Employee Satisfaction Survey

2018-2019 Annual Report
# Table of Contents

Message from the Superintendent ........................................................................................................ 2

Year in Review ........................................................................................................................................ 3
  Employee-Centered Initiatives .............................................................................................................. 3
  Employee Engagement Initiatives ........................................................................................................ 6
  This Year’s Employees of the Month ................................................................................................... 7

2018-2019 Employee Satisfaction Survey ........................................................................................... 8

Methodology ........................................................................................................................................... 8
  Survey Design ....................................................................................................................................... 8
  Data Collection ..................................................................................................................................... 8
  Analyses ............................................................................................................................................... 9

Respondent Demographics .................................................................................................................. 10

Job Satisfaction Findings ...................................................................................................................... 11
  Job Satisfaction Ratings ....................................................................................................................... 11
  Frequency of Job Satisfaction Behaviors ............................................................................................. 12
  Do Employees with Higher Engagement Levels Have Higher Levels of Job Satisfaction? .......... 14

Work Climate Findings .......................................................................................................................... 14
  Strength Areas - Highest Rated Climate Items .................................................................................... 15
  Improvement Areas - Lowest Rated Climate Items ............................................................................. 15
  Do Employees with Higher Engagement Levels Have Better Attitudes Towards Work Climate? ...... 16

Organizational Values Findings ............................................................................................................. 17
  Organizational Values Ratings ............................................................................................................. 17
  Do Employees with Higher Engagement Levels Have a Greater Sense of Value-Oriented Work? ..... 18

Summary of Core Findings .................................................................................................................... 19

Looking Ahead .......................................................................................................................................... 20
  Government Alliance on Race and Equity (GARE) Membership ......................................................... 20
  Employee Satisfaction Pulse Surveys .................................................................................................... 20
  This Month’s Featured Benefit ............................................................................................................. 20
  Team Recognition ............................................................................................................................... 21
Message from the Superintendent

July 15, 2019

Dear SCCOE Staff,

It is my pleasure to share with you the Santa Clara County Office of Education’s 2018-19 Employee Satisfaction Survey Annual Report.

This report summarizes feedback from nearly 650 SCCOE staff collected through the administration of this year’s Employee Satisfaction Survey. This feedback helps leadership identify areas of organizational strength and growth in three core domains: (1) job satisfaction, (2) work climate, and (3) organization values. Feedback in these areas is instrumental in helping the SCCOE improve as a premier service organization – one where every employee comes to work engaged and knows that they are valued, supported, and able to grow professionally.

The contents of this report are organized in three sections, beginning with a *Year in Review* and ending with the section titled *Looking Ahead* where we briefly highlight current and future efforts to improve employee job satisfaction and engagement, perceptions of work climate, and beliefs regarding the alignment of work processes and SCCOE values. The second section (following *Year in Review*) provides a summary of key findings from the 2018-2019 Employee Satisfaction Survey including a description of survey methodology and participant demographics.

I want to close by acknowledging the over 1,500 SCCOE staff countywide for their hard work and dedication. SCCOE staff are our school district and community stakeholder’s greatest champions. Thanks to all SCCOE staff for their continued commitment to serving, inspiring, and promoting student and public school success.

In gratitude,

Mary Ann Dewan
County Superintendent of Schools
Year in Review

Employee-Centered Initiatives
The SCCOE cares about its employees, their level of job satisfaction, and the degree to which they find their work meaningful and worthwhile. Research shows that employees with high levels of job satisfaction and employee engagement perform better, conduct higher quality work, and are less likely to seek out employment elsewhere. This section highlights several of the employee-centered initiatives and events the SCCOE made available to its employees in 2018/19 to cultivate a workforce with the desire and know-how to achieve the organization’s goals; from Strengths-Based Institutes designed to help employees maximize their potential and performance to efforts designed to improve employee health, safety, and even home ownership.

Strengths-Based Institutes
Over the past two years, the SCCOE has taken steps towards becoming a strengths-based organization where (1) employees at all levels are provided with opportunities to learn about their top talents, knowledge, and skills alongside their coworkers and (2) managers are encouraged to create opportunities for staff to utilize those talents in their work to build them into strengths.

In 2018/19, 786 employees completed the Clifton’s StrengthsFinder Assessment, an online inventory that ranks an individual’s talents from strongest to weakest (Note: The top five talents are those one uses most frequently to perform their work), and 335 employees participated in an introductory workshop along with members from their departments to learn how to leverage their talents and those of their coworkers to work more effectively in teams.

In total, employees had 25 different opportunities throughout the year to develop a more in-depth understanding of their strengths and the role those strengths play in group dynamics and organizational effectiveness. Because of these opportunities, 83% of SCCOE staff surveyed who completed the Clifton’s StrengthsFinder Assessment reported that they acknowledge the strengths of others when working in teams. Further, 60% of employees reported a culture of continuous growth and improvement within their departments.

Health and Wellness/Vitality Program
In 2018/19, the SCCOE invested in the Health and Wellness/Vitality Program. Through this program, SCCOE employees have the opportunity to earn incentives by being physically active, participating in events, or completing online exercises that promote healthy lifestyles. This year’s
events included two fitness challenges, two nutrition campaigns, one healthy mind campaign, three morning stretches, and an online meditation series.

In addition to these events, the program provided employees with no cost, on-site biometric health screenings, health reviews, and flu-shot clinics to increase access to and utilization of essential healthcare services. These services are extremely important to SCCOE staff. Data collected through the administration of this year’s Employee Satisfaction Survey indicates that, without access to this program, many staff (60% or more) may not have completed a health screening. In 2018/19, 727 employees were served by the on-site clinic and 841 employees completed the Vitality Health Review.

More information related to the SCCOE’s Health and Wellness/Vitality Program, including upcoming events, archived wellness talks, and healthy eating tips can be found on the SCCOE Health and Wellness webpage.¹

Safety, Security, and Emergency Preparedness
Every SCCOE employee, educator, and student has the right to work, teach, and learn in a safe and healthy environment. In 2018/19, the SCCOE, the County Superintendent of Schools, Dr. Mary Ann Dewan, created a position to usher in a new era of standards for safety, security, and emergency preparedness and to serve as a resource for the SCCOE and Santa Clara County school districts. Under the direction of the Emergency Preparedness, School Safety & Security Administrator, the following milestones were achieved:

- Secured overnight, private security foot patrols at high-risk, high-incident SCCOE sites resulting in the reduction of overnight incidents including vandalism, trespassing, and thefts;
- Tested water for lead at all SCCOE school sites including the Ridder Park office with all samples yielding safe results;
- Continued SCCOE site threat assessments in an effort to minimize exposure to incidents and events; and,
- Developed partnerships with city, county, and state counterparts as means of pulling resources and establishing communities of practice.

With grant funds, this year also marked the purchasing and placement of Automated External Defibrillators (AEDs) at 12 SCCOE sites resulting in Santa Clara County becoming the first county

¹ https://www.sccoe.org/depts/Human-Resources/Health-Wellness/Pages/default.aspx
where all public school locations were equipped with an AED. An AED is a lightweight, portable device capable of analyzing the heart’s rhythm and delivering an electric shock to help those experiencing sudden cardiac arrest re-establish a normal heartbeat. Remaining grant funds will be used for staff trainings on how to use an AED, quarterly device inspections, and equipment maintenance.

The Emergency Preparedness, School Safety & Security Administrator will continue efforts in 2019/20 to ensure that all SCCOE employees feel safe, secure, and prepared for emergencies while at work. Currently, only 43% of employees who responded to the Employee Satisfaction Survey reported that they always feel safe at work. When asked, “What causes you to feel unsafe?,” the most frequent responses were “building accessibility” and “location security.”

Housing Trust of Silicon Valley’s Homebuyer Empowerment Loan Program (HELP)
In February 2019, the SCCOE, in response to the affordable housing crisis facing Santa Clara County residents, partnered with the County of Santa Clara and the Housing Trust of Silicon Valley to promote a program that helps school employees become first-time homebuyers. The SCCOE hosted two workshops to inform school employees as well as members of the general public about the Homebuyer Empowerment Loan Program (HELP). Through this program, individuals looking to buy a home can qualify for down payment assistance in the form of a 30-year deferred loan for up to half of their down payment (or 10% of the purchase price of their home up to $800K), through a three-step process:

More information related to HELP including qualifying criteria, program guidelines, and forms can be found Housing Trust of Silicon Valley website.²

² [https://housingtrustsv.org/help/](https://housingtrustsv.org/help/)
Employee Engagement Initiatives
Throughout the year, employees are provided with multiple opportunities to define work related to the organization’s vision and mission. Two effective ways employees can become involved in this process are through participation in Champions for Leadership and Strategic Action Workgroups. More information related to these efforts is provided below.

Champions for Leadership
Champions for Leadership was initiated in 2009/10 in direct support of the SCCOE’s goal to be a premier employer. Now in its tenth year, Champions for Leadership continues to be an effective program for identifying and cultivating future leaders within the organization by providing mentorship and professional learning opportunities. All permanent employees (certificated and classified), including managers, teachers, office staff, classroom staff, and service workers, are eligible to participate.

Eight employees participated in Champions for Leadership in 2018/19. As part of the program, these employees completed projects to improve educational practices, all of which had implications for improving student outcomes. Research topics ranged from developing learning communities to effective data utilization and management. More information related to the Champions for Leadership Program, the nomination and selection process, and leader projects can be found on the SCCOE Champions for Leadership webpage.³

Strategic Action Workgroups
Members of Strategic Action (SA) Workgroups are charged with conducting work to achieve the SCCOE’s strategic actions – initiatives informed by stakeholder input that support all three organizational goals and require members to exercise all SCCOE’s values (Students First, Collaboration, Innovation, Service, and Strengths-Based). In 2018/19, under the new Strategic Plan Investing for Impact, the number of actions was consolidated to ten (10) items in an effort to encourage teamwork, improve communication between divisions/departments, and minimize duplicative efforts.

³ https://www.sccoe.org/depts/Human-Resources/talent-management/Pages/champions_for_leadership.aspx
This year, over 100 staff representing each SCCOE department participated in one or more SA Workgroups to improve supports and services for students (SA2, SA4, SA6), educators (SA3, SA5) and SCCOE employees. Employee-centered SAs focused on expanding professional learning opportunities, improving trust and accountability between staff, their coworkers, and supervisors (SA8, SA9), and fostering respectful, supportive, and inclusive work environments (SA10).

A complete listing of 2018/19 SAs can be found in the 2018/19 Investing for Impact Strategic Action Plan. Updates to existing SAs will be released in August 2020. Employees who are interested in joining a SA Workgroup should gain prior approval from their supervisor before contacting a designated Strategic Action Lead.

This Year’s Employees of the Month

Day-in and day-out, SCCOE employees demonstrate excellence in the work that they do. Many go the “extra mile” to facilitate work related to our organizational goals, including providing quality supports and services to our school district and community stakeholders, and living our organizational values. With the Employee of the Month Nomination Form, staff have the opportunity to nominate their fellow coworkers for doing just that. This year, the SCCOE recognized ten staff from eight different departments and with years of service ranging from 2.5 to 20 years for commitment to serving, inspiring, and promoting student and public school success. These staff are pictured below.

September 2018
Adeline Arce
20 Years Of Service
Food Service Specialist
Head Start Program

October 2018
Summer Reeves
2.5 Years Of Service
Public Infor. Supervisor
Media & Comm.

November 2018
Corinne Ricci
11 Years Of Service
Speech & Lang. Path. Gateway Cluster Schools

December 2018
Sheetal Mistry
2.5 Years Of Service
Accountant II Internal Bus. Services

January 2019
Mariaisabel Balandra
3.5 Years Of Service
Admin. Assistant III
Media & Comm.

February 2019
Latisha Pedroza
18 Years Of Service
Credential Serv. Spec. Human Resources

March 2019
Catherine McClanahan
12 Years Of Service
Paraeducator
Special Ed. Program

April 2019
Denis Elliott
5 Years Of Service
Admin. Assistant IV General Services

May 2019
Steve Pinkoski
2.5 Years Of Service
I.T. Support Specialist
Tech. & Data Services

June 2019
Grace Lacap
9 Years Of Service
Accountant II Internal Bus. Services

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5 https://intranet.sccoe.org/
2018-2019 Employee Satisfaction Survey

This section contains a description of the 2018-2019 Employee Satisfaction Survey design, collection procedures, and key findings. A summary of participant demographics is provided, followed by results within core domains beginning with job satisfaction. Results within each domain include quantitative and qualitative feedback with a focus on areas of strength and improvement.

Methodology

Survey Design
The overall structure of the 2018-2019 Employee Satisfaction Survey is similar to that used in previous years. Standard sections include:

- Section I – Demographics (4 questions);
- Section II – Job Satisfaction (4 questions, 29 sub-items);
- Section III – Climate (1 question, 19 sub-items);
- Section IV – Values (3 questions, 28 sub-items); and
- Section VII – Feedback on SCCOE Services (9 questions, 23 sub-items).

For Section VII, participants were asked to provide feedback on widely used employee services provided by the Technology & Data Services Division, the Business, Facilities & Operations Division, and the Human Resources Department. A summary of these data, in addition to data collected to inform Strengths-Based (Section IV), Health & Wellness (Section V) Safety, Security & Emergency Preparedness (Section VI) initiatives, are not included in this report.

In 2018-2019, the SCCOE Strategic Planning Committee added items to the Employee Satisfaction Survey to explore employee engagement levels, perceptions of fair treatment and equal access to employment opportunities, and to collect feedback related to employee recognition and strengths-based efforts.

Data Collection
The Employee Satisfaction Survey was administered over a nine-week period from November 2018 through January 2019. The following steps were taken to maximize the number of responses:

- The survey announcement and hyperlink reminders were sent out in weekly Monday Memo emails to staff during the collection window;
- A follow-up email that included a SurveyMonkey hyperlink as well as a PDF attachment was sent to all staff following the initial survey announcement;
- Hard forms were sent to administrators at external sites via inter-office mail; and
Participants were provided with the option of submitting the survey electronically (email, SurveyMonkey) or in hard form by mail.

These efforts resulted in the collection of 642 responses from SCCOE staff, a 41% response rate (Note: The average response rate for similar surveys administered via email or online is 33%).

Analyses
Each section of the Employee Satisfaction Survey contains multiple choice, matrix, and open-response questions allowing for the collection of both quantitative and qualitative data elements. These data were subject to a series of descriptive and inferential analyses. Descriptive analyses were conducted to identify (a) areas of strength and improvement and (b) qualitative data themes. Inferential analyses were conducted to explore the relationship between employee engagement and each core domain (i.e., job satisfaction, perceptions of work climate, and conduction of value-oriented work). A brief explanation of the analyses performed for this report is provided below.

Identifying Areas of Strength and Improvement
Weighted averages were used to identify areas of strength and improvement. A weighted average is a type of average where each observation in a data set is multiplied by a predetermined weight that determines the relative importance of each data point. Once calculated, items were sorted in descending order by weighted average. Within each core domain, the three items with the highest weighted averages were identified as areas of strength (i.e., areas where the SCCOE is excelling as a premier employer) whereas the three items with the lowest weighted averages were identified as areas of improvement (i.e., areas in need of remedy and continued monitoring).

Qualitative Assessment
All open-response or qualitative data collected within each core domain were reviewed and sorted into categories on the basis of developing themes (e.g., positive, mixed, negative) through a process known as sentiment analysis. Feedback that provided actionable insight into areas of improvement are discussed throughout this report.

Association between Employee Engagement and Ratings of Job Satisfaction/Climate/Values
The Employee Satisfaction Survey contains nine (9) items that are summed to produce an Employee Engagement Score – a measure of how involved in and enthusiastic employees are about their work. Each of the findings sections of this report conclude with an exploratory analysis of the relationship between core domains and level of employee engagement to determine if employees that report higher levels of engagement are more satisfied with their jobs, have more positive perceptions of work climate, and feel they are conducting work (both individually and in teams) that is aligned with SCCOE values.
Respondent Demographics

Section I of the 2018-2019 Employee Satisfaction Survey contains four demographic questions. Participants were asked to identify their primary job site, years of service, work division, and unit name using a series of predetermined response options. Of the 642 SCCOE employees who responded to the survey, a slight majority (55%) selected “SCCOE Main Office” as their primary job site. The remaining 45% identified as offsite employees.

With regards to tenure, the majority of participants (55%) have worked at the SCCOE for less than 6 years (with 22% selecting “0-2 Years” and 23% selecting “3-5 Years”). Approximately 1 out of every 4 participants (27%) have observed 11-19 years of service. Six-to-ten-year and 20+ year staffers accounted for 16% and 12% of total responses respectively.

Division response options were current at the time of data collection. Since the survey was administered, the SCCOE has undergone a series of structural changes including the creation of the Equity and Educational Progress Division. This and other changes were described in greater detail in the Year in Review section of this report. As of January 2019, the majority of employees (67%) selected Student Services & Supports as their work division, followed by Executive Services (11%), Business, Facilities & Operations (11%), Technology and Data Services (6%), and the Professional Learning and Instructional Support Division (5%).

When asked about unit classification, 59% identified as SEIU/Classified employees and roughly 1-in-5 selected “ACE/Certificated.” The remaining 20% was split between Leadership (18%) and Psychologist/School Therapist (2%).
Job Satisfaction Findings

Job satisfaction is defined as the feeling of fulfillment and achievement that one experiences in their job when they know their work is worth doing. The Employee Satisfaction Survey measures job satisfaction with a series of questions that assess the degree to which employees are pleased with various job-related factors such as compensation and benefits, work-life balance, opportunities for professional learning and career advancement, and supervisor interactions.

Job Satisfaction Ratings

Question 1 under Job Satisfaction asks participants to rate their level of agreement with 13 statements using a 5-point Likert scale with the following response options (Note: Assigned weights are in parentheses): Strongly Disagree (-2), Disagree (-1), Neither Agree nor Disagree (0), Agree (1), and Strongly Agree (2).

Strength Areas - Highest Rated Job Satisfaction Items

The three items that had the highest weighted averages are displayed in the graph to the right. Data indicate that staff are generally satisfied with their work/job. Eight-four percent (84%) of participants either agreed or strongly agreed with the item “My work is satisfying.” Similarly, approximately 7 out of 10 participants responded that they are generally satisfied with their job. The second highest rated item, “SCCOE staff are recognized and rewarded for efforts to live a healthy lifestyle,” demonstrates the importance of the SCCOE’s health and wellness campaign to employee job satisfaction.

Improvement Areas - Lowest Rated Job Satisfaction Items

Items with the lowest weighted averages are displayed in the graph to the left. For each item, roughly 1 out of every 2 participants provided a non-agreeable response (i.e., selected a response other than “Agree” or “Strongly Agree”). Only 52% of participants agreed with the statement “I am satisfied with the SCCOE’s public image/reputation” while fewer were satisfied with opportunities for career advancement (44%) and pay (48%).

Qualitative data collected for this question suggests that employees, in general, view their salary as competitive (e.g., “The pay is good.”) but do not feel it is adequate given the high cost of living in the county and greater bay area. This is forcing some employees to consider relocation, leading to the SCCOE hosting and emphasizing the importance of programs such as the Housing...
Trust of Silicon Valley’s Empower Homebuyers SCC program, which provides extended-year, down payment assistance loans to school and government employees with low-to-moderate incomes who are purchasing their first home (Note: More information on this program is provided in the Year in Review section of this report). Also associated with pay, staff expressed a desire for more affordable benefits packages with specific requests for VSP Individual Vision Plans.

**Change in Job Satisfaction Improvement Areas over Time**

While identified as improvement areas, there is evidence that employees today have more positive attitudes regarding opportunities for career advancement, compensation, and the SCCOE’s image/reputation, relative to previous years. As shown in the table below, the proportion of agreeable responses for each item has increased since 2014/15. Employee satisfaction with the SCCOE’s public image/reputation saw the greatest improvement at 14 percentage points (PP).

<table>
<thead>
<tr>
<th>Lowest Rated Job Satisfaction Items</th>
<th>2014/15</th>
<th>2018/19</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with the opportunities I have for career advancement.</td>
<td>38%</td>
<td>44%</td>
<td>+6 PP</td>
</tr>
<tr>
<td>I am satisfied with the pay I receive for the work that I do.</td>
<td>43%</td>
<td>48%</td>
<td>+5 PP</td>
</tr>
<tr>
<td>I am satisfied with the SCCOE’s public image/reputation</td>
<td>38%</td>
<td>52%</td>
<td>+14 PP</td>
</tr>
</tbody>
</table>

*Abbreviations: PP = Percentage Point*

**Frequency of Job Satisfaction Behaviors**

Question 2 under Job Satisfaction asks participants to indicate the frequency with which they experience 12 factors that contribute to job satisfaction. Examples include “I feel stressed at work” and “I feel valued by my immediate manager/supervisor.” Participants were asked to respond to each statement using a 4-point Likert scale ranging from (1) Never to (4) Always.

**Strength Areas - Most Frequent Positive Experiences**

The items with the highest weighted averages are displayed to the right. Responses indicate that the majority of employees frequently understand work expectations and feel they receive adequate levels of supervision. Roughly 9 out of 10 responded “Usually” or “Always” to the items “I know what is expected of me at work” and “The level of supervision I receive is appropriate.” Further, 86% of employees frequently feel that their opinions matter to colleagues. The latter underscores the importance of positive social interactions in the workplace.
Despite a majority of employees reporting adequate supervision, the bottom 3 items with the lowest weighted averages suggest that 1 in 3 employees do not frequently receive the types of interaction with direct managers or supervisors that contribute to employee engagement. Thirty-three percent or more of respondents answered “Never” or “Rarely” to the items “I am assigned tasks by my immediate manager or supervisor that help me grow professionally,” “I have conversations with my supervisor about my performance and progress,” and “I receive recognition or praise for doing good work.”

Qualitative feedback collected for this question suggests that supervisors are simply “too busy” or “spread too thin” to provide these types of interaction on a regular basis and that this applies to school principals, directors, and superintendents. That stated, management at every step of the leadership ladder are encouraged to conduct regular, scheduled check-ins, both on a one-on-one basis as well as in teams, to provide the direction, support, and recognition that staff desire. Further, all staff, regardless of level, are encouraged to recognize and give praise to their fellow coworkers for demonstrating SCCOE values in their work. This can be accomplished in writing with SCCOE-provided “Living our Values Everyday” love notes. According to survey data, 54% of respondents reported receipt of this type of recognition in the past year.

Like improvement areas for job satisfaction, there is evidence of positive change in the improvement areas for frequency of job satisfaction behaviors. In 2018/19, 64% of employees responded “Usually” or “Always” to the item “I am assigned tasks by immediate manager/supervisor that help me grow professionally,” an 11 PP gain from 2014/15. This positive finding may suggest that supervisors today are more frequently engaging their staff in challenging and meaningful work compared to supervisors four years ago. Unfortunately, no comparison data exists for the items “I have conversations with my supervisor about my performance and progress” and “I receive recognition and praise for the work that I do.” Both were added to the
Employee Satisfaction Survey in 2018/19 to assess employee engagement. Responses to these items will be monitored prospectively to determine if change is occurring in a positive direction.

Change in Proportion of High Frequency Responses over Time

<table>
<thead>
<tr>
<th>Lowest Frequency Job Satisfaction Behavior Items</th>
<th>2014/15</th>
<th>2018/19</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am assigned tasks by my sup. that help me grow professionally.</td>
<td>53%</td>
<td>64%</td>
<td>+11 PP</td>
</tr>
<tr>
<td>I have conversations with my sup. about my perf. and progress.</td>
<td>NA</td>
<td>67%</td>
<td>NA</td>
</tr>
<tr>
<td>I receive recognition and praise for the work that I do.</td>
<td>NA</td>
<td>67%</td>
<td>NA</td>
</tr>
</tbody>
</table>

**Abbreviations:** PP = Percentage Point, NA = Not Applicable

**Do Employees with Higher Engagement Levels Have Higher Levels of Job Satisfaction?**

As shown in the figure below, level of job satisfaction is associated with employee engagement. Those who reported higher levels of employee engagement also reported higher levels of job satisfaction. In fact, job satisfaction among “High” engagement employees is 2x greater than that among Low engagement employees. The two variables are positively correlated (Correlation coefficient \( r = .78 \), Sample size \( n = 498 \), Probability of achieving result by chance \( p < .000 \)).

**Notes:** To explore the relationship between job satisfaction and employee engagement, the 13 Question 1 items were first summed to create an overall Job Satisfaction Score. Second, quartiles, or four evenly sized groups, were derived on the basis of Employee Engagement Scores to produce Low, Mild, Moderate, and High engagement groupings. Third, mean Job Satisfaction Scores were calculated for each engagement group. These data are summarized in the figure below.

**Work Climate Findings**

Like job satisfaction, work climate is an important factor of organizational success. A positive work climate has been shown to increase staff retention and productivity which contribute to customer satisfaction and company profitability. The Employee Satisfaction Survey measures work climate by asking employees to indicate their level of agreement with 19 statements using a 5-point Likert scale. Response options (Note: Assigned weights are in parentheses) are as follows: Strongly Disagree (-2), Disagree (-1), Neither Agree nor Disagree (0), Agree (1), and Strongly Agree (2).
Strength Areas - Highest Rated Climate Items
The three items with the highest weighted averages are displayed in the graph below. Consistent with findings from previous years, participant ratings suggest that most employees feel their personal contribution to the work climate is positive in nature. Approximately 8 out of 10 participants report that they generally admit to their mistakes, demonstrate humility, and are viewed as trustworthy by coworkers.

Improvement Areas - Lowest Rated Climate Items
As shown in the graph below, ratings of others and their contributions to work climate are less favorable compared to self-ratings. More than half of respondents do not agree with the statement “There is a climate of trust in the division in which I work.” Further, 51% of participants do not feel that their supervisors or coworkers “…generally admit to their mistakes.”

Taken together, data on strength and improvement areas indicate that, on the one hand, employees think of themselves as active agents in fostering a positive work environment but do not have similar opinions regarding others within their departments or divisions. It is important to note that this finding is typical of single, self-report measures that, by design, ask participants to conduct inward (i.e., self-ratings) and outward (i.e., ratings of others) comparisons. Qualitative data collected for this question suggests that ineffective management, favoritism, lack of transparency, and gossip are contributing factors to poor perceptions of work climate.

Employees with questions regarding appropriate and acceptable workplace conduct, including relationships with staff, comments about others, and reporting of complaints, can refer to the Living Our Values: Code of Conduct Handbook. In 2019/20, the SCCOE will introduce pulse surveys to collect more regular feedback from employees regarding job satisfaction and work climate. SCCOE leadership are committed to utilizing that feedback, as well as data collected through the administration of this survey, to research and implement effective team building strategies with the goal of improving employee satisfaction and work climate.

Change in Work Climate Improvement Areas over Time

As stated in the previous section, 1 out of every 2 employees do not feel that there is a climate of trust within their divisions nor do they view their supervisor or coworkers as accountable. These are issues in need of improvement. Though less than desirable, the data indicate that perceptions of work climate have improved or maintained over time. The proportion of staff who report working with coworkers who generally admit to their mistakes increased by 18 PP from 2017/18 to 2018/19 while the proportion of employees who feel the same way about their supervisors held steady at 50%. The proportion of employees who reported a climate of trust in their divisions increased by 6 PP from 2014/15 to 2018/19.

Change in Proportion of Agreeable Responses over Time

<table>
<thead>
<tr>
<th>Lowest Rated Work Climate Items</th>
<th>2014/15</th>
<th>2018/19</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a climate of trust in the division in which I work.</td>
<td>41%</td>
<td>47%</td>
<td>+6 PP</td>
</tr>
<tr>
<td>My manager/supervisor generally admits to his/her mistakes.</td>
<td>50%*</td>
<td>49%</td>
<td>-1 PP</td>
</tr>
<tr>
<td>My colleagues/coworkers generally admit to their mistakes.</td>
<td>31%*</td>
<td>49%</td>
<td>+18 PP</td>
</tr>
</tbody>
</table>

* Abbreviations: PP = Percentage Point, NA = Not Applicable

Do Employees with Higher Engagement Levels Have Better Attitudes Towards Work Climate?

There is a significant, positive correlation between employee engagement and perceptions of work climate ($r = .81, n = 488, p < .000$). Employees who are more engaged in their work report more positive perceptions of work climate. This relationship is depicted in the figure below.

**Notes:** The steps taken to explore the relationship between employee engagement and perceptions of work climate were consistent with those used to assess the relationship between employee engagement and job satisfaction.
Organizational Values Findings
Organizational values are ideas that define what an organization stands for and guide organizational thinking and actions. The SCCOE has five values: (1) Students First – Focus on Students, (2) Collaboration – Leverage Collective Capacity, (3) Innovation – Champion Creative Thinking, (4) Service – Exceed Expectations, and (5) Strengths-Based – Engage Strengths to Improve Results.

Organizational Values Ratings
Question 1 under Organizational Values asks participants to rate their level of agreement with 23 statements using a 5-point Likert scale with the following response options (Note: Assigned weights in parentheses): Strongly Disagree (-2), Disagree (-1), Neither Agree nor Disagree (0), Agree (1), and Strongly Agree (2).

Strength Areas - Highest Rated Values Items
The three items with the highest weighted averages are displayed in the graph to the right. Responses indicate that staff care a great deal about the SCCOE’s Service and Collaboration values. Nine out of 10 employees that responded to this question are “committed to doing quality work”, “value providing good customer service”, and “value collaboration.” These attitudes are essential to the SCCOE achieving its goals of being a premier service organization and providing quality support to districts, schools, students, and communities.

Improvement Areas - Lowest Rated Values Items
The three items with the lowest weighted averages are displayed in the figure to the right (Note: Low weighted averages for Organizational Values items are higher than those observed under Job Satisfaction and Work Climate). The data indicate that, despite 98% of participants reporting that they value collaboration, 3 out of 10 respondents do not feel that there is a collaborative climate within their department, and 4 out of 10 feel the same about their Division. This effect is similar to the one observed for low rated Work Climate items. Further, 37% of respondents do not feel they have the resources they need to be innovative.
Qualitative feedback collected for this question suggests that in order for effective collaboration to occur, it must be promoted at a “foundational level,” “integrated more creatively,” and guided by “strategic thinkers.” All of these features are key components of the SCCOE’s new Investing for Impact Strategic Actions – 10 separate work streams that are guided by the SCCOE’s mission, align with one or more organizational goals, and require operation of each organizational value. This work, in addition to the Strengths-Based Initiative discussed in greater detail under Year in Review, is intended to improve communication across departments and divisions, leverage collective capacity, and improve organizational efficiency.

Change in Organizational Values Improvement Areas over Time
Consistent with work climate, there is evidence that employee perceptions of conducting work that reflects SCCOE values have improved over time. The proportion of employees who reported a collaborative climate in their department and division increased by at least 10 PP since 2014/15. These changes are driven in-part by the Strategic Action and Strengths-Based efforts described earlier in this report under Year in Review. The proportion of employees who reported having access to the resources they need to be innovative has held steady since 2014/15.

Change in Proportion of Agreeable Responses over Time

<table>
<thead>
<tr>
<th>Lowest Rated Organizational Values Items</th>
<th>2014/15</th>
<th>2018/19</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a collaborative climate in my department.</td>
<td>59%</td>
<td>69%</td>
<td>+10 PP</td>
</tr>
<tr>
<td>I have the resources I need to be innovative.</td>
<td>62%</td>
<td>63%</td>
<td>+1 PP</td>
</tr>
<tr>
<td>There is a collaborative climate in the division in which I work.</td>
<td>47%*</td>
<td>60%</td>
<td>+13 PP</td>
</tr>
</tbody>
</table>

Abbreviations: PP = Percentage Point, NA = Not Applicable
* Comparison data are from 2016/17

Do Employees with Higher Engagement Levels Have a Greater Sense of Value-Oriented Work?
An analysis of the relationship between employee engagement and the degree to which employees feel they are conducting value-oriented work further validates the importance of implementing workplace practices that engage staff. As shown in the figure below, employees who report higher levels of engagement have a greater sense of how their work incorporates and is aligned with SCCOE values. The two variables are significantly correlated ($r = .66$, $n = 520$, $p < .000$).
Notes: The steps taken to explore the relationship between employee engagement and perceptions of conducting value-oriented work were consistent with those used to assess the relationship between employee engagement and job satisfaction and employee engagement and work climate.

Summary of Core Findings

### Areas of Strength

#### Job Satisfaction

70% or more of employees find their work satisfying, are satisfied with their jobs, and appreciate that the SCCOE invests in their physical and mental health and well-being.

Over 80% of employees frequently feel that their opinions matter to coworkers, that the supervision they receive is adequate, and know what is expected of them at work.

#### Work Climate

Roughly 80% or more of employees consider themselves trustworthy and accountable and feel they conduct their work with humility.

#### Organizational Values

Over 95% of employees report that they value collaboration and are committed to conducting quality work and customer service.

### Areas of Improvement

#### Job Satisfaction

Roughly 50% or less of employees are satisfied with their opportunities for career advancement and their pay and feel the SCCOE can take steps to improve its public image/reputation.

Roughly one-third of staff report infrequent recognition and praise for doing good work. Similarly, 33% report infrequent interactions with supervisors regarding their progress, performance, and development.

#### Work Climate

Less than 50% of employees feel there is a climate of trust within their divisions or consider their co-workers/supervisors accountable.

#### Organizational Values

Less than 70% of employees feel collaboration is valued within their departments and divisions, and feel they have the resources needed to be innovative.
Looking Ahead
Continuous improvement is at the core of everything that we do. This principle anchors us as a service provider. This section highlights several efforts that will be conducted in 2019/20 to improve job satisfaction and work climate and to ensure that the SCCOE and its workers live up to the organization’s values. These efforts, in addition to ongoing activities described under Year in Review, are just a few of the ways the SCCOE is striving to be a premier service organization – in service to each other and to the students and community.

Government Alliance on Race and Equity (GARE) Membership
The SCCOE is an introductory member of the Government Alliance on Race and Equity (GARE). GARE is a peer-to-peer national network of entities working to achieve racial equity and advance opportunities for all. By becoming a network member, the SCCOE has access to government racial equity directors and content experts who will assist the organization in the development of policies, practices, and programs centered on racial equity. This will be achieved through the provision of technical assistance for administering equity assessments, goal setting, work plan development, and capacity building. More information related to this network can be found on the GARE website.⁷

Employee Satisfaction Pulse Surveys
Currently, the SCCOE’s Employee Satisfaction Survey is the only means of collecting general feedback from employees related to job satisfaction. This survey is administered once a year during a limited time window. As a result, employees have limited opportunities to provide actionable input. In 2019/20, the Human Resources Division will initiate pulse surveys, allowing for regular collection of employee satisfaction data. These surveys will be administered to employees throughout the year on or near the date of their work anniversaries (i.e., the month in which an employee was hired). As with the Employee Satisfaction Survey, the provision of responses is optional and measures will be taken to ensure participant confidentiality. Data will be reported in aggregate form only.

This Month’s Featured Benefit
First announced in May 2019, the SCCOE will provide employees with valuable information on available plans and services through “This Month’s Featured Benefit,” a new addition to the Employee Benefits Department webpage. The May 2019 featured benefit highlighted the myStrength Program in honor of Mental Health Month. The myStrength Program is a highly interactive, individually-tailored application employees can use to learn tips on everything from dealing with symptoms of depression and anxiety to alleviating chronic pain and sleep challenges. The latest information on “This Month’s Featured Benefit” can be found SCCOE Employee Benefits webpage.⁸ Employees are reminded that the open enrollment period for reviewing their

⁷ https://www.racialequityalliance.org/
⁸ https://www.sccoe.org/depts/Human-Resources/benefits/Pages/default.aspx
health plan options and making changes for the upcoming plan year occurs in early-to-mid-August each year.

Team Recognition
The SCCOE champions creating thinking and collective capacity. Given that great work is often the result of team collaboration and innovation, the SCCOE has expanded the ability of staff to recognize their fellow coworkers. Now, in addition to the longstanding Employee of the Month process, staff can recognize team efforts. Using the standard Employee of the Month Form, staff can nominate teams for conducting work that demonstrates SCCOE values, aligns with the organization’s guiding principles of equity, diversity, inclusion, and partnership, and/or furthers the SCCOE’s mission and goals. All nominated staff and teams serve as role models for their fellow coworkers. As such, SCCOE leadership and the County Board of Education look forward to every opportunity to recognize staff for their hard work and dedication.