

# Employee Feedback Survey



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## Message from the Superintendent



June 1, 2022

Dear Staff,

I am pleased to share the Santa Clara County Office of Education's *2021-2022 Employee Feedback Survey Annual Report*.

The contents of this report are organized in three sections, beginning with a *Year in Review* where we revisit major events and recognitions that were received over the past year for being a premier service organization. In *2021-2022*, we continued our efforts to keep staff and their families and address the Coronavirus. We supported our schools and districts as they resumed and sustained in-person instruction.

Following the *Year in Review* is a summary of findings from the *2021-2022 Employee Feedback Survey* which includes a description of the survey methodology and respondent demographics. This year, nearly 600 staff provided feedback in a wide array of areas related to employee engagement and job satisfaction. We learned that the SCCOE is excelling in the areas of *Strategy Alignment*, *Diversity and Inclusion*, and *Collaboration*, and that there is room to enhance *Training and Development* and *Focus on Stakeholder*. A description of efforts that are currently underway for further growth in these areas is provided in the *Looking Ahead* section of this report.

I want to close by acknowledging all SCCOE staff for their hard work and commitment to public service. Since March of 2020 staff have demonstrated great care and resilience by working with countless partners to address the many challenges posed by the Coronavirus and remained steadfast in their commitment to improve outcomes for educators, students, and their families. #StrongerTogether

With gratitude,

A handwritten signature in black ink that reads "Mary Ann Dewan". The signature is written in a cursive, flowing style.

Dr. Mary Ann Dewan  
County Superintendent of Schools

## Year in Review

This section highlights efforts that were conducted in 2021-2022 to keep staff connected and informed, invest in staff health and well-being, show gratitude for staff commitment to the Santa Clara County Office of Education's (SCCOE) mission to serve, inspire, and promote student and public school success, and memorialize awards that were received in 2021-2022 in recognition of staff and the services and supports they provide.

### Keeping Staff Connected and Informed

Now more than ever, in a highly digital age where many staff are working remotely, effective communication is essential to keeping employees connected, informed, and committed to providing high quality services. In 2021-2022, the SCCOE continued its longstanding tradition of disseminating important news and updates frequently, via multiple channels, including the Superintendent's Monday Memo (and new Monday Memo Resource Portal), the Staff Weekly COVID-19 Testing Message, and the IMPACT Weekly Newsletter. More information regarding these publications is provided below.

#### Monday Memo

SCCOE employees have come to rely on the Superintendent's Monday Memo as the best, general source of information to learn about upcoming events, celebrations, and the latest in organizational developments and staff notifications. Supervisors are encouraged to make the contents of each Monday Memo a topic of discussion at team meetings to ensure that all staff are properly informed and provide them with the opportunity to ask questions and seek out additional information. This year, as a supplement to the Monday Memo, the [Monday Memo Resource Portal](#) was introduced to archive weekly memos and expand on memo content. Employees are invited to visit the site to view event photos, postings, and access the SCCOE Scoop, a new podcast that offers a proactive look at upcoming events and new SCCOE developments.

#### Staff Weekly COVID-19 Testing Message

For the latest information related to COVID-19 testing and vaccination, SCCOE employees are encouraged to read the Staff Weekly COVID-19 Testing Message. The Staff Weekly COVID-19 Testing Message is distributed weekly by email with direct links to register for rapid antigen and Polymerase Chain Reaction (PCR) molecular testing, information on testing site locations and schedules, and information about who to contact if one tests positive for COVID or learns that they are a close contact of a positive case. Frequent testing, daily monitoring, and the practice of preventative behaviors, such as wearing a mask in public settings with large crowds, washing hands frequently, and properly disinfecting high-touch surfaces, remain the best methods for reducing the spread of the Coronavirus.

#### IMPACT Weekly Newsletter

The [IMPACT Weekly Newsletter](#) is the SCCOE's weekly education bulletin designed to spread awareness within the broader community regarding SCCOE and partner programs and services that are available to students, families, and educators, public service and volunteer opportunities, events, and celebrations. For example, the April 27, 2022 newsletter advocated for family reading time, contained new eligibility guidelines for Head Start enrollment, solicited volunteers for the LAM Research Heart & Soles Run, and included resources for educators to teach students about biodiversity and the impact of human activity on the environment. The IMPACT Weekly Newsletter is a subscription service that users can opt into at any time. Click on the link provided above to learn more and subscribe today.



## Staff Appreciation Events

This year marked two very special events for SCCOE employees and their family members to embrace togetherness, show appreciation, and celebrate progress towards a COVID-free community – the SCCOE Staff Care Fair and the Stronger Together, Get Together Spring Fling.

### Care Fair

Hosted in October of 2021, the Care Fair offered a festive outdoor environment for SCCOE staff and their loved ones to rejuvenate and receive complimentary health services while enjoying live music, great food, and prize giveaways. Staff who attended the event were able to receive vaccinations from the flu, COVID-19, and Hepatitis B, receive heart health screenings and fitness assessments, and engage in stress-less and mindfulness activities such as acupuncture and tai chi classes.

### Stronger Together, Get Together Spring Fling

Hosted in March of 2022, the Stronger Together, Get Together Spring Fling was the perfect way to celebrate staff and the transition into the Spring season. Unlike the Care Fair which focused primarily on employee health and well-being, the Spring Fling offered a variety of family friendly activities, food, and entertainment for children and adults of all ages. Families who attended the event enjoyed a petting zoo, staff talent show, magic show, bouncy play areas, Zumba fitness, rock climbing, and live music performed by The Wandering Acoustics, all in a safe and welcoming environment. Menstrual products from our Equity Initiative were distributed to attendees. The event also included vendors, a chance to win raffle prizes, health promotion booths, a health spa, a plant and garden bar, and introduced families to the Makerspace Ship, an innovation laboratory on wheels for discovering and creating inclusive learning tools and resources.

## Recognitions

In 2021-2022, the SCCOE received multiple awards for high quality programs and services provided by staff.

### Awards

#### *Golden Bell Award for the Power of Democracy Civic Engagement Initiative*

The California School Boards Association awards the Golden Bell Award to agencies that promote excellence in public education and school board governance to recognize outstanding programs and governance practices. In December of 2021, the SCCOE was awarded the Golden Bell Award for its Power of Democracy Civic Engagement Initiative.

Now in its fifth year, Power of Democracy engages students in the democratic process through collaborations with civic organizations such as the Santa Clara County Registrar of Voters and Santa Clara County Bar Association. Past efforts include providing resources to students exploring civic issues, the hosting of youth events, promoting youth voter education, and preparing schools to implement the Seal of Civic Engagement, a program that recognizes high school graduates who demonstrate understanding of civic knowledge, mindedness, and skills and action. The SCCOE's Power of Democracy was chosen from among 112 fellow entries.



#### *California School Public Relations Association Awards of Excellence*

In March of 2022, the SCCOE joined six (6) Santa Clara County school districts in the receipt of multiple awards from the California School Public Relations Association (CaSPRA) for excellent work in communications.

Awards were received in the areas of community engagement, media relations, multimedia and visual communication, and diversity, equity, and inclusion. Initiatives receiving Awards of Excellence included Power of Democracy, the Youth Vaccination Press Conference, and Stronger Together COVID-19 Public Service Announcements. The Steps to Success campaign promoting enrollment in early learning programs received the Award of Merit. Lastly, SCCOE Media & Marketing Manager, Sarah Foy, received the CaSPRA Special Recognition Award for Emerging Communication Leader.



## Employees of the Month

SCCOE employees demonstrate excellence in their service to students, school district, and community partners. Using the [Employee of the Month Nomination Form](#), staff can nominate their fellow coworkers for going the extra mile in their role while providing quality supports and services that align with organizational values. In 2021-2022, the SCCOE recognized ten (10) staff from seven (7) different departments with years of service ranging from two (2) to 18 years.

### 2021-2022 SCCOE Employees of the Month



**April 2021**

**Jeanine Bura**  
9 Years of Service

*Educator*  
Special Education



**May 2021**

**Jose Arana**  
12 Years of Service

*Maintenance*  
General Services



**June 2021**

**Michael Kanemura**  
2 Years of Service

*Graphic Designer*  
Public Affairs



**September 2021**

**Noel Victoria**  
18 Years of Service

*Network Analyst*  
Technology Infrastructure  
& Support Services



**October 2021**

**Christina Ramos**  
2.5 Years of Service

*Navigator*  
Opportunity Youth Academy



**November 2021**

**Jose Garcia**  
5 Years of Service

*Paraeducator*  
Special Education



**December 2021**

**Ed Primeau**  
3 Years of Service

*Deaf and HoH Educator*  
Special Education



**January 2022**

**Moriah Wright**  
13 Years of Service

*Health Technician*  
Environmental Education



**February 2022**

**Illona Sparks**  
5 Years of Service

*Technology Support Specialist*  
Technology Infrastructure  
& Support Services



**March 2022**

**Casey Payton**  
11 Years of Service

*Associate Teacher*  
Head Start



## Survey Design, Data Collection Methodology, and Main Findings

This section contains a summary of the Santa Clara County Office of Education’s (SCCOE) *2021-2022 Employee Feedback Survey* data elements, collection procedures, and survey findings, beginning with a description of respondent demographics. The presentation of findings includes a summary of traditional survey components, such as items that query employee engagement and satisfaction with career progression opportunities, and newly added items designed to assess employee perceptions of psychological safety in the workplace.

### Methodology

#### Survey Design

The *2021-2022 Employee Feedback Survey* consisted of single, scale, and open-response questions clustered within six (6) distinct sections:

- **Demographics**

Includes four (4) questions that ask participants to identify their Division, unit, site, and tenure.

- **Health and Safety**

Includes seven (7) questions that ask participants to rate their level of satisfaction with health and safety communications and resources distributed by the SCCOE; two (2) items that query participant awareness and utilization of (a) channels used to distribute important information and guidance related to the Coronavirus and (b) SCCOE staff wellness resources available through “The Well”; one (1) question designed to gather information on staff health and safety practices; and one (1) open-ended question that provided participants with the opportunity to share related feedback.

- **Employee Engagement**

Includes one (1) question that asks participants to rate their level of agreement with 21 items tied to employee engagement (i.e., the feeling of fulfillment and achievement that one experiences in their job when they know their work is worth doing).

- **Psychological Safety**

Includes one (1) question that asks participants to rate their level of agreement with nine items tied to psychological safety in the workplace (i.e., the feeling that one’s skills and talents are valued; a sense of trust and comfort with coworkers when problem-solving challenges that arise).

- **Employee Experiences**

Includes 11 questions that ask participants to rate their level of agreement with components tied to employee engagement and job satisfaction. Components include but are not limited to *Career Progression, Strategy Alignment, and Diversity & Inclusion*. A complete listing and description of *Employee Experiences* survey components is provided in the *Appendix A*.

- **Additional Feedback**

The survey concludes with one (1) open-ended question the provided participants with the opportunity to share additional feedback regarding the survey and/or their experience(s) as SCCOE employees.

### Analysis

The questions included in the survey allowed for the collection of both quantitative and qualitative data. This report contains findings from a descriptive analysis of *Demographic, Health & Safety, Employee Engagement, and Psychological Safety* items. Participant responses to items included in the *Employee Experiences* section were used to calculate standardized scores, then sorted to identify SCCOE *Areas of Strength* (i.e., the top three (3) domains rated highest by employees) and *Areas of Improvement* (i.e., the bottom three (3) domains rated lowest by employees). A descriptive analysis was conducted for items within identified strength and improvement areas. Qualitative data were analyzed for common themes. Those offering additional insight into quantitative findings are presented where relevant.

### Data Collection

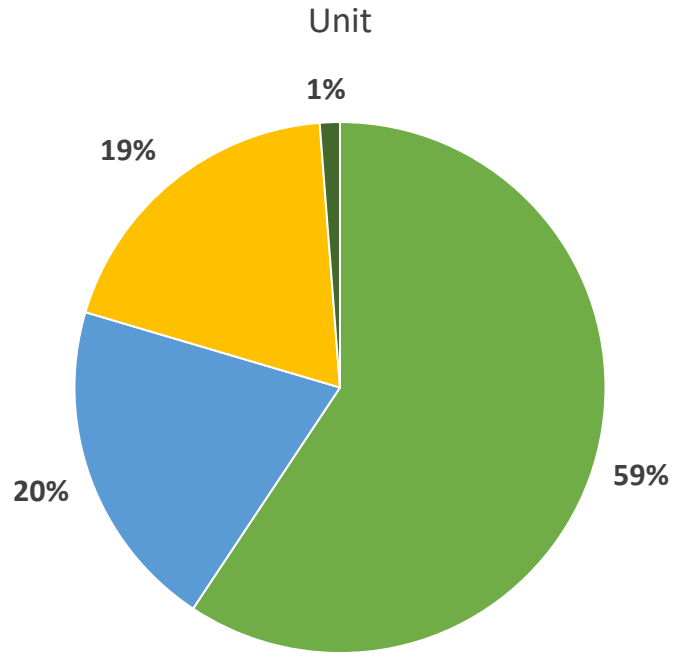
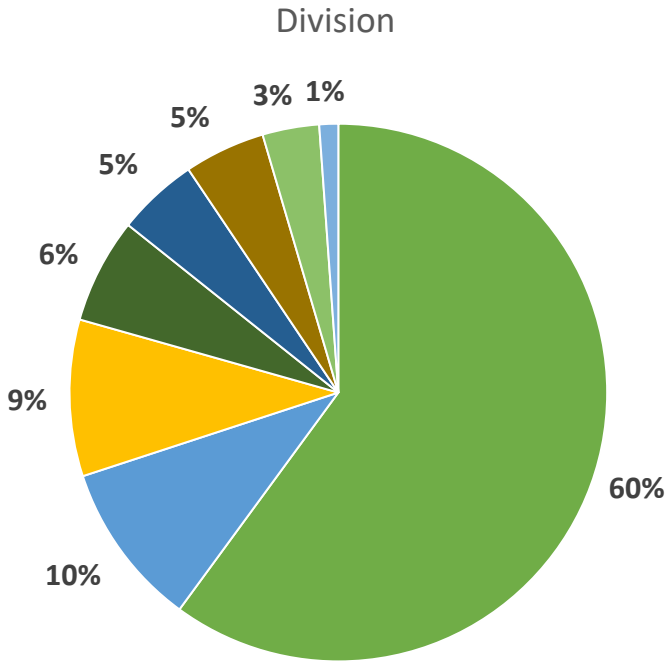
The *2021-2022 Employee Feedback Survey* was administered over a 7-week period, from November 29, 2021 to January 16, 2022. To maximize the number of responses, SCCOE employees were informed of the data collection effort via an outreach message sent directly to employee email addresses. The outreach message to staff included an easily accessible hyperlink for completing the survey and a PDF form for those who wished to complete the survey by paper/pencil. Survey reminders were administered on a weekly basis and, when requested, hard forms, including a pre-addressed, stamped return envelope, were mailed directly to staff. These efforts resulted in the collection of 623 responses. Responses were collected from 42% of staff employed with the SCCOE as of the data collection window start date.

### Respondent Demographics

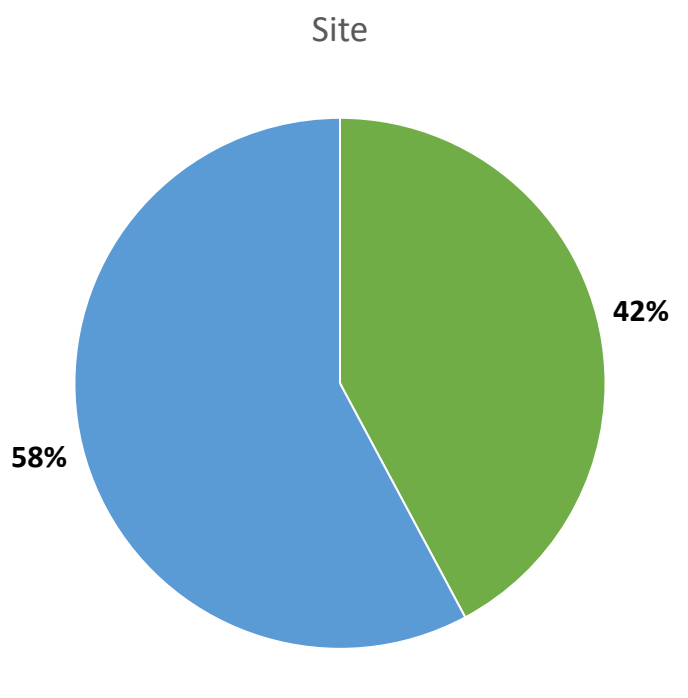
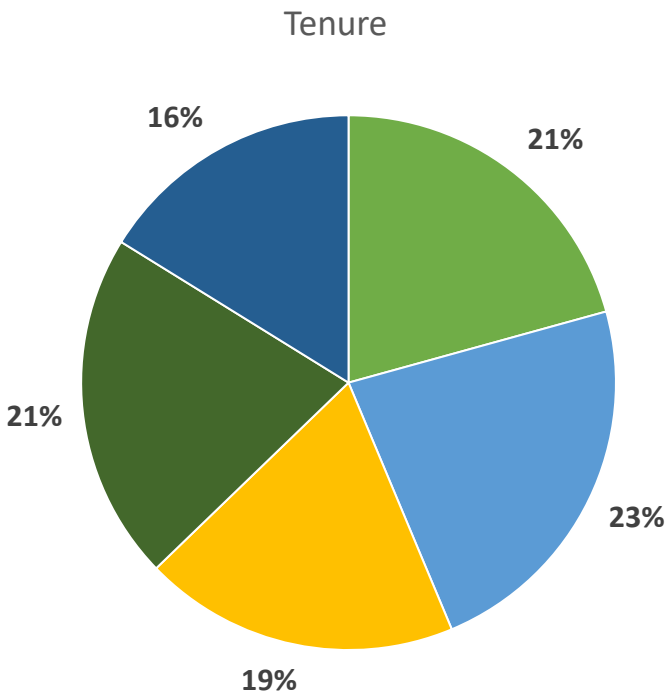
A graphical summary of respondent demographics is provided on the next page. Of the SCCOE staff who responded to the survey:

- 61% of respondents selected Educational Services (EdSD) as their Division, followed by 10% each who selected Professional Learning and Instructional Support (PLISD) and Business, Facilities & Operations (BFO). The remaining twenty percent consisted of employees from the Divisions of Technology & Data Services (TSDSD; 6%), Equity and Educational Progress (EEP; 5%), Executive Services (ExSD; 5%), and Human Resources (HR; 3%).
- 59% of respondents were SEIU/Classified staff, followed by 20% from Leadership/Management and 19% who were ACE/Certificated.
- 44% of respondents have been with the SCCOE for five (5) or fewer years. Approximately one (1) in five (5) reported tenures that ranged from 6-10 years, and over one-third of respondents have worked at the SCCOE for over ten years.

## Snapshot of Respondent Demographics



- EdSD
- PLISD
- BFO
- TDSD
- SEIU/Classified
- Leadership/Mgmt.
- EEP
- ExSD
- HR
- Don't Know
- ACE/Certificated
- School Psych./Ther.



- 0-2 years
- 3-5 years
- 6-10 years
- 11-19 years
- 20+ years

- Ridder Park
- Other

## Main Findings

### Health and Safety

Employee health and safety have long been a priority at the SCCOE. Prior to 2020, initiatives focused on improving employee health and wellness through various offerings that included physical fitness campaigns, the distribution of self-help resources, support with related applications such as Walker Tracker and My Strength, and biometric health screening and flu vaccinations.

Throughout 2021, SCCOE sustained and expanded the procedures designed in 2020 to prevent the transmission of the Coronavirus among SCCOE staff as well as within the broader community. These policies and procedures that allowed employees to work from home were paired with additional opportunities for staff to get tested regularly, daily health screenings, contact tracing, and supplies of personal protective equipment for staff (i.e., sanitizer, disinfectant wipes, and face masks). Through partnerships with the Santa Clara County Public Health Department, the SCCOE continued to assist with coordinating COVID-19 vaccination access for educators, SCCOE staff, and their family members.

Distributing up-to-date public health guidance was a critical component of the SCCOE's health and safety initiatives in 2021. The SCCOE continues to distribute health guidance to staff through multiple channels such as the Monday Memo and the COVID-19 Weekly Roundup. Curated resources, including SCCOE-developed public service announcements, are available to staff via the SCCOE EmployeeResource Portal, The Well, and the SCCOE's Stronger Together webpage. These efforts, in addition to those listed above, are the reason why 88% of staff who responded to the survey indicated that communications from the SCCOE have helped with understanding what to do in response to COVID-19. Similarly, most respondents indicated that they had access to the equipment (88%) and supplies (87%) they needed to do their job safely.

The majority responded favorably to remaining items that asked about their level of comfort with seeking out assistance related to health and safety concerns and 77% of staff reported that they feel safe at work. Multiple respondents expressed their gratitude to the SCCOE for the ability to work remotely during uncertain times.

### Percent of Staff Who Agree

86%

I am comfortable reaching out to someone about my concerns regarding the equipment/supplies I need to do my work safely.

86%

I feel comfortable going to my supervisor with any safety concern, no matter how small.

85%

If I have questions or concerns about the equipment/supplies I need to do my work safely, I know who to contact.

77%

I feel safe at work.

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*“Thank you for the care that the SCCOE extends to its staff and their families during the pandemic. I appreciate the ability/flexibility to work from home during uncertain times as it helps lessen anxiety and fear of contracting the virus and passing it on to vulnerable family members.”*

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SCCOE information channels (e.g., Monday Memos, COVID-19 Weekly Roundup) played a role in ensuring that all staff were informed on preventative strategies for keeping themselves and their community safe. For example, when surveyed, over 90% of respondents indicated that they regularly use a mask or face covering (99%), stayed home when feeling sick or unwell (97%), wash their hands with soap and water for a minimum of 20 seconds (97%), avoided crowds whenever possible (96%), and monitored their health (96%). Eighty-five percent or more of respondents reported adherence to other common health practices for reducing the spread of the Coronavirus such as disinfecting high-touch surfaces and maintaining a social distance of six (6) feet from others outside of the household.

### Employee Engagement

Employee engagement, or the feeling of fulfillment and achievement that one experiences in their job when they know their work is worth doing, is an important indicator of job satisfaction, staff retention, and company success. Employees with a high sense of engagement are more likely to be involved in their work, enthusiastic about the organization they work for, and committed to their fellow workers. These are qualities the SCCOE values in its employees and why it continues to invest in opportunities that strengthen communication between staff, leverage collective capacity, and encourage the development of equitable, diverse, and inclusive mindsets.

Understanding its importance, the SCCOE’s *Employee Feedback Survey* includes over 18 items, 11 of which align with [Gallup’s Q<sup>12</sup> Survey](#), for measuring employee engagement. According to data collected in 2021-2022, the majority of respondents self-reported positive attitudes towards areas related to enthusiasm for one’s work, enthusiasm for one’s employer, and feeling valued by coworkers. Ninety-six percent of respondents indicated that they are committed to doing quality work, 87% agreed with the statement “I feel proud to tell people where they work,” and 86% reported that they are motivated to do more than is required of their role. Response distributions for each of the employee engagement items can be found in *Appendix B*.

### Percent of Staff Who Agree

**96%**

I am committed to doing quality work.

**87%**

I feel proud to tell people where I work.

**86%**

I am motivated to do more than is required in my role.

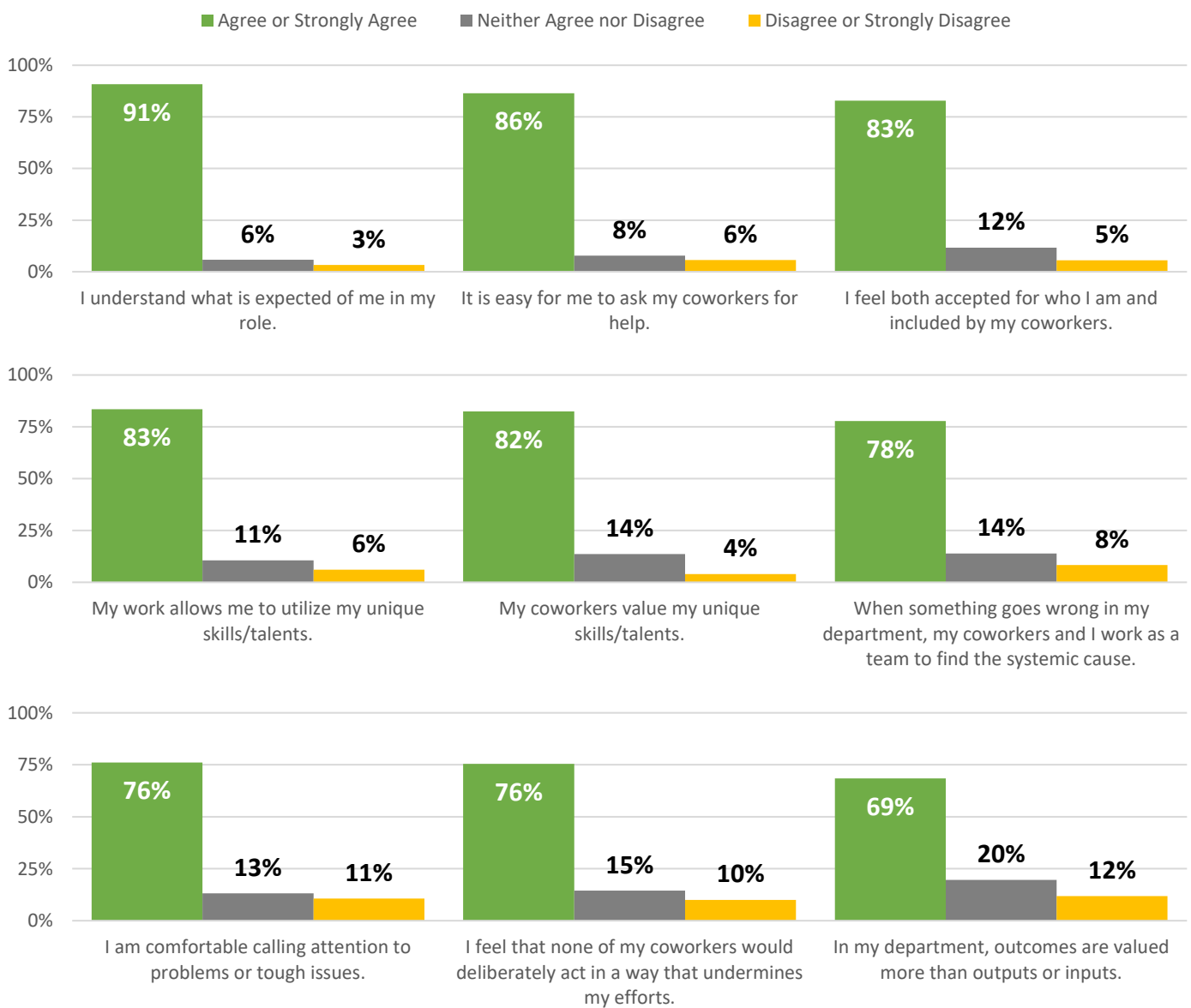
### Psychological Safety

To help inform and drive employee-centered initiatives, the SCCOE’s *2021-2022 Employee Feedback Survey* introduced nine items that assess psychological safety. Psychological safety refers to the extent to which employees feel that their skills and talents are valued, possess a clear understanding of the expectations of

their role, can comfortably ask questions and seek help from coworkers, work toward resolving issues in the workplace when problems arise, and utilize their unique strengths. These new items align with a Psychological Safety framework that serves as both a conceptual model and guide for actionable strategies based on responses to the scale.

Among the staff who responded to the survey, nearly all participants reported having a clear understanding of role expectations (91%) and felt that it was easy to ask coworkers for assistance (86%). Staff who responded to the survey also reported that their work allows them to utilize their unique skills and talents (83%), and that those skills and talents were valued by their coworkers (82%). Over three-quarters of participants indicated that they work with their coworkers to find systemic causes for issues that arise in their departments (78%) and that they are comfortable calling attention to issues that may be difficult to resolve (76%). Item response distributions for each psychological safety item are depicted below.

### Psychological Safety Item Response Distributions



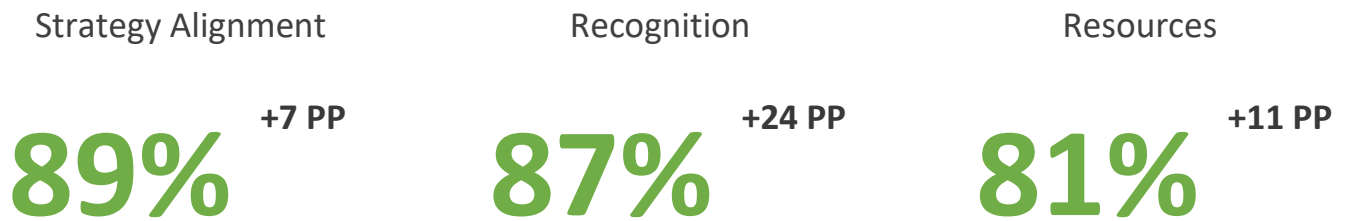
## Employee Experiences

The SCCOE collects data on employee experiences in various forms and at various points in the employee lifecycle. Current efforts include an entrance survey that gauges one’s onboarding experience, exit surveys that ask employees to provide information that helps the SCCOE understand the circumstances surrounding why one is leaving the organization, and the *Employee Feedback Survey* which is designed to assess the experiences of employees at a more extensive level. The *Employee Experiences* items included in the *Employee Feedback Survey* allow for the measurement of employee perceptions in 11 key domains tied to job satisfaction and engagement, such as career development, pay and benefits, and the quality of interactions with coworkers and supervisors. This section of the report includes a summary of *Areas of Strength* (i.e., the three (3) *Employee Experiences* domains rated highest by employees) and *Areas of Improvement* (i.e., the three (3) domains rated lowest by employees).

### Areas of Strength

The domains *Strategy Alignment*, *Recognition*, and *Resources* were rated the most favorably by SCCOE staff. The weighted percent of staff who responded favorably to the items within each of these domains improved by seven to 24 percentage points (PP) from the previous year.

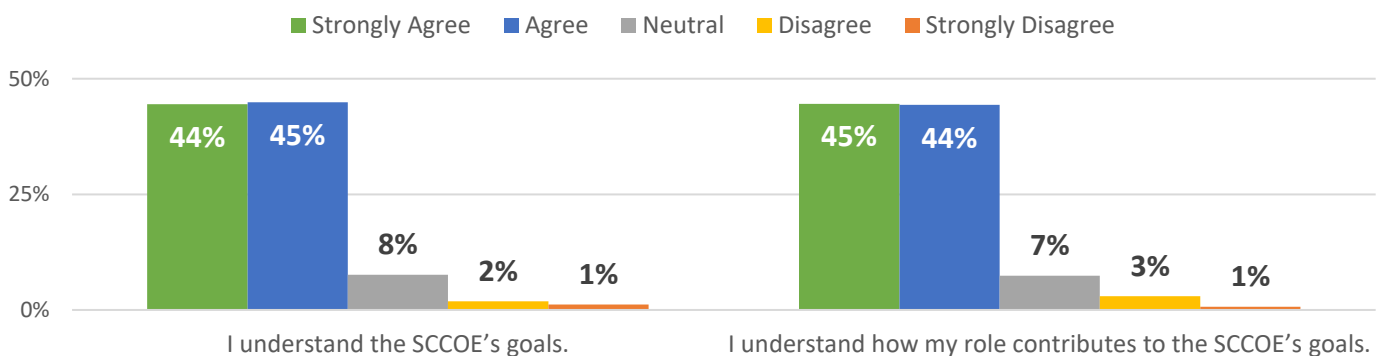
### Weighted Percent of Staff Who Agree



### Strategy Alignment

Strategy Alignment is the extent to which employees are aware of and can align their own professional goals with those of their department and the greater organization. Nearly ninety percent of respondents indicated that they understand the SCCOE’s goals and how their role contributes to achieving those goals.

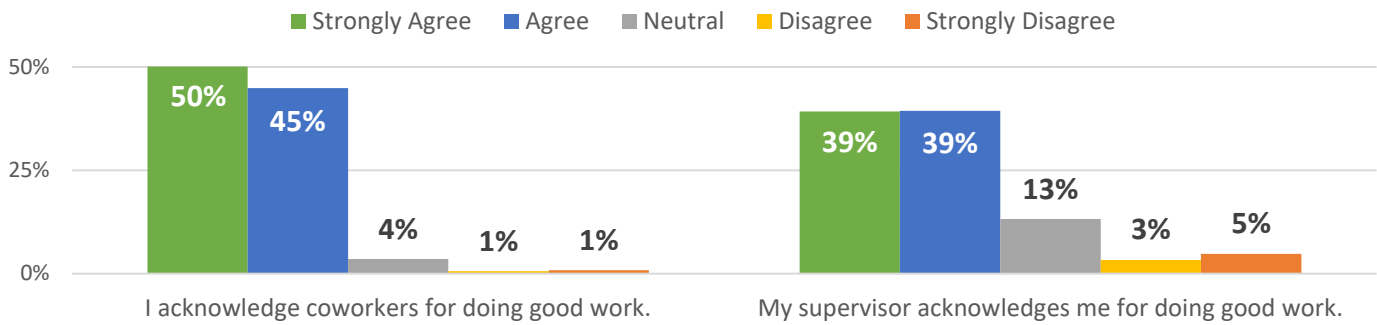
### Response Distributions for Strategy Alignment Items



## Recognition

The *Employee Feedback Survey* includes two (2) items that measure staff perceptions of Recognition, the acknowledgement employees receive for their performance from coworkers and supervisors. Employees are encouraged to recognize their peers' excellent work and achievements through informal verbal praise and formal acknowledgements through SCCOE [Living Our Values Everyday \(LOVE\) Notes](#) and Employee of the Month Nominations. Ninety-five percent of respondents reported that they acknowledge coworkers for their contributions in their department and 78% said their supervisor acknowledges their good work.

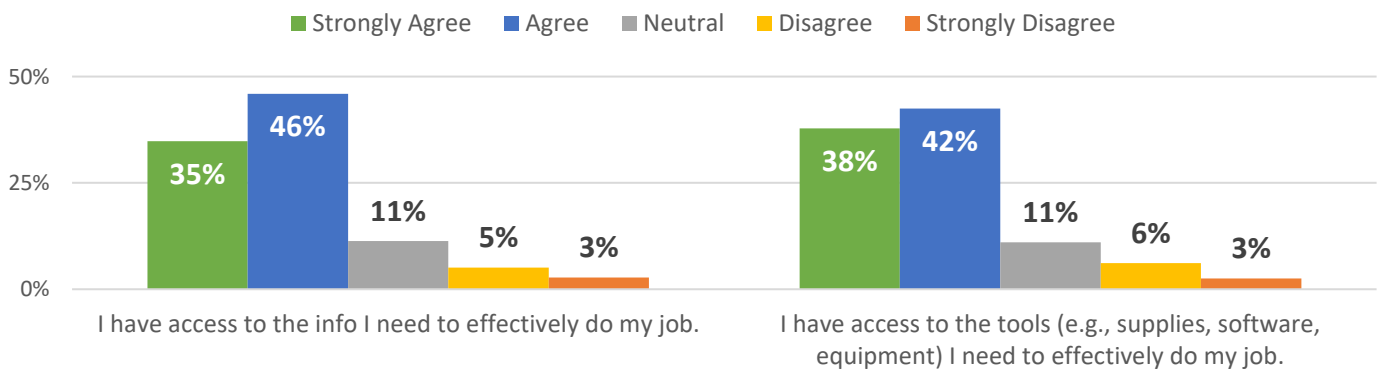
### Response Distributions for Recognition Items



## Resources

*Resources* refer to the information and tools (e.g., supplies, software, equipment) needed by employees to do their jobs well. In 2021-2022, the SCCOE continued its practice of providing one-time monetary stipends to employees to offset the costs of working from home. Further, the [Technology Service Portal](#) offered a streamlined system for employees to process requests for software, equipment, and related troubleshooting. These efforts help explain why an overwhelming majority (80%) of employees reported that they have access to the information and tools needed to effectively carry out their jobs.

### Response Distributions for Recognition Items





## Areas of Improvement

The domains *Pay and Benefits*, *Training and Development*, and *Career Progression* were rated the least favorably by SCCOE staff. While lowest, *Training and Development* and *Career Progression* favorability ratings improved from the previous year. Employee satisfaction with *Pay and Benefits* declined by six percentage points.

### Weighted Percent of Staff Who Agree

Training & Development

**63%** +3 PP

Career Progression

**60%** +2 PP

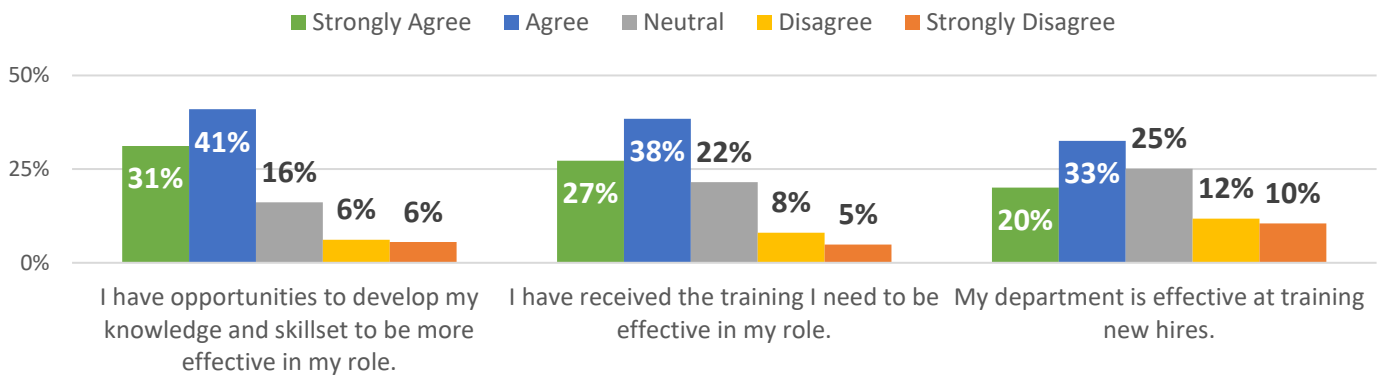
Pay and Benefits

**60%** -6 PP

## Training and Development

*Training and Development* items measure the extent to which employees feel they are adequately trained for their jobs or are given opportunities for further professional growth. Over 70% of participants reported having opportunities to develop both knowledge and skillsets and nearly two-thirds of respondents reported that they received the training necessary for them to be effective in their role. However, only 53% feel their department is effective when it comes to training new hires.

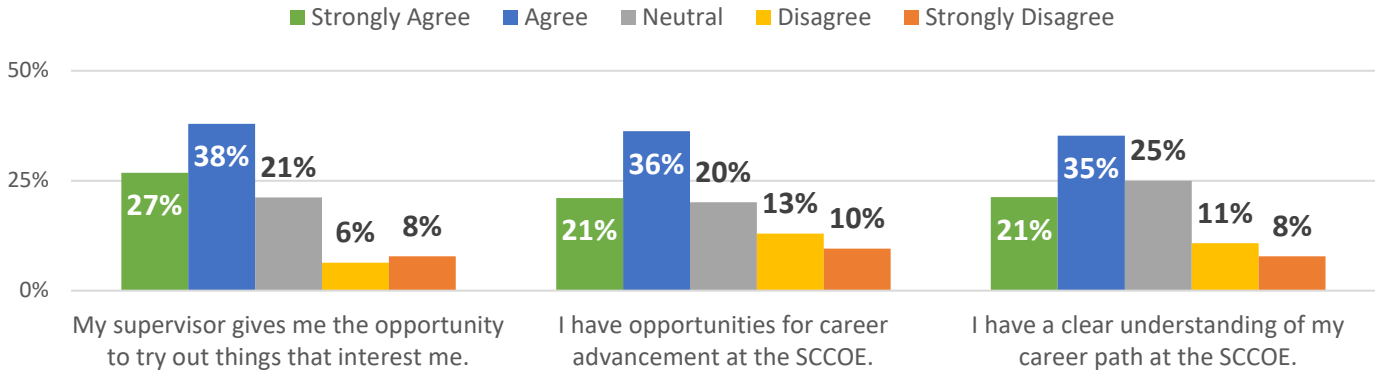
### Response Distributions for Training and Development Items



## Career Progression

*Career Progression* items measure staff perceptions of opportunities for professional growth and advancement. Nearly two-thirds of participants felt their supervisors provide opportunities for them to experiment. Fifty-seven percent of respondents indicated they have opportunities for career advancement and 56% felt that they have a clear understanding of their career path at the SCCOE.

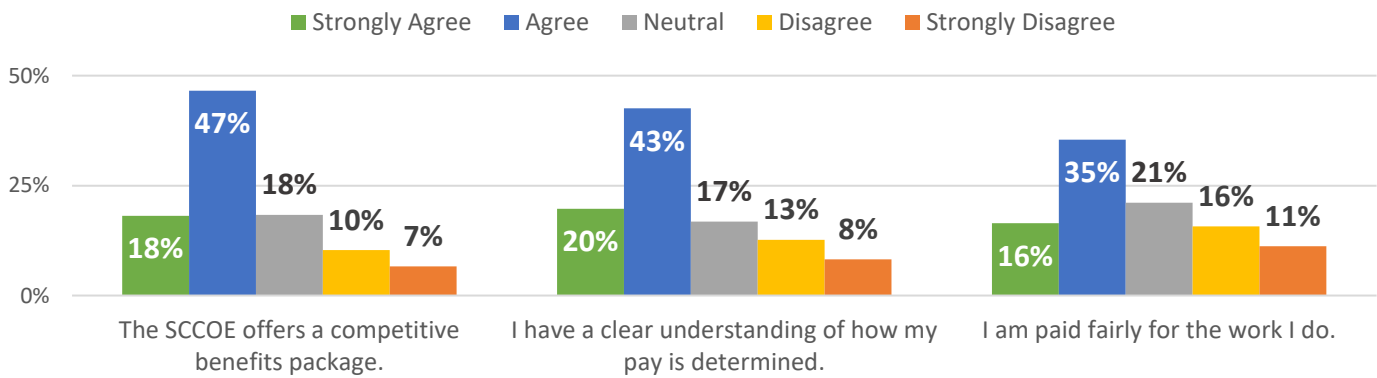
## Response Distributions for Career Progression Items



### Pay and Benefits

The *Employee Feedback Survey* queries staff feedback for Pay and Benefits with three items. Nearly two-thirds of respondents felt that the SCCOE offered a competitive benefits package, 63% reported having a clear understanding of how their pay was determined, and 51% felt that they were paid fairly for the work they do.

## Response Distributions for Pay and Benefits Items



### Summary

All data collected through the administration of the *Employee Feedback Survey* is carefully reviewed by members of the Strategic Planning Committee. The data inform processes that include strategic planning, workforce development, and the development of policies and practices that impact employee job satisfaction, engagement, and performance. The data included in this section revealed that the majority of employees feel safe in the workplace, both physically and psychologically, and that they appreciate the strategies that the SCCOE deploys to keep them healthy. *Employee Experiences* data indicate that staff feel they are contributing to mission-minded work, have the resources needed to do that work effectively, and are recognized, or are comfortable recognizing colleagues, for doing that work. These positive findings are joined by *Employee Experiences* data that indicate employees are appreciative of the SCCOE's level of communication (i.e., the processes and procedures the SCCOE uses to communicate important information), initiatives that spread awareness and contribute to the degree to which employees feel diversity and inclusion are valued, and the many opportunities to collaborate with fellow employees on projects that support the organization's goals.

## Looking Ahead

Santa Clara County Office of Education (SCCOE) employees, their creativity and collaborative spirit, and their strong commitment to public service, have demonstrated that the SCCOE can deliver high quality supports and services in the face of adversity. This section highlights past and upcoming high-impact initiatives supported by SCCOE staff and opportunities to cultivate a workforce that continues to live up to the organization's values.

### Serving Students, Schools, and Districts

In 2021-2022, supporting schools and districts with plans to safely reopen, remain open, re-engage students, and address the many issues impacting students and their families that were brought on by the Coronavirus, were a top priority for the SCCOE. In the wake of the pandemic, SCCOE employees and services operated as a lifeline in the community by staffing and hosting vaccination clinics for children ages five and up, providing much needed relief, both in terms of finances and supplies, for licensed early care and education providers, and investing in school-based mental health and wellness services for youth.

More information on these and other efforts is provided in the *2021-2022 Community Partner Feedback Survey Annual Report*. In the upcoming year, the SCCOE will lead a statewide effort to accelerate student learning by promoting the integration of Universal Design for Learning, Culturally Sustaining Pedagogies, and Social Emotional Learning practices in mathematics, English language development, and literacy instruction. This project, coined the California Collaborative for Learning Acceleration, will help schools and districts address student learning loss and support students in academic growth towards grade-level performance standards.



## Engaging Strengths to Improve Results

The SCCOE seeks to maximize the impact of its programs and services by promoting and cultivating a workforce culture that helps employees identify and leverage their strengths. At the start of employment, as part of the HELLO Orientation, all staff complete the [CliftonStrengths Assessment](#), which identifies one's top talent themes (i.e., labels that describe what employees naturally do best) from among 34 themes separated into four (4) categories: Strategic Thinking, Relationship Building, Influencing, and Executing. Each employee's strengths profile makes them and their contribution to the organization truly unique.

In 2021-2022, staff with the SCCOE's Workforce Development and Organizational Culture Department, which oversees the organization's Health and Wellness Program and provides professional development workshops and workforce services to employees, developed a series of resources to help individual employees and teams engage in exercises and discussions that promote strengths development and integration. Employees are encouraged to utilize these resources to their full benefit. Strengths-based activities are the perfect way to kickoff workstreams and get to know fellow employees. One resource, the Strengths Database, designed for use with the Team Strengths Grid Template, contains the top five (5) strengths for all SCCOE employees that have completed the CliftonStrengths Assessment. Another resource, the [SCCOE Strengths Portal](#), contains additional information strengths, ideas for strengths activities, and introduces staff to the SCCOE's Strengths Ambassadors, SCCOE employees who can help guide employees and teams down their strengths journey. All resources are accessible on the [SCCOE Intranet](#).

## Opportunities for Professional Growth

Survey results indicate that employees are not as satisfied in the experience domain areas of *Training and Development*, *Career Progression*, and *Pay and Benefits*. The SCCOE and its Senior Leadership are mindful of these results and understand that these areas are important to employee job satisfaction, engagement, and, ultimately, retention. That is why, in 2021-2022, the SCCOE provided small additional pay stipends, invested in staff appreciation events, and adopted a new performance appraisal model for Leadership Team employees that emphasizes coaching, promotes better communication between supervisors and the staff they manage, and prioritizes the development of professional learning goals.

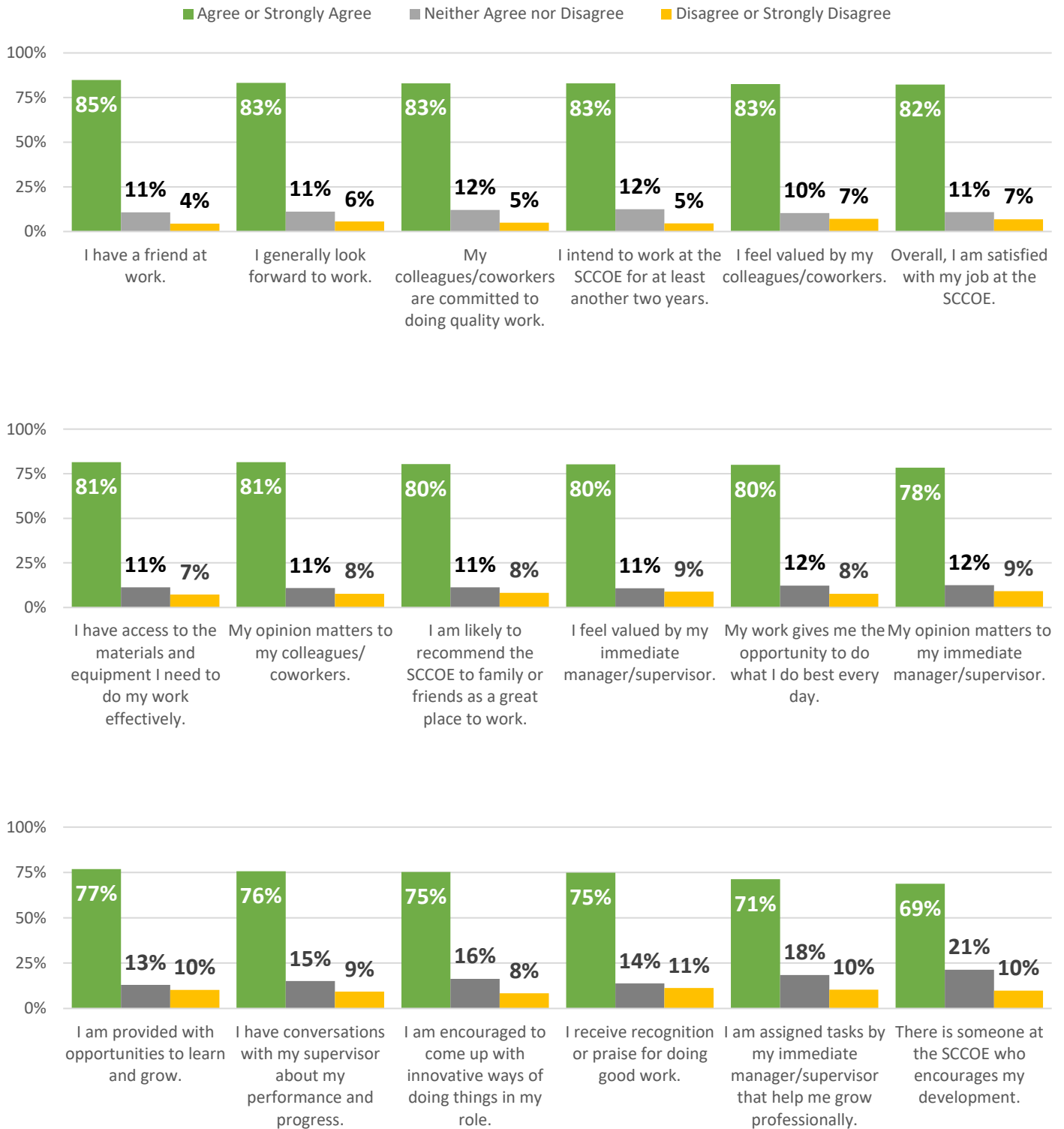
Staff who are interested in professional learning opportunities are encouraged to learn more about the SCCOE's [Tuition Reimbursement Program](#) and how it can support coursework or training designed to enhance one's education and skillset. In addition, the Workforce Development and Organizational Culture Department is looking into ways to improve the existing Strengths Ambassadors and [Champions for Leadership](#) programs. Both offer employees fantastic opportunities to develop as professionals and collaborate and innovate alongside staff from across the organization.



## Appendix A: Employee Experience Domains

| Domain                 | Number of Items | Number of Respondents | Weighted Percent of Disagree and Strongly Disagree Responses | Weighted Percent of Neither Agree nor Disagree Responses | Weighted Percent of Agree and Strongly Agree Responses |
|------------------------|-----------------|-----------------------|--|--|--|
| Strategy Alignment     | 2               | 434                   | 3%   | 7%   | 89%  |
| Recognition            | 2               | 481                   | 5%   | 8%   | 87%  |
| Resources              | 2               | 471                   | 8%   | 11%  | 81%  |
| Communication          | 3               | 487                   | 10%  | 12%  | 78%  |
| Diversity & Inclusion  | 2               | 463                   | 10%  | 14%  | 77%  |
| Collaboration          | 4               | 451                   | 10%  | 14%  | 76%  |
| Focus on Stakeholders  | 4               | 392                   | 10%  | 19%  | 72%  |
| Supportive Management  | 5               | 479                   | 12%  | 16%  | 71%  |
| Training & Development | 3               | 474                   | 16%  | 21%  | 63%  |
| Career Progression     | 3               | 411                   | 18%  | 22%  | 60%  |
| Pay & Benefits         | 3               | 516                   | 22%  | 19%  | 60%  |

## Appendix B: Employee Engagement Item Distributions



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