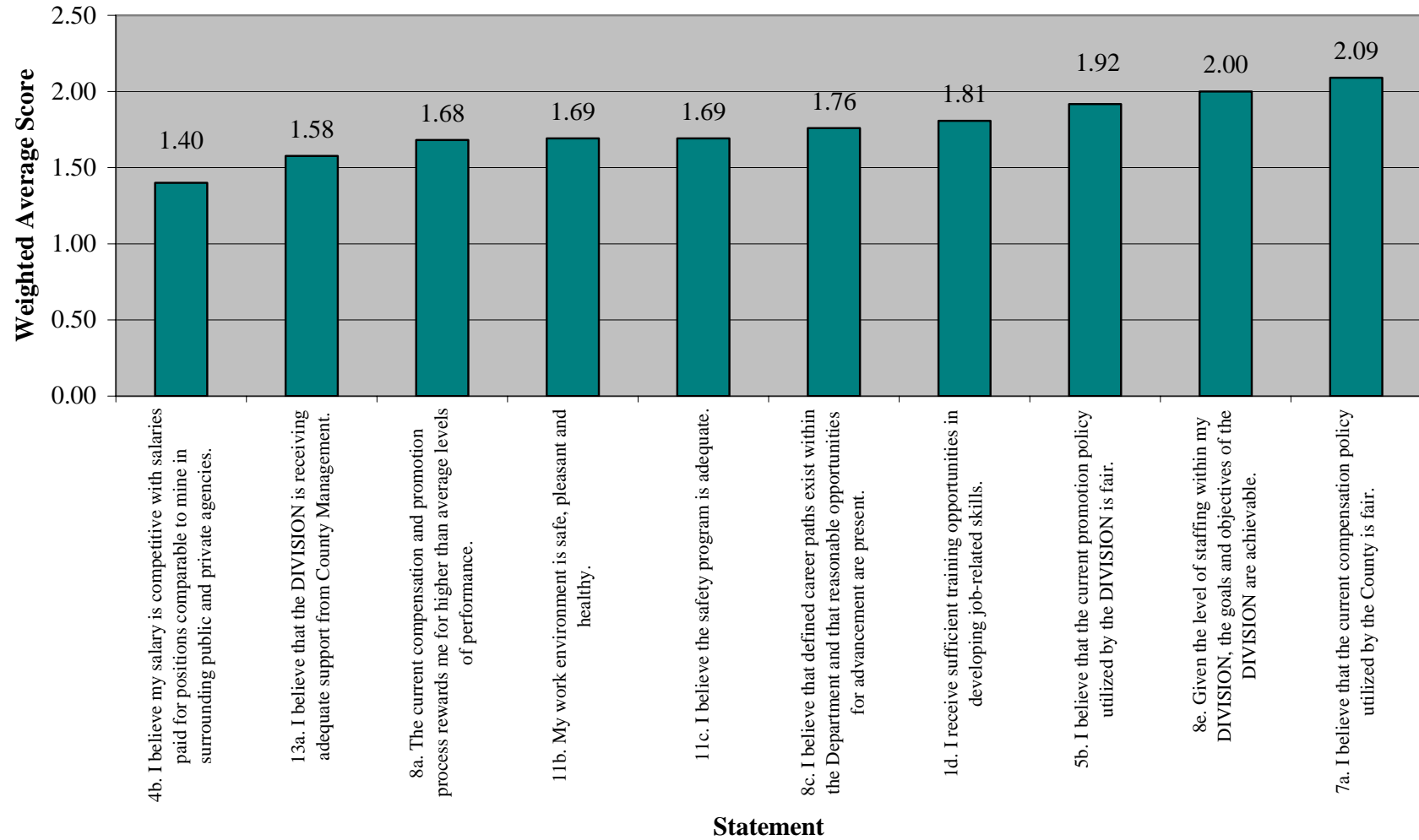


10 LOWEST RANKING STATEMENTS (LEAST AGREEMENT)
(IN ASCENDING ORDER FROM LOWEST SCORE. 1 IS THE LOWEST POSSIBLE SCORE)

Degree-of-Agreement Statement	Weighted Average Response	Median Response	Mode	Standard Deviation
4b. I believe my salary is competitive with salaries paid for positions comparable to mine in surrounding public and private agencies.	1.40	1.00	1	.058
13a. I believe that the DIVISION is receiving adequate support from County Management.	1.58	1.00	1	0.86
8a. The current compensation and promotion process rewards me for higher than average levels of performance.	1.68	1.00	1	1.04
11b. My work environment is safe, pleasant and healthy.	1.69	2.00	1	0.74
11c. I believe the safety program is adequate.	1.69	1.00	1	1.09
8c. I believe that defined career paths exist within the Department and that reasonable opportunities for advancement are present.	1.76	1.00	1	0.97
1d. I receive sufficient training opportunities in developing job-related skills.	1.81	2.00	2	0.80
5b. I believe that the current promotion policy utilized by the DIVISION is fair.	1.92	2.00	1	1.06
8e. Given the level of staffing within my DIVISION, the goals and objectives of the DIVISION are achievable.	2.00	2.00	1	1.08
7a. I believe that the current compensation policy utilized by the County is fair.	2.09	2.00	1	1.06

This information is presented graphically on the following page.

10 Lowest Responses



C. OPEN-ENDED QUESTIONS

The survey concluded with 8 open-ended questions in which the respondents were asked to state briefly their opinions and suggestions. Citygate reviewed and categorized the responses to determine the recurring themes. Shown below is a list of each open-ended question along with the total number of responses to the question. That is followed by a frequency count of the number of times a theme was mentioned. The frequency count was then sorted and displayed in the order of most frequently mentioned theme to least frequently mentioned theme. Minor or non-applicable themes were not included. Since a respondent could cover more than one theme in his/her response, it is likely that the total frequency count exceeds the total individual responses to a question.

14.	Do you believe the ACS Division has a proper organizational structure? Do you have any suggestions to improve its structure?
23 Responses	

<u>Response</u>	<u>Frequency</u>
Structure needs to be changed - not working as is	7
Should be exams to become supervisor or manager. Management training should be required before becoming manager.	4
Need additional supervisory structure, more discrete positions, more opportunity for growth and promotion	4
Make ACS separate from Environmental Health. Make ACS stand-alone.	3
Need performance evaluation of current supervisors/managers	2
Need more general training in ACS	2
Inconsistent management, constantly changing rules	2
ACS are public servants - should <u>not</u> be under law enforcement	1
Need veterinarian on staff	1
Positions not filled in timely manner	1

15. What do you believe are the ACS Division's best accomplishments?

23 Responses

<u>Response</u>	<u>Frequency</u>
ChamCam photos of strays on-line	6
Computerization/web page	4
Rabies clinic, rabies control	4
Better use of rescue groups	4
Meeting public demand with current resources	3
Employee interaction, not Administration, responsible for moving the Division forward	2
Small adoption kennels	2
Increasing adoption and reducing euthanasia	2
Public education	2
New outgoing phone system	2
Caring for stray animals in County	2
ACS personnel care about the animals	1
Trying to improve staffing levels	1
Willingness to change with the times	1
All accomplishments have been forced by public and whistleblowers	1
Space for new kennel	1
Credit card machine	1
Cleanliness	1

16. What aspects of the ACS Division need improvement?

24 Responses

<u>Response</u>	<u>Frequency</u>
Should improve training provided by Department	8
Improved management/supervisory skills	6
Better pay	5
Having a veterinarian on staff	4
Increased spay/neuter at low cost to public	4
Better security for employees/ office not safe from public or in case of other emergency	3
Need more staff to deal with growth	3
Increase shelter space	3
Improve employee morale	3
Increase public awareness & education	3
Improve Officer safety	2
Improved public relations	2
Increase powers of ACS personnel against public, lessen 'customer service' & increase enforcement	2
Proper equipment	1
More community involvement	1
Inadequate working conditions (lack of parking, breaks, lunch time, drinking water)	1
Abuse from public	1
Abuse of other employees by senior animal care workers	1
Lack of management concern/action for employee complaints	1
Isolation for sick animals	1
Improve hiring process into Department	1
Perception of key management by workers	1
Consolidate offices in one space—more efficient, better service to public	1

17. What areas of interdepartmental coordination and cooperation need improvement?

21 Responses

<u>Response</u>	<u>Frequency</u>
Shelter staff and field officers need to work more closely together - not in opposition	3
Morale is low, needs improving	2
Supervisors need training in how to perform their functions	2
Management needs to be more receptive to needs of staff.	2
Need to promote from within	1
Increased use of professional communication, abiding by organization structure and lines of command	1
Allow shelter personnel to ride-along with field officers	1
Assign field officer to periodic shelter duty	1
Officers needing help from the Sheriff should receive it easily	1
Actively work toward better relations with Sheriff, Building Dept., code compliance, inspectors, etc. Ride-alongs, create film of a 'day in the life' of shelter and field personnel to share with other depts.	1
Increase security	1
When Division management in dealing with the media, they should be supportive, not create perception of failure that is to be addressed by new personnel, etc.	1
Thorough review of salary and wage ranges to ensure employees are compensated for the actual duties they perform.	1
Relocate all personnel into one building	1
Recognition from management for contributions as opposed to only hearing when something is wrong.	1

18. What resources (staff, equipment, training, etc.) could help you do a better job?

24 Responses

<u>Response</u>	<u>Frequency</u>
Additional staff	11
Adequate and more safety equipment	9
Better training of employees	9
Equipment that is in good repair	5
On-site veterinarian	4
More computers and printers	3
More computer training	2
Defined procedures that are adhered to	2
More work space	1
Less hostile working environment	1
Better pay	1
Adequate parking	1
Larger kennel	1

19.

What suggestions would you make for productivity improvement, cost savings, or increasing revenues?

20 Responses

<u>Response</u>	<u>Frequency</u>
Veterinarian on staff to save money and reduce returns/refunds	9
More staff	4
Increase fees, add new fees, charge for dead animal removal	3
Better advertising of rabies clinics, etc.	2
Better security	2
Friendlier, less hostile working environment	2
Increased use of grants, donations, fundraisers	2
More public outreach to pet owners to save on need for AC	2
Reconstruct KCAC staff	1
Better pay	1
Equipment that works	1
Law requiring breeder's license for any dogs that are bred	1
Adopt 4 10-hour days w/ lunch on the go	1
Better training	1
Court should direct part of animal fines to AC	1
Reporting to Environmental Health lessens \$ to AC	1
Have sales, discounts for hard-to-place pets to find homes and reduce AC burden	1
Improve staff morale	1
Separate sick animals from well to reduce care costs	1
Low cost spay/neuter, rabies clinics	1
Sell pet-related items in adoption office	1

20. What are the ACS Division's greatest challenges?

19 Responses

<u>Response</u>	<u>Frequency</u>
Need more education of and support from public	11
Volume of euthanasia	4
Public complaints, perceptions	4
Safety	3
BOS public comments, lack of respect without appropriate knowledge	2
Need more space	2
Need more staff	2
Inadequate pay	2
Budget constraints	1
Inadequate education/training	1
Inadequately trained supervisors, playing favorites, punishment for speaking up	1
Internal animosity	1
Providing adequate customer service	1

21. What other suggestions or recommendation do you have?

18 Responses

<u>Response</u>	<u>Frequency</u>
Make AC a stand-alone entity	3
Provide adequate pay	2
More staffing	2
Larger/better facilities and work conditions for staff comfort	2
Align job descriptions with actual work done	1
Larger shelter for better animal care	1
Inadequate benefits/overall compensation	1
Increase safety-both from animals and public	1
Management lacks training for their jobs	1
Need a full-time cruelty investigator	1
Need affordable spa and neuter clinics	1
Need more safety equipment	1
Staff should provide better treatment of public	1
Increase public education	1
Improve internal teamwork	1
Codify procedures and enforce them equally and with one voice	1

D. SUMMARY OF FINDINGS

Most, if not all, the employees of the Division responded to the survey. Overall, their opinions of the Division are negative, including, but certainly not limited to, training opportunities, pay, working conditions and management. Shown below are the salient positive and negative findings.

Most Positive Feelings of Employees

- ◆ Employees feel they have the necessary skills to do their jobs and that they are able to make the necessary decisions to complete their assignments without having to consult with their supervisor.

- ◆ They feel strongly that serving the public is a key aspect of their jobs and that lowering the euthanasia rate is an important goal of the Division and the County.
- ◆ They feel they receive fair, timely and equitable performance evaluations and are adequately compensated for overtime work, when it is required.
- ◆ They believe that the management style of their direct supervisor makes their work unit more productive and that they are actively encouraged to try creative approaches – even to the point of taking the initiative.
- ◆ Finally, they believe the County’s ethical behavior guidelines are adequate.

Most Negative Feelings of Employees

- ◆ They believe they are underpaid with regard to comparable positions in surrounding public and private agencies; that the current compensation and promotion process does not reward employees for higher than average levels of performance; and that the County’s compensation policy is unfair.
- ◆ There is a strong feeling that defined career paths do not exist and that reasonable opportunities for advancement are not present. Further, employees do not believe the current promotion policy is fair.
- ◆ They believe that the work environment is not safe, pleasant or healthy, and that the safety program is not adequate.
- ◆ Both in the closed-ended degree-of-agreement statements and the open-ended questions, there was repeated mention of the lack of sufficient training and that, given the current staffing levels, the goals and objectives of the Division are not achievable.
- ◆ They believe that the Division does not receive adequate support from County management.