
APPENDIX A

EMPLOYEE SURVEY INSTRUMENT

County of Sonoma Animal Regulation Division - Employee Survey



Please read the instructions carefully. There are no required responses. However, the value of the survey will be increased if you complete it fully.

In order to record your responses, you must press the ***SUBMIT*** button following question 20. When you have done that, you will see a "Thank You" screen indicating that your responses have been accepted.

1

For the first part of the survey, a series of statements will be presented. You are asked to rate your degree of AGREEMENT with these statements on a scale from STRONGLY DISAGREE with the statement to STRONGLY AGREE with the statement.

If you feel that you do not have sufficient knowledge of the statement to have an opinion, or if you feel the statement does not apply to you, we have provided a "Don't Know/Not Applicable" choice.

Note that the statements have been arranged in groups of 5 to make it easier for you to remember the choices as you react to the statements.

1	2	3	4	5	Don't Know/Not
Strongly					Applicable
Disagree	Disagree	Neutral	Agree	Strongly Agree	

a. I am actively encouraged to try creative approaches to my work, even to the point of taking the initiative.

1 2 3 4 5

b. The management style of my DIRECT SUPERVISOR contributes to the productivity of my work unit.

1 2 3 4 5

c. The management style of my DIVISION MANAGER contributes to the productivity of my work unit.

1 2 3 4 5

d. I receive sufficient training opportunities in developing job-related skills.

1 2 3 4 5

e. I receive clear and specific direction from my Supervisor(s).

1 2 3 4 5

2

Continue to rate your degree of AGREEMENT with the following statements.

1 2 3 4 5 Don't Know/Not
Strongly Disagree Neutral Agree Strongly Agree Applicable
Disagree

a. I am adequately compensated for any overtime I am required to work (if applicable).

1 2 3 4 5

b. I believe my supervisor's expectations regarding my workload are reasonable.

1 2 3 4 5

c. I believe the workload within my WORK UNIT is equally divided among my co-workers.

1 2 3 4 5

d. I believe the workload within my DIVISION is equally divided among my co-workers.

1 2 3 4 5

e. The goals and objectives of my DIRECT SUPERVISOR are reasonable.

1 2 3 4 5

3

Continue to rate your degree of AGREEMENT with the following statements.

1 2 3 4 5 Don't Know/Not
Strongly Disagree Neutral Agree Strongly Agree Applicable

Disagree

a. The goals and objectives of my DIVISION MANAGER are reasonable.

1 2 3 4 5

b. There is an effective flow of information between management and staff within my WORK UNIT.

1 2 3 4 5

c. There is an effective flow of information between management and staff within my DIVISION.

1 2 3 4 5

d. I believe my WORK UNIT is an efficient, well-run organization.

1 2 3 4 5

e. I believe my DIVISION is an efficient, well-run organization.

1 2 3 4 5

4

Continue to rate your degree of AGREEMENT with the following statements.

1 2 3 4 5 Don't Know/Not
Strongly Disagree Neutral Agree Strongly Agree Applicable
Disagree

a. My job description accurately reflects the actual responsibilities and tasks associated with my position.

1 2 3 4 5

b. I believe my salary is competitive with salaries paid for positions comparable to mine in surrounding public and private agencies.

1 2 3 4 5

c. My superiors are more interested in me as a person than the job I perform.

1 2 3 4 5

d. It is clear to me what my role is in the process of the larger task that is to be performed.

1 2 3 4 5

e. I receive clear instructions regarding my work assignments, including what my duties are.

1 2 3 4 5

5

Continue to rate your degree of AGREEMENT with the following statements.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree Don't Know/Not Applicable

a. I receive clear instructions regarding my work assignments, including how often duties should be performed.

1 2 3 4 5

b. I believe that the current promotion policy utilized by the DIVISION is fair.

1 2 3 4 5

c. I have the necessary skills to perform the tasks associated with my position.

1 2 3 4 5

d. Clear, written policies and procedures are in place to assist me in the performance of my job responsibilities.

1 2 3 4 5

e. The management style of the DIVISION'S managers is conducive to positive employee morale.

1 2 3 4 5

6

Continue to rate your degree of AGREEMENT with the following statements.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree Don't Know/Not Applicable

a. The coordination of projects and functions between my WORK UNIT and other WORK UNITS is good.

1 2 3 4 5

b. The coordination of projects and functions between my DIVISION and other DIVISIONS/DEPARTMENTS is good.

1 2 3 4 5

c. I believe that the benefit package I receive is competitive with benefits provided for positions comparable to mine in surrounding public and private agencies.

1 2 3 4 5

d. The personnel policies and rules are applied fairly, uniformly and consistently.

1 2 3 4 5

e. The performance evaluations I have received have been completed in a timely manner and according to schedule.

1 2 3 4 5

7

Continue to rate your degree of AGREEMENT with the following statements.

1	2	3	4	5	Don't Know/Not
Strongly	Disagree	Neutral	Agree	Strongly Agree	Applicable
Disagree					

a. I believe that the current compensation policy utilized by the County is fair.

1 2 3 4 5

b. I am satisfied with the level of responsibility delegated to me.

1 2 3 4 5

c. I am able to make decisions and complete most of my assignments without the need to consult my supervisor or a co-worker.

1 2 3 4 5

d. I feel positive about my WORK UNIT and believe it is a good place to work.

1 2 3 4 5

e. I feel positive about my DIVISION and believe it is a good place to work.

1 2 3 4 5

8

Continue to rate your degree of AGREEMENT with the following statements.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree Don't Know/Not Applicable

a. The current compensation and promotion process rewards me for higher than average levels of performance.

1 2 3 4 5

b. Policies and procedures are consistently followed in the day-to-day operations and processes of my unit.

1 2 3 4 5

c. I believe that defined career paths exist within the Department and that reasonable opportunities for advancement are present.

1 2 3 4 5

d. Given the level of staffing within my WORK UNIT, the goals and objectives of the WORK UNIT are achievable.

1 2 3 4 5

e. Given the level of staffing within my DIVISION, the goals and objectives of the DIVISION are achievable.

1 2 3 4 5

9

Continue to rate your degree of AGREEMENT with the following statements.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree Don't Know/Not Applicable

a. Promotions, employee discipline and other personnel matters are handled in a fair and equitable manner.

1 2 3 4 5

b. I receive sufficient training for the effective completion of my job responsibilities.

1 2 3 4 5

c. I have sufficient resources to complete my work, such as office space, computers, equipment, vehicles, etc.

1 2 3 4 5

d. Ordinances and/or policies I am responsible for administering are reasonable and enforceable (if applicable).

1 2 3 4 5

e. Resources and equipment needed for the performance of my job tasks are properly maintained.

1 2 3 4 5

10

Continue to rate your degree of AGREEMENT with the following statements.

1	2	3	4	5	Don't Know/Not
Strongly					Applicable
Disagree	Disagree	Neutral	Agree	Strongly Agree	

a. I receive adequate recognition by the management for my accomplishments and efforts.

1 2 3 4 5

b. The established goals and objectives of my UNIT SUPERVISOR have been clearly communicated to me.

1 2 3 4 5

c. The established goals and objectives of my DIVISION MANAGER have been clearly communicated to me.

1 2 3 4 5

d. I believe my WORK UNIT does not operate under a crisis management approach.

1 2 3 4 5

e. I believe my DIVISION does not operate under a crisis management approach.

1 2 3 4 5

11

Continue to rate your degree of AGREEMENT with the following statements.

1	2	3	4	5	Don't Know/Not
Strongly	Disagree	Neutral	Agree	Strongly Agree	Applicable
Disagree					

a. My career development needs are being met.

1 2 3 4 5

b. My work environment is safe, pleasant and healthy.

1 2 3 4 5

c. I believe the safety program is adequate.

1 2 3 4 5

d. I believe that employee assistance counseling is available and adequate.

1 2 3 4 5

e. I believe opportunities for employee involvement are adequate.

1 2 3 4 5

12

Continue to rate your degree of AGREEMENT with the following statements.

1	2	3	4	5	Don't Know/Not
Strongly	Disagree	Neutral	Agree	Strongly Agree	Applicable
Disagree					

a. My supervisor's coaching meets my needs.

1 2 3 4 5

b. The performance evaluations I have received during my employment with my division have been fair and equitable.

1 2 3 4 5

c. I believe that the County's ethical behavior guidelines are adequate.

1 2 3 4 5

d. I know and understand the Division's Mission Statement, Goals and Objectives.

1 2 3 4 5

e. I support the Division's Mission Statement, Goals and Objectives.

1 2 3 4 5

13

Continue to rate your degree of AGREEMENT with the following statements.

1	2	3	4	5	Don't Know/Not
Strongly					Applicable
Disagree	Disagree	Neutral	Agree	Strongly Agree	

a. I believe the volunteer program is an asset to the Division.

1 2 3 4 5

b. I believe the volunteer program is well managed.

1 2 3 4 5

c. Volunteers are supportive of the work of the Division.

1 2 3 4 5

d. I respect the knowledge and expertise of Division management.

1 2 3 4 5

e. I believe County management understands the difficult job we have to do and adequately supports the Division.

1 2 3 4 5

f. Division morale is good.

1

2

3

4

5

PLEASE RESPOND BRIEFLY TO THE FOLLOWING QUESTIONS.

14

Do you believe the Animal Regulation Division has a proper organizational structure? If so, do you have any suggestions to improve its structure?

15

What do you believe are the Animal Regulation Division's best accomplishments?

16

What aspects of the Animal Regulation Division need improvement?

17

What areas of coordination and cooperation between departments (e.g., D.A., Sheriff, Human Resources, Finance, Information Technology, others) need improvement?

18

What suggestions would you make for productivity improvement, cost savings, or increasing revenues?

19

What are the Animal Regulation Division's greatest challenges?

20

What other suggestions or recommendation do you have?



CITYGATE ASSOCIATES, LLC

This completes the survey. To record your response, press the SUBMIT button.



APPENDIX B

EMPLOYEE SURVEY ANALYSIS

APPENDIX B—EMPLOYEE SURVEY ANALYSIS

A. OVERVIEW AND METHODOLOGY

Citygate conducted an Internet-based employee survey between November 11 and December 16, 2005 for the employees of the Sonoma County Animal Regulation Division.

Details of the deployment are shown below.

Launch Date	11/10/2005 - 5:05 PM
Close Date	12/16/2005 - 4:30 PM
Visits ¹	52
Partials ²	0
Completes ³	30

The survey consisted of 66 closed-ended “degree-of-agreement” statements and 7 open-ended questions. A full copy of the survey instrument can be found in **Appendix A**.

The employees of the Animal Regulation Division were sent an email with a link to the survey. Since no one else received this email, the responses were restricted to Division employees.

It should be noted in reviewing the results below that the employees were not required to answer any question. Additionally, they were permitted to respond “Don’t Know/Not Applicable” to the degree-of-agreement statements, and these responses were excluded from the weighted average response calculations. Therefore, the response totals do not always add to the total of 30 completed surveys.

B. CLOSED-ENDED QUESTIONS

Closed-ended questions are defined as those for which the respondent must choose an answer based upon a finite number of choices. For this survey, 66 “degree-of-agreement” statements were presented. The respondents were asked to rate their agreement with the statements from “Strongly Disagree” with the statement to “Strongly Agree” with the statement. Provision was also made to respond “Don’t Know or Not Applicable.” Of course, the respondent could simply not respond at all, since no responses were required.

A value was assigned to each valid response from 1 for “Strongly Disagree” to 5 for “Strongly Agree.” For each statement, the total number for each response was multiplied by the assigned value and a weighted average response was calculated. Thus, a higher average response indicates more overall agreement with the statement, whereas a lower average response indicates less overall agreement with the statement.

¹ “Visits” – the total number of people who visited the survey site during the open period.

² “Partial” – the number of surveys that were begun but not completed. In this case, that number is zero.

³ “Completes” – the number of surveys that were completed and successfully added to the database.

Definition of Terms

The terms defined below are encountered in the information that follows:

- ¥ Weighted Average: An arithmetic average of the valid responses (excludes blanks and Don't Know responses) that takes into account the proportional relevance of each component, rather than treating each component equally.
- ¥ Median: "Middle value" of a list. That is, half the numbers in the list are greater than the median response and half are less.
- ¥ Mode: The most frequently occurring number in a list. In the case of the Employee Survey, it was the single response from "Strongly Disagree" (1) to "Strongly Agree" (5) that was the most often chosen for any one statement.
- ¥ Standard Deviation: Standard deviation tells how spread out the responses are from the calculated average. A smaller standard deviation indicates that most responses are close to the average response. A larger standard deviation indicates that there was a wider spread of variation in the responses.

Presentation of the Closed-Ended Results

A summary of all responses to the closed-ended statements is presented on the following pages. Shown are:

- ¥ All the statements and the responses to them as they appeared on the Internet-based survey. This is presented as raw data showing the number of responses of each type, including "Don't Know/Not Applicable" and the percentage each response represents of the total responses to a statement.
- ¥ A formatted presentation of the responses expanded to include the number left blank followed by the calculation of the Weighted Average, Median, Mode and Standard Deviation.
- ¥ A graphical representation of the statements in the order presented on the survey showing the weighted average score for each statement. (Due to the rather large number of statements, this information is presented in two charts.)
- ¥ All the statements on the survey sorted by the weighted average response and arranged from highest average response (most agreement) to lowest average response (least agreement).
- ¥ Charts depicting the same information graphically.
- ¥ The 10 statements receiving the highest weighted average score (most agreement with the statements) along with a graphical representation of this information.
- ¥ The 10 statements receiving the lowest weighted average score (least agreement with the statements) along with a graphical representation of this information.

RAW RESULTS OF THE RESPONSES PRESENTED AS THEY APPEARED ON THE SURVEY

<i>The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option</i>	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	Don't Know/Not Applicable
1. a. I am actively encouraged to try creative approaches to my work, even to the point of taking the initiative.	7% 2	27% 8	17% 5	33% 10	13% 4	3% 1
1. b. The management style of my DIRECT SUPERVISOR contributes to the productivity of my work unit.	20% 6	13% 4	23% 7	23% 7	20% 6	0% 0
1. c. The management style of my DIVISION MANAGER contributes to the productivity of my work unit.	38% 11	21% 6	17% 5	14% 4	7% 2	3% 1
1. d. I receive sufficient training opportunities in developing job-related skills.	7% 2	20% 6	23% 7	40% 12	7% 2	3% 1
1. e. I receive clear and specific direction from my Supervisor(s).	17% 5	7% 2	33% 10	33% 10	10% 3	0% 0
2. a. I am adequately compensated for any overtime I am required to work (if applicable).	0% 0	21% 6	3% 1	45% 13	21% 6	10% 3
2. b. I believe my supervisor's expectations regarding my workload are reasonable.	24% 7	10% 3	24% 7	31% 9	10% 3	0% 0
2. c. I believe the workload within my WORK UNIT is equally divided among my co-workers.	31% 9	28% 8	14% 4	10% 3	0% 0	17% 5
2. d. I believe the workload within my DIVISION is equally divided among my co-workers.	31% 9	24% 7	28% 8	7% 2	0% 0	10% 3
2. e. The goals and objectives of my DIRECT SUPERVISOR are reasonable.	14% 4	10% 3	31% 9	38% 11	7% 2	0% 0
3. a. The goals and objectives of my DIVISION MANAGER are reasonable.	31% 9	34% 10	17% 5	14% 4	0% 0	3% 1
3. b. There is an effective flow of information between management and staff within my WORK UNIT.	38% 11	17% 5	24% 7	3% 1	3% 1	14% 4
3. c. There is an effective flow of information between management and staff within my DIVISION.	45% 13	28% 8	14% 4	10% 3	0% 0	3% 1
3. d. I believe my WORK UNIT is an efficient, well-run organization.	38% 11	21% 6	28% 8	7% 2	0% 0	7% 2
3. e. I believe my DIVISION is an efficient, well-run organization.	52% 15	24% 7	14% 4	10% 3	0% 0	0% 0
4. a. My job description accurately reflects the actual responsibilities and tasks associated with my position.	28% 8	28% 8	7% 2	34% 10	3% 1	0% 0
4. b. I believe my salary is competitive with salaries paid for positions comparable to mine in surrounding public and private agencies.	10% 3	34% 10	17% 5	24% 7	7% 2	7% 2

RAW RESULTS OF THE RESPONSES PRESENTED AS THEY APPEARED ON THE SURVEY

<i>The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option</i>	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	Don't Know/Not Applicable
4. c. My superiors are more interested in me as a person than the job I perform.	14% 4	34% 10	31% 9	17% 5	3% 1	0% 0
4. d. It is clear to me what my role is in the process of the larger task that is to be performed.	3% 1	10% 3	28% 8	38% 11	17% 5	3% 1
4. e. I receive clear instructions regarding my work assignments, including what my duties are.	14% 4	14% 4	17% 5	48% 14	7% 2	0% 0
5. a. I receive clear instructions regarding my work assignments, including how often duties should be performed.	7% 2	21% 6	24% 7	45% 13	3% 1	0% 0
5. b. I believe that the current promotion policy utilized by the DIVISION is fair.	24% 7	14% 4	34% 10	7% 2	0% 0	21% 6
5. c. I have the necessary skills to perform the tasks associated with my position.	3% 1	7% 2	0% 0	45% 13	45% 13	0% 0
5. d. Clear, written policies and procedures are in place to assist me in the performance of my job responsibilities.	14% 4	21% 6	34% 10	24% 7	7% 2	0% 0
5. e. The management style of the DIVISION'S managers is conducive to positive employee morale.	48% 14	21% 6	21% 6	10% 3	0% 0	0% 0
6. a. The coordination of projects and functions between my WORK UNIT and other WORK UNITS is good.	34% 10	31% 9	17% 5	10% 3	0% 0	7% 2
6. b. The coordination of projects and functions between my DIVISION and other DIVISIONS/DEPARTMENTS is good.	24% 7	24% 7	34% 10	7% 2	3% 1	7% 2
6. c. I believe that the benefit package I receive is competitive with benefits provided for positions comparable to mine in surrounding public and private agencies.	3% 1	10% 3	10% 3	38% 11	24% 7	14% 4
6. d. The personnel policies and rules are applied fairly, uniformly and consistently.	24% 7	10% 3	31% 9	14% 4	7% 2	14% 4
6. e. The performance evaluations I have received have been completed in a timely manner and according to schedule.	24% 7	10% 3	21% 6	24% 7	0% 0	21% 6
7. a. I believe that the current compensation policy utilized by the County is fair.	3% 1	10% 3	28% 8	38% 11	7% 2	14% 4
7. b. I am satisfied with the level of responsibility delegated to me.	3% 1	24% 7	28% 8	28% 8	17% 5	0% 0

RAW RESULTS OF THE RESPONSES PRESENTED AS THEY APPEARED ON THE SURVEY

<i>The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option</i>	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	Don't Know/Not Applicable
7. c. I am able to make decisions and complete most of my assignments without the need to consult my supervisor or a co-worker.	3% 1	24% 7	3% 1	48% 14	21% 6	0% 0
7. d. I feel positive about my WORK UNIT and believe it is a good place to work.	24% 7	14% 4	21% 6	24% 7	10% 3	7% 2
7. e. I feel positive about my DIVISION and believe it is a good place to work.	31% 9	21% 6	17% 5	21% 6	10% 3	0% 0
8. a. The current compensation and promotion process rewards me for higher than average levels of performance.	38% 11	21% 6	24% 7	0% 0	0% 0	17% 5
8. b. Policies and procedures are consistently followed in the day-to-day operations and processes of my unit.	28% 8	31% 9	17% 5	21% 6	0% 0	3% 1
8. c. I believe that defined career paths exist within the Department and that reasonable opportunities for advancement are present.	41% 12	31% 9	14% 4	7% 2	3% 1	3% 1
8. d. Given the level of staffing within my WORK UNIT, the goals and objectives of the WORK UNIT are achievable.	55% 16	28% 8	10% 3	3% 1	0% 0	3% 1
8. e. Given the level of staffing within my DIVISION, the goals and objectives of the DIVISION are achievable.	52% 15	34% 10	10% 3	3% 1	0% 0	0% 0
9. a. Promotions, employee discipline and other personnel matters are handled in a fair and equitable manner.	31% 9	21% 6	24% 7	24% 7	0% 0	0% 0
9. b. I receive sufficient training for the effective completion of my job responsibilities.	3% 1	14% 4	17% 5	62% 18	3% 1	0% 0
9. c. I have sufficient resources to complete my work, such as office space, computers, equipment, vehicles, etc.	31% 9	21% 6	7% 2	38% 11	3% 1	0% 0
9. d. Ordinances and/or policies I am responsible for administering are reasonable and enforceable (if applicable).	0% 0	3% 1	14% 4	62% 18	7% 2	14% 4
9. e. Resources and equipment needed for the performance of my job tasks are properly maintained.	10% 3	31% 9	10% 3	41% 12	7% 2	0% 0
10. a. I receive adequate recognition by management for my accomplishments and efforts.	24% 7	17% 5	21% 6	31% 9	7% 2	0% 0
10. b. The established goals and objectives of my UNIT SUPERVISOR have been clearly communicated to me.	14% 4	17% 5	24% 7	31% 9	10% 3	3% 1

RAW RESULTS OF THE RESPONSES PRESENTED AS THEY APPEARED ON THE SURVEY

<i>The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option</i>	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	Don't Know/Not Applicable
10 c. The established goals and objectives of my DIVISION MANAGER have been clearly communicated to me.	28% 8	31% 9	21% 6	17% 5	0% 0	3% 1
10. d. I believe my WORK UNIT does not operate under a crisis management approach.	31% 9	17% 5	17% 5	7% 2	3% 1	24% 7
10. e. I believe my DIVISION does not operate under a crisis management approach.	38% 11	3% 1	21% 6	14% 4	3% 1	21% 6
11. a. My career development needs are being met.	7% 2	28% 8	38% 11	17% 5	7% 2	3% 1
11. b. My work environment is safe, pleasant and healthy.	38% 11	21% 6	14% 4	21% 6	7% 2	0% 0
11. c. I believe the safety program is adequate.	31% 9	24% 7	17% 5	17% 5	0% 0	10% 3
11. d. I believe that employee assistance counseling is available and adequate.	10% 3	10% 3	28% 8	21% 6	3% 1	28% 8
11. e. I believe opportunities for employee involvement are adequate.	28% 8	14% 4	28% 8	24% 7	0% 0	7% 2
12. a. My supervisor's coaching meets my needs.	11% 3	29% 8	21% 6	29% 8	7% 2	4% 1
12. b. The performance evaluations I have received during my employment with my division have been fair and equitable.	10% 3	0% 0	24% 7	41% 12	3% 1	21% 6
12. c. I believe that the County's ethical behavior guidelines are adequate.	14% 4	3% 1	21% 6	34% 10	14% 4	14% 4
12. d. I know and understand the Division's Mission Statement, Goals and Objectives.	21% 6	10% 3	24% 7	31% 9	7% 2	7% 2
12. e. I support the Division's Mission Statement, Goals and Objectives.	10% 3	3% 1	31% 9	28% 8	10% 3	17% 5
13. a. I believe the volunteer program is an asset to the Division.	14% 4	10% 3	14% 4	31% 9	31% 9	0% 0
13. b. I believe the volunteer program is well managed.	21% 6	34% 10	10% 3	21% 6	14% 4	0% 0
13. c. Volunteers are supportive of the work of the Division.	29% 8	25% 7	18% 5	21% 6	4% 1	4% 1
13. d. I respect the knowledge and expertise of Division management.	24% 7	17% 5	21% 6	28% 8	10% 3	0% 0
13. e. I believe County management understands the difficult job we have to do and adequately supports the Division.	45% 13	31% 9	10% 3	10% 3	0% 0	3% 1

RAW RESULTS OF THE RESPONSES PRESENTED AS THEY APPEARED ON THE SURVEY

The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	Don't Know/Not Applicable
13. f. Division morale is good.	69% 20	10% 3	14% 4	7% 2	0% 0	0% 0

SONOMA COUNTY ANIMAL REGULATION DIVISION EMPLOYEE SURVEY ALL RESULTS (WITH CALCULATIONS) IN THE ORDER PRESENTED ON THE SURVEY

Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know or N/A	Left Blank	Total Responses	Average of All Responses	Median of All Responses	Mode of All Responses	Standard Deviation Among Responses
1: a. I am actively encouraged to try creative approaches to my work, even to the point of taking the initiative.	2	8	5	10	4	1	0	30	3.21	3.00	4	1.21
1: b. The management style of my DIRECT SUPERVISOR contributes to the productivity of my work unit.	6	4	7	7	6	0	0	30	3.10	3.00	3	1.42
1: c. The management style of my DIVISION MANAGER contributes to the productivity of my work unit.	11	6	5	4	2	1	1	30	2.29	2.00	1	1.33
1: d. I receive sufficient training opportunities in developing job-related skills.	2	6	7	12	2	1	0	30	3.21	3.00	4	1.08
1: e. I receive clear and specific direction from my Supervisor(s).	5	2	10	10	3	0	0	30	3.13	3.00	4	1.22
2: a. I am adequately compensated for any overtime I am required to work (if applicable).	0	6	1	13	6	3	1	30	3.73	4.00	4	1.08
2: b. I believe my supervisor's expectations regarding my workload are reasonable.	7	3	7	9	3	0	1	30	2.93	3.00	4	1.36

Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know or N/A	Left Blank	Total Responses	Average of All Responses	Median of All Responses	Mode of All Responses	Standard Deviation Among Responses
2: c. I believe the workload within my WORK UNIT is equally divided among my co-workers.	9	8	4	3	0	5	1	30	2.04	2.00	1	1.04
2: d. I believe the workload within my DIVISION is equally divided among my co-workers.	9	7	8	2	0	3	1	30	2.12	2.00	1	0.99
2: e. The goals and objectives of my DIRECT SUPERVISOR are reasonable.	4	3	9	11	2	0	1	30	3.14	3.00	4	1.16
3: a. The goals and objectives of my DIVISION MANAGER are reasonable.	9	10	5	4	0	1	1	30	2.14	2.00	2	1.04
3: b. There is an effective flow of information between management and staff within my WORK UNIT.	11	5	7	1	1	4	1	30	2.04	2.00	1	1.14
3: c. There is an effective flow of information between management and staff within my DIVISION.	13	8	4	3	0	1	1	30	1.89	2.00	1	1.03
3: d. I believe my WORK UNIT is an efficient, well-run organization.	11	6	8	2	0	2	1	30	2.04	2.00	1	1.02
3: e. I believe my DIVISION is an efficient, well-run organization.	15	7	4	3	0	0	1	30	1.83	1.00	1	1.04
4: a. My job description accurately reflects the actual responsibilities and tasks associated with my position.	8	8	2	10	1	0	1	30	2.59	2.00	4	1.32

Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know or N/A	Left Blank	Total Responses	Average of All Responses	Median of All Responses	Mode of All Responses	Standard Deviation Among Responses
4: b. I believe my salary is competitive with salaries paid for positions comparable to mine in surrounding public and private agencies.	3	10	5	7	2	2	1	30	2.81	3.00	2	1.18
4: c. My superiors are more interested in me as a person than the job I perform.	4	10	9	5	1	0	1	30	2.62	3.00	2	1.05
4: d. It is clear to me what my role is in the process of the larger task that is to be performed.	1	3	8	11	5	1	1	30	3.57	4.00	4	1.03
4: e. I receive clear instructions regarding my work assignments, including what my duties are.	4	4	5	14	2	0	1	30	3.21	4.00	4	1.21
5: a. I receive clear instructions regarding my work assignments, including how often duties should be performed.	2	6	7	13	1	0	1	30	3.17	3.00	4	1.04
5: b. I believe that the current promotion policy utilized by the DIVISION is fair.	7	4	10	2	0	6	1	30	2.30	3.00	3	1.02
5: c. I have the necessary skills to perform the tasks associated with my position.	1	2	0	13	13	0	1	30	4.21	4.00	5	1.01
5: d. Clear, written policies and procedures are in place to assist me in the performance of my job responsibilities.	4	6	10	7	2	0	1	30	2.90	3.00	3	1.14

Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know or N/A	Left Blank	Total Responses	Average of All Responses	Median of All Responses	Mode of All Responses	Standard Deviation Among Responses
5: e. The management style of the DIVISION'S managers is conducive to positive employee morale.	14	6	6	3	0	0	1	30	1.93	2.00	1	1.07
6: a. The coordination of projects and functions between my WORK UNIT and other WORK UNITS is good.	10	9	5	3	0	2	1	30	2.04	2.00	1	1.02
6: b. The coordination of projects and functions between my DIVISION and other DIVISIONS/DEPARTMENTS is good.	7	7	10	2	1	2	1	30	2.37	2.00	3	1.08
6: c. I believe that the benefit package I receive is competitive with benefits provided for positions comparable to mine in surrounding public and private agencies.	1	3	3	11	7	4	1	30	3.80	4.00	4	1.12
6: d. The personnel policies and rules are applied fairly, uniformly and consistently.	7	3	9	4	2	4	1	30	2.64	3.00	3	1.29
6: e. The performance evaluations I have received have been completed in a timely manner and according to schedule.	7	3	6	7	0	6	1	30	2.57	3.00	1	1.24
7: a. I believe that the current compensation policy utilized by the County is fair.	1	3	8	11	2	4	1	30	3.40	4.00	4	0.96
7: b. I am satisfied with the level of responsibility delegated to me.	1	7	8	8	5	0	1	30	3.31	3.00	4	1.14

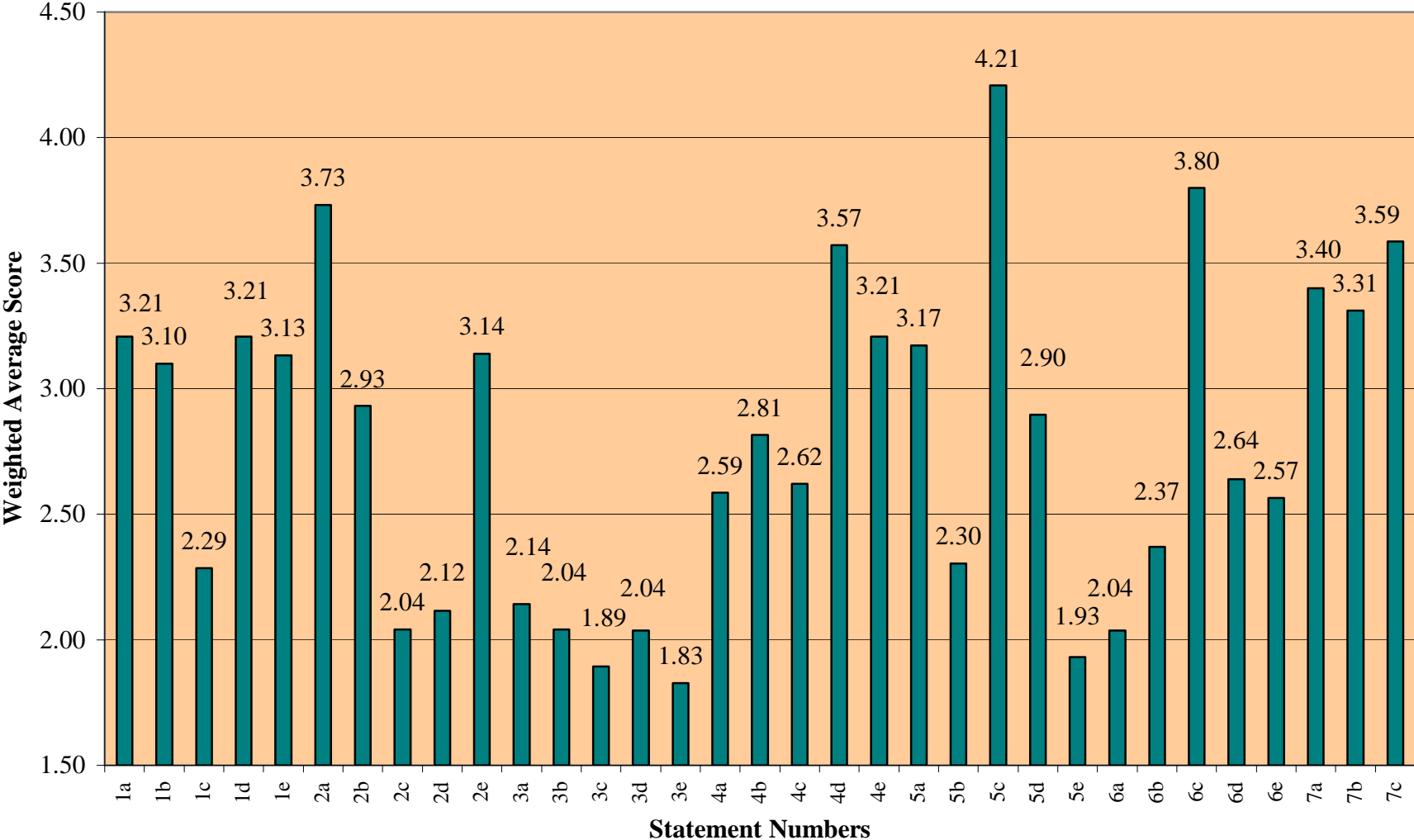
Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know or N/A	Left Blank	Total Responses	Average of All Responses	Median of All Responses	Mode of All Responses	Standard Deviation Among Responses
7: c. I am able to make decisions and complete most of my assignments without the need to consult my supervisor or a co-worker.	1	7	1	14	6	0	1	30	3.59	4.00	4	1.18
7: d. I feel positive about my WORK UNIT and believe it is a good place to work.	7	4	6	7	3	2	1	30	2.81	3.00	4	1.39
7: e. I feel positive about my DIVISION and believe it is a good place to work.	9	6	5	6	3	0	1	30	2.59	2.00	1	1.40
8: a. The current compensation and promotion process rewards me for higher than average levels of performance.	11	6	7	0	0	5	1	30	1.83	2.00	1	0.87
8: b. Policies and procedures are consistently followed in the day-to-day operations and processes of my unit.	8	9	5	6	0	1	1	30	2.32	2.00	2	1.12
8: c. I believe that defined career paths exist within the Department and that reasonable opportunities for advancement are present.	12	9	4	2	1	1	1	30	1.96	2.00	1	1.10
8: d. Given the level of staffing within my WORK UNIT, the goals and objectives of the WORK UNIT are achievable.	16	8	3	1	0	1	1	30	1.61	1.00	1	0.83
8: e. Given the level of staffing within my DIVISION, the goals and objectives of the DIVISION are achievable.	15	10	3	1	0	0	1	30	1.66	1.00	1	0.81

Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know or N/A	Left Blank	Total Responses	Average of All Responses	Median of All Responses	Mode of All Responses	Standard Deviation Among Responses
9: a. Promotions, employee discipline and other personnel matters are handled in a fair and equitable manner.	9	6	7	7	0	0	1	30	2.41	2.00	1	1.18
9: b. I receive sufficient training for the effective completion of my job responsibilities.	1	4	5	18	1	0	1	30	3.48	4.00	4	0.91
9: c. I have sufficient resources to complete my work, such as office space, computers, equipment, vehicles, etc.	9	6	2	11	1	0	1	30	2.62	2.00	4	1.37
9: d. Ordinances and/or policies I am responsible for administering are reasonable and enforceable (if applicable).	0	1	4	18	2	4	1	30	3.84	4.00	4	0.62
9: e. Resources and equipment needed for the performance of my job tasks are properly maintained.	3	9	3	12	2	0	1	30	3.03	3.00	4	1.21
10: a. I receive adequate recognition by management for my accomplishments and efforts.	7	5	6	9	2	0	1	30	2.79	3.00	4	1.32
10: b. The established goals and objectives of my UNIT SUPERVISOR have been clearly communicated to me.	4	5	7	9	3	1	1	30	3.07	3.00	4	1.25
10: c. The established goals and objectives of my DIVISION MANAGER have been clearly communicated to me.	8	9	6	5	0	1	1	30	2.29	2.00	2	1.08

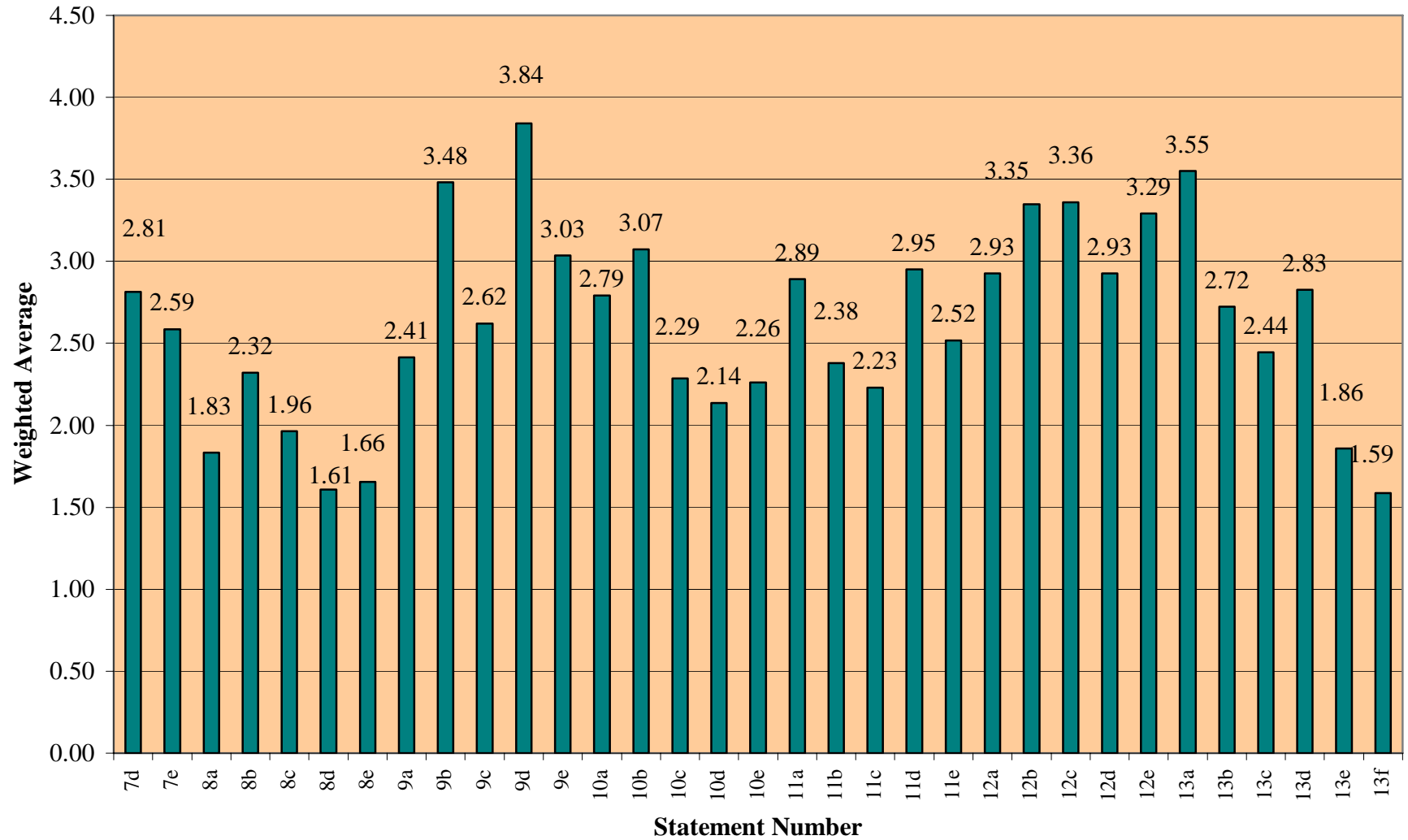
Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know or N/A	Left Blank	Total Responses	Average of All Responses	Median of All Responses	Mode of All Responses	Standard Deviation Among Responses
10: d. I believe my WORK UNIT does not operate under a crisis management approach.	9	5	5	2	1	7	1	30	2.14	2.00	1	1.21
10: e. I believe my DIVISION does not operate under a crisis management approach.	11	1	6	4	1	6	1	30	2.26	2.00	1	1.36
11: a. My career development needs are being met.	2	8	11	5	2	1	1	30	2.89	3.00	3	1.03
11: b. My work environment is safe, pleasant and healthy.	11	6	4	6	2	0	1	30	2.38	2.00	1	1.37
11: c. I believe the safety program is adequate.	9	7	5	5	0	3	1	30	2.23	2.00	1	1.14
11: d. I believe that employee assistance counseling is available and adequate.	3	3	8	6	1	8	1	30	2.95	3.00	3	1.12
11: e. I believe opportunities for employee involvement are adequate.	8	4	8	7	0	2	1	30	2.52	3.00	3	1.19
12: a. My supervisor's coaching meets my needs.	3	8	6	8	2	1	2	30	2.93	3.00	4	1.17
12: b. The performance evaluations I have received during my employment with my division have been fair and equitable.	3	0	7	12	1	6	1	30	3.35	4.00	4	1.07
12: c. I believe that the County's ethical behavior guidelines are adequate.	4	1	6	10	4	4	1	30	3.36	4.00	4	1.29

Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know or N/A	Left Blank	Total Responses	Average of All Responses	Median of All Responses	Mode of All Responses	Standard Deviation Among Responses
12: d. I know and understand the Division's Mission Statement, Goals and Objectives.	6	3	7	9	2	2	1	30	2.93	3.00	4	1.30
12: e. I support the Division's Mission Statement, Goals and Objectives.	3	1	9	8	3	5	1	30	3.29	3.00	3	1.16
13: a. I believe the volunteer program is an asset to the Division.	4	3	4	9	9	0	1	30	3.55	4.00	4	1.40
13: b. I believe the volunteer program is well managed.	6	10	3	6	4	0	1	30	2.72	2.00	2	1.39
13: c. Volunteers are supportive of the work of the Division.	8	7	5	6	1	1	2	30	2.44	2.00	1	1.25
13: d. I respect the knowledge and expertise of Division management.	7	5	6	8	3	0	1	30	2.83	3.00	4	1.36
13: e. I believe County management understands the difficult job we have to do and adequately supports the Division.	13	9	3	3	0	1	1	30	1.86	2.00	1	1.01
13: f. Division morale is good.	20	3	4	2	0	0	1	30	1.59	1.00	1	0.98

Statements 1a Through 7c (First Half of Degree-of-Agreement Statements)



Statements 7d Through 13f (Second Half of Degree-of-Agreement Statements)



SONOMA COUNTY ANIMAL REGULATION DIVISION EMPLOYEE SURVEY
TOTAL DEGREE-OF-AGREEMENT RESPONSES SORTED BY WEIGHTED AVERAGE SCORE,
HIGHEST TO LOWEST

Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know or N/A	Left Blank	Total Responses	Average of All Responses	Median of All Responses	Mode of All Responses	Standard Deviation Among Responses
5: c. I have the necessary skills to perform the tasks associated with my position.	1	2	0	13	13	0	1	30	4.21	4.00	5	1.01
9: d. Ordinances and/or policies I am responsible for administering are reasonable and enforceable (if applicable).	0	1	4	18	2	4	1	30	3.84	4.00	4	0.62
6: c. I believe that the benefit package I receive is competitive with benefits provided for positions comparable to mine in surrounding public and private agencies.	1	3	3	11	7	4	1	30	3.80	4.00	4	1.12
2: a. I am adequately compensated for any overtime I am required to work (if applicable).	0	6	1	13	6	3	1	30	3.73	4.00	4	1.08
7: c. I am able to make decisions and complete most of my assignments without the need to consult my supervisor or a co-worker.	1	7	1	14	6	0	1	30	3.59	4.00	4	1.18
4: d. It is clear to me what my role is in the process of the larger task that is to be performed.	1	3	8	11	5	1	1	30	3.57	4.00	4	1.03

Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know or N/A	Left Blank	Total Responses	Average of All Responses	Median of All Responses	Mode of All Responses	Standard Deviation Among Responses
13: a. I believe the volunteer program is an asset to the Division.	4	3	4	9	9	0	1	30	3.55	4.00	4	1.40
9: b. I receive sufficient training for the effective completion of my job responsibilities.	1	4	5	18	1	0	1	30	3.48	4.00	4	0.91
7: a. I believe that the current compensation policy utilized by the County is fair.	1	3	8	11	2	4	1	30	3.40	4.00	4	0.96
12: c. I believe that the County's ethical behavior guidelines are adequate.	4	1	6	10	4	4	1	30	3.36	4.00	4	1.29
12: b. The performance evaluations I have received during my employment with my division have been fair and equitable.	3	0	7	12	1	6	1	30	3.35	4.00	4	1.07
7: b. I am satisfied with the level of responsibility delegated to me.	1	7	8	8	5	0	1	30	3.31	3.00	4	1.14
12: e. I support the Division's Mission Statement, Goals and Objectives.	3	1	9	8	3	5	1	30	3.29	3.00	3	1.16
1: a. I am actively encouraged to try creative approaches to my work, even to the point of taking the initiative.	2	8	5	10	4	1	0	30	3.21	3.00	4	1.21
1: d. I receive sufficient training opportunities in developing job-related skills.	2	6	7	12	2	1	0	30	3.21	3.00	4	1.08

Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know or N/A	Left Blank	Total Responses	Average of All Responses	Median of All Responses	Mode of All Responses	Standard Deviation Among Responses
4: e. I receive clear instructions regarding my work assignments, including what my duties are.	4	4	5	14	2	0	1	30	3.21	4.00	4	1.21
5: a. I receive clear instructions regarding my work assignments, including how often duties should be performed.	2	6	7	13	1	0	1	30	3.17	3.00	4	1.04
2: e. The goals and objectives of my DIRECT SUPERVISOR are reasonable.	4	3	9	11	2	0	1	30	3.14	3.00	4	1.16
1: e. I receive clear and specific direction from my Supervisor(s).	5	2	10	10	3	0	0	30	3.13	3.00	4	1.22
1: b. The management style of my DIRECT SUPERVISOR contributes to the productivity of my work unit.	6	4	7	7	6	0	0	30	3.10	3.00	3	1.42
10: b. The established goals and objectives of my UNIT SUPERVISOR have been clearly communicated to me.	4	5	7	9	3	1	1	30	3.07	3.00	4	1.25
9: e. Resources and equipment needed for the performance of my job tasks are properly maintained.	3	9	3	12	2	0	1	30	3.03	3.00	4	1.21
11: d. I believe that employee assistance counseling is available and adequate.	3	3	8	6	1	8	1	30	2.95	3.00	3	1.12
2: b. I believe my supervisor's expectations regarding my workload are reasonable.	7	3	7	9	3	0	1	30	2.93	3.00	4	1.36

Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know or N/A	Left Blank	Total Responses	Average of All Responses	Median of All Responses	Mode of All Responses	Standard Deviation Among Responses
12: a. My supervisor's coaching meets my needs.	3	8	6	8	2	1	2	30	2.93	3.00	4	1.17
12: d. I know and understand the Division's Mission Statement, Goals and Objectives.	6	3	7	9	2	2	1	30	2.93	3.00	4	1.30
5: d. Clear, written policies and procedures are in place to assist me in the performance of my job responsibilities.	4	6	10	7	2	0	1	30	2.90	3.00	3	1.14
11: a. My career development needs are being met.	2	8	11	5	2	1	1	30	2.89	3.00	3	1.03
13: d. I respect the knowledge and expertise of Division management.	7	5	6	8	3	0	1	30	2.83	3.00	4	1.36
4: b. I believe my salary is competitive with salaries paid for positions comparable to mine in surrounding public and private agencies.	3	10	5	7	2	2	1	30	2.81	3.00	2	1.18
7: d. I feel positive about my WORK UNIT and believe it is a good place to work.	7	4	6	7	3	2	1	30	2.81	3.00	4	1.39
10: a. I receive adequate recognition by management for my accomplishments and efforts.	7	5	6	9	2	0	1	30	2.79	3.00	4	1.32
13: b. I believe the volunteer program is well managed.	6	10	3	6	4	0	1	30	2.72	2.00	2	1.39

Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know or N/A	Left Blank	Total Responses	Average of All Responses	Median of All Responses	Mode of All Responses	Standard Deviation Among Responses
6: d. The personnel policies and rules are applied fairly, uniformly and consistently.	7	3	9	4	2	4	1	30	2.64	3.00	3	1.29
4: c. My superiors are more interested in me as a person than the job I perform.	4	10	9	5	1	0	1	30	2.62	3.00	2	1.05
9: c. I have sufficient resources to complete my work, such as office space, computers, equipment, vehicles, etc.	9	6	2	11	1	0	1	30	2.62	2.00	4	1.37
4: a. My job description accurately reflects the actual responsibilities and tasks associated with my position.	8	8	2	10	1	0	1	30	2.59	2.00	4	1.32
7: e. I feel positive about my DIVISION and believe it is a good place to work.	9	6	5	6	3	0	1	30	2.59	2.00	1	1.40
6: e. The performance evaluations I have received have been completed in a timely manner and according to schedule.	7	3	6	7	0	6	1	30	2.57	3.00	1	1.24
11: e. I believe opportunities for employee involvement are adequate.	8	4	8	7	0	2	1	30	2.52	3.00	3	1.19
13: c. Volunteers are supportive of the work of the Division.	8	7	5	6	1	1	2	30	2.44	2.00	1	1.25
9: a. Promotions, employee discipline and other personnel matters are handled in a fair and equitable manner.	9	6	7	7	0	0	1	30	2.41	2.00	1	1.18

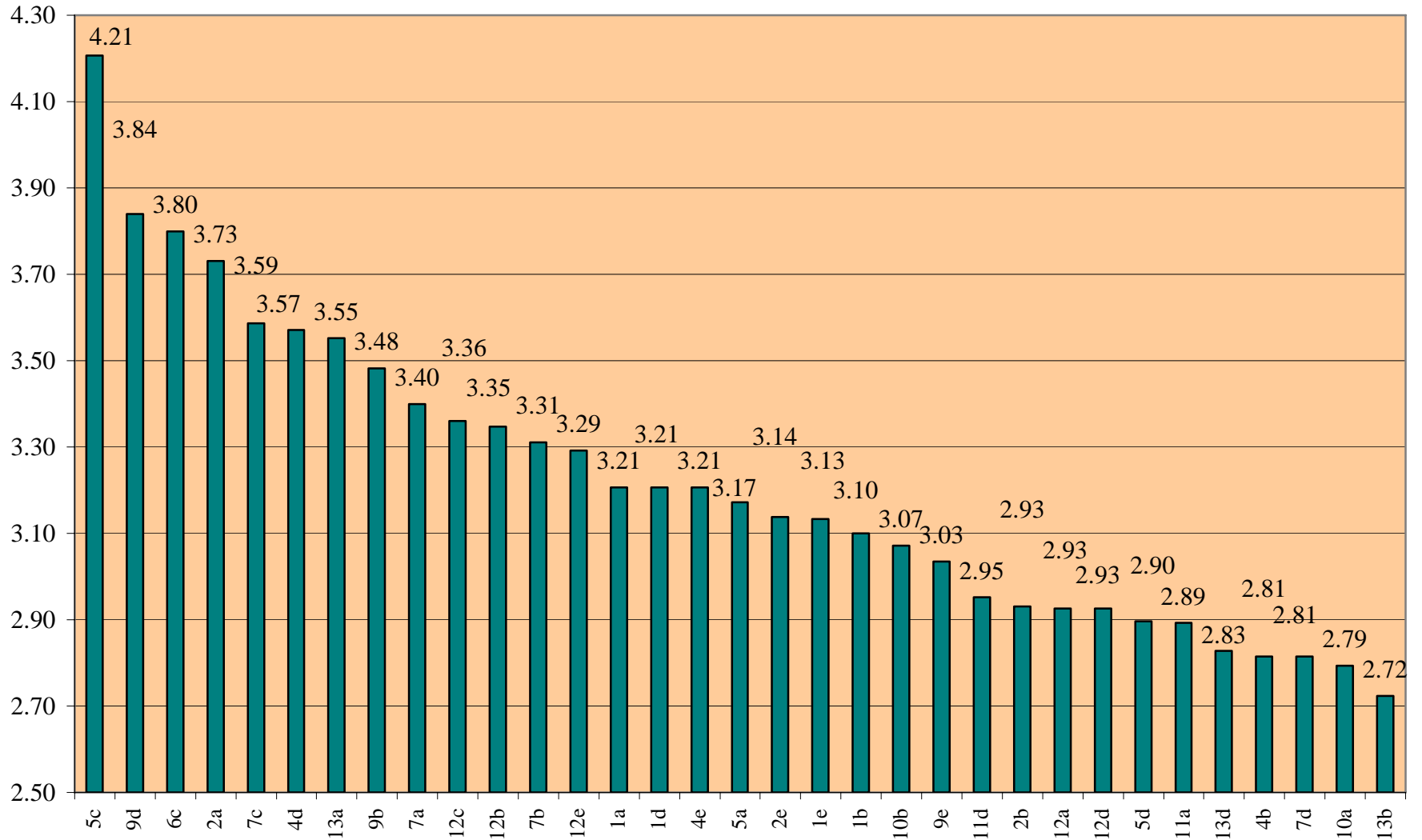
Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know or N/A	Left Blank	Total Responses	Average of All Responses	Median of All Responses	Mode of All Responses	Standard Deviation Among Responses
11: b. My work environment is safe, pleasant and healthy.	11	6	4	6	2	0	1	30	2.38	2.00	1	1.37
6: b. The coordination of projects and functions between my DIVISION and other DIVISIONS/DEPARTMENTS is good.	7	7	10	2	1	2	1	30	2.37	2.00	3	1.08
8: b. Policies and procedures are consistently followed in the day-to-day operations and processes of my unit.	8	9	5	6	0	1	1	30	2.32	2.00	2	1.12
5: b. I believe that the current promotion policy utilized by the DIVISION is fair.	7	4	10	2	0	6	1	30	2.30	3.00	3	1.02
1: c. The management style of my DIVISION MANAGER contributes to the productivity of my work unit.	11	6	5	4	2	1	1	30	2.29	2.00	1	1.33
10: c. The established goals and objectives of my DIVISION MANAGER have been clearly communicated to me.	8	9	6	5	0	1	1	30	2.29	2.00	2	1.08
10: e. I believe my DIVISION does not operate under a crisis management approach.	11	1	6	4	1	6	1	30	2.26	2.00	1	1.36
11: c. I believe the safety program is adequate.	9	7	5	5	0	3	1	30	2.23	2.00	1	1.14
3: a. The goals and objectives of my DIVISION MANAGER are reasonable.	9	10	5	4	0	1	1	30	2.14	2.00	2	1.04

Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know or N/A	Left Blank	Total Responses	Average of All Responses	Median of All Responses	Mode of All Responses	Standard Deviation Among Responses
10: d. I believe my WORK UNIT does not operate under a crisis management approach.	9	5	5	2	1	7	1	30	2.14	2.00	1	1.21
2: d. I believe the workload within my DIVISION is equally divided among my co-workers.	9	7	8	2	0	3	1	30	2.12	2.00	1	0.99
2: c. I believe the workload within my WORK UNIT is equally divided among my co-workers.	9	8	4	3	0	5	1	30	2.04	2.00	1	1.04
3: b. There is an effective flow of information between management and staff within my WORK UNIT.	11	5	7	1	1	4	1	30	2.04	2.00	1	1.14
3: d. I believe my WORK UNIT is an efficient, well-run organization.	11	6	8	2	0	2	1	30	2.04	2.00	1	1.02
6: a. The coordination of projects and functions between my WORK UNIT and other WORK UNITS is good.	10	9	5	3	0	2	1	30	2.04	2.00	1	1.02
8: c. I believe that defined career paths exist within the Department and that reasonable opportunities for advancement are present.	12	9	4	2	1	1	1	30	1.96	2.00	1	1.10
5: e. The management style of the DIVISION'S managers is conducive to positive employee morale.	14	6	6	3	0	0	1	30	1.93	2.00	1	1.07

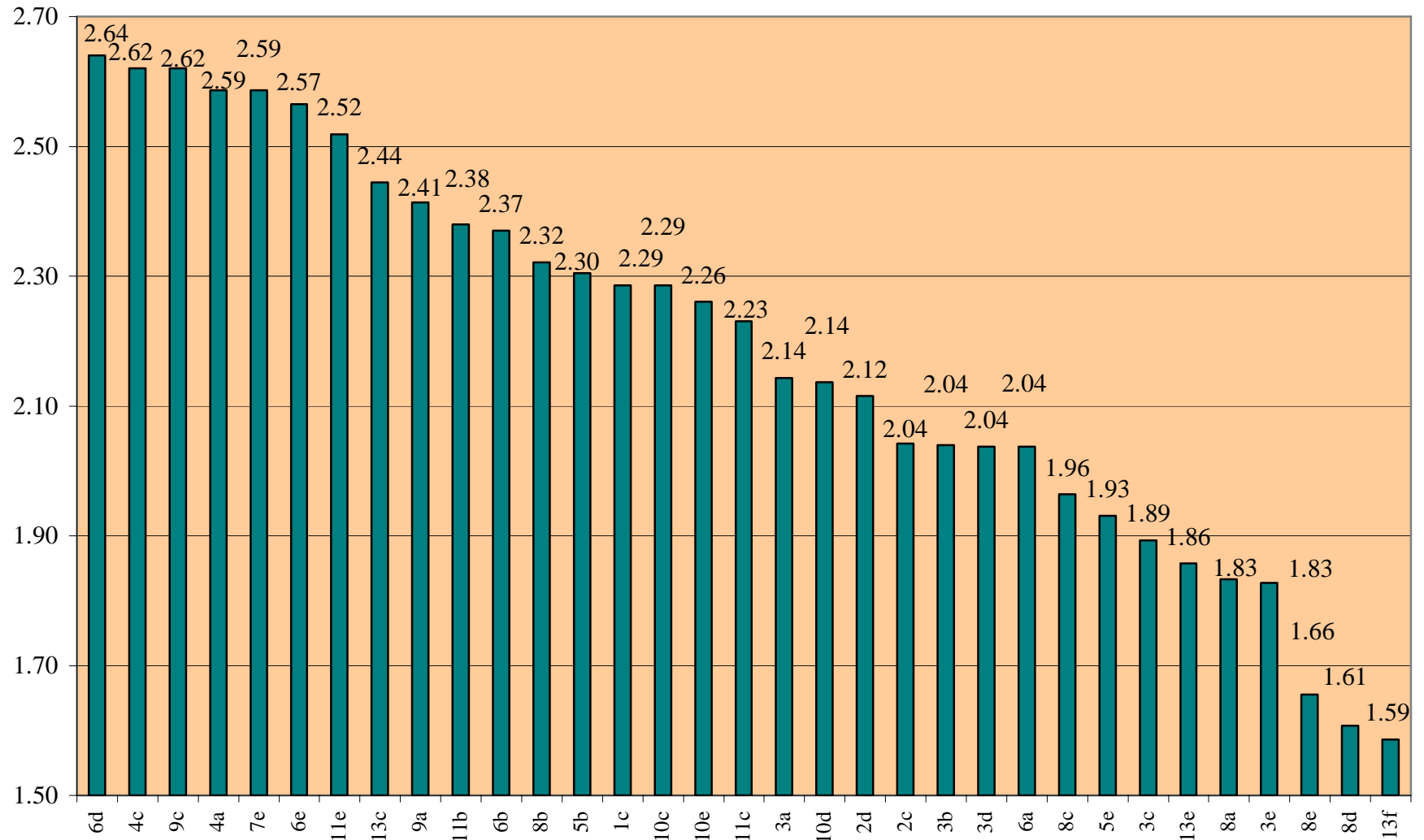
Degree-of-Agreement Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know or N/A	Left Blank	Total Responses	Average of All Responses	Median of All Responses	Mode of All Responses	Standard Deviation Among Responses
3: c. There is an effective flow of information between management and staff within my DIVISION.	13	8	4	3	0	1	1	30	1.89	2.00	1	1.03
13: e. I believe County management understands the difficult job we have to do and adequately supports the Division.	13	9	3	3	0	1	1	30	1.86	2.00	1	1.01
3: e. I believe my DIVISION is an efficient, well-run organization.	15	7	4	3	0	0	1	30	1.83	1.00	1	1.04
8: a. The current compensation and promotion process rewards me for higher than average levels of performance.	11	6	7	0	0	5	1	30	1.83	2.00	1	0.87
8: e. Given the level of staffing within my DIVISION, the goals and objectives of the DIVISION are achievable.	15	10	3	1	0	0	1	30	1.66	1.00	1	0.81
8: d. Given the level of staffing within my WORK UNIT, the goals and objectives of the WORK UNIT are achievable.	16	8	3	1	0	1	1	30	1.61	1.00	1	0.83
13: f. Division morale is good.	20	3	4	2	0	0	1	30	1.59	1.00	1	0.98

This information is presented graphically on the following two pages.

All Responses Sorted by Weighted Average (First Half)



All Responses Sorted by Weighted Average (Second Half)

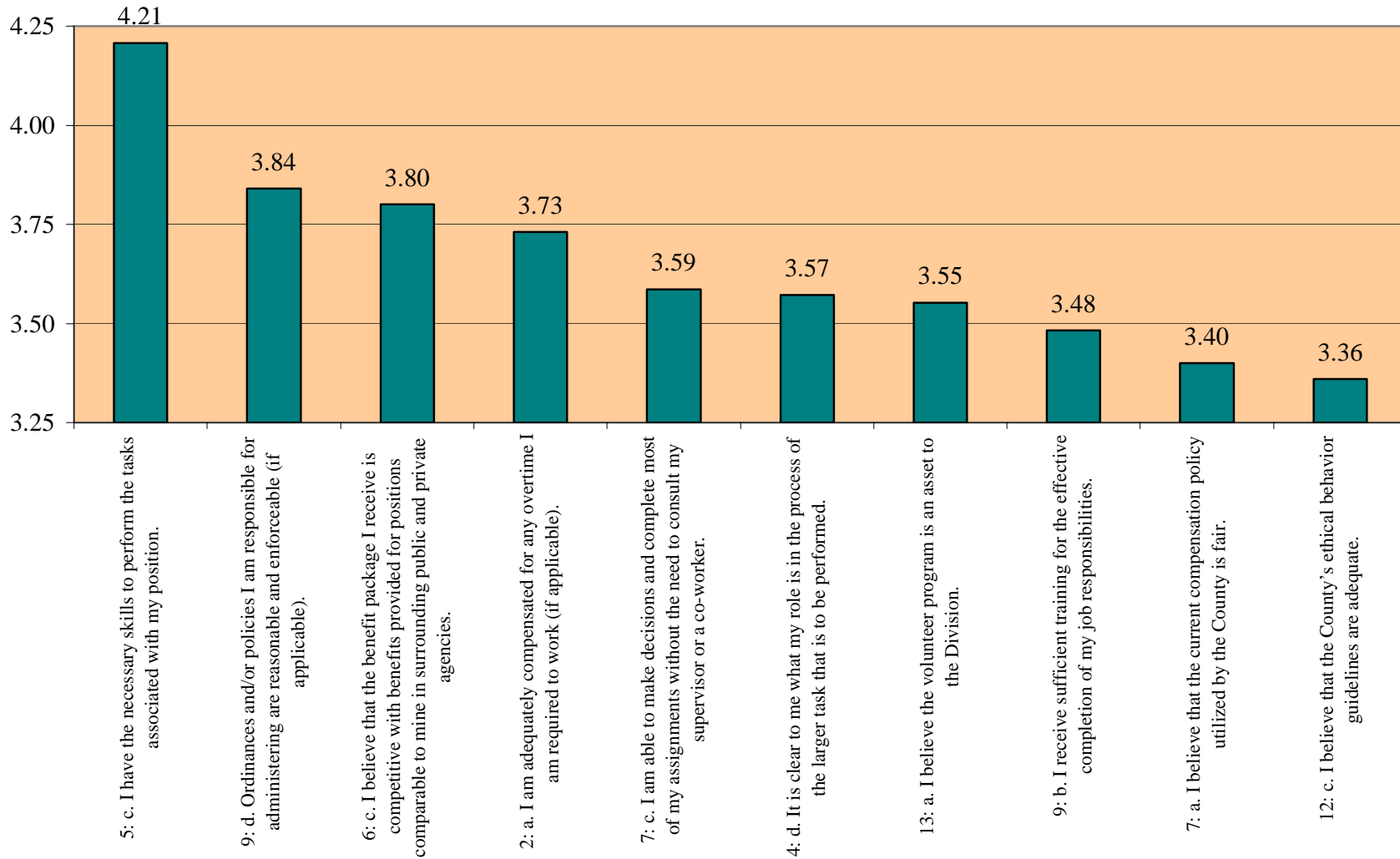


10 HIGHEST RANKING STATEMENTS (MOST AGREEMENT)
(IN DESCENDING ORDER FROM HIGHEST SCORE. 5 IS THE HIGHEST POSSIBLE SCORE)

Degree-of-Agreement Statement	Average of All Responses	Median of All Responses	Mode of All Responses	Standard Deviation Among Responses
5: c. I have the necessary skills to perform the tasks associated with my position.	4.21	4.00	5	1.01
9: d. Ordinances and/or policies I am responsible for administering are reasonable and enforceable (if applicable).	3.84	4.00	4	0.62
6: c. I believe that the benefit package I receive is competitive with benefits provided for positions comparable to mine in surrounding public and private agencies.	3.80	4.00	4	1.12
2: a. I am adequately compensated for any overtime I am required to work (if applicable).	3.73	4.00	4	1.08
7: c. I am able to make decisions and complete most of my assignments without the need to consult my supervisor or a co-worker.	3.59	4.00	4	1.18
4: d. It is clear to me what my role is in the process of the larger task that is to be performed.	3.57	4.00	4	1.03
13: a. I believe the volunteer program is an asset to the Division.	3.55	4.00	4	1.40
9: b. I receive sufficient training for the effective completion of my job responsibilities.	3.48	4.00	4	0.91
7: a. I believe that the current compensation policy utilized by the County is fair.	3.40	4.00	4	0.96
12: c. I believe that the County's ethical behavior guidelines are adequate.	3.36	4.00	4	1.29

This information is presented graphically on the following page.

10 Statements With Highest Weighted Average

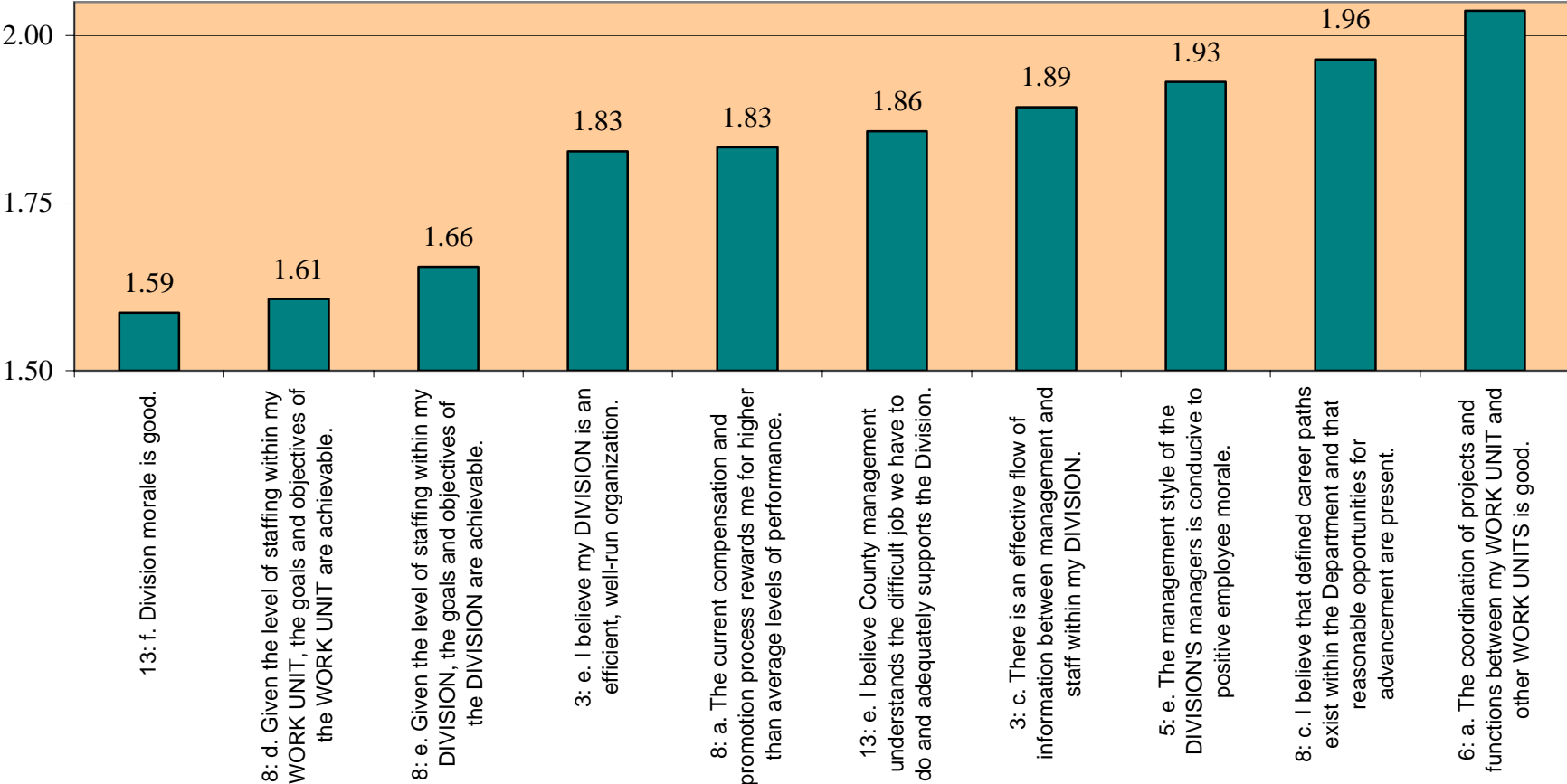


10 LOWEST RANKING STATEMENTS (LEAST AGREEMENT)
(IN ASCENDING ORDER FROM LOWEST SCORE. 1 IS THE LOWEST POSSIBLE SCORE)

Degree-of-Agreement Statement	Average of All Responses	Median of All Responses	Mode of All Responses	Standard Deviation Among Responses
13: f. Division morale is good.	1.59	1.00	1	0.98
8: d. Given the level of staffing within my WORK UNIT, the goals and objectives of the WORK UNIT are achievable.	1.61	1.00	1	0.83
8: e. Given the level of staffing within my DIVISION, the goals and objectives of the DIVISION are achievable.	1.66	1.00	1	0.81
3: e. I believe my DIVISION is an efficient, well-run organization.	1.83	1.00	1	1.04
8: a. The current compensation and promotion process rewards me for higher than average levels of performance.	1.83	2.00	1	0.87
13: e. I believe County management understands the difficult job we have to do and adequately supports the Division.	1.86	2.00	1	1.01
3: c. There is an effective flow of information between management and staff within my DIVISION.	1.89	2.00	1	1.03
5: e. The management style of the DIVISION'S managers is conducive to positive employee morale.	1.93	2.00	1	1.07
8: c. I believe that defined career paths exist within the Department and that reasonable opportunities for advancement are present.	1.96	2.00	1	1.10
6: a. The coordination of projects and functions between my WORK UNIT and other WORK UNITS is good.	2.04	2.00	1	1.02

This information is presented graphically on the following page.

10 Statements With Lowest Weighted Average



C. OPEN-ENDED QUESTIONS

The survey concluded with 7 open-ended questions in which the respondents were asked to state briefly their opinions and suggestions. Citygate reviewed and categorized the responses to determine the recurring themes. Shown below is a list of each open-ended question followed by a frequency count table showing the number of times a theme was mentioned in the order of most frequently mentioned theme to least frequently mentioned theme. Minor or non-applicable themes were not included. Since a respondent could cover more than one theme in his/her response, it is likely that the total frequency count exceeds the total individual responses to a question.

14.	Do you believe the Animal Regulation Division has a proper organizational structure? If so, do you have any suggestions to improve its structure?
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<u>Response</u>	<u>Frequency</u>
Need more/better personnel at all non-management levels	10
Improve all systems	3
More full-time staff/Less part-time	3
Place officers under Sheriff's Department or in their own organization (out of shelter)	3
More/better leadership from management	3
Need more/better accountability	2
Need to clarify relationships between volunteers and staff	2
Move Animal Regulation to Ag. Dept.	2
Bring in expert team to streamline all protocols and procedures	1
Time is not well used in many cases	1
Lack of respect for management (all levels)	1
Necessary overtime is not authorized even though existing hourly personnel are willing	1
Needless internal conflicts (us versus them)	1

15. What do you believe are the Animal Regulation Division's best accomplishments?

<u>Response</u>	<u>Frequency</u>
Hard working, professional, conscientious staff, devoted to animal care despite lack of resources	11
Spay/neuter programs	9
Mobile clinic	6
Restrained use of euthanasia	5
Getting information out to public	4
Volunteer program	2
Good enforcement of laws in community	2
Cost control (no dramatic increases)	1
Competent contract veterinarian	1
Officers perform great service in County	1

16. What aspects of the Animal Regulation Division need improvement?

<u>Response</u>	<u>Frequency</u>
Staffing increases	16
Management changes/improvement	10
Revamp/update processes and jobs	8
More hands-on management involvement in actual job duties and enforcing standards	6
Increased/improved morale	6
Quality of care for animals	4
Better coordination/use of volunteers	4
Job duties/responsibilities need streamlining	3
More/better staff training and hiring	3
Improved phone system/voice mail	2
Fund raising for special programs	1
Ability for staff promotions/career path	1
Safety issues need addressing	1
Consistent application of protocol	1
Improve office setup/appearance	1
Remove officers from the shelter	1
Better pay	1

17. What areas of coordination and cooperation between departments (e.g., D.A., Sheriff, Human Resources, Finance, Information Technology, others) need improvement?

<u>Response</u>	<u>Frequency</u>
Need to improve perception of AR in other Departments	2
AR needs to become a separate Department	1
More Department trust in AR management	1
Computer system needs improvement, but is secondary to other more basic problems	1
CAO/Ag Comm. need to be more supportive of AR management in dealing with community	1
Need better relations with HR to facilitate hiring	1
Ag Dept. should be in quarterly staff meeting	1
AR needs to be part of Sheriff's Department	1

18.

What suggestions would you make for productivity improvement, cost savings, or increasing revenues?

<u>Response</u>	<u>Frequency</u>
More staff overall with reorganization of duties and job descriptions to permit more revenue generation currently uncollected	12
Better computer system – current is obsolete	4
Change of management to improve overall operations which will lead to improved revenue	4
Separate field staff/officers from shelter	3
Close shelter/office earlier	2
Stop use of inmates-costly to oversee, etc.	2
More staff meetings/coordination of efforts	2
Increase fees where possible	1
Better coordination of volunteers	1
Have animal shelter expert help better define jobs	1
Better phones with voicemail for all	1
Give field officer authority to euthanize to save high cost vet visits	1
Improve experience level of staff to improve efficiency within headcount	1
Better inventory system and tracking of supplies	1
Charge for additional services now rendered free to other agencies	1
Fees are waived too often – revenue lost or never collected later	1

19. What are the Animal Regulation Division's greatest challenges?

<u>Response</u>	<u>Frequency</u>
Properly informing public on all aspects of animal control (including need for euthanasia) to gain support/respect for AR	11
Appropriate interaction between Division management, volunteers and AR staff	10
Staffing shortage	9
Staff morale	8
Job Stress/Burnout	4
Having sufficient budget to do the work	3
Restructuring jobs and responsibilities to get the job done more efficiently	3
Animal activists with no sense of reality	2
Streamlining the paper trail/systems	2
Resist running the Division by outside management in response to appeals from critics – let AR handle problems	1
Succession planning for senior officials	1

20. What other suggestions or recommendation do you have?

<u>Response</u>	<u>Frequency</u>
Need more staffing	9
Need more effective, better trained, more empathetic management	5
Need a better organized, managed and controlled volunteer program	4
Remove officers from shelter and/or to another Department	4
Standardize policies and procedures/ensure adherence and consistency	3
Larger/better work space for staff	3
More equitable treatment of employees / uniform enforcement of policies/rules	3
Shelter hours too long/Deters recruiting new employees	3
Fix problems or morale will continue to decline	3
Need pay increase due to high cost of living in Sonoma County	2
Interview previous employees as to reasons for leaving	2
Stop providing free services to non-contract agencies	2
Look at comparable agencies' procedures	1
Have mandatory staff meetings – i.e. all employees 'on same page'	1
Need better computer systems	1
Improve shelter (add livestock barn)	1

<u>Response</u>	<u>Frequency</u>
More/better outreach to press to gain better and more positive coverage	1
Better phone system/phone tree	1
IT adds to already heavy workload	1
Provide laptops to officers and access to main computer system	1

D. SUMMARY OF FINDINGS

Most, if not all, the employees of the Division responded to the survey. Shown below are the salient positive and negative findings based on analysis of both the closed-end statements and open-ended questions.

Most Positive Feelings of Employees

- ¥ Employees feel they have the necessary skills to do their jobs and that ordinances and/or policies for which they have the responsibility of administering are reasonable and enforceable (if applicable).
- ¥ They believe that their benefit package is competitive with those provided for comparable positions in the surrounding public and private agencies, that they are adequately compensated for any required overtime and that the current compensation policy utilized by the County is fair.
- ¥ Staff indicated they are able to make necessary decisions and complete most of their assignments without the need to consult a supervisor or co-worker, and their roles in the larger tasks to be performed are clear to them.
- ¥ Employees believe the volunteer program is an asset to the Division.
- ¥ They indicated that they receive sufficient training to effectively complete their job responsibilities.
- ¥ Finally, they believe the County's ethical behavior guidelines are adequate.

Most Negative Feelings of Employees

- ¥ The most negative response was the indication that Division's morale is not good. This was reinforced in several of the open-ended responses as well, and the consensus of the open-ended comments suggests that inadequate staffing has led to burnout, attrition and the resultant low morale.
- ¥ The employees do not believe the goals and objectives or their work unit or of the Division as a whole are achievable, given the current level of staffing.
- ¥ They do not believe that the Division is an efficient, well-run organization. They further indicated that the current compensation and promotion process does not reward employees for higher than average levels of performance.
- ¥ They do not believe that County management understands the difficult job they perform or that it adequately supports the Division.
- ¥ Within the Division, the employees do not believe there is an effective flow of information between management and the staff. They also indicated that the style of the Division's managers is not conducive to positive employee morale.
- ¥ They do not believe that defined career paths or reasonable opportunities for advancement are present.
- ¥ Finally, the employees indicated that there is a lack of coordination of projects and functions between their own work unit and others.