

2016-17 EMPLOYEE SATISFACTION SURVEY SUMMARY RESULTS REPORT

Santa Clara County  Office of Education

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Background

This summary report provides an overview of the 2016-17 Employee Satisfaction Survey results. These survey results will undergo further analysis and review and, along with other datapoints, will be used to develop and update strategic actions for the 2017- 18 school year and onwards.

“Improve organizational effectiveness and efficiency” is one of the Santa Clara County Office of Education’s (SCCOE) goals. Effectiveness and efficiency in an organization occurs when there is continued dialogue, feedback, and reflection on strengths and growth areas as a workplace. The input received about our organizational culture and the services provided will directly shape our vision and priorities moving forward. Ultimately, the aim is for every employee to come to work knowing they are valued, supported, and able to grow professionally, so that everyone is empowered to accomplish great things in service to our students, schools, and community. The SCCOE strives to realize these goals as an effective and efficient organization.

The survey had a total of 18 questions divided into various sections: demographics, job satisfaction, climate, values, and COE branch services. Due to the variety of job functions performed by SCCOE staff, two modes of survey distribution were deployed. Non-management staff not working at the central SCCOE office (Ridder Park) were mailed a paper survey with a pre-stamped, self-addressed envelope to be mailed back to the SCCOE. A web link was provided to these employees as well if they preferred to complete the survey online through the SurveyMonkey system. All other employees were sent an email with a link to complete the survey online; these employees also had the option of submitting a paper survey if that was their preferred method of completion. A total of 847 survey responses were logged between December 19, 2016 and January 24, 2017 representing a 50% response rate from the total number of 1,694 employees. Table 1 illustrates completion rates by methodology, job site, and unit name.

Table 1. Survey Completion Rates*

	Options	Number of Total Responses	Percent of Total Responses	Percent of Total Employees
Completion Rates (n=847)	Paper	217	26%	13%
	Web Link	630	74%	37%
“Please select your primary job site.” (n=841)	SCCOE Main Site (Ridder Park)	305	36%	18%
	Other Site	536	64%	32%
“Please select your unit name below.” (n=835)	Leadership/Management	145	17%	
	SEIU/Classified	435	52%	
	ACE/Certificated	231	28%	
	Psychologist/School Therapist	24	3%	

*Note: Not all survey respondents (n=847) answered the questions “Please select your primary job site.” (n=841) and “Please select your unit name below.” (n=835).

Key Findings - Strengths

This section summarizes the strengths of the SCCOE as indicated by the survey results.

Summary of Scaled Items

Employees were presented with various items about their feelings and attitudes towards job satisfaction, workplace climate, and values. Such prompts included “My work is satisfying” and “I value collaboration” where employees indicated their level of agreement on a Likert- scale from Strongly Disagree (1), Disagree, Neither Disagree nor Agree, Agree, to Strongly Agree (5). Some items (“My job is challenging” and “I value providing good customer service”) were on a frequency scale; employees indicated if they felt that these events happened Almost Never (1), Seldom (2), Sometimes (3), Usually (4), or Almost Always (5). The three themes with the highest weighted averages (*M*) were:

1. **Customer Service:** “I value providing good customer service.” (*M*=4.7) and “I ask myself how I can better serve customers.” (*M*=4.5);
2. **Collaboration:** “I value collaboration.” (*M*=4.6) and “I am comfortable collaborating with others.” (*M*=4.6); and
3. **SCCOE Values:** “I am aware of how my work impacts student success.” (*M*=4.6) and “I value creativity.” (*M*=4.5).

These strong positive responses indicate that on average, SCCOE employees believe that they have adopted and regularly practiced the stated SCCOE values of exceeding expectations for service, leveraging collective capacity through collaboration, focusing on student success, and championing creative thinking and innovation.

Summary of Open-Ended Responses

Employees were also given the opportunity to provide additional information about what the SCCOE is doing well as it relates to organizational efficiency. All comments were grouped into categories; one comment could be counted more than once (i.e., one comment could be placed in more than one category) depending on the content. Of the 847 survey respondents who completed the survey, 202 employees wrote comments for this prompt. The three most mentioned categories about what the SCCOE is doing well were:

1. **Communications**
(*n*=41)
 - “I think one of our strengths is the communication team”
 - “Communication from the top management has improved”

- *“Communication continues to improve. Appreciate the Superintendent's Monday Memo - includes a good variety of information, upcoming events and covers updates on not only Ridder Park, but sites also.”*

2. Training/Professional Development (n=23)

- *“SCCOE provides professional development to improve organizational efficiency.”*
- *“SCCOE is developing and creating excellent opportunities for staff development.”*
- *“Professional trainings are readily promoted and provided.”*

“I have heard good reviews from people in our community, about how they feel or view SCCOE and it makes me proud to be a part of this agency.”

3. Organizational Goals and Processes (n=18)

- *“Good direction in the goals of the organization and making decisions based on those visions and goals.”*
- *“SCCOE has been improving many old processes/procedures this year. A lot of these have been making the employee's jobs easier.”*
- *“Making inroads and laudable effort to review processes and improvements, thank you.”*

“There can never be enough focus on best practices, evidence-based practice, or working at the cutting edge of innovation in our professional area; ... - innovation and efficiency need to be allowed to grow”

Key Findings - Areas for Improvement

This section summarizes the areas for improvement of the SCCOE as indicated by the results of the survey.

Summary of Scaled Items

Employees were presented with various items about their feelings and attitudes towards job satisfaction, workplace climate, and values. Such prompts included “My work is satisfying” and “I value collaboration” where employees indicated their level of agreement on a Likert-scale from Strongly Disagree (1), Disagree (2), Neither Disagree nor Agree (3), Agree (4), to Strongly Agree (5). Some questions (“My job is challenging” and “I value providing good customer service”) were on a frequency scale; employees indicated if they felt these events happened Almost Never (1), Seldom (2), Sometimes (3), Usually (4), or Almost Always (5). The three themes with the lowest weighted averages (M) were:

1. **Mistakes:** “Employees generally admit to mistakes at the SCCOE.” ($M=3.0$);
2. **Stress:** “I feel stressed at work.” ($M=3.1$); and
3. **Pay:** “I am satisfied with the pay I receive for the work that I do.” ($M=3.2$).

These lower and more negative responses indicate that on average, respondents reported sometimes being fearful of acknowledging mistakes, sometimes felt stressed by their job responsibilities, and may not be satisfied with the compensation received for the work that they do.

Summary of Open-ended Responses

Employees were given the opportunity to provide comments in an open-ended question about what they think the SCCOE can do to improve organizational efficiency. All comments were grouped into categories; one comment could be counted more than once (i.e., one comment could be placed in more than one category) depending on the content. Of the 847 survey respondents who completed the survey, 251 employees wrote comments for this prompt. The three most mentioned categories about what the SCCOE can do better were:

1. **Hiring and Staffing (n=45)**

- *“Hire people that could do the job correctly, or provide appropriate staff training.”*
- *“SCCOE can improve efficiency by making sure that between a staff member leaving and a new one being hired, important information and procedural knowledge is not lost, by developing the individual strengths of employees with targeted actions, by devising a plan to reduce the amount of turnover, by evaluating departments and not just individuals, by going beyond the HELLO Orientation and offering standardized new hire training workshops on interdepartmental interactions (e.g., policies/procedures, forms, documentation flowcharts, personnel and responsibilities, etc.), by having a yearly SCCOE Team meeting with the superintendent to relay the SCCOE's vision and goals, organizational projects, and strategic plan for the new fiscal year.”*

- *“Smoother hiring process. The current hiring process from posting the position to interviews and paperwork takes too long especially if a change needs to be added to the job description.”*

2. Communications (n=42)

- *“I think SCCOE administration needs to do a better job of imparting its core mission, values, and corporate culture into incoming employees. As a new employee, I feel truly lost in such a big organization.”*
- *“Continue on having good communication regarding changes taking place prior to the change taking place.”*
- *“We need clear definitions of supervisors' roles and who we can go to for support and help. We need clear communication with clear policies and procedures, with follow through implemented.”*

“Trust is easily lost through lack of communication and constructive feedback. Confidential information has been known to go beyond departmental walls.”

3. Employee Relations (n=38)

- *“I wish there was a way for staff working at different sites (other than Ridder Park) to feel part of SCCOE more consistently. We do not get the opportunity to be a part of the school districts/school where our classrooms are located. This makes it hard for staff and students to feel a sense of school spirit.”*
- *“I feel that many times decisions at the SCCOE do not take into account how it will affect the hundreds of employees that work outside of this building.”*
- *“Communication from top down and bottom up. We have a huge disconnect between what occurs at 1290 Ridder Park and the majority of the SCCOE staff and services, which are not in that building.”*

Key Findings - Job Satisfaction

Employees’ overall satisfaction with their jobs is the result of a combination of factors -- and the SCCOE's role in enhancing employees' job satisfaction is to make sure the work environment is positive, morale is high, and relationships are respectful and constructive. Last year, the SCCOE focused on its goal of “Being a Premier Employer” by identifying strategic actions based upon research of factors impacting job satisfaction. This section summarizes the findings regarding job satisfaction.

Summary of Scaled Items

Employees were presented with five items related to their job satisfaction and asked to indicate their level of agreement as to how much each item would increase their job satisfaction. For example, the first item stated that “A better relationship with my colleagues/coworkers would increase my job satisfaction”. The second item stated that “A better relationship with my immediate manager/supervisor would increase my job satisfaction”.

Table 2 below show the weighted average response (1- Strongly Disagree to 5-Strongly Agree) across different employee groups (location and branch) on the 5 items (column headings). Lower numbers on the scale generally indicate disagreement with the statement and higher numbers generally represent agreement.

Table 2. Increase in Job Satisfaction

		Better Relationship with Colleagues	Better Relationship with Supervisor	Career Advancement	Better Work-Life Balance	Pay Increase
Non-Ridder Park	(n=536)	3.7	3.7	3.8	3.8	4.4
Ridder Park	(n=305)	3.6	3.5	3.9	3.8	4.2
Business Services	(n= 72)	3.7	3.5	3.9	3.7	4.2
Educational Services	(n=281)	3.7	3.7	3.8	3.8	4.3
Human Resources	(n= 44)	3.4	3.2	3.9	3.6	4.3
Office of the Superintendent	(n= 22)	3.2	3.3	3.8	3.5	4.2
Student Services	(n=377)	3.6	3.7	3.8	3.8	4.3
Technology Services	(n= 39)	3.8	3.6	4.2	3.9	4.4
ALL RESPONDENTS	(n=835)	3.6	3.6	3.8	3.8	4.3

Among these factors, there was little variance in weighted average response noted. Employees tended to agree that pay increases may increase satisfaction. However, opportunities for career advancement and a better work-life balance were also highly rated.

Summary of Open-ended Responses

Employees were also given the opportunity to provide any additional information that addressed their level of job satisfaction. All comments were grouped into categories; one comment could be counted more than once (i.e., one comment could be placed in more than one category) depending on the

content. Of the 847 survey respondents who completed the survey, 187 employees wrote comments for this prompt. The three most mentioned categories about job satisfaction were:

1. Leadership (n=72)

- *“Sometimes my team believes that Cabinet-level management does not understand what we do. Although those we affect appreciate our work (and that's what supplies the greatest amount of satisfaction), it would be nice if those in our organization understood our work too.”*
- *“It would be motivating to have our work recognized by both our Branch and County Leadership. There is a lack of awareness around our projects that would benefit the organization as a whole.”*
- *“For supervisors to value the work you do. Supervisors lack classroom experience, thus, can't really share much. They don't know your students and staff's names.”*

2. Communications (n=37)

- *“I enjoy my job. I enjoy the challenge and my ability to support staff and colleagues. I still feel a lack of connection with the COE (Ridder Park) and the work in the field. I would like to see more transparent communication on matters that affect staff at school sites directly.”*
- *“Too many constant changes in staff in COE departments creates disorganization and poor communication between staff/departments. There is no consistency.”*
- *“Some of the new supervisors need training on communication.”*

3. Enjoy my job (n=36)

- *“As an educator, I am extremely satisfied with my work, my colleagues, my students and the facility I am assigned to.”*
- *“I enjoy working with my students and their families and it gives me fulfillment to be able to serve/help them in such a way that makes a difference in their lives.”*
- *“I am very grateful to have the opportunity to work for SCCOE. I enjoy the work I do and I am glad I made the move to come work here over a year ago.”*

Key Findings - Compared to Last Year

The Strategic Planning Initiative has now distributed an Employee Satisfaction Survey for two years; the tables below depict the comparisons between responses for the 2015-16 and 2016-17 survey distributions. In order to be meaningful in terms of improving organizational effectiveness and efficiency, the SCCOE has set a target for average responses to be in the 4 to 5 range on the scales (except for the italicized items, where the target is 2 to 3). Due to possible employee turnover, some caution should be noted when interpreting longitudinal results, as respondents may not represent the same individuals from year-to-year.

Table 3 shows the weighted average response for each item on a 1 to 5 frequency scale, ranging from Almost Never (1), Seldom (2), Sometimes (3), Usually (4), to Almost Always (5). Lower numbers on the scale generally indicate a lower perceived frequency of occurrence and higher numbers generally indicate a more frequently perceived occurrence.

Table 3. Longitudinal Results - Frequency Scale Questions Weighted Averages

	2015-16	2016-17
My job is challenging.	4.2	4.0
<i>I feel stressed at work.*</i>	3.4	3.1
I feel valued by my colleagues/coworkers.	4.1	3.9
My opinion matters to my colleagues/coworkers.	4.0	3.9
I feel valued by my immediate manager/supervisor.	3.7	3.9
My opinion matters to my immediate manager/supervisor.	3.6	3.8
My immediate manager's/supervisor's expectations are realistic.	3.8	3.9
I am assigned tasks by my immediate manager/supervisor that help me grow professionally.	3.4	3.6
The level of supervision that I receive is appropriate.	4.0	4.1

Note: Scale (1- Almost Never, 2- Seldom, 3- Sometimes, 4- Usually, 5- Almost Always)

Note: Italicized items (*) are worded such that a lower weighted average is desired.

Table 4 shows the weighted average response for each item on a 1 to 5 level of agreement scale, ranging from Strongly Disagree (1), Disagree (2), Neither Disagree nor Agree (3), Agree (4), to Strongly Agree (5). Lower numbers on the scale generally indicate disagreement and higher numbers generally indicate agreement.

Table 4. Longitudinal Results- Agreement Scale Questions Weighted Averages

	2015-16	2016-17
My work is satisfying.	4.1	4.2
I am satisfied with the pay I receive for the work that I do.	3.0	3.2
I am satisfied with the health-care related benefits.	3.1	3.3
I am satisfied with my total benefits package (medical, dental, vision, retirement, disability, life insurance, EAP, Wellness/Vitality, etc).	3.4	3.5

Table 4. Continued

	2015-16	2016-17
I am satisfied with the opportunities for growth.	3.2	3.3
I am satisfied with the opportunities for career advancement.	3.1	3.2
I am satisfied with the SCCOE's public image/reputation.	3.1	3.5
<i>I am likely to pursue job opportunities elsewhere.*</i>	2.8	2.7
I am satisfied with my job.	3.8	3.9
My colleagues/coworkers encourage me to develop my job skills so I can advance in my career.	3.5	3.5
I trust my colleagues/coworkers.	3.9	3.9
My colleagues/coworkers trust me.	4.0	4.0
My immediate manager/supervisor encourages me to develop my job skills so I can advance in my career.	3.5	3.6
I trust my immediate manager/supervisor.	3.7	3.8
My immediate manager/supervisor trusts me.	3.9	4.0
There is a climate of trust in my department.	3.4	3.5
There is a climate of trust in my branch.	3.2	3.3
There is a climate of trust at the SCCOE.	3.0	3.2
Employees generally manage constructive feedback well at the SCCOE.	3.2	3.3
Employees generally admit to mistakes at the SCCOE.	2.9	3.0
Employees generally have humility at the SCCOE.	3.2	3.2
I am aware of how my work impacts student success.		4.6
My team makes decisions based on what is best for students.		4.2
I value collaboration.	4.5	4.6
I am comfortable collaborating with others.	4.4	4.6
I successfully collaborate with others.	4.3	4.4
There is a collaborative climate in my department.	3.5	3.9
There is a collaborative climate in my branch.	3.3	3.6
There is a collaborative climate at the SCCOE.	3.1	3.4
I value creativity.		4.5
I have the resources I need to be innovative.		3.6
Creativity is valued at the SCCOE.		3.6
I am comfortable with change.		4.2
I understand my department's vision.		3.9
I am aware of innovative practices in my area of expertise.		3.9
I value providing good customer service.	4.8	4.7
I meet the needs of my internal customers (SCCOE employees).	4.6	4.2
I meet the needs of my external customers (districts, parents, students, etc).	4.7	4.4
I ask myself how I can better serve customers.	4.7	4.5

Note: Scale (1-Strongly Disagree, 2- Disagree, 3- Neither Disagree nor Agree, 4- Agree, 5- Strongly Agree).

Note: Blanks denote a new question for the 2016 distribution of the Employee Satisfaction Survey.

Note: Italicized items (*) are worded such that a lower weighted average is desired.

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