

## **ATTACHMENT B**

# **Employee Survey Results of Monroe County Operating Departments**

**MONROE COUNTY, MICHIGAN**



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# **1. INTRODUCTION TO THE EMPLOYEE SURVEY OF MONROE COUNTY**

The interim report, which follows, provides an employee survey response of the organizational departments and functional units under study in Monroe County. The report is formatted into three chapters: this introduction and two chapters related to “administrative department” responses and the Sheriff’s Office responses, respectively.

## **1. OVERVIEW**

The Matrix Consulting Group conducted an employee survey of the various Monroe County Departments to allow employees the opportunity to provide confidential input with regard to organizational, operational, and other issues in their Department. Surveys were distributed to the courts, public safety organizations, public health and various “administrative” operations to include the following: Central Dispatch, County Clerk / Registers of Deeds, Commission on Aging, Cooperative Extension, Drain Commissioner, Emergency Management, Employment & Training, Equalization, Fairview, Finance, Human Resources, Information Services, Museum, Planning Department and Commission, Prosecutors Office, Public Health, Purchasing & Facilities and Parks & Recreation, Sheriff’s Office, Treasurer, and Veterans Bureau. Employees were asked to respond to a series of statements regarding customer service, departmental processes, skill building and training, and current workload. Survey results were developed and reported upon to show responses by the Courts, Sheriff’s Office, and other departments.

Respondents indicated the degree to which they either agreed or disagreed with each statement in the survey, given the following options: “Strongly Agree”, “Agree”, “Neutral”, “Disagree”, “Strongly Disagree”, or “No Response”. For discussion purposes in this document, the project team groups the “Strongly Agree” and “Agree” responses into one grouping when reporting employee responses; the same is true for the “Strongly Disagree” and “Disagree” responses, while the “Neutral” and “No Response” responses were considered separately.

## **2. RESULTS OF THE MONROE COUNTY 'ADMINISTRATIVE DEPARTMENTS' EMPLOYEE SURVEY**

In all departments other than Sheriff's and Courts, there were a total of 198 responses out of 313 distributed surveys, equaling a response rate of 63%. From a statistical standpoint, given the response rate from 198 staff, responses below reflect a 95% confidence that each response is within +/- 4% of the actual response rate that would be registered by all employees if everyone had chosen to respond. As in any survey, the responses are reflective of organizational beliefs and issues at the time the survey was completed.

The following chart shows a breakdown of respondents by years of service. This indicates a variety of experiential opinions could be registered based upon the broad sampling of tenure of service.

<b>Years of Service</b>			
Less than 1 Year	4%	16 – 20 Years	13%
1 – 5 Years	21%	More than 20 Years	16%
6 – 10 Years	21%	No Response	11%
11 – 15 Years	14%		

The sections below summarize the results of the employee survey. Since there are several smaller departments within the County with the attendant response rates, the summarization is for all the departments collectively (excluding separate courts and Sheriff) rather than each operational unit individually. This helps ensure both statistical significance and anonymity.

**1. EMPLOYEES BELIEVE THEY PROVIDE THE HIGH LEVEL OF SERVICE EXPECTED BY THE COMMUNITY.**

Respondents were given a series of statements regarding service levels and customer expectations.

- An overwhelming majority of respondents, 95%, agreed with the statement “My department provides a high level of service”. Only 1% of respondents disagreed, and 5% were neutral<sup>1</sup>.
- A significant majority of respondents, 82%, agreed with the statement “We provide the right level of service to the community”. 6% of respondents disagreed, and 13% were neutral.
- An overwhelming majority of respondents, 93%, agreed with the statement “In my Department, our services in most cases meet the expectations of the customer”. Only 2% of respondents disagreed, while 6% were neutral.
- A similar majority of respondents, 94%, agreed with the statement “Customer service is a high priority in my Department”. Only 2% of respondents disagreed with the statement, while 4% were neutral.
- A similar majority of respondents, 93%, agreed with the statement “The Services being provided by my Department are consistent with our mission”. About 3% of respondents disagreed with the statement, and 5% were neutral.

In summary, respondents feel strongly that the high level of services provided by their department are consistent with their Department’s mission and meet the expectations of the community.

**2. EMPLOYEES BELIEVE THAT THE SERVICES THEY PROVIDE ARE BETTER THAN MOST.**

Question #36 asked respondents to characterize the services provided by their department. Approximately 36% of respondents indicated that the services provided by their department were progressive and innovative, while 32% of respondents felt the

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<sup>1</sup> Percentages may not add to 100% due to rounding. Neutral ratings were also consolidated with a small proportion of respondents that chose not to answer the question.

services they provided were better than most. About 10% of respondents felt that their department was on the “cutting edge” and a leader, with 9% saying there were about average, 4% saying they were behind the times, and the other 9% having no opinion. Clearly staff have overall very positive opinions related to the high quality of service provided by the County.

**3. EMPLOYEES BELIEVE THAT THE ORGANIZATIONAL STRUCTURE OF THEIR DEPARTMENT IS WELL SUITED GIVEN ITS RESPONSIBILITIES.**

Respondents were given two questions regarding the organizational structure of their department.

- A majority of respondents, 77%, agreed with the statement “The Organizational Structure of my Department is well suited to its responsibilities”. Roughly 9% of respondents disagreed with the statement, and 15% were neutral.
- A plurality of respondents, 50%, agreed with the statement “The organizational structure of departments in the County / Courts promotes the efficient delivery of services”. 6% of respondents disagreed with the statement, while 44% were neutral.

In summary, employees feel that while the structure of their departments is well suited to its responsibilities, they are less positive regarding the organizational structure of departments in the county as it relates to promoting efficient service delivery.

**4. EMPLOYEES BELIEVE THAT MANAGEMENT’S CLEARLY DEFINED STRATEGIC DIRECTION KEEPS THEM INFORMED OF NEW DEVELOPMENTS AND EXPECTATIONS.**

Respondents were provided with a series of statements regarding management’s openness to ideas, strategic direction, and ability to keep operations running smoothly.

- An overwhelming majority of respondents, 96%, agreed with the statement “I know what is expected of me at work”. Only 1% of respondents disagreed with the statement, and 3% were neutral.
- A majority of respondents, 71%, agreed with the statement “Managers in my department do a good job of keeping me informed about new developments”. Roughly 13% of respondents disagreed with the statement, and 17% were neutral.
- A similar majority of respondents, 72%, agreed with the statement “Managers and supervisors in my Department have a clearly defined strategic direction”. About 8% of respondents disagreed with the statement, and 21% were neutral.
- A significant majority of respondents, 83%, agreed with the statement “In my department we have adequate supervision to ensure that operations run smoothly”. About 8% of respondents disagreed with the statement, while 10% were neutral.
- A majority of respondents, 76%, agree with the statement “Managers and supervisors in my department are receptive to new ideas and employee suggestions for improvement”. Roughly 6% of respondents disagreed with the statement, while 18% of respondents were neutral.
- A similar majority of respondents, 75%, agreed with the statement “Top management in my department provides effective leadership”. About 10% of respondents disagreed with the statement, while 15% were neutral.

Overall, respondents feel that management clearly defined strategic direction, exhibits effective leadership, and is receptive to new ideas to ensure that operations run smoothly.

**5. EMPLOYEES BELIEVE THAT INTER-DEPARTMENTAL COORDINATION OF SERVICES AND TEAMWORK ARE GOOD, AND THAT WORKLOADS ARE NOT DUPLICATED.**

Respondents were given a series of statements regarding the coordination and teamwork between departments.

- A majority of respondents, 73%, agreed with the statement “We do a good job of coordinating the work to be done between departments”. Only 4% of respondents disagreed with the statement, while 24% were neutral.

- A majority of respondents, 64%, agreed with the statement “There is good teamwork among departments in the county/courts”. Roughly 8% of respondents disagreed with the statement, while 29% were neutral.
- A significant majority of respondents, 88%, agreed with the statement “My Department performs work that is not duplicated by other departments”. Only 4% of respondents disagreed with the statement, while 8% were neutral.

In summary, respondents generally feel that there is good coordination and teamwork among departments which results in work efforts not being duplicated. There are, however, both survey narrative comments and interview results which point to some specific issues which will be further explored in a subsequent report.

**6. EMPLOYEES BELIEVE THAT THEIR DEPARTMENTS HAVE THE RIGHT WORK METHODS AND PRACTICES WHICH ALLOW THEM TO PERFORM THEIR JOB EFFICIENTLY AND EFFECTIVELY.**

Respondents were given a series of statements regarding the efficiency and effectiveness of department services.

- A significant majority of respondents, 83%, agreed with the statement “In my department we have the work methods for me to do my job efficiently and effectively”. Only 5% of respondents disagreed with the statement, and 12% were neutral.
- A similar majority of respondents, 88%, agreed with the statement “In my Department, we do a good job of planning and scheduling our work”. Only 4% of respondents disagreed, while 8% were neutral.
- A similar majority of respondents, 84%, agreed with the statement “The work practices in my Department are efficient”. Only 4% of respondents disagreed with the statement, while 12% were neutral.
- A majority of respondents, 65%, agreed with the statement “There are opportunities in my department to improve efficiency and effectiveness of how we deliver services”. About 8% of respondents disagreed with this statement, while 27% remained neutral.

In summary, respondents feel that along with the right work methods and practices their department's do a good job of planning and scheduling work, allowing them to be effective and efficient with their workloads. Beyond these perceptions, however, and despite opinions regarding the high level of service provided, employees recognize by a more than one-in-two margin there are opportunities to improve department efficiency and effectiveness.

**7. EMPLOYEES BELIEVE THAT STAFFING LEVELS IN THEIR DEPARTMENT ARE NOT ADEQUATE FOR THE WORK THAT NEEDS TO BE PERFORMED.**

Respondents were given two statements regarding staffing levels and outsourced (contracted) services.

- Only 38% of respondents agreed with the statement "Staffing levels in my Department are adequate for the work to be performed". Roughly 45% of respondents disagreed with the statement, and 17% were neutral.
- A slight majority of respondents, 58%, agreed with the statement "In my Department, we have the right mix of in-house and outsourced services". Only 4% of respondents disagreed with the statement, while 38% of respondents were neutral.

In summary, as would be expected of a County operation that has undergone longer term economic challenges and downsizing, a reasonable number of employees believe current staffing levels are an issue.

**8. EMPLOYEES BELIEVE THAT THEIR DEPARTMENT DOES A GOOD JOB OF MANAGING AND COORDINATING WORK TO BE DONE.**

Respondents were given a series of statements regarding the management, coordination and distribution of department workloads.

- A significant majority of respondents, 88%, agreed with the statement “We do a good job in my Department of coordinating the work to be done”. Only 4% of respondents disagreed with the statement, while 9% were neutral.
- An overwhelming majority of respondents, 90%, agreed with the statement “We do a good job in my department of managing work”. Only 4% of respondents disagreed with the statement, while 6% were neutral.
- A majority of respondents, 64%, agreed with the statement “From my experience, the workload is evenly distributed in my Department”. About 16% of respondents disagreed with the statement, and 20% were neutral.
- A similar majority of respondents, 68%, agreed with the statement “My Department is rarely in a crisis mode”. About 17% of respondents disagreed with the statement, while 15% were neutral.

Overall, respondents feel that their department is rarely in a crisis mode due to the way workload is managed, coordinated, and evenly distributed.

## **9. EMPLOYEES CAN KEEP UP WITH THE WORKLOAD IN THEIR DEPARTMENTS.**

Question #35 asked respondents to describe their current workload. Approximately 4% of respondents indicated that they could easily handle more work given the available time to do so. The majority of respondents, 54%, reported that they are often busy but can generally keep up with their workload. About 11% indicated that they have the right balance of work and time available, and 29% reported they are always busy and can never catch up. These responses are consistent with many of the other answers registered. Whereas staff believe they are busy, many of them believe they can keep up with workload (thus delivering high service levels, etc.). Further, a reasonable number of employees believe workload is such that they just cannot keep up, consistent with opinions regarding existing staffing levels are perceived as inadequate in some areas.

**10. EMPLOYEES FEEL ENCOURAGED TO TAKE INITIATIVE TO RESOLVE WORK-RELATED PROBLEMS AND BELIEVE THEY HAVE THE TECHNOLOGY TO MAKE THEM EFFICIENT.**

Respondents were provided with a series of questions regarding the training, technology and opportunities for skills improvements provided to them.

- A majority of respondents, 69%, agreed with the statement “We have a strong emphasis on training in my Department”. About 10% of respondents disagreed with the statement, while 21% were neutral.
- A similar majority of respondents, 62%, agreed with the statement “I have opportunities to improve my skills in my department through formal training programs”. 16% of respondents disagreed with the statement, while 23% were neutral.
- A significant majority of respondents, 82%, agreed with the statement “In this Department I am encouraged to take the initiative to resolve work-related problems”. Only 4% of respondents disagreed with the statement, while 14% were neutral.
- A majority of respondents, 75%, agreed with the statement “We have the technology in my Department to make us efficient in our work”. 10% of respondents disagreed with the statement, and 16% were neutral.

Overall, respondents believe that their department’s strong emphasis on the importance of training, provision of opportunities to improve skills, and access to technology helps them accomplish their work efficiently.

**11. EMPLOYEES ARE PROUD TO SAY THEY WORK IN THEIR DEPARTMENT AND BELIEVE THEY CAN MAKE A CAREER WITH THE COUNTY OF MONROE.**

Respondents were asked a series of questions regarding department morale.

- A majority of respondents, 75%, agreed with the statement “My opinions seem to count in my department”. About 11% of respondents disagreed with the statement, while 14% were neutral.

- A significant majority of respondents, 89%, agreed with the statement “My Department is a good place to work”. Only 3% of respondents disagreed with the statement, while 8% were neutral.
- A similar majority of respondents, 83%, agreed with the statement “I feel I can make a career with Monroe County/Courts”. Only 2% of respondents disagreed with the statement, while 15% were neutral.
- A significant majority of respondents, 89%, agreed with the statement “I am proud to say that I work for my department”. Only 2% of respondents disagreed with the statement, and 9% were neutral.

In summary, respondents feel that not only are their departments a good place to work, but they are proud to say they work for their department, and believe they can make a career with Monroe County.

## **12. NARRATIVE SURVEY RESPONSES.**

In addition to the survey’s forced choice questions, respondents were asked to provide narrative responses to two open-ended questions (#37 and #38). The responses to the questions are grouped and summarized below.

### **(1) What are the key strengths of your Department?**

Those who chose to answer the open-ended questions felt that the key strengths of their Department were quality of personnel and the work they perform, as well as the high level of customer service provided. These narrative observations are consistent with forced-choice question responses. The comments’ themes are summarized below.

- Work ethic of employees;
- Teamwork and Cooperation;
- Quality of Work;
- Customer service;
- Knowledgeable employees.

The most common responses related to the quality of employees (including work ethic), commitment and adaptability, teamwork and communication among staff and other departments, and the high level of community service provided.

**(2) What are the principal improvement opportunities for your Department?**

The general consensus of responses for this question had to do with improving use of and access to better technology, and adding more staff to help with workloads and customer service. General themes are as follows:

- Increased staffing levels;
- Use of more advanced technology
- Increased training opportunities and more cross-training opportunities;
- Automating more processes – going paperless;
- Better funding sources.

Respondents most often mentioned the need to update technology, not just computers and software, but automating processes and implementing e-filing systems. Interestingly, when juxtaposing some of the narrative responses to forced choice questions such as, “A majority of respondents, 75%, agreed with the statement ‘We have the technology in my Department to make us efficient in our work’” and, “A majority of respondents, 69%, agreed with the statement ‘We have a strong emphasis on training in my Department.’” it is interesting to note that despite positive perceptions regarding existing technology and training there is an apparent desire for these areas to be augmented. This may align with perceptions there are opportunities to further increase efficiency and effectiveness in departments. Another major theme expressed

by respondents was the need to address current staffing levels, and increase cross training opportunities.

**13. SURVEY DATA**

The following exhibit shows the “Administrative Departments” response rate for each question asked in the employee survey.

	No Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. My department provides a high level of service.	3%	80%	15%	2%	0%	1%
2. We provide the right level of service to the community.	4%	48%	34%	9%	6%	1%
3. In my department, our services in most cases meet the expectations of the customer.	2%	55%	38%	4%	1%	1%
4. Customer service is a high priority in my Department.	3%	73%	21%	1%	2%	1%
5. The services being provided by my Department are consistent with our mission.	2%	70%	23%	3%	3%	0%
6. I know what is expected of me at work.	1%	75%	22%	2%	1%	0%
7. We do a good job in my Department of managing work.	2%	61%	29%	4%	4%	1%
8. We do a good job in my Department of coordinating the work to be done.	3%	57%	31%	6%	3%	1%
9. We do a good job of coordinating the work to be done between departments.	12%	42%	31%	12%	2%	2%
10. There is good teamwork among departments in the County/Courts.	11%	25%	39%	18%	7%	1%
11. My Department performs work that is not duplicated by other departments.	3%	68%	20%	5%	3%	1%
12. From my experience, the workload is evenly distributed in my Department.	5%	25%	39%	15%	13%	4%
13. We have a strong emphasis on training in my Department.	3%	28%	41%	18%	9%	2%

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	No Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
14. I have opportunities to improve my skills in my department through formal training programs.	6%	29%	32%	17%	12%	4%
15. In my Department we have the work methods for me to do my job efficiently and effectively.	2%	42%	40%	10%	4%	2%
16. Managers in my department do a good job of keeping me informed about new developments.	6%	43%	28%	11%	11%	2%
17. We have the technology in my Department to make us efficient in our work.	4%	36%	39%	12%	9%	1%
18. In this Department I am encouraged to take the initiative to resolve work-related problems.	2%	48%	34%	12%	2%	2%
19. The organizational structure of my Department is well suited to its responsibilities.	3%	41%	36%	12%	6%	3%
20. The organizational structure of departments in the County/Courts promotes the efficient delivery of services.	21%	15%	35%	23%	5%	2%
21. In my Department, we do a good job planning and scheduling our work.	2%	55%	33%	6%	4%	0%
22. The work practices in my Department are efficient.	1%	49%	34%	11%	3%	1%
23. Managers and supervisors in my Department have a clearly defined strategic direction.	6%	39%	33%	15%	6%	2%
24. In my Department we have adequate supervision to ensure that operations run smoothly.	3%	41%	42%	7%	6%	3%
25. Managers and supervisors in my department are receptive to new ideas and employee suggestions for improvement.	3%	46%	30%	15%	4%	3%
26. Top management in my department provides effective leadership.	4%	42%	33%	11%	5%	5%
27. My opinions seem to count in my department.	3%	39%	35%	11%	8%	3%
28. My Department is rarely in a crisis mode.	3%	21%	46%	12%	15%	3%

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	No Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
29. Staffing levels in my Department are adequate for the work to be performed.	3%	14%	24%	14%	31%	14%
30. My Department is a good place to work.	1%	58%	31%	7%	3%	1%
31. I feel I can make a career with Monroe County/Courts.	7%	51%	33%	8%	1%	1%
32. In my Department, we have the right mix of in-house and outsourced services.	21%	30%	28%	17%	3%	1%
33. There are opportunities in my department to improve efficiency and effectiveness of how we deliver services.	10%	21%	44%	17%	6%	3%
34. I am proud to say that I work for my department.	3%	67%	22%	6%	1%	1%

35. Please select one of the following choices to describe your current workload:

A. I am always busy and can never catch up.	29%	B. I am often busy but can generally keep up.	54%
C. I have the right balance of work and time available.	11%	D. I could easily handle more work given the available time.	4%

36. Listed below are several statements which could characterize the services provided by your Department. Please check the **one** statement which is closest to your view of the Department.

"Cutting edge", a leader	<u>10%</u>	About average	<u>9%</u>
Progressive and innovative	<u>36%</u>	Behind the times	<u>4%</u>
Better than most	<u>32%</u>	No opinion	<u>9%</u>

### **3. RESULTS OF THE MONROE COUNTY SHERIFF'S OFFICE EMPLOYEE SURVEY**

The Matrix Consulting Group conducted an employee survey of the Monroe County Sheriff's Office to allow employees the opportunity to provide confidential input with regard to organizational, operational, and other issues in the Sheriff's Office. Surveys were distributed to fulltime and part-time Sheriff's Office employees. Employees were asked to respond to a series of statements regarding customer service, departmental processes, skill building and training, and current workload.

There were a total of 98 responses, out of 200 distributed surveys, equaling a response rate of 49%. From a statistical standpoint, given the response rate from 98 staff, responses below reflect a 95% confidence that each response is within +/- 7% of the actual response rate that would be registered by all employees if everyone had chosen to respond. As in any survey, the responses are reflective of organizational beliefs and issues at the time the survey was completed.

The following chart shows a breakdown of respondents by years of service:

<b>Years of Service</b>			
Less than 1 Year	0%	16 – 20 Years	6%
1 – 5 Years	19%	More than 20 Years	10%
6 – 10 Years	37%	No Response	5%
11 – 15 Years	22%		

The sections below summarize the results of the employee survey.

#### **1. EMPLOYEES BELIEVE THEY PROVIDE THE HIGH LEVEL OF SERVICE EXPECTED BY THE COMMUNITY.**

Respondents were given a series of statements regarding service levels and customer expectations:

- A majority of respondents, 71%, agreed with the statement “My department provides a high level of service”. Of the remainder, 16% of respondents disagreed, and 12% were neutral.
- A similar majority of respondents, 77%, agreed with the statement “We provide the right level of service to the community”. From the remaining respondents, 7% disagreed, and 16% were neutral.
- Similarly, a large majority of respondents, 79%, agreed with the statement “In my Department, our services in most cases meet the expectations of the customer”. About 12% of respondents disagreed, while 9% were neutral.
- A significant majority of respondents, 88%, agreed with the statement “Customer service is a high priority in my Department” while 5% of respondents disagreed with the statement, and 7% were neutral.
- A majority of respondents, 70%, agreed with the statement “The Services being provided by my Department are consistent with our mission” while approximately 19% of respondents disagreed with the statement, and 10% were neutral.

In summary, respondents feel that customer service is a high priority, and is at the right level to meet the expectations of the community.

**2. EMPLOYEES BELIEVE THAT THE SERVICES THEY PROVIDE ARE BETTER THAN MOST.**

Question #36 asked respondents to characterize the services provided by their department. Approximately 17% of respondents indicated that the services provided by their department were progressive and innovative, while 36% of respondents felt the services they provided were better than most. About 1% of respondents felt that their department was on the “cutting edge” and a leader, with 26% saying there were about average, 16% saying they were behind the times, and the other 4% having no opinion.

**3. EMPLOYEES BELIEVE THAT THE ORGANIZATIONAL STRUCTURE OF THE SHERIFF’S OFFICE IS WELL SUITED GIVEN ITS RESPONSIBILITIES.**

Respondents were given two questions regarding the organizational structure of the Sheriff’s Office:

- A majority of respondents, 67%, agreed with the statement “The Organizational Structure of my Department is well suited to its responsibilities”. Approximately 17% of respondents disagreed with the statement, and 15% were neutral.
- A majority of respondents, 59%, agreed with the statement “The organizational structure of departments in the County / Courts promotes the efficient delivery of services”. Of the remainder, 18% of respondents disagreed with the statement, while 22% were neutral.

In summary, employees feel that the structure of their department the Sheriff’s Office is appropriate given their responsibilities, and that the current structure promotes an efficient delivery of service by the MCSO.

**4. EMPLOYEES BELIEVE THEY ARE KEPT INFORMED ABOUT NEW DEVELOPMENTS AND KNOW WHAT IS EXPECTED OF THEM. HOWEVER THEY HAVE LESS POSITIVE VIEWS REGARDING MANAGEMENT’S STRATEGIC DIRECTION AND RECEPTIVENESS TO NEW IDEAS.**

Respondents were provided with a series of statements regarding management’s openness to ideas, strategic direction, and ability to keep operations running smoothly.

These are summarized, below:

- A majority of respondents, 64%, agreed with the statement “I know what is expected of me at work”. About 22% of respondents disagreed with the statement, and 13% were neutral.
- A similar majority of respondents, 63%, agreed with the statement “Managers in my department do a good job of keeping me informed about new developments”. Roughly 23% of respondents disagreed with the statement, and 13% were neutral.
- A plurality of respondents, 41%, agreed with the statement “Managers and supervisors in my Department have a clearly defined strategic direction”. About 40% of respondents disagreed with the statement, and 19% were neutral.
- A plurality of respondents, 48%, agreed with the statement “In my department we have adequate supervision to ensure that operations run smoothly”. Approximately 36% of respondents disagreed with the statement, while 16% were neutral.
- A plurality of respondents, 40%, disagreed with the statement “Managers and supervisors in my department are receptive to new ideas and employee

suggestions for improvement”. Roughly 37% of respondents agreed with the statement, while 23% of respondents were neutral.

- A slight majority of respondents, 51%, agreed with the statement “Top management in my department provides effective leadership”. About 19% of respondents disagreed with the statement, while 30% were neutral.

Overall, respondents feel that top management provides effective leadership and keeps them informed regarding new developments. However, they also believe that management does not have a clearly defined strategic direction that results in operational ineffectiveness.

**5. EMPLOYEES BELIEVE THAT INTER-DEPARTMENTAL COORDINATION OF SERVICES IS GOOD, BUT THAT TEAMWORK AMONG DEPARTMENTS COULD IMPROVE.**

Respondents were given a series of statements regarding the coordination and teamwork between criminal justice and other support departments.

- A majority of respondents, 66%, agreed with the statement “We do a good job of coordinating the work to be done between departments”. Roughly 16% of respondents disagreed with the statement, while 17% were neutral.
- A plurality of respondents, 48%, agreed with the statement “There is good teamwork among departments in the county/courts”. About 40% of respondents disagreed with the statement, while 12% were neutral.
- A majority of respondents, 64%, agreed with the statement “My Department performs work that is not duplicated by other departments”. Approximately 22% of respondents disagreed with the statement, while 13% were neutral.

In summary, respondents feel that there is good coordination among departments – resulting in work efforts not being duplicated, however, teamwork among departments needs improvement.

**6. EMPLOYEES BELIEVE THAT WHILE THE PRACTICES IN THEIR DEPARTMENT ARE EFFICIENT, THERE ARE ALSO OPPORTUNITIES TO IMPROVE THE EFFICIENCY AND EFFECTIVENESS OF HOW SERVICES ARE DELIVERED.**

Respondents were given a series of statements regarding the efficiency and effectiveness of Sheriff's Office services:

- A plurality of respondents, 53%, agreed with the statement "In my department we have the work methods for me to do my job efficiently and effectively". From the remainder, 27% of respondents disagreed with the statement, and 20% were neutral.
- A plurality of respondents, 36%, agreed with the statement "In my Department, we do a good job of planning and scheduling our work". Approximately 39% of respondents disagreed, while 25% were neutral.
- A majority of respondents, 64%, agreed with the statement "The work practices in my Department are efficient", while 15% of respondents disagreed with the statement, while 20% were neutral.
- A significant majority of respondents, 82%, agreed with the statement "There are opportunities in my department to improve efficiency and effectiveness of how we deliver services". No respondents disagreed with this statement, while 17% remained neutral.

In summary, respondents feel that while Departmental work practices are efficient, there are opportunities for improving work methods, job planning and scheduling of work.

#### **7. EMPLOYEES BELIEVE THAT STAFFING LEVELS IN THE SHERIFF'S OFFICE ARE ADEQUATE.**

Respondents were given two statements regarding staffing levels and outsourced services. The responses to these questions are summarized in the following paragraphs:

- A significant majority of respondents, 83%, agreed with the statement "Staffing levels in my Department are adequate for the work to be performed". Only 3% of respondents disagreed with the statement, and 14% were neutral.
- A similar majority of respondents, 84%, agreed with the statement "In my Department, we have the right mix of in-house and outsourced services". Only 3% of respondents disagreed with the statement, while 13% of respondents were neutral.

Overall, employees feel that their department has the right mix of in-house and outsourced services, and are adequately staffed for the work to be performed.

**8. EMPLOYEES BELIEVE THAT THE SHERIFF'S OFFICE WORKLOAD IS EVENLY DISTRIBUTED, BUT THAT THE MANAGEMENT AND COORDINATION OF WORK COULD BE IMPROVED.**

Respondents were given a series of statements regarding the management, coordination and distribution of department workloads.

- A plurality of respondents, 49%, agreed with the statement "We do a good job in my Department of coordinating the work to be done". About 24% of respondents disagreed with the statement, while 27% were neutral.
- About half of respondents, 50%, agreed with the statement "We do a good job in my department of managing work". Approximately 24% of respondents disagreed with the statement, while 27% were neutral.
- A similar majority of respondents, 55%, agreed with the statement "From my experience, the workload is evenly distributed in my Department". About 23% of respondents disagreed with the statement, and 21% were neutral.
- A majority of respondents, 78%, agreed with the statement "My Department is rarely in a crisis mode". Of the remainder, only 4% of respondents disagreed with the statement, while 18% were neutral.

Overall, respondents feel that while their department's workload is evenly distributed and they are rarely in a crisis mode, the management and coordination of the work to be done could be improved.

**9. EMPLOYEES CAN KEEP UP WITH THE WORKLOAD IN THEIR DEPARTMENTS.**

Question #35 asked respondents to describe their current workload. Approximately 3% of respondents indicated that they could easily handle more work given the available time to do so. The majority of respondents, 60%, reported that they are often busy but can generally keep up with their workload. About 21% indicated that

they have the right balance of work and time available, and the remaining 14% reported they are always busy and can never catch up.

**10. EMPLOYEES BELIEVE THAT OPPORTUNITIES TO IMPROVE SKILLS AND DEPARTMENTAL TECHNOLOGY COULD BE IMPROVED.**

Respondents were provided with a series of questions regarding the training, technology and opportunities for skills improvements provided to them, as summarized below:

- A majority of respondents, 64%, agreed with the statement “We have a strong emphasis on training in my Department”. About 21% of respondents disagreed with the statement, while 14% were neutral.
- A plurality of respondents, 45%, agreed with the statement “I have opportunities to improve my skills in my department through formal training programs”. Approximately 32% of respondents disagreed with the statement, while 23% were neutral.
- A similar plurality of respondents, 48%, agreed with the statement “In this Department I am encouraged to take the initiative to resolve work-related problems”. About 19% of respondents disagreed with the statement, while 23% were neutral.
- A similar plurality of respondents, 47%, agreed with the statement “We have the technology in my Department to make us efficient in our work”. Of the remaining respondents, 29% disagreed with the statement, and 24% were neutral.

Overall, while respondents believe that their department has a strong emphasis on training, they believe that department technology and opportunities to improve skills could be improved.

**11. EMPLOYEES HAVE MIXED OPINIONS ABOUT WHETHER THE SHERIFF’S OFFICE IS A GOOD PLACE TO WORK, HOWEVER THEY DO FEEL THAT THEY CAN MAKE A CAREER WITH MONROE COUNTY.**

Respondents were asked a series of questions regarding department morale. The results are summarized, below:

- A majority of respondents, 68%, disagreed with the statement “My opinions seem to count in my department”. About 20% of respondents agreed with the statement, while 11% were neutral.
- A plurality of respondents, 45%, agreed with the statement “My Department is a good place to work”. Approximately 14% of respondents disagreed with the statement, while 41% were neutral.
- A majority of respondents, 60%, agreed with the statement “I feel I can make a career with Monroe County/Courts”. About 14% of respondents disagreed with the statement, while 25% were neutral.
- A majority of respondents, 53%, agreed with the statement “I am proud to say that I work for my department”. Of the remainder, 20% of respondents disagreed with the statement, and 27% were neutral.

In summary, respondents don't feel as though their opinion counts, and are mixed about their department being a good place to work, however, they are proud to say they work for their department and feel that they can make a career in Monroe County.

## **12. NARRATIVE SURVEY RESPONSES.**

In addition to the survey's forced choice questions, respondents were asked to provide narrative responses to two open-ended questions (#37 and #38). The responses to the questions are grouped and summarized in the sub-sections, below.

### **(1) What are the key strengths of your Department?**

Those who chose to answer the open-ended questions felt that the key strengths of the Monroe County Sheriff's Office were: quality of personnel, work ethic, and commitment to teamwork. The comments are summarized below.

- Work ethic of employees;
- Teamwork and Cooperation;
- Available technology;
- Training opportunities;
- Knowledgeable employees.

The most common responses related to the quality of employees, including work ethic, commitment and adaptability, along with teamwork and communication among staff and other departments.

### **(2) What are the principal improvement opportunities for your Department?**

The general consensus of responses for this question had to do with improving access to better technology and equipment, including new computers, facilities, and fleet, along with better communication between staff and management, and better accountability.

- Increased staffing levels;
- Use of more advanced technology;

- Increased training opportunities;
- Better equipment; including facilities and fleet;
- Accountability of management / staff;
- Consistency of policy implementation.

Respondents most often mentioned the need for staffing increases, along with better, more reliable tools and equipment with which to do their job. Another major theme expressed by respondents was the need for better communication and accountability among staff and management.

### 13. SURVEY DATA

The following exhibit shows the Sheriff's Office response distribution for each question asked in the employee survey:

	No Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. My department provides a high level of service.	1%	19%	52%	11%	14%	2%
2. We provide the right level of service to the community.	3%	41%	36%	13%	5%	2%
3. In my department, our services in most cases meet the expectations of the customer.	1%	34%	45%	8%	9%	3%
4. Customer service is a high priority in my Department.	0%	64%	23%	7%	1%	4%
5. The services being provided by my Department are consistent with our mission.	0%	43%	28%	10%	12%	7%
6. I know what is expected of me at work.	0%	34%	31%	13%	18%	4%
7. We do a good job in my Department of managing work.	3%	14%	36%	19%	20%	7%
8. We do a good job in my Department of coordinating the work to be done.	1%	13%	36%	26%	18%	6%
9. We do a good job of coordinating the work to be done between departments.	1%	35%	32%	16%	12%	4%

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	No Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
10. There is good teamwork among departments in the County/Courts.	0%	14%	34%	12%	27%	13%
11. My Department performs work that is not duplicated by other departments.	0%	30%	35%	13%	12%	10%
12. From my experience, the workload is evenly distributed in my Department.	0%	20%	35%	21%	15%	8%
13. We have a strong emphasis on training in my Department.	2%	21%	43%	12%	15%	6%
14. I have opportunities to improve my skills in my department through formal training programs.	4%	16%	29%	19%	18%	13%
15. In my Department we have the work methods for me to do my job efficiently and effectively.	1%	16%	37%	19%	15%	11%
16. Managers in my department do a good job of keeping me informed about new developments.	1%	24%	39%	12%	16%	7%
17. We have the technology in my Department to make us efficient in our work.	1%	16%	31%	23%	19%	9%
18. In this Department I am encouraged to take the initiative to resolve work-related problems.	4%	11%	37%	29%	15%	4%
19. The organizational structure of my Department is well suited to its responsibilities.	1%	26%	42%	14%	13%	4%
20. The organizational structure of departments in the County/Courts promotes the efficient delivery of services.	0%	15%	44%	22%	13%	5%
21. In my Department, we do a good job planning and scheduling our work.	4%	16%	19%	21%	26%	13%
22. The work practices in my Department are efficient.	3%	32%	33%	17%	11%	4%
23. Managers and supervisors in my Department have a clearly defined strategic direction.	2%	18%	22%	17%	18%	21%
24. In my Department we have adequate supervision to ensure that operations run smoothly.	2%	20%	28%	14%	22%	13%

**MONROE COUNTY, MICHIGAN**  
**Employee Survey Results of Monroe County Operating Departments**

	No Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
25. Managers and supervisors in my department are receptive to new ideas and employee suggestions for improvement.	3%	11%	26%	20%	15%	24%
26. Top management in my department provides effective leadership.	3%	17%	34%	27%	15%	4%
27. My opinions seem to count in my department.	1%	5%	15%	10%	22%	46%
28. My Department is rarely in a crisis mode.	0%	34%	44%	18%	2%	2%
29. Staffing levels in my Department are adequate for the work to be performed.	2%	47%	36%	12%	3%	0%
30. My Department is a good place to work.	11%	7%	38%	30%	11%	3%
31. I feel I can make a career with Monroe County/Courts.	3%	21%	39%	22%	10%	4%
32. In my Department, we have the right mix of in-house and outsourced services.	1%	51%	33%	12%	1%	2%
33. There are opportunities in my department to improve efficiency and effectiveness of how we deliver services.	14%	21%	60%	3%	1%	0%
34. I am proud to say that I work for my department.	1%	17%	36%	26%	16%	4%

35. Please select one of the following choices to describe your current workload:

A. I am always busy and can never catch up.	14%	B. I am often busy but can generally keep up.	60%
C. I have the right balance of work and time available.	21%	D. I could easily handle more work given the available time.	3%

36. Listed below are several statements which could characterize the services provided by your Department. Please check the **one** statement which is closest to your view of the Department.

"Cutting edge", a leader	<u>1%</u>	About average	<u>26%</u>
Progressive and innovative	<u>17%</u>	Behind the times	<u>16%</u>
Better than most	<u>36%</u>	No opinion	<u>4%</u>