
APPENDIX X:

EMPLOYEE SURVEY INSTRUMENT

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To begin the survey, employees were emailed a link to a specially created page on Citygate's website. That page contained the following information:



COUNTY OF KERN ANIMAL CONTROL
SERVICES DIVISION, EMPLOYEE SURVEY

As a part of the operational review of the **Animal Control Services (ACS) Division**, **Citygate Associates** is conducting this survey of employee opinions.

Your responses will be kept confidential.

When you are ready to begin, please click on the button below to be directed to the survey. We ask that you answer the questions thoughtfully, for your observations may assist us in identifying areas where the Division is strong and areas where improvements can be made.

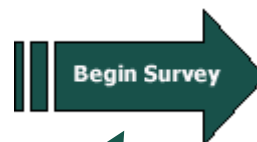
Before you go to the survey, please take a moment to consider the following:

Most standard Internet browsers and operating systems are supported by the survey software. However, survey respondents using non-standard browsers such as WebTV will not be able to properly take the survey. We would like to suggest that you take the survey using a standard browser/operating system combination such as those shown in the table below.

Supported Operating Systems and Browsers for Survey Respondent

Operating System	Internet Explorer	Netscape	Other Browsers
Windows 98	6.0	6.2, 7.0	
Windows NT	5.0, 5.5	4.79	
Windows 2000	5.5, 6.0	4.72, 6.2	AOL 8.0, 9.0
Windows XP	6.0	4.78, 7.0	AOL 9.0
Windows ME	5.5, 6.0		
Mac OS X	5.2.3	7.1	Safari 1.0
Mac OS 9	5		

OK. Let's begin the survey



This linked to the
beginning of the survey.
See next page.

Kern County Animal Control Services Division Employee Survey



Please read the instructions carefully. There are no required responses. However, the value of the survey will be increased if you complete it fully.

In order to record your responses, you must press the ***SUBMIT*** button following question 21. When you have done that, you will see a "Thank You" screen indicating that your responses have been accepted.

1

For the first part of the survey, a series of statements will be presented. You are asked to rate your degree of **AGREEMENT** with these statements on a scale from **STRONGLY DISAGREE** with the statement to **STRONGLY AGREE** with the statement.

If you feel that you do not have sufficient knowledge of the statement to have an opinion, or if you feel the statement does not apply to you, we have provided a "Don't Know/Not Applicable" choice.

Note that the statements have been arranged in groups of 5 to make it easier for you to remember the choices as you react to the statements.

1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	Don't Know/Not Applicable
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a. I am actively encouraged to try creative approaches to my work, even to the point of taking the initiative.

1	2	3	4	5	
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b. The management style of my **DIRECT SUPERVISOR** contributes to the productivity of my work unit.

1	2	3	4	5	
---	---	---	---	---	--

c. The management style of my **DIVISION MANAGER** contributes to the productivity of my work unit.

1	2	3	4	5	
---	---	---	---	---	--

d. I receive sufficient training opportunities in developing job-related skills.

1	2	3	4	5	
---	---	---	---	---	--

e. I receive clear and specific direction from my Supervisor(s).

1	2	3	4	5	
---	---	---	---	---	--

2

Continue to rate your degree of AGREEMENT with the following statements.

1	2	3	4	5	Don't Know/Not
Strongly					Applicable
Disagree	Disagree	Neutral	Agree	Strongly Agree	

a. I am adequately compensated for any overtime I am required to work (if applicable).

1 2 3 4 5

b. I believe my supervisor's expectations regarding my workload are reasonable.

1 2 3 4 5

c. I believe the workload within my WORK UNIT is equally divided among my co-workers.

1 2 3 4 5

d. I believe the workload within my DIVISION is equally divided among my co-workers.

1 2 3 4 5

e. The goals and objectives of my DIRECT SUPERVISOR are reasonable.

1 2 3 4 5

3

Continue to rate your degree of AGREEMENT with the following statements.

1	2	3	4	5	Don't Know/Not
Strongly					Applicable
Disagree	Disagree	Neutral	Agree	Strongly Agree	

a. The goals and objectives of my DIVISION MANAGER are reasonable.

1 2 3 4 5

b. There is an effective flow of information between management and staff within my WORK UNIT.

1 2 3 4 5

c. There is an effective flow of information between management and staff within my DIVISION.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

d. I believe my WORK UNIT is an efficient, well-run organization.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

e. I believe my DIVISION is an efficient, well-run organization.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

4

Continue to rate your degree of AGREEMENT with the following statements.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree Don't Know/Not Applicable

a. My job description accurately reflects the actual responsibilities and tasks associated with my position.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

b. I believe my salary is competitive with salaries paid for positions comparable to mine in surrounding public and private agencies.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

c. My superiors are more interested in me as a person than the job I perform.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

d. It is clear to me what my role is in the process of the larger task that is to be performed.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

e. I receive clear instructions regarding my work assignments, including what my duties are.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

5

Continue to rate your degree of AGREEMENT with the following statements.

1	2	3	4	5	Don't Know/Not
Strongly					Applicable
Disagree	Disagree	Neutral	Agree	Strongly Agree	

a. I receive clear instructions regarding my work assignments, including how often duties should be performed.

1	2	3	4	5	
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b. I believe that the current promotion policy utilized by the DIVISION is fair.

1	2	3	4	5	
---	---	---	---	---	--

c. I have the necessary skills to perform the tasks associated with my position.

1	2	3	4	5	
---	---	---	---	---	--

d. Clear, written policies and procedures are in place to assist me in the performance of my job responsibilities.

1	2	3	4	5	
---	---	---	---	---	--

e. The management style of the DIVISION'S managers is conducive to positive employee morale.

1	2	3	4	5	
---	---	---	---	---	--

6

Continue to rate your degree of AGREEMENT with the following statements.

1	2	3	4	5	Don't Know/Not
Strongly					Applicable
Disagree	Disagree	Neutral	Agree	Strongly Agree	

a. The coordination of projects and functions between my WORK UNIT and other WORK UNITS is good.

1	2	3	4	5	
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b. The coordination of projects and functions between my DIVISION and other DIVISIONS/DEPARTMENTS is good.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

c. I believe that the benefit package I receive is competitive with benefits provided for positions comparable to mine in surrounding public and private agencies.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

d. The personnel policies and rules are applied fairly, uniformly and consistently.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

e. The performance evaluations I have received have been completed in a timely manner and according to schedule.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

7

Continue to rate your degree of AGREEMENT with the following statements.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree Don't Know/Not Applicable

a. I believe that the current compensation policy utilized by the County is fair.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

b. I am satisfied with the level of responsibility delegated to me.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

c. I am able to make decisions and complete most of my assignments without the need to consult my supervisor or a co-worker.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

d. I feel positive about my WORK UNIT and believe it is a good place to work.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

e. I feel positive about my DIVISION and believe it is a good place to work.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

8

Continue to rate your degree of AGREEMENT with the following statements.

1	2	3	4	5	Don't Know/Not
Strongly					Applicable
Disagree	Disagree	Neutral	Agree	Strongly Agree	

a. The current compensation and promotion process rewards me for higher than average levels of performance.

1 2 3 4 5

b. Policies and procedures are consistently followed in the day-to-day operations and processes of my unit.

1 2 3 4 5

c. I believe that defined career paths exist within the Department and that reasonable opportunities for advancement are present.

1 2 3 4 5

d. Given the level of staffing within my WORK UNIT, the goals and objectives of the WORK UNIT are achievable.

1 2 3 4 5

e. Given the level of staffing within my DIVISION, the goals and objectives of the DIVISION are achievable.

1 2 3 4 5

9

Continue to rate your degree of AGREEMENT with the following statements.

1	2	3	4	5	Don't Know/Not
Strongly					Applicable
Disagree	Disagree	Neutral	Agree	Strongly Agree	

a. Promotions, employee discipline and other personnel matters are handled in a fair and equitable manner.

1 2 3 4 5

b. I receive sufficient training for the effective completion of my job responsibilities.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

c. I have sufficient resources to complete my work, such as office space, computers, equipment, vehicles, etc.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

d. Ordinances and/or policies I am responsible for administering are reasonable and enforceable (if applicable).

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

e. Resources and equipment needed for the performance of my job tasks are properly maintained.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

10

Continue to rate your degree of AGREEMENT with the following statements.

1 2 3 4 5 Don't Know/Not
Strongly Disagree Neutral Agree Strongly Agree Applicable
Disagree

a. I receive adequate recognition by the management for my accomplishments and efforts.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

b. The established goals and objectives of my UNIT SUPERVISOR have been clearly communicated to me.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

c. The established goals and objectives of my DIVISION MANAGER have been clearly communicated to me.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

d. I believe my WORK UNIT does not operate under a crisis management approach.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

e. I believe my DIVISION does not operate under a crisis management approach.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

11

Continue to rate your degree of AGREEMENT with the following statements.

1	2	3	4	5	Don't Know/Not
Strongly					Applicable
Disagree	Disagree	Neutral	Agree	Strongly Agree	

a. My career development needs are being met.

1	2	3	4	5	
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b. My work environment is safe, pleasant and healthy.

1	2	3	4	5	
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c. I believe the safety program is adequate.

1	2	3	4	5	
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d. I believe that employee assistance counseling is available and adequate.

1	2	3	4	5	
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e. I believe opportunities for employee involvement are adequate.

1	2	3	4	5	
---	---	---	---	---	--

12

Continue to rate your degree of AGREEMENT with the following statements.

1	2	3	4	5	Don't Know/Not
Strongly					Applicable
Disagree	Disagree	Neutral	Agree	Strongly Agree	

a. My supervisor's coaching meets my needs.

1	2	3	4	5	
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b. The performance evaluations I have received during my employment with my division have been fair and equitable.

1	2	3	4	5	
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c. I believe that the County's ethical behavior guidelines are adequate.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

d. I believe that the DIVISION is doing all it can to lower the euthanasia rate.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

e. I believe that lowering the euthanasia rate is an important goal for the DIVISION and the County.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

13

Conclude this section by specifying your degree of AGREEMENT with the following statements.

1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	Don't Know/Not Applicable
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a. I believe that the DIVISION is receiving adequate support from County Management.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

b. I believe serving the public is the reason for our work, not an interruption of it.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

PLEASE RESPOND BRIEFLY TO THE FOLLOWING QUESTIONS.

14

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

15

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

16

What aspects of the ACS Division need improvement?

17

What areas of interdepartmental coordination and cooperation need improvement?

18

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

19

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

20

What are the ACS Division's greatest challenges?

21

What other suggestions or recommendation do you have?



CITYGATE ASSOCIATES, LLC

This completes the survey. To record your response, press the SUBMIT button.

