

Employee Satisfaction Survey 2019-2020



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Message from the Superintendent



Dear SCCOE Staff,

It is my pleasure to share with you the Santa Clara County Office of Education's 2019/2020 Employee Satisfaction Survey Annual Report.

This report summarizes feedback from nearly 480 SCCOE staff, collected by the administration of this year's Employee Satisfaction Survey. This feedback helps our agency identify areas of organizational strength and growth. 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 and to address the ongoing needs of employees and the community during the COVID-19 outbreak. The second section (following Year in Review) provides a summary of key findings from the 2019/2020 Employee Satisfaction Survey including a description of survey methodology and participant demographics.

I want to close by acknowledging the SCCOE staff countywide for their hard work and dedication, especially with the rapidly changing landscape in Santa Clara County. Thank you to all SCCOE staff for their continued commitment to serving, advocating, and promoting student and public-school success.

In 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

Introduction

SCCOE employees continue to contribute to the organization's vision and mission of providing quality supports and services by putting students first, leveraging collective capacity, and taking a strengths-based approach in the workplace. This section begins with a recap of the major events that occurred in 2019/2020 in which SCCOE employees demonstrated their resilience and firm commitment to serving its stakeholders, describes several of the ways in which the SCCOE engages its employees, and ends by honoring this year's Employees of the Month.

Emergency Response

In 2019/2020, SCCOE staff and stakeholders, including over 260,000 students from Kindergarten to Grade 12 and their families, were impacted by power shutoffs organized by PG&E and the countywide shelter-in-place order initiated by the Santa Clara County Health Officer in response to the COVID-19 pandemic. These events and the emergency response efforts of the SCCOE are described in greater detail below.

PG&E Power Shutoffs

In October 2019, Pacific Gas and Electric (PG&E) conducted public safety power shutoffs across the state of California, including parts of Santa Clara County, in an attempt to prevent wildfires. During the shutoffs, the SCCOE worked alongside community partners to provide timely information regarding the emergency assistance, resources, and supports that were available to those affected. Supports included resource centers operated by the City of San Jose which offered light snacks, water, and charging stations for medical devices and phones free-of-charge.

COVID-19 Outbreak

In January 2020, the Center for Disease Control (CDC) announced the first cases of COVID-19 in the United States, including at least two cases of the illness in Santa Clara County. On February 10th, the county declared a local health emergency, closed schools on March 13th, and ordered that residents shelter-in-place starting on March 17th to help mitigate the spread of the virus. These circumstances required the SCCOE Leadership Team and staff to adapt to rapid and sudden changes, many of which altered the ways in which the organization operates and provides services, supports, and programs to its stakeholders. For example, the SCCOE developed an [online COVID-19 Dashboard](#) to provide up-to-date information to the community, conducted surveys to identify gaps in district services for underserved and vulnerable populations such as homeless youth, and operated emergency child care for essential employees. To protect the community and staff, the SCCOE closed its physical locations to the public and all employees identified as non-essential and quickly established a telecommuter agreement and provided employees with the necessary equipment to safely work from home.

Employee-centered Initiatives

Employee-centered initiatives are designed to engage SCCOE staff, build on their strengths, promote their professional growth, and support their health and well-being. This section highlights two employee-centered initiatives: (1) Engagement in Strategic Actions and (2) Health and Wellness Campaigns.

Strategic Action Workgroups

Members of Strategic Action (SA) Workgroups are charged with conducting work to achieve the SCCOE's strategic actions – (i.e., efforts informed by stakeholder input that support all three organizational goals and whose successful completion requires members to exercise all five SCCOE values). The 2018/2019 Strategic Plan “Investing for Impact” set the stage for Strategic Actions by consolidating over 30 organizational goals into ten (10) items in an effort to encourage teamwork, improve communication between divisions/departments, and minimize duplicative efforts. These 10 Strategic Actions were further refined in 2019/2020 in light of accomplishments and learnings from the previous year.

During the 2019/2020 year, over 100 staff representing each SCCOE department continued to participate in one or more SA Workgroups to improve supports and services for students, educators, and SCCOE employees. Employee-centered SAs focused on expanding professional learning opportunities, improving trust and accountability between staff, their coworkers, and supervisors, and fostering respectful, supportive, and inclusive work environments.



Health and Wellness Campaigns

In 2019/2020, the SCCOE continued to invest in its employees through the Health and Wellness/Vitality Program. Through this program, SCCOE employees have the opportunity to earn incentives by being physically active, participate in events, or complete online exercises that promote healthy lifestyles. This year's offerings included yoga classes, wellness webinars, health screenings, emotional well-being and stress-relief toolkits, and workout challenges. SCCOE staff has previously indicated that the resources provided by this program are extremely important to them. Findings from the current satisfaction survey indicate that most employees believe that the SCCOE is supportive of a healthy balance between their work and personal life.

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](#).

Employees of the Month

SCCOE employees demonstrate excellence in all 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. So far this year, the SCCOE recognized ten staff from eight different departments and with years of service ranging from 3 to 19 years for commitment to serving, inspiring, and promoting student and public-school success. The staff honored in 2019/2020 are pictured below.



September 2019

Jo Dalit
19 Years Of Service
Teacher and Coach
Head Start Program



October 2019

Alice Serraon
4 Years Of Service
Admin. Assistant IV
Workforce & Org.
Dev.



November 2019

Mayra Ayala
18 Years Of Service
Admin. Assistant IV
LCAP Adv. Serv. &
D.A.



December 2019

Angelica Galvan
19 Years Of Service
Teacher Coach
Head Start Program



January 2020

Josephine Dy-Liacco
7 Years Of Service
Senior Buyer
Purchasing Services



February 2020

Laura Gall
3 Years Of Service
Warehouse
Liaison
General Services



March 2020

Jennifer Martinson
11 Years Of Service
Speech & Lang. Path.
Special Ed. Program
& Head Start

2019/2020 Employee Satisfaction Survey

This section contains a description of the 2019/2020 Employee Satisfaction Survey design, collection procedures, and key findings. A summary of participant demographics is provided, followed by results within select domains beginning with Employee Engagement, which was noted as an Area of Strength. A discussion of the quantitative and qualitative feedback tied to each domain is also provided.

Methodology

Survey Design

In 2019/2020, the SCCOE Strategic Planning Committee transitioned the survey platform that would host the Employee Satisfaction Survey from SurveyMonkey to Qualtrics in order to improve data collection and analysis efforts. Dashboards provided by Qualtrics allow for automatic data suppression, which aids in the preservation of respondent anonymity and additional exploration options of survey results not available in SurveyMonkey.

The overall structure, format, and content of the 2019/2020 Employee Satisfaction Survey has changed from that of surveys used in previous years. The structure of the current survey includes sixty-three (63) items across 18 sections, with one demographic section, sixteen (16) sections that capture information on domains identified as important to employee satisfaction, and one additional feedback and comments section. A breakdown of the survey, including section names, descriptions, and the number of items within each section, is provided in the table on the following page.



| Section | Domain | Description |
|------------|--|--|
| Section 1 | Demographics | Employee division, unit, work site, and tenure. |
| Section 2 | Employee Engagement | The feeling of fulfillment and achievement that one experiences in their job when they know their work is worth doing. |
| Section 3 | Autonomy & Empowerment | The extent to which employees feel a sense of control and agency within their division, department, and role. |
| Section 4 | Career Progression | Employees' perceptions of or actual opportunities for career development and advancement at their workplace. |
| Section 5 | Collaboration | The extent to which employees feel that can collaborate with others both within and outside of their department. |
| Section 6 | Communication | The extent to which there is transparency and adequate openness within and between divisions and departments. |
| Section 7 | SCCOE Leadership Team | Various perceptions of the organization's leadership team. |
| Section 8 | Recognition | The acknowledgement of employees for their performance from coworkers and supervisors. |
| Section 9 | Resources | The physical items, working environment factors, and the personnel needed to complete the duties and tasks for a given role. |
| Section 10 | Strategy Alignment | The extent to which an employee is aware of the organization's goals and how those goals align with the employee's role and department goals. |
| Section 11 | Supportive Management | The extent to which an employee's supervisor(s) effectively provides help, resources, and professional growth related to the employee's role, duties, and tasks. |
| Section 12 | Training & Development | The extent to which employees are adequately trained for their jobs or are given opportunities for further professional growth. |
| Section 13 | Focus on Stakeholders | Whether employees have the capacity to meet the needs of the SCCOE's various stakeholders. |
| Section 14 | Providing Quality Services & Programs | The extent to which employees felt that the organization or department provides and resolves issues with programs and services. |
| Section 15 | Diversity & Inclusion | Employees' sense of belonging in the organization and their perceptions of the acceptance of and inclusion of various points of view in the workplace. |
| Section 16 | Pay & Benefits | The compensation that employees receive for their work at the SCCOE |
| Section 17 | Safety | The extent to which employees feel physically and psychologically safe in their workplace. |
| Section 18 | Work & life balance | The harmony between the demands of an employee's work tasks and duties and the employee's home and personal life, such that one does not interfere with the other. |

Data Collection

The Employee Satisfaction Survey was administered over a nine-week period from December 2019 through February 2020. The following steps were taken to maximize the number of responses:

- The survey announcement, hyperlink, and a PDF version of the survey were sent out via Qualtrics directly to employees' work email addresses
- The survey announcement and hyperlink reminders were sent out in weekly Monday Memo emails to staff during the collection window
- Hard forms were sent to administrators at external sites via inter-office mail
- Participants were provided with the option of submitting the survey electronically (email, Qualtrics) or in hard form by mail.

These efforts resulted in the collection of 480 responses from SCCOE staff, a 29% response rate. It is important to note that the Employee Satisfaction Survey data collection was completed before the shelter-in-place was initiated in response to the COVID-19 pandemic.

Analyses

Each section of the Employee Satisfaction Survey contains closed- and open-response questions allowing for the collection of both quantitative and qualitative data feedback. These data were subject to a series of descriptive analyses to identify (a) Areas of Strength and Areas of Improvement and (b) qualitative data themes. A brief explanation of the analyses performed for this report is provided below.

Identifying Areas of Strength and Areas of Improvement

Areas of Strength and Areas of Improvement across domains were identified with standardized scores. Once calculated, domains were sorted in descending order by the score to determine the relative performance of the domains. The items with scores higher than one standard deviation from the mean were identified as Areas of Strength (i.e., areas in which SCCOE employees are most satisfied) whereas the items with scores that are one or more standard deviations below the mean were identified as Areas of Improvement (i.e., areas in which SCCOE employees are the least satisfied and areas in need of remedy and continued monitoring). These domains are explored more in-depth in the body of this report. A complete summary of the percentage of agreeable responses (i.e., aggregate percentage of "Agree" and "Strongly Agree" responses) received for each item are provided in the Appendix.

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 through a process known as sentiment analysis. Feedback that provided actionable insights into Areas of Strength or Areas of Improvement are discussed throughout this report.

Participant Demographics

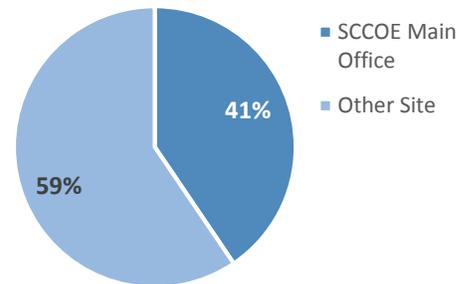
Section I of the 2019/2020 Employee Satisfaction Survey contained four demographic questions. Participants were asked to identify their primary job site, years of service, work division, and unit name using a series of predetermined response options. Of the 480 SCCOE employees who responded to the survey, a slight majority (59%) selected “SCCOE Main Office” as their primary job site. The remaining 41% identified as offsite employees.

With regards to tenure, the majority of participants (48%) have worked at the SCCOE for less than 6 years (with 25% selecting “0-2 Years” and 23% selecting “3-5 Years”). Approximately 1 out of every 4 participants (25%) have observed 11-19 years of service. Six-to-ten-year and 20+ year staffers accounted for 15% and 12% of total responses respectively.

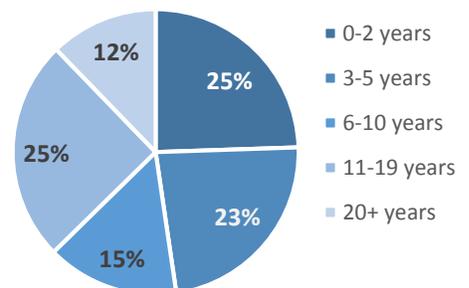
Division response options were updated for this year’s data collection to reflect the previous years’ division restructuring. The majority of employees (62%) selected Student Services & Supports as their work division, followed by Business, Facilities & Operations (10%), and Professional Learning and Instructional Support (PLISD; 8%). The remaining 20 percent are made up of Equity and Educational Progress (4%), Executive Services (5%), Human Resources (4%), Technology and Data Services (4%), and respondents who selected “Don’t Know/Not Sure” (3%).

When asked about unit classification, 58% identified as SEIU/Classified employees and roughly 20% selected “ACE/Certificated” or Leadership (19%). The remaining 3% selected Psychologist/School Therapist.

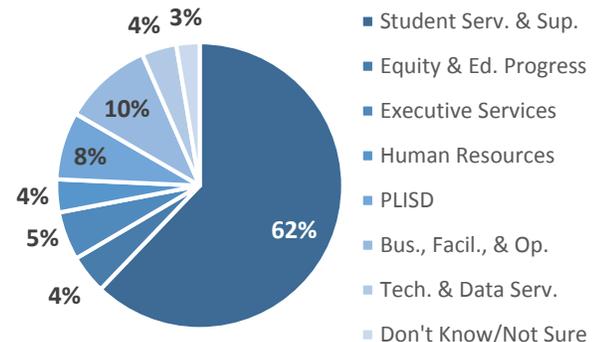
Location



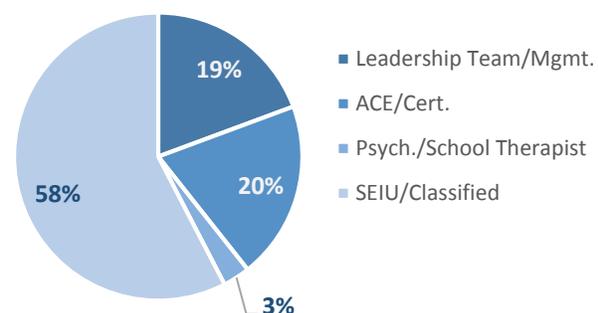
Tenure



Division



Unit

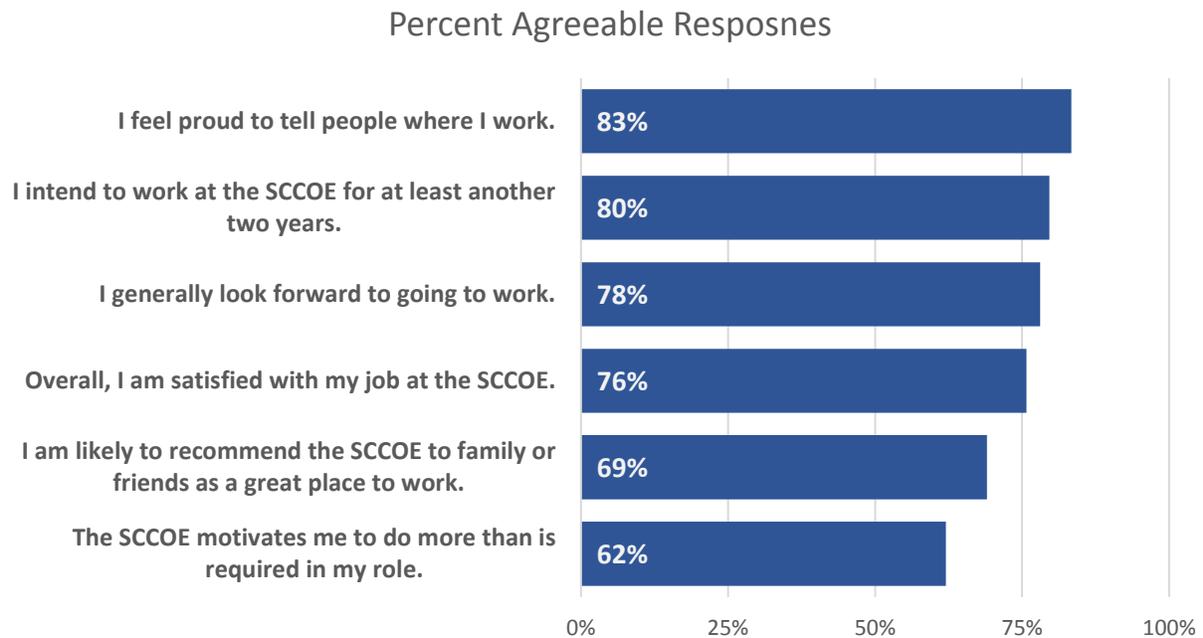


Areas of Strength

The domains *Autonomy*, *Supportive Management*, *Employee Engagement*, and *Strategy Alignment* received high standard scores. However, only *Employee Engagement* and *Strategy Alignment* are covered in this report due to the particularly positive responses relative to other domains in the survey. Among these two domains, employees responded most favorably to the items "I feel proud to tell people where I work," and "I intend to work at the SCCOE for at least another two years."

Employee Engagement

Employee Engagement is the fulfillment and achievement that one experiences in their job when they know their work is worth doing. As shown in the figure below, the SCCOE Employee Satisfaction Survey measured *employee engagement* with six items. At least 8 out of 10 respondents indicated they were proud to tell people where they work and intend to be with the SCCOE for at least two more years. Further, over three-quarters of respondents indicated that they look forward to going to work and that, overall, they are satisfied with their job at the SCCOE. Approximately two-thirds of respondents reported that they would recommend the SCCOE as a great place to work and that the SCCOE motivates them to do more than is required in their roles.

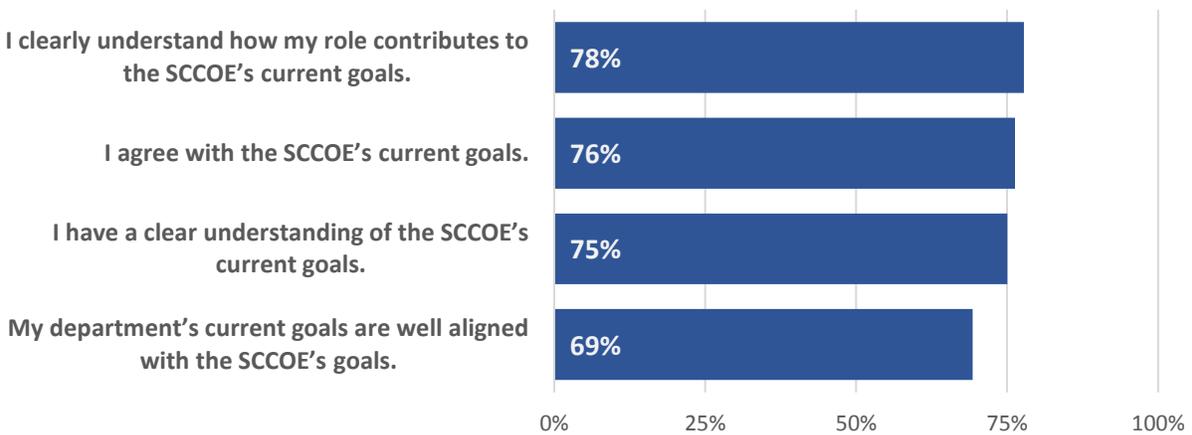


Qualitative feedback provided by participants offers insight into why SCCOE employees had such high ratings of *employee engagement*. A number of employees voiced that they found their jobs “rewarding” and appreciated how “supportive” their coworkers and supervisors are. Employees also expressed satisfaction with opportunities for professional growth.

Strategy Alignment

Strategy Alignment is the extent to which an employee is aware of the organization’s goals and how those goals align with their professional goals and those of the department. The SCCOE Employee Satisfaction Survey measured *strategy alignment* with four items (see Figure #). The items with the highest ratings (i.e., items where at least 3 out of 4 employees responded “Agree” or “Strongly Agree”) in this domain were “I clearly understand how my current role contributes to the SCCOE’s current goals” (78%), “I agree with the SCCOE’s current goals” (76%), and “I have a clear understanding of the SCCOE’s current goals” (75%). Though the lowest scoring item in the domain, a high proportion of participants (69%) indicated that their "department’s current goals are well aligned with SCCOE’s goals."

Percent Agreeable Responses



According to qualitative feedback tied to *strategy alignment*, employees are happy with the degree to which their departments “live by SCCOE values” and are proud to serve such a “strong organization.” In addition, participant comments generally indicated a clear understanding of the SCCOE’s goals, with several employees providing suggestions on how to better implement the goals within their departments. For example, engaging employees in activities where they align their department goals with the organization’s goals and then “share out” or “reflect” on this process was recommended as practice that should be implemented officewide.

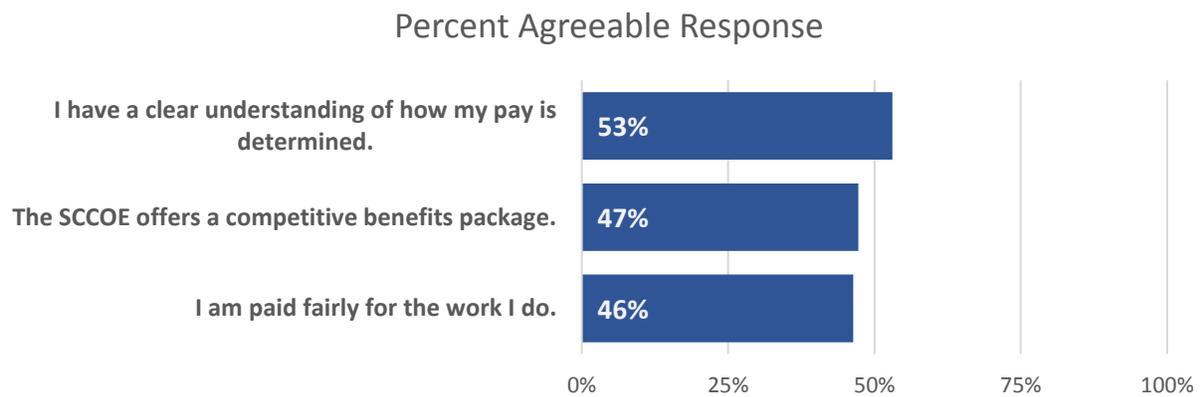


Areas of Improvement

Participant job satisfaction ratings were the lowest in two domains: *Focus on Stakeholders* and *Pay and Benefits*. Within these domains, participants provided the least favorable responses to the items "The SCCOE's processes/procedures enable me to effectively meet the needs of stakeholders," and "I have the authority to take action to meet the needs of SCCOE stakeholders." These Areas for Improvement are discussed in greater detail below.

Pay and Benefits

Items within the domain *Pay and Benefits* measure employee satisfaction with the compensation that they receive and the SCCOE's benefits package (see Figure #). Fifty-three percent of participants agreed with the statement "I have a clear understanding of how my pay is determined." Less than half of respondents felt that the SCCOE "offers a competitive benefits package" and that they are "paid fairly for the work" they do.

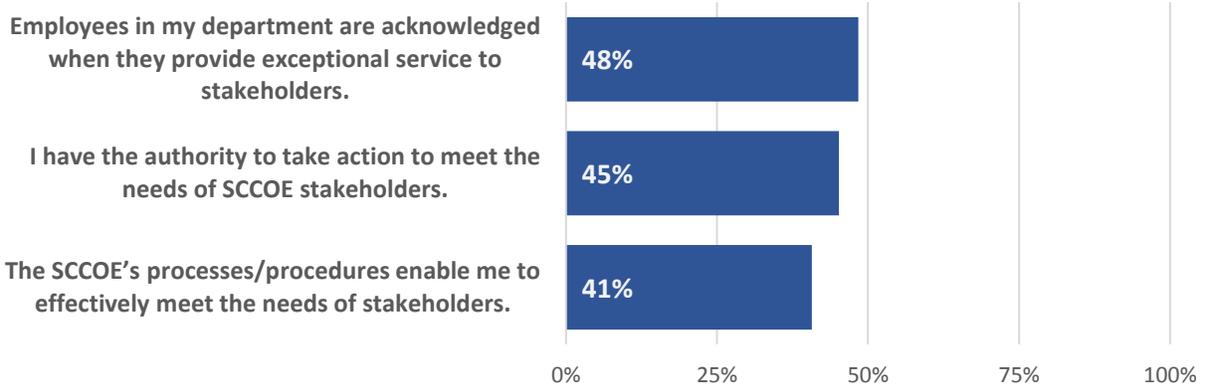


Participants' comments frequently attributed their low ratings of *pay and benefits* to the high cost of living in the Bay Area. Furthermore, health care coverage was most cited in this section as an area in need of attention and remedy. Participants often remarked that their health coverage was "inadequate" and many voiced concerns regarding employee contributions for certain benefits.

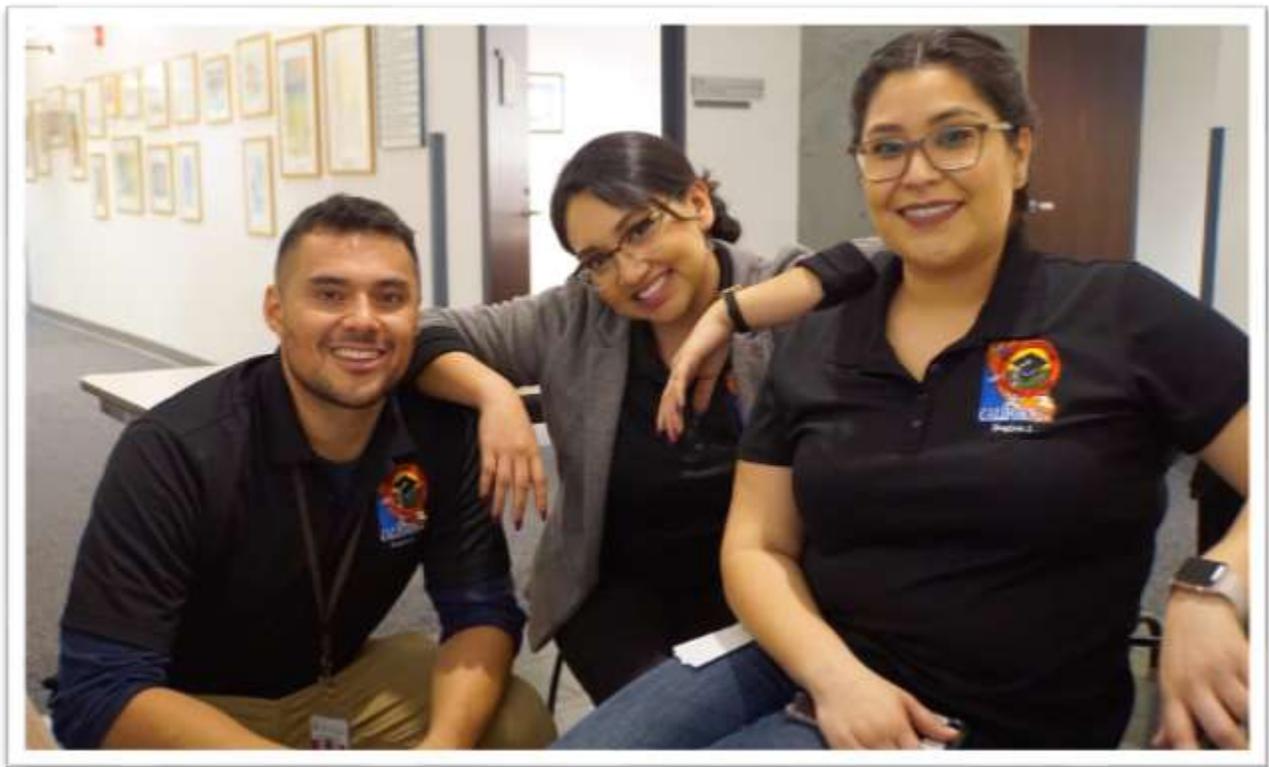
Focus on Stakeholders

Items within the domain *Focus on Stakeholders* measure the extent to which employees believe that they have the capacity to meet the needs of the SCCOE's various stakeholders. Less than half of participants responded positively to the statements "Employees in my department are acknowledged when they provide exceptional service to stakeholders" and "I have the authority to take action to meet the needs of SCCOE stakeholders." Only 41% of participants responded "Agree" or "Strongly Agree" to the statement "The SCCOE's processes/procedures enable me to effectively meet the needs of stakeholders."

Percent Agreeable Response



Among the qualitative data that participants provided, frequently cited reasons for low stakeholder focus include systemic delays in various processes and the lack of recognition for efforts made to attend to stakeholders. Other feedback received suggested that part of the problem stems from misunderstandings or confusion around what is meant by “stakeholder.” Future iterations of the employee satisfaction survey will provide additional clarity regarding the definition of stakeholder.



We Hear You!

The SCCOE recognizes that staff are living SCCOE values daily. This is directly visible through the agility, responsiveness, and flexibility staff demonstrated in response to extraneous events that have occurred in 2019/20. Even in the face of adversity caused by PG&E power shutoffs and the COVID-19 pandemic, the focus of staff never strayed from advancing the organization's goals and ensuring that the needs of students, educators, and the community were met. SCCOE Leadership understands fully that this is best achieved when staff are satisfied with their jobs and in their work. This section describes efforts that are currently underway that directly address Areas of Improvement that were identified through the administration of this year's Employee Satisfaction Survey.

Pay and Benefits

The 2019/2020 SCCOE Employee Satisfaction Survey results indicated less favorable responses for the *Pay and Benefits* domain relative to other domains. The SCCOE leadership team has actively addressed the concern of the Bay Area's increasingly high cost of living expenses. In fact, in 2019/2020, the SCCOE, Association of County Educators (ACE), and the Service Employees International Union (SEIU) settled a 3-year agreement that allows for steady salary increases and relief in benefits costs for all SCCOE employees. Among other changes, the contracts included a reduction in employee medical contributions that was applied retroactively. In addition, the SCCOE provided a special enrollment period for all employees between March 2nd and March 6th, 2020 to make changes to their medical benefit plans as needed; changes made during this time were effective on April 1st, 2020.

Focus on Stakeholders

In addition to *Pay and Benefits*, SCCOE employees rated *Focus on Stakeholders* poorly relative to other domains. Below are some of the ways in which the SCCOE and its staff are working to, both efficiently and effectively, provide high-quality services and supports to educators and students in Santa Clara County.

Communication and Marketing of Professional Learning for Educators

In 2019/2020, the SCCOE continued efforts to improve the communication and marketing of the high-quality professional learning (PL) it offers to educators.

The end goal is to develop an online PL Portal that (a) SCCOE staff can populate with the most up-to-date information on PL offerings and (b) educators can use to easily identify and enroll in the PL that meets their needs. To compliment this effort, the SCCOE has created a template that effectively brands and consolidates all SCCOE PL offerings in one printable source. The recently released [2020 Professional Learning Catalog](#) is organized with the end-user in mind. Offerings are separated into six strands: Academics, Behavior, Leadership, Family & Community Engagement, Social-Emotional, and Systems: School Climate & Infrastructure. Information is provided on intended audiences and suggested grade levels for each offering. The printed catalog will be mailed to district Superintendents, Assistant Superintendents, and Directors of Curriculum & Instruction each year in the early spring so that district administrators can plan educator PL that aligns with their respective Local Control and Accountability Plan (LCAP) priorities.

Advancing Inclusive and Equitable Teaching Practices

The SCCOE's Inclusion Collaborative (IC), recently named one of two equity leads in the State of California, concluded its second and final year of providing professional learning to educators designed to advance inclusive and equitable teaching practices for the Region as part of the CA Equity and Performance Improvement Program (CEPIP) Grant. More specifically, funds were used to design and deliver Equity Institutes and online- and blended-learning modules on topics that ranged from Developing Collaborative Teams to Universal Design for Learning. In addition to these efforts, the IC continued to render acute support, including information and referrals for parents/caregivers of children with disabilities and other needs, through its [Inclusion Support Warmline](#). Through the Warmline, the SCCOE has been able to respond quickly to incoming requests for information or services and supports by members of the community impacted by the COVID-19 pandemic.

Improving Student Health and Well-Being

In the 2019/2020 year, the SCCOE introduced a new Strategic Action (Strategic Action #10) to address student health and wellbeing on campuses across the county. Seeking to expand and enhance the services and resources available for student health, the SCCOE has partnered with several local agencies to increase district engagement. To ensure that student needs are met, these collaborations focus on areas such as suicide prevention efforts and offering up-to-date, research-backed methods for embedding health initiatives into the curriculum and more explicitly in the Multi-tiered System of Supports Framework (MTSS). Efforts such as these are why the SCCOE was named the regional technical center for Positive Behavioral Interventions and Supports (PBIS) as well as the regional health framework lead agency for Northern California. More information on the efforts to address, improve, and support student health and wellbeing can be found on the [SCCOE Safe and Healthy Schools website](#).

Closing Remarks

The findings from the employee satisfaction survey provide an excellent source of feedback from employees regarding their attitudes and feelings toward engagement, collaboration, and work-life balance. This feedback serves as one of many tools for improving employee satisfaction in the many areas that influence health well-being. SCCOE teachers, administrators, and other employees are living the SCCOE's values of putting students first, focusing on student success, and leveraging collective capacity. Through their collaborative efforts, staff were responsive to community issues such as the PG&E power shutoffs in late 2019 and are continuously responsive to the current COVID-19 outbreak that first appeared in the community during the early months of 2020.





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