

# 2015 EMPLOYEE SATISFACTION SURVEY SUMMARY RESULTS REPORT

Santa Clara County  Office of Education

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# Background

This summary report provides a preview of the Employee Satisfaction Survey results; complete results will be presented in the *Framing Our Future* strategic plan initiative scheduled to be completed by **June 2016**. These survey results will undergo further analysis and review and, along with other data points discovered during the ongoing *Framing Our Future* efforts, will be used to develop strategy for the 2016-17 school year and onwards.

“Be a premier employer” is one of Santa Clara County Office of Education’s (SCCOE) major goals as an organization, and this is only possible through continued dialogue, feedback, and reflection on our strengths and growth areas as a workplace. The SCCOE Employee Satisfaction Survey is part of the first phase of the larger *Framing Our Future* initiative. The input received about our organizational culture and the services provided will directly shape our vision and priorities moving forward for the rest of the year and beyond. 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 survey has a total of 29 items divided into various sections: demographics, job satisfaction, climate and values, COE branch services, and professional development (PD). Due to the variety of job functions performed by SCCOE staff, several 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. All other employees were sent an email and link generated by SurveyMonkey (the online survey service the office uses for all of its surveys). Some employees requested to use the general link that was not tied in any way to their name/email. A total of 809 survey responses were logged via the various modes of completion between November 2 and November 20, 2015 representing a 49% response rate from the total number of 1,652 employees. Paper surveys were logged into SurveyMonkey the week after. Table 1 illustrates completion rates.

**Table 1. Survey Completion Rates\***

	Options	Completed (n=809)	
		#	%
Survey Responses (n=809)	Paper	165	20%
	Email Invitation	319	39%
	Web Link	325	40%
“Please select your primary job site.” (n=799)	SCCOE Main Site (Ridder Park)	280	35%
	Other Site	519	65%
“Please select your unit name below.” (n=793)	Leadership/Management	141	18%
	SEIU/Classified	385	36%
	ACE/Certificated	239	30%
	Psychologist/School Therapist	28	4%

\*Note: Not all survey respondents (n=809) answered the questions “Please select your primary job site.” (n=799) and “Please select your unit name below.” (n=793).

# Key Findings - Strengths

Employees were asked various items on 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, Sometimes, Usually, or Almost Always (5). The three themes with the highest weighted averages (*M*) are:

*“I believe that we can grow through collaboration and come up with a variety of new ideas and strategies that work for our students.”*

*“I love the fact that I am making a difference in other people's lives. I feel valued that my expertise is being utilized.”*

- 1. Customer Service:** “I value providing good customer service” (*M*=4.0), “I meet the needs of my internal/external customers” (*M*=4.0), and “I ask myself how I can better serve customers” (*M*=3.9);
- 2. Collaboration:** “I value collaboration” (*M*=3.9) and “I am comfortable collaborating with others” (*M*=3.9); and
- 3. Work:** “My work is satisfying” (*M*=3.7), “My work is challenging” (*M*=3.7).

Employees were also given the opportunity to provide comments in an open-ended question about what the SCCOE is doing well as it relates to being a premier employer. 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 809 survey respondents who completed the survey, 414 employees wrote comments for this prompt. The three most mentioned categories about what the SCCOE is doing well are:

- 1. Health/Salary Benefits (n=127)**
  - Benefits package (n=62)
  - Vitality Program (n=44)
  - Pay (n=24)
- 2. Professional Growth (n=61)**
  - Professional development and trainings
  - Job opportunities for growth and advancement
- 3. Positive Work Environment (n=49)**
  - Job Security
  - Listening to employee suggestions/input and collaboration
  - Fairness

# Key Findings - Areas for Improvement

Employees were asked various items on 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 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, Sometimes, Usually, or Almost Always (5). The three themes with the lowest weighted averages ( $M$ ) are:

*“Increase salaries, especially for paraeducators - we may attract better candidates. Allow paraeducators to work all day to cover busy hours, which would make classrooms safer and also give them a little more pay.”*

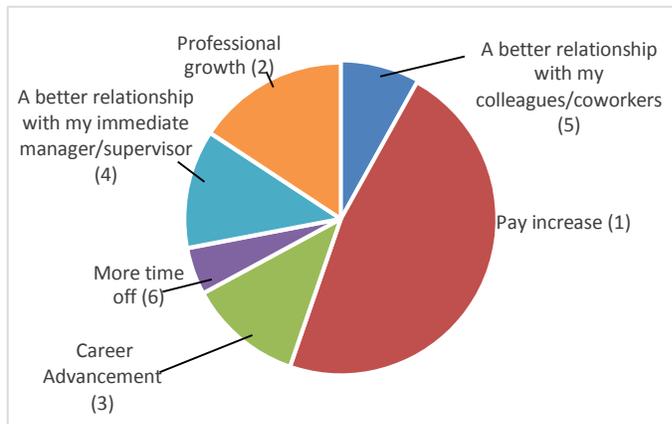
1. **Employees admit to mistakes** ( $M=2.7$ );
2. **Trust:** “There is a climate of trust at the SCCOE” ( $M=2.7$ ); and
3. **Pay:** “I am satisfied with the pay I receive for the work that I do” ( $M=2.7$ ).

Employees were also given the opportunity to provide comments in an open-ended question about what they think the SCCOE can do to improve to be a premier employer. 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 809 survey respondents who completed the survey, 426 employees wrote comments for this prompt. The three most mentioned categories about what the SCCOE can do better are:

1. **Improve Work Environment** ( $n=103$ );
2. **Communication** ( $n=58$ ); and
3. **HR/[hiring] Competent Employees** ( $n=58$ ).

## Figure 2. Employees’ Top Rated Item in Improving Satisfaction

Employees were given six items to rank order in terms of increasing their satisfaction as an employee at the SCCOE (#1 being the best way to increase their satisfaction, etc.). The six options were: “A better relationship with my colleagues/coworkers,” “A better relationship with my immediate supervisor,” “Career advancement,” “More time off,” “Pay increase,” and “Professional growth.” The top three options (in rank order) for improving job satisfaction are: 1) Pay increase, 2) Professional Growth, and 3) Career Advancement. Forty-nine percent (49%) of employees chose “Pay increase” as the best way to increase their satisfaction; of that 49%, 54% are in Student Services Branch and 32% are in Educational Services Branch. Of that 49% that chose “Pay Increase” as the best way to increase their satisfaction, 75% selected “Other Site (not Ridder Park)” as their primary job site. The bottom three options (in rank order for improving job satisfaction are: 6) More time off, 5) A better relationship with colleagues/coworkers, and 4) A better relationship with direct supervisor/manager.



# Suggestions for Improvement

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Below are some suggestions for improvement as provided by employees. These ideas will help provide a road map for next steps in increasing satisfaction among our workforce and help us reach our goal to “Be a premier employer.”

## Select suggestions from staff (in alphabetical order):

- ✓ Acknowledge different branches and departments on accomplishments
- ✓ Better communication
- ✓ Bring professional development to sites
- ✓ Charging stations for hybrids (project underway)
- ✓ More face time with managers, Superintendent, and Board members at SCCOE sites
- ✓ More social events
- ✓ More staff/career development and training opportunities
- ✓ Tuition reimbursement (already in existence; view the brochure [here](#))
- ✓ Updated/simplified regulations (new Travel AR available; view the memo [here](#))

## Next Steps

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Thank you to staff who completed this survey. The input received about our organization will directly shape our vision and priorities moving forward for the rest of the year and beyond. Next steps include:

- ✓ Continue the analysis of survey data;
- ✓ Triangulate survey data with other survey data and information; and
- ✓ Provide a more complete report on these survey results by June 2016.

**County Board of Education**

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