

HR SURVEY ANALYSIS

2024 HR Employee Survey

Presented to:
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Prepared by: L&OD



Introduction

Purpose

To gather employees' thoughts and suggestions on the Department's functions, work environment, and potential areas for improvement.

Details

- Launch date: 7/3/2024
- Deadline: 7/15/2024
- Total respondents: 298 (348 total HR employees)
- Response rate: 85.6%
- Categories: Culture, Communication, Career Development & Succession Planning, Telecommuting, Overall Feedback
- Questions: 26 total (12 agree/disagree, 14 open-ended)



Culture



Total questions: 5

- 3 agree/disagree
- 2 open-ended



Agree/disagree

- I am satisfied with the level of collaboration within our department.
- Our department effectively supports a healthy work-life balance for employees.
- Overall, I am satisfied with the culture of our department.



Open-ended

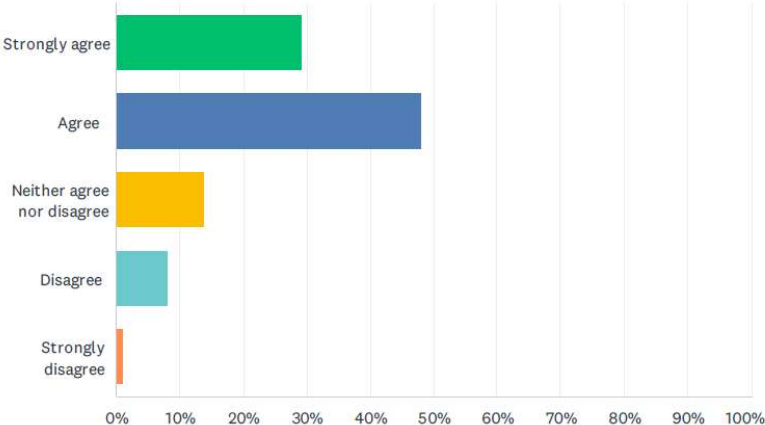
- How would you describe the overall culture of our department?
- How would you describe the overall culture of your team?



Culture

Q2 I am satisfied with the level of collaboration within our department.

Answered: 298 Skipped: 2



Results

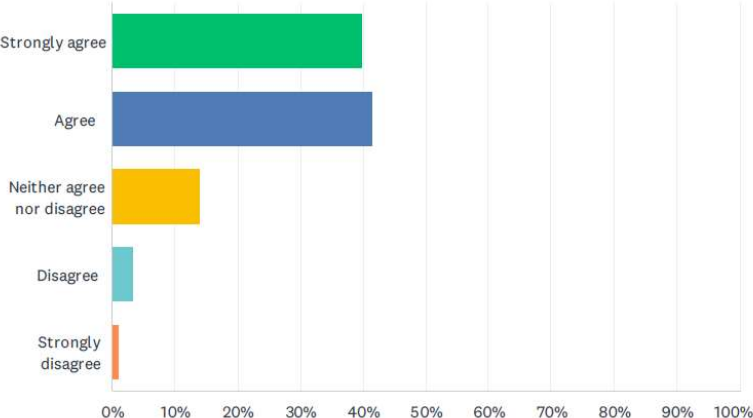
- 72% of employees agree or strongly agree
- 9.1% disagree or strongly disagree

ANSWER CHOICES	RESPONSES	
Strongly agree	29.19%	87
Agree	47.99%	143
Neither agree nor disagree	13.76%	41
Disagree	8.05%	24
Strongly disagree	1.01%	3
TOTAL		298

Culture

Q3 Our department effectively supports a healthy work-life balance for employees.

Answered: 298 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	39.93%	119
Agree	41.61%	124
Neither agree nor disagree	14.09%	42
Disagree	3.36%	10
Strongly disagree	1.01%	3
TOTAL		298

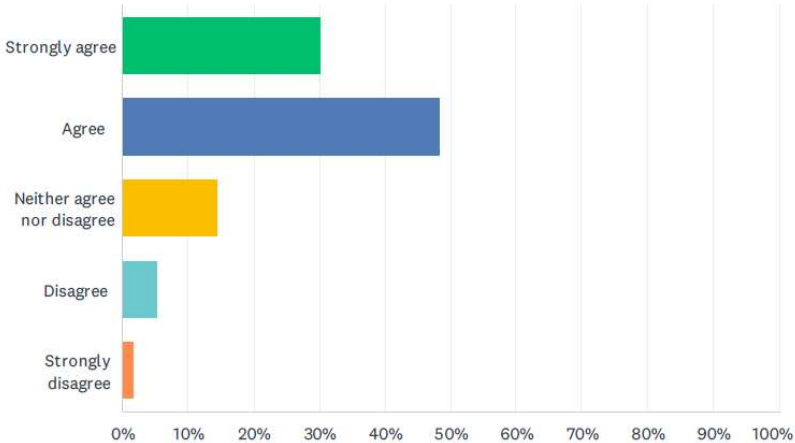
Results

- 81.5% of employees agree or strongly agree
- 4.4% disagree or strongly disagree

Culture

Q4 Overall, I am satisfied with the culture of our department.

Answered: 298 Skipped: 2



Results

- 78.5% of employees agree or strongly agree
- 7% disagree or strongly disagree

ANSWER CHOICES	RESPONSES	
Strongly agree	30.20%	90
Agree	48.32%	144
Neither agree nor disagree	14.43%	43
Disagree	5.37%	16
Strongly disagree	1.68%	5
TOTAL		298

How would you describe the overall culture of our Department?

Comment Type	Count	Percentage
Positive	145	68.1%
Mixed/Neutral	44	20.7%
Negative	24	11.3%
Total	213	

Positive	Count	Percent
Collaborative/friendly/flexible/helpful	67	46.2%
Vaguely good/excellent	32	22.1%
Supportive teams/leadership	18	12.4%
Has improved; Positive direction	8	5.5%
Productive; resourceful; adaptive	4	2.8%
Customer Service	3	2.1%
Diverse	3	2.1%
Good Communication	2	1.4%
Innovation/improvements	2	1.4%
Telework/flexible work schedules	2	1.4%
Demonstrate our values	1	0.7%
Safe and healthy	1	0.7%
Strong communication	1	0.7%
Too many to label	1	0.7%

Overall Notes:

- 71.5% of respondents answered this question.
- 68.1% of those respondents have positive comments about HR's culture.

Positive Comment Notes:

- 46% of the positive comments were about how collaborative, helpful, and friendly everyone is within HR, and how the department works well together.
- Many felt supported by their teams and others within HR. They are not afraid to reach out to others to ask a question, and others are willing to assist where needed.

How would you describe the overall culture of our Department?

Mixed/Neutral	Count	Percent
Okay/fine	11	25.0%
Good, but some silos; Some stuck in old ways	10	22.7%
Misc.	7	15.9%
Good, but heavy workloads	3	6.8%
No culture/unknown	3	6.8%
Know my team culture, unsure about the Department	3	6.8%
Good, but some inequities in workload and expectations	2	4.5%
Good, but communication struggles	1	2.3%
Supportive, but not friendly	1	2.3%
Too much content to lable; mixed	1	2.3%
Good, but some are unresponsive	1	2.3%
Good, but reactive mindset	1	2.3%

Negative	Count	Percent
Siloed; disconnected; unaware of others	8	33.3%
Favoritism; hiring practices; not holding others accountable	6	25.0%
Vaguely limited/poor/not as good as before	3	12.5%
Missing bigger picture; only reactive	2	8.3%
Micromanaged by Depts; lack of support	2	8.3%
Information shared used against employees	1	4.2%
Underqualified Manager	1	4.2%
Understaffed & stressful	1	4.2%

Mixed/Neutral Notes:

- The most common comment was that HR is okay, fine, good enough, etc.
- 18 (41%) of mixed comments described HR's culture as good but had a constructive comment.
- The main constructive comment was addressing silos and individuals who are stuck in their old ways, which included some not wanting to improve processes, not collaborative, and/or only focused on their team vs. HR as a whole.

Negative Comment Notes:

- Most negative comments were regarding silos, some teams being unaware of what other teams do, and/or how decisions made by those teams impact others within HR.
- There were a notable number of comments on favoritism, including comments about how the favorites are hired/promoted over others.

How would you describe the overall culture of your team?

Comment Type	Count	Percentage	Sup/Mgr Mentioned
Positive	191	84.5%	24
Mixed/Neutral	20	8.8%	2
Negative	15	6.6%	5
Total	226		31

Overall Notes:

- 75% (226) of survey respondents left a comment.
- 84.5% of respondents had positive comments about their team.
- 12.6% (24) of positive comments mentioned their sup/mgr.
- 33.3% (5) of negative comments mentioned their sup/mgr.

Positive	Count	% of Pos
Supportive; inclusive; caring; helpful	61	31.9%
Good/Great/Excellent	42	22.0%
Collaborative; United behind our work/goals	40	20.9%
Hard working; efficient; reliable	15	7.9%
Too Many Topics to Label	15	7.9%
Good Communication	7	3.7%
Can learn & grow	3	1.6%
Diverse	2	1.0%
Good Leadership	2	1.0%
Innovative	2	1.0%
Close knit	1	0.5%
Work-life balance; empowerment	1	0.5%

Positive Comment Notes:

- 52% (101) of positive comments discussed collaboration; supportive; inclusive; caring; helpful; working together to get the job done.
- 15 respondents discussed so many positive aspects of their team culture it could not easily fit in to any one category

How would you describe the overall culture of your team?

Mixed/Neutral	Count	% of Mix
Okay; fine	6	30.0%
Team good; but burnt out & overworked	6	30.0%
Improving	2	10.0%
Busy	1	5.0%
Inconsistent	1	5.0%
Process Centric	1	5.0%
Team good; but lack of recognition within the Dept	1	5.0%
Team good; but processes impact productivity	1	5.0%
Team mostly good; inequitable workload; lack of accountability	1	5.0%

Mixed/Neutral Notes:

- 50% (10) of comments were neutral, culture if fine, improving, busy, and process centric.
- 45% (9) of mixed comments said their team culture is good, but there were other factors that get in the way.

Negative	Count	% of Neg
Favoritism; in-crowd; unfair treatment	5	33.3%
Understaffed; Turnover; Workload	4	26.7%
Leader issues	2	13.3%
Lack of support from Execs	1	6.7%
Passive Aggressive; Avoidant	1	6.7%
Tension between management and workers	1	6.7%
Vaguely negative	1	6.7%

Negative Comment Notes:

- 47% (7) of the negative comments cited problematic team cultures: favoritism, passive aggressive behavior, etc.
- 26.7% (4) cited workload and staffing impacting their culture.
- 33% (5) cited their direct manager or executive leadership as part of their negative team culture.

Communication



Total questions: 5

- 3 agree/disagree
- 2 open-ended



Agree/disagree

- Overall, I am satisfied with the communication with my immediate supervisor or manager.
- Overall, I am satisfied with the communication within my team.
- Overall, I am satisfied with the communication within our department.



Open-ended

- What type of information or updates would you like to receive from the HR Director?
- What suggestions do you have for improving communication within our department?



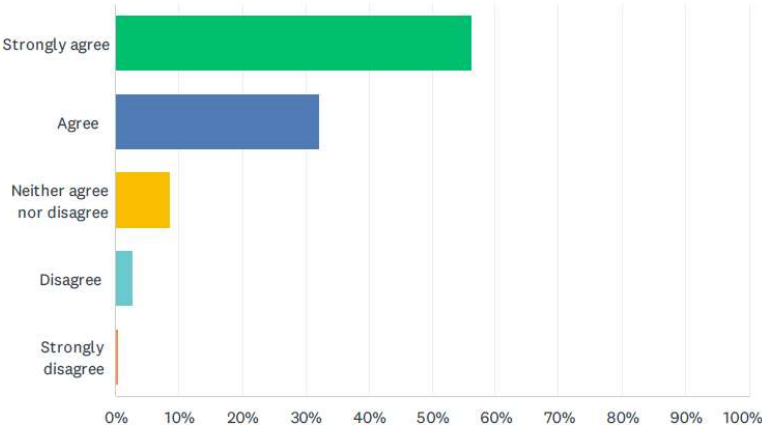
24/7



Communication

Q7 Overall, I am satisfied with the communication with my immediate supervisor or manager.

Answered: 295 Skipped: 5



Results

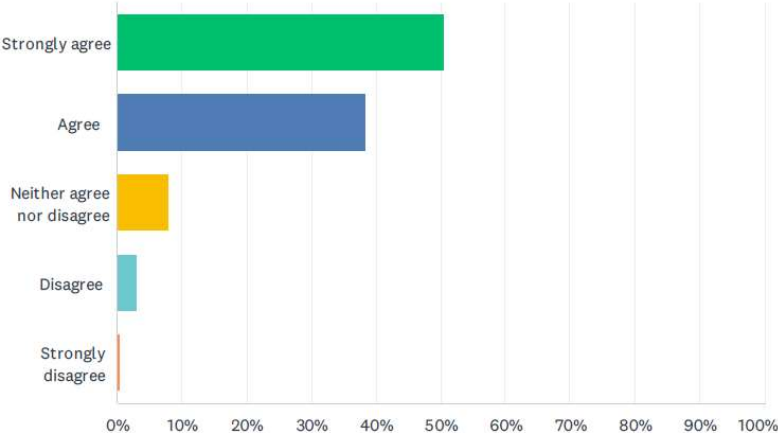
- 88.5% of employees agree or strongly agree
- 3.1% disagree or strongly disagree

ANSWER CHOICES	RESPONSES	
Strongly agree	56.27%	166
Agree	32.20%	95
Neither agree nor disagree	8.47%	25
Disagree	2.71%	8
Strongly disagree	0.34%	1
TOTAL		295

Communication

Q8 Overall, I am satisfied with the communication within my team.

Answered: 295 Skipped: 5



Results

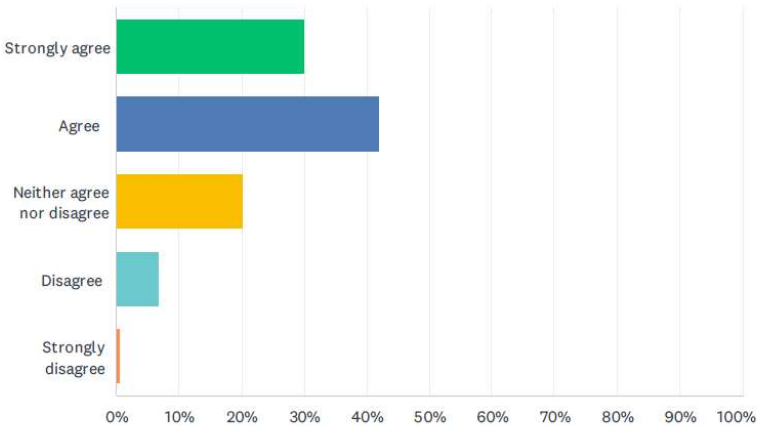
- 88.8% of employees agree or strongly agree
- 3.4% disagree or strongly disagree

ANSWER CHOICES	RESPONSES	
Strongly agree	50.51%	149
Agree	38.31%	113
Neither agree nor disagree	7.80%	23
Disagree	3.05%	9
Strongly disagree	0.34%	1
TOTAL		295

Communication

Q9 Overall, I am satisfied with the communication within our department.

Answered: 295 Skipped: 5



Results

- 72.2% of employees agree or strongly agree
- 7.5% disagree or strongly disagree

ANSWER CHOICES	RESPONSES	
Strongly agree	30.17%	89
Agree	42.03%	124
Neither agree nor disagree	20.34%	60
Disagree	6.78%	20
Strongly disagree	0.68%	2
TOTAL		295

What type of information or updates would you like to receive from the HR Director?

Total Comments: 117*

*removed comments that said nothing, no suggestions, etc. Some respondents offered multiple responses; those are each counted in the separate categories.

Category	Responses	Percentage
Department Information	58	48%
HR Specific Information	23	19%
Budget	13	11%
Feedback & Communication	11	9%
Other	9	7%
External Influences	7	6%

1. Department Information:

- HR Department updates and accomplishments
- Changes within the department including staff changes, promotions, new hires, organizational and structure updates
- Goals, objectives, and strategic plans
- Staffing and organizational structure changes
- Feedback from other departments, BOS, and executives
- Succession planning, training, and development opportunities

2. HR-Specific Information:

- HR policies, procedures, and workflow
- Major changes and challenges in HR
- Union and labor updates
- Health and financial benefits
- Working out of class

3. Budget:

- Budget updates and financial state of county and HR
- Projected raises and fiscal standing
- County statistics related to hiring and employment

4. Feedback & Communication:

- Regular updates and newsletters
- Employee feedback and suggestions
- Transparency and open-door policies
- Town hall meetings and quarterly updates

5. Other:

- Strategic direction of HR and the county
- Executive compensation
- DEI initiatives and employee wellbeing
- Include all divisions when sending communications
- Executive team visit other HR offices
- Meet 'n greets with director

6. External Influences:

- Changes in laws and regulations
- EO/BOS decisions impacting HR and the County
- Market trends and competitiveness
- Advancements in HR technologies
- State of the County

What suggestions do you have for improving communication within our department?

Total Comments: 110*

*removed comments that said nothing, no suggestions, it is already good, etc.

Comment	Count	Percent
Dept Newsletters; Dept Updates meetings; Events	53	48.2%
Communicating to whole team or Department (not just through leaders)	8	7.3%
Division role clarity; Understand what other divisions do; Understand how work is interconnected	8	7.3%
Communication between divisions; Collaboration; Proactive communication	8	7.3%
Transparency & follow up	6	5.5%
Misc.	5	4.5%
More Surveys/check ins	4	3.6%
More in-person interactions/meetings	3	2.7%
Centralized, interal contact list of who handles what	2	1.8%
HR Think Tank	2	1.8%
Keep things confidential; way to communicate confidentially	2	1.8%
More electronic/Teams communication	2	1.8%
Availability; open door; make it a priority	2	1.8%
More cross training	1	0.9%
More good news/feedback/recognition	1	0.9%
More phone discussions	1	0.9%
Responsiveness from all divisions	1	0.9%
Understand what line staff are doing	1	0.9%

Overall Notes:

- Almost 50% of respondents wanted some mechanism to received updates about what is going on within HR. This could include a newsletter, dept meetings, events, or some other method to get updates across HR.
- The top 4 topics (70% combined) all centered around the need/desire for HR divisions to better understand what is happening across HR. Some note decisions are made that impact others without the other teams having any awareness of it or communication things are changing.
- Similarly, there is a theme that communication to managers and relying on them to pass along information has not been effective for some teams. There is a desire for information to be available across all levels.

Career Development & Succession Planning



Total questions: 4

- 2 agree/disagree
- 2 open-ended



Agree/disagree

- I have opportunities for growth and development within the department.
- I am being adequately prepared for the next step in my career.



Open-ended

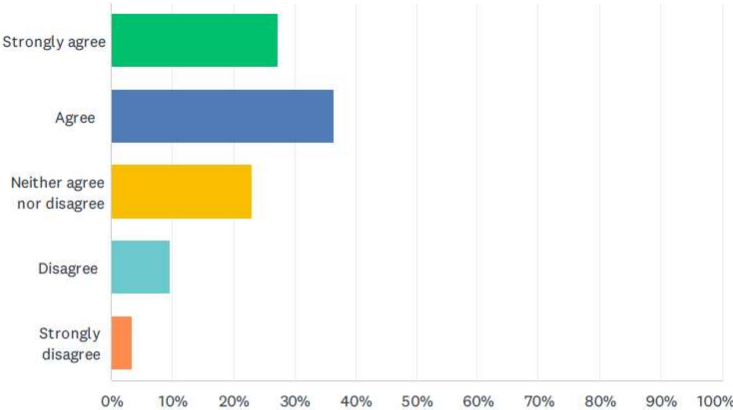
- If I could choose a development opportunity, it would be:
- What suggestions would you offer to improve our development and succession planning programs?



Career Development & Succession Planning

Q12 I have opportunities for growth and development within the department.

Answered: 290 Skipped: 10



Results

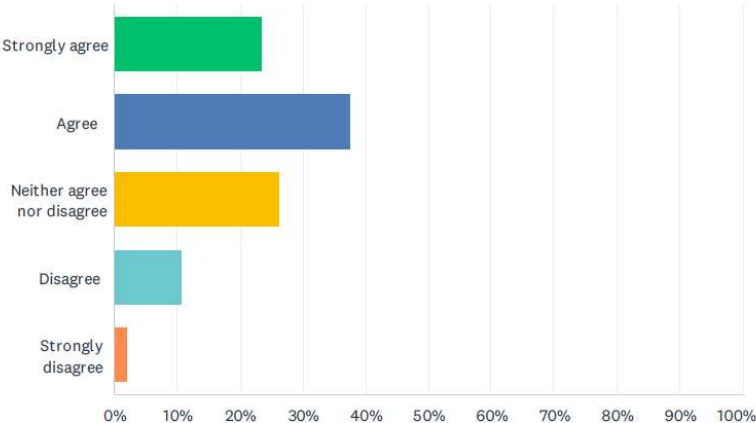
- 63.8% of employees agree or strongly agree
- 13.1% disagree or strongly disagree

ANSWER CHOICES	RESPONSES	
Strongly agree	27.24%	79
Agree	36.55%	106
Neither agree nor disagree	23.10%	67
Disagree	9.66%	28
Strongly disagree	3.45%	10
TOTAL		290

Career Development & Succession Planning

Q13 I am being adequately prepared for the next step in my career.

Answered: 290 Skipped: 10



Results

- 61% of employees agree or strongly agree
- 12.8% disagree or strongly disagree

ANSWER CHOICES	RESPONSES	
Strongly agree	23.45%	68
Agree	37.59%	109
Neither agree nor disagree	26.21%	76
Disagree	10.69%	31
Strongly disagree	2.07%	6
TOTAL		290

If you could choose a development opportunity, it would be:

Total Comments: 118*

*removed comments that said nothing, no suggestions, etc.

1. Programs and Initiatives:

- Passport Program
- Cross-training in team and other divisions in HR
- Rotational program through different divisions
- Shadow/training program
- Executive ride-along

2. Career Development Opportunities:

- Promotional opportunities
- Career path development
- Mentorship and mentoring junior colleagues
- Career Coaching

3. Educational and Professional Growth:

- Trainings and Certifications
- Workshops, seminars, and conferences
- Advanced writing and software training
- Management/Executive Leadership training
- Technical training

Category	Total	Percentage
Program & Initiatives	38	32%
Career Development Opportunities	34	29%
Educational & Professional Growth	30	25%
Other	13	11%
Support and Encouragement	3	3%

4. Other:

- Networking opportunities
- Opportunities for projects
- Effective Communication Training
- Training in servant leadership
- Reimbursement for outside training/classes
- People management training

5. Support and Encouragement:

- Encouragement from supervisor
- Support for outside training and classes

What suggestions would you offer to improve our development and succession planning programs?

Total Comments: 105*

* removed comments that said nothing, no suggestions, it is already good, etc.

Comment	Count	Percent
Cross Training; Passport Program	20	19.0%
Managers coach and develop staff	17	16.2%
Too many suggestions to label	11	10.5%
Formal training programs; skills testing	10	9.5%
Misc	10	9.5%
Promotional opportunities; Clear career paths	7	6.7%
Expand passport & other programs	6	5.7%
Lessen workload; increase staffing; Need the time	5	4.8%
Increase awareness of resources	4	3.8%
Better hiring practices; Equity for promos	4	3.8%
Pay/Classification Review/Benefits	2	1.9%
Retain institutional knowledge	2	1.9%
Diverse Taskforce; Equitable Dev Opportunities	2	1.9%
Budget for trainings/conferences; Educational support	2	1.9%
Career Counselling	1	1.0%
Mentorship Program	1	1.0%
Recordings of trainings from different divisions	1	1.0%

Notes:

- 25% (27) of respondents suggested more cross-training or expanding initiatives like the passport program.
- 16.2% (17) made note that managers need to coach and develop their staff more as part of succession planning.
- 16.2% (17) suggested there be more formal training programs for new and current staff on key skills needed to promote; and that there be a clear outline for career paths within HR or their team.
- 11 comments had multiple suggestions that they could not fall in to only one of the other categories. This requires an individual review to get the full information.
- While not the top comment, there were 5 people who mentioned that they would like to participate in functions like cross-training but cannot participate due to workload.

Telecommuting



Total questions: 9

- 1 work arrangement question
- 4 agree/disagree
- 4 open-ended



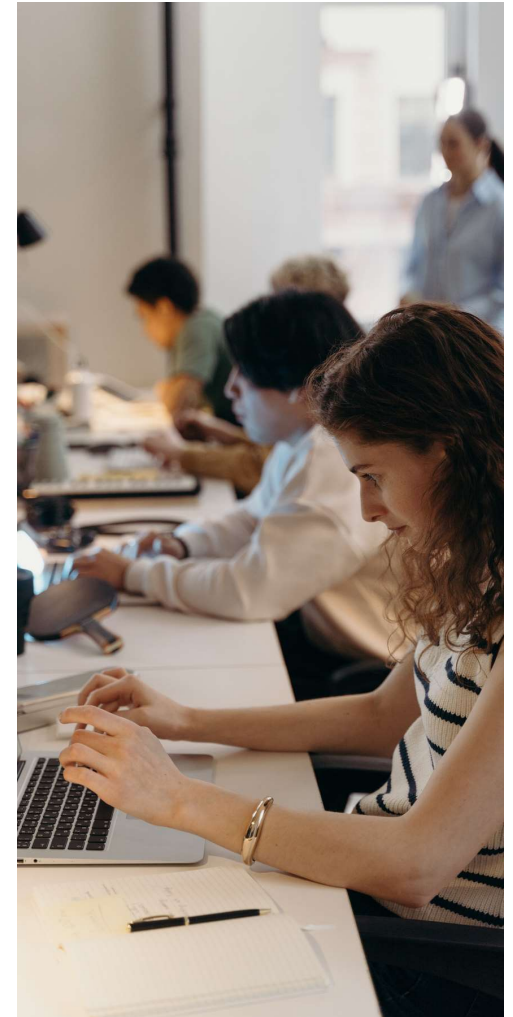
Agree/disagree

- I can effectively collaborate with my team while telecommuting.
- I feel connected with my team members while telecommuting.
- Overall, I am satisfied with my telecommuting experience.
- I am satisfied with my current on-site work arrangement.



Open-ended

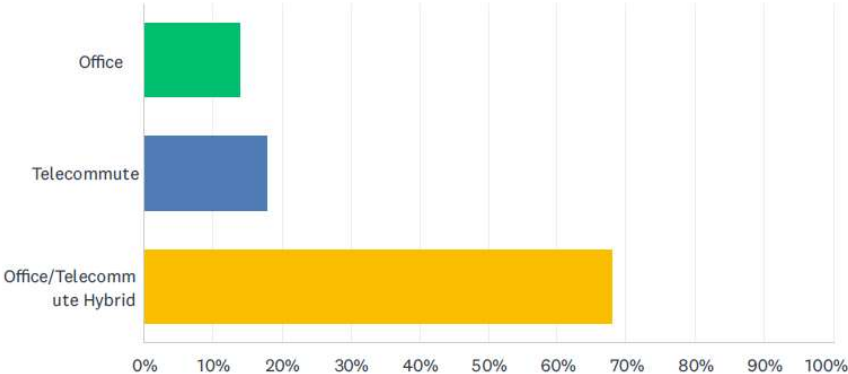
- What do you enjoy most about telecommuting?
- What challenges do you face while telecommuting, and how could they be addressed?
- What types of activities or initiatives would help you feel more engaged and connected with your colleagues while telecommuting?
- What challenges do you face in a workplace where some employees telecommute and some do not, and how could they be addressed?



Work Arrangement

Q16 What is your current work arrangement?

Answered: 290 Skipped: 10

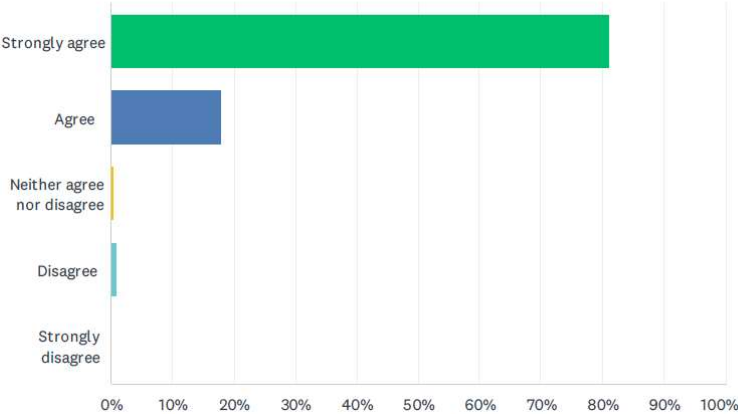


ANSWER CHOICES	RESPONSES	
Office	14.14%	41
Telecommute	17.93%	52
Office/Telecommute Hybrid	67.93%	197
TOTAL		290

Telecommuting

Q17 I can effectively collaborate with my team while telecommuting.

Answered: 247 Skipped: 53



Results

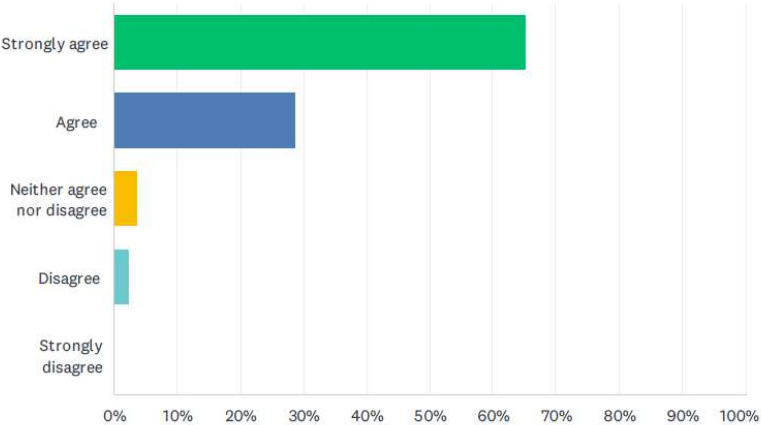
- 98.8% of employees agree or strongly agree
- Less than 1% (2 people) disagree

ANSWER CHOICES	RESPONSES	
Strongly agree	80.97%	200
Agree	17.81%	44
Neither agree nor disagree	0.40%	1
Disagree	0.81%	2
Strongly disagree	0.00%	0
TOTAL		247

Telecommuting

Q18 I feel connected with my team members while telecommuting.

Answered: 247 Skipped: 53



Results

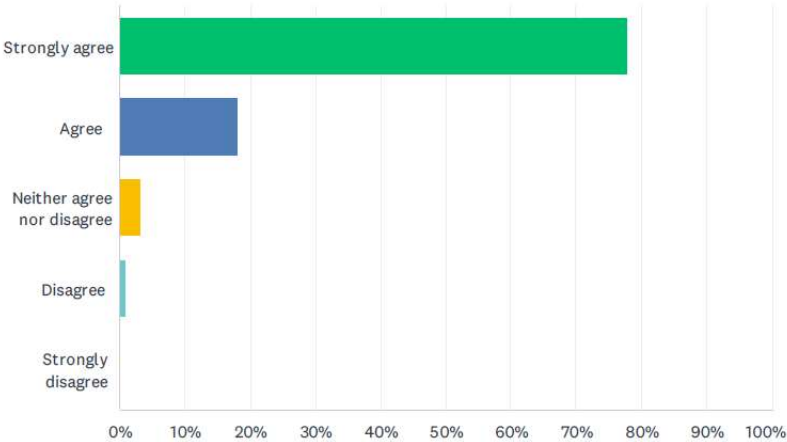
- 93.9% of employees agree or strongly agree
- 2.43% disagree or strongly disagree

ANSWER CHOICES	RESPONSES	
Strongly agree	65.18%	161
Agree	28.74%	71
Neither agree nor disagree	3.64%	9
Disagree	2.43%	6
Strongly disagree	0.00%	0
TOTAL		247

Telecommuting

Q19 Overall, I am satisfied with my telecommuting experience.

Answered: 247 Skipped: 53



Results

- 96% of employees agree or strongly agree
- Less than 1% (2 employees) disagree

ANSWER CHOICES	RESPONSES	
Strongly agree	77.73%	192
Agree	18.22%	45
Neither agree nor disagree	3.24%	8
Disagree	0.81%	2
Strongly disagree	0.00%	0
TOTAL		247

What do you enjoy most about telecommuting?

Most frequent

- No Commute
- More productive; Less distractions; Focus

Frequent Comments

- Work-life balance; time with family
- Cost savings - gas, food, etc.

Somewhat frequent

- Less stress; mental wellness; more sleep
- Easier to communicate; schedule meetings; collaborate

Other Comments

- More comfortable work environment
- Reduced carbon footprint

Notes:

- By far, the lack of commute was the most cited reason for enjoying telecommuting, which also ties into many of the other aspects people enjoy.
- Many note that they are more productive at home due to not having distractions in the office, people stopping by their cube to talk, and are able to focus more on their work.
- With a lack of commute, many note that they can spend more time with family instead of on the road and there is a cost savings on gas, food, coffee, etc.
- Lastly, there was a good portion of responses that said telecommuting makes it easier to communication, meet, and collaborate with others in HR.

What challenges do you face while telecommuting, and how could they be addressed?

Category	Responses	Percentage
Other	13	25%
In-person Interactions	12	23%
Technical Challenges	8	15%
Disconnected from Team	7	13%
Collaboration	7	13%
Resources	3	5%
Utility Prices	3	5%

Total responses: 53*

*removed responses that were N/A or noted they did not have any challenges.

21.3% of telecommuters noted a challenge

- **Other (single comment items)**– Ignoring breaks, micromanaged, training new employees is difficult
- **In-person Interactions** – Employees feel isolated, miss seeing faces
- **Technical Challenges** – Connection issues, VPN & drives access
- **Disconnected From Team** – Harder to connect with employees
- **Collaboration** – Limited on helping an employee, must go into office to help, collaboration is not always spontaneous
- **Resources** – No printer, must go into office to print

What types of activities or initiatives would help you feel more engaged and connected with your colleagues while telecommuting?

Category	Responses	Percentage
Team Meetings	23	32%
Team Building	22	30%
In-person Opportunities	16	22%
Other	8	11%
Department Gatherings	4	5%

Total responses: 73*

*removed responses that were N/A

29.3% of telecommuters responded to this question

- **Team Meetings** – More frequent
- **Team Building** – Learn about co-workers, different interest groups, more frequent team building, team lunch
- **In-person Opportunities** – Holiday party, conference & spring fling event, Mixers and more frequent gatherings
- **Other (single comment items)**– – Understanding technology, health and wellness initiatives, recognition

What challenges do you face in a workplace where some employees telecommute and some do not, and how could they be addressed?

Category	Responses	Percentage
Fairness	15	25%
Other	13	22%
Remote Opportunities	10	17%
Environment	9	15%
Communication	6	10%
Office Space	6	10%

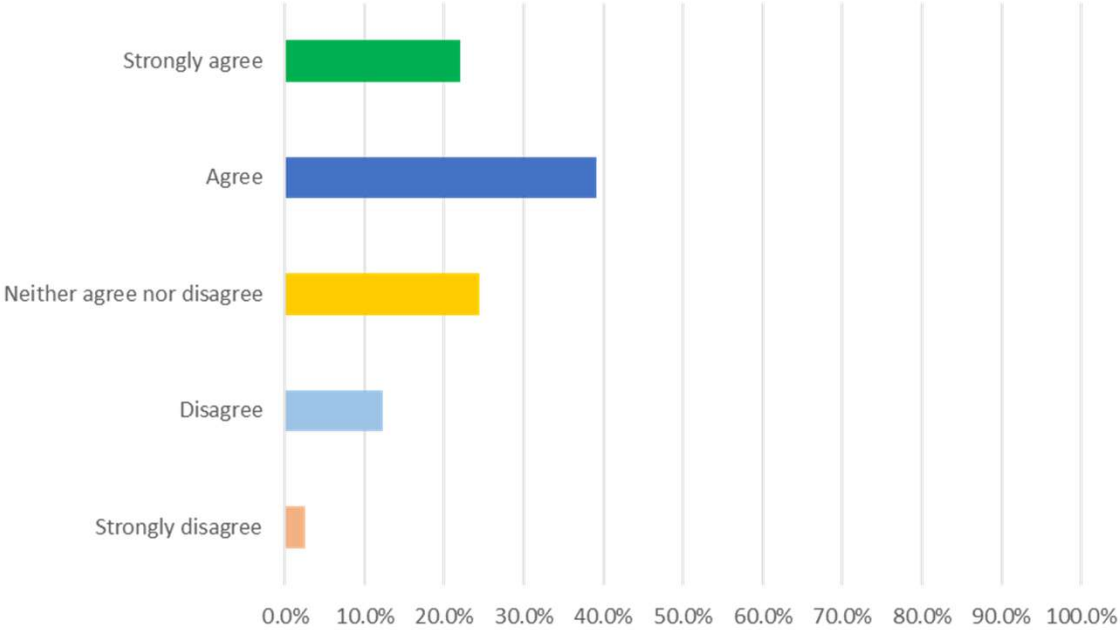
Total responses: 59*

*removed responses that were N/A

20% of all respondents noted a challenge

- **Fairness** – Some divisions can't WFH; unequal WFH days for some employees; employees not offered remote option
- **Other (single comment items)** – Lack of opportunities; parking; resentment; tools/resources
- **Remote Opportunities** – Being able to pick what days employees WFH; more WFH opportunities
- **Environment** – Loud; no privacy; lots of construction noise; working in office causes more work
- **Communication** – Availability of WFH employees; cannot just walk over to them
- **Office Space** – Dislike for shared workspaces; lack of space

I am satisfied with my current on-site work arrangement.



- 61% of employees agree or strongly agree
- 14.6% disagree or strongly disagree

Answer Choices	Responses	
Strongly agree	22.0%	9
Agree	39.0%	16
Neither agree nor disagree	24.4%	10
Disagree	12.2%	5
Strongly disagree	2.4%	1
TOTAL		41

Please note: This question went to all respondents instead of just the office workers, so the graph is customized.

Overall Questions



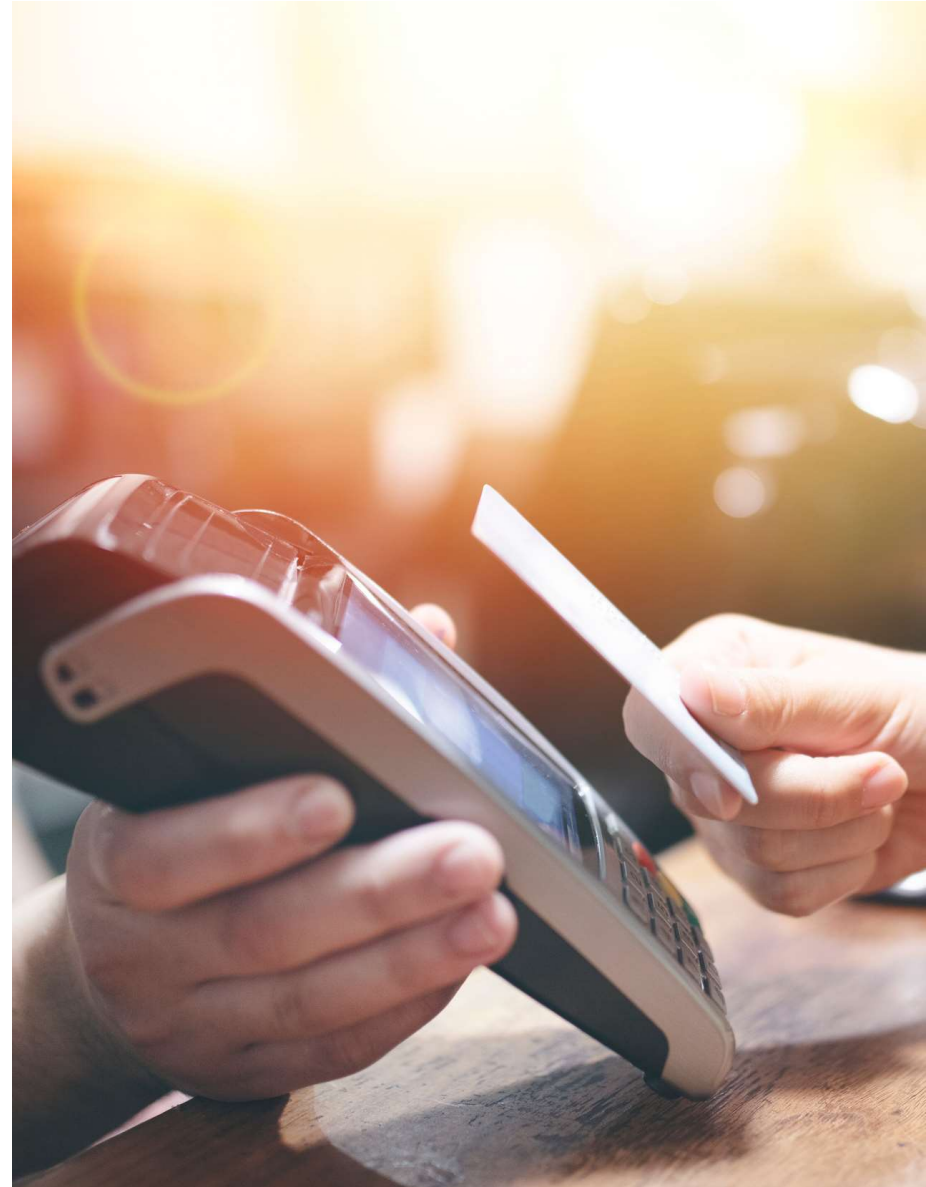
Total questions: 4

Open-ended: 4



Open-ended

- What aspects of working in our department work well for you?
- What do you enjoy most about working for the HR Department?
- What aspects of working in our department need improvement?
- What are the biggest challenges for our department?



What aspects of working in our department work well for you?

Total Comments: 185 (62% of respondents)

Comment	Count	Percent
Telecommuting; Schedule	56	30.3%
My Team; Leader	34	18.4%
Collaboration; Problem solving	18	9.7%
Too many aspects to label	15	8.1%
Availability of others & Leadership	12	6.5%
Everything; Most things	9	4.9%
Learning new things; Challenging	8	4.3%
Good Communication	5	2.7%
Misc.	5	2.7%
Helping Employees; Departments	4	2.2%
The work itself	4	2.2%
Autonomy	3	1.6%
Growth opportunities	3	1.6%
Job Stability	2	1.1%
Shared Mission; In it together	2	1.1%
Technology; resources	2	1.1%
Org Processes	1	0.5%
Recognition/appreciation	1	0.5%
Understanding other's roles	1	0.5%

Notes:

- 74 (40%) of the comments mentioned telecommuting, with 56 of those citing telecommuting as the main aspect that works well.
- 34 responses spoke about their team or leader being what works well within HR. This is notable and can be partnered with the highly positive responses on the team culture question.
- 15 responses listed so many items working well that it could not be put in to any one category.
- 20% (38) of combined responses discussed how HR collaborates well to solve problems and are available to each other when those problems arise. This environment also helps those involved to learn new things and be challenged at work.

What do you enjoy most about working for the HR Department?

Total Comments: 192 (64% of respondents)

Comment	Count	Percent
My team/working with others in HR	47	24.5%
Helping/working with employees/departments	39	20.3%
Challenging/variety	23	12.0%
Our Collaboration; Cross team collaboration	15	7.8%
Knowing my work makes an impact	14	7.3%
Schedule/benefits/teleworking	9	4.7%
The work we do	8	4.2%
Growth opportunities/cross training	7	3.6%
The culture	5	2.6%
General positive response	4	2.1%
Leadership/Manager Support	4	2.1%
Too many aspects to label	4	2.1%
Innovation; Strategic; Improvement	3	1.6%
Communication	2	1.0%
Job stability	2	1.0%
Misc.	2	1.0%
Autonomy	1	0.5%
Diversity	1	0.5%
No union	1	0.5%
Sharing the benefits of the County	1	0.5%

Notes:

- 32% (62) of responses mentioned working with their team, working with others in HR, and collaborating with others is what they enjoy most about working in HR.
- This combined with the 39 responses citing working with Departments and employees as what they enjoy most paints the picture that interacting with internal and external stakeholders is what is enjoyed most. Combined this is 53% of responses.
- 13.5% (26) responses spoke to the challenging work, variety or work, and the chance to be strategic and innovated as what they enjoy most.

What aspects of working in our department need improvement?

Total Comments: 132* (44% of respondents)

*removed comments that said nothing, no suggestions, it is already good, etc.

Comment	Count	Percent
Communication	15	11.4%
Knowing Department and Team Goals/Purpose/Work	15	11.4%
Growth Opportunities/succession/training	14	10.6%
Address Turnover; lack of staffing; Workloads	9	6.8%
Classifications; Pay; Pay inequity; Mgmt Benefits	9	6.8%
Collaboration	8	6.1%
Too many aspects to label	8	6.1%
Disconnectedness/lack of proactive comm	7	5.3%
Misc.	7	5.3%
Improve hiring practices/promotions	4	3.0%
More telecommuting/work-life balance	4	3.0%
Clarity on role expectations; consistent work processes	4	3.0%
Less approvals/bureaucracy/autonomy	3	2.3%
Process Improvement	3	2.3%
Holding staff accountable; Addressing problems	3	2.3%
All Department events	2	1.5%
Better Technology	2	1.5%
Improve Cohesiveness/connection	2	1.5%
Improve Workspace/décor	2	1.5%
Knowing who to contact/where to find resources	2	1.5%
Planning and being proactive	2	1.5%
Recognition/appreciation	2	1.5%
Responsiveness and writing skills	2	1.5%
Clarity on HR vs Dept roles; Managing Dept expectations	2	1.5%
Confidentiality	1	0.8%

Notes:

- With some of the top items being communication, understanding other teams purpose/work, collaboration, and disconnectedness (silos) there is a theme that appears. Many speak to or imply that teams or divisions are not always communicating well with one another and/or not collaborating to work for HR as a whole.
- 18 (13.6%) of respondents discuss retention, workloads, and items related to pay/pay equity as areas of improvement.
- There is also a theme around succession planning, role clarity, and the internal promotion process (22 respondents; 16.7%).

What are the biggest challenges for our Department?

Total Comments: 128* (43% of respondents)

*removed comments that said nothing, no suggestions, it is already good, etc.

Notes:

- 30.5% cited the biggest challenge being retention and not enough staff in combination with the workload increasing to support growing County Departments/population.
- Similar to other areas, the mention of silos and lack of collaboration with some divisions or individuals appears toward the top. The silos are also part of the comments related to not knowing what other teams do.
- 8 responses spoke to Departments always wanting more or blaming HR as a problem since all the work does not seem appreciated or recognized. This is not one that has often appeared high in other questions, though working with Departments is something employees enjoy most about HR.
- As with some other sections, there are 8 comments that listed too many items to label but are worth reviewing in more detail.

Comment	County	Percent
Staffing; Retention; Workload; Growing County/Depts	39	30.5%
Collaboration between divisions; silos; deflecting tasks to others	11	8.6%
Pay/classifications	11	8.6%
Communication; Exec Comm	9	7.0%
Departments blaming HR; not recognizing our value; never satisfied	8	6.3%
Too many aspects to label	8	6.3%
Misc.	8	6.3%
Need for innovation; update processes; Some unwilling to change	8	6.3%
Succession planning; Training; Knowing what other teams do	7	5.5%
Technology/Automation	4	3.1%
Politics; Fear of upsetting EO	3	2.3%
Favoritism; Inequities; Promo practices	3	2.3%
Reactive mindset	2	1.6%
Too many approvals; lack of autonomy	2	1.6%
Lack of shared vision; Changes in management	2	1.6%
Balancing Dept guidance with Cust Service	1	0.8%
Reporting; data	1	0.8%
Responsiveness	1	0.8%

Additional Comments

- **Appreciation** – Love working for HR, thankful for requesting feedback, excited about new HR Director, enjoying teleworking
- **Understaffed** – Employee Relations understaffed and overworked
- **Compensation** – Competitive pay, value higher education regarding compensation
- **Action from Survey** – Wants outcomes from survey, action plan, know their responses matter
- **Development** – Cross training program for employees
- **Confidentiality** – Confidentiality concerns about taking this survey



Total Responses: 25*

Thank You!

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