





County of Marin

All scores are on a scale of 0.00 to 5.00.

	Employees Invited	Responses Received	Response Rate	Engagement Indicator Score ¹	Leader Index ²
2019	2,075	1,622	78%	3.80	82
2017	2,097	1,550	74%	3.93	83
Strengths³	<ul style="list-style-type: none"> • My work unit provides great customer service. • My job is important to the mission/purpose of my department. • My work is meaningful. 				
Concerns⁴	<ul style="list-style-type: none"> • My work unit is adequately staffed. • Different levels of my department communicate effectively with each other. • The amount of job stress I feel is reasonable. 				

5 Year Business Plan Progress

Focus Area	Questions	2019 Score	2017 Score
 Diversity & Inclusion	5. My department values employees from different backgrounds. 15. My department treats employees fairly regardless of their race, national origin, color, ethnicity, disability, gender, age, religion, sexual orientation, gender identity, language, and veteran status. 64. I am aware of and understand the County's equity initiatives.	3.88	3.93
 Growth & Development	20. I have worked with my supervisor to identify my career goals. 28. The County of Marin invests in leadership at all levels. 35. I get the training I need to do a good job. 43. I have opportunities to learn and grow at the County of Marin. 44. My department provides career development opportunities.	3.54	3.60
 Innovation & Change	59. My work provides me an opportunity to be creative and innovative.	3.66	3.74
 Communication	11. Different levels of my department communicate effectively with each other. 53. The person I report to is a good communicator. 62. My department does a good job of communicating to the community and/or clients.	3.62	3.82

¹ The **Engagement Score** reflects the degree of engagement employees feel toward the workplace including degree of pride in the organization, intent to stay, willingness to recommend, and overall workplace satisfaction.

² The **Leader Index** indicates how employees and the person they report to are well prepared to work together on improvement planning. This measures trust, respect, communication skills and openness to discussing issues and solutions. Scores below 70 indicate improvement planning should be focused on improving leader-employee relationships. Scores above 80 indicate that the team and leader are well prepared to work together.

³ Represents items with the 3 highest scores. Department score & County comparison can be found on page 3.

⁴ Represents items with the 3 lowest scores. Department score & County comparison can be found on page 3.

Employee Voice 2019

Countywide Report

All Questions

Any change of 0.08 or more is statistically significant. Areas reflecting a statistically significant change from 2017 are highlighted in green (increase) and red (decrease). "N/A" in the 2017 column indicates that the question is new as of 2019.

#	Question	2019 Score	2017 Score	2019 Favorable	2019 Neutral	2019 Unfavorable
1	My work unit works well together.	4.15	4.17	81%	11%	7%
2	The person I report to treats me with respect.	4.35	4.38	85%	8%	7%
3	I enjoy working with my coworkers.	4.33	4.37	87%	11%	3%
4	I understand my department's mission and values.	4.24	4.28	86%	9%	5%
5	My department values employees from different backgrounds.	4.03	4.07	76%	16%	9%
6	My ideas and suggestions are seriously considered.	3.76	3.82	67%	18%	15%
7	The person I report to cares about my job satisfaction.	4.02	4.03	75%	13%	11%
8	Different work units work well together in my department.	3.61	3.64	62%	22%	15%
9	I am satisfied with the recognition I receive for doing a good job.	3.58	3.63	60%	19%	20%
10	I am updated on the progress towards achieving the goals in the County of Marin's 5 Year Business Plan.	3.43	3.57	51%	31%	18%
11	Different levels of my department communicate effectively with each other.	3.19	3.21	45%	25%	29%
12	There is a climate of trust within my work unit.	3.77	3.63	69%	15%	16%
13	There is a climate of trust within my department.	3.22	N/A	46%	25%	29%
14	My department conducts business in an ethical manner.	4.00	4.09	75%	15%	10%
15	My department treats employees fairly regardless of their race, national origin, color, ethnicity, disability, gender, age, religion, sexual orientation, gender identity, language, and veteran status.	3.95	4.07	73%	15%	12%
16	I am involved in decisions that affect my work.	3.66	3.71	63%	19%	17%

Employee Voice 2019

Countywide Report

#	Question	2019 Score	2017 Score	2019 Favorable	2019 Neutral	2019 Unfavorable
17	The actions of the person I report to support my Department's mission and values.	4.10	4.16	79%	15%	6%
18	Employees in my work unit help others to accomplish their work.	4.21	4.23	84%	11%	5%
19	My department cares about employee safety.	4.06	4.16	78%	13%	9%
20	I have worked with my supervisor to identify my career goals.	3.60	3.91	59%	23%	18%
21	When appropriate, I can act on my own without asking for approval.	4.12	4.11	83%	10%	8%
22	My department provides high-quality products/services.	4.17	4.22	82%	13%	4%
23	The person I report to cares about quality improvement.	4.14	4.18	81%	14%	6%
24	My last performance evaluation provided information I could use to improve.	3.68	3.72	64%	23%	13%
25	My work unit provides great customer service.	4.40	4.38	89%	8%	2%
26	My department supports me in balancing my work life and personal life.	3.79	3.89	68%	17%	15%
27	If my unit is fully staffed, my workload is manageable.	3.63	N/A	65%	15%	19%
28	The County of Marin invests in leadership at all levels.	3.30	3.39	46%	30%	24%
29	I like the work I do.	4.36	4.38	89%	8%	3%
30	My work unit is adequately staffed.	2.83	2.91	37%	17%	45%
31	My department adjusts priorities based on staffing resources.	3.30	N/A	51%	23%	26%
32	The amount of job stress I feel is reasonable.	3.25	3.29	50%	22%	28%
33	The person I report to holds employees accountable for high performance.	3.80	3.81	69%	18%	12%
34	The environment in my department makes employees in my work unit want to go above and beyond what's expected of them.	3.35	3.39	50%	24%	26%
35	I get the training I need to do a good job.	3.69	3.67	65%	21%	14%

Employee Voice 2019

Countywide Report

#	Question	2019 Score	2017 Score	2019 Favorable	2019 Neutral	2019 Unfavorable
36	My department treats employees with respect.	3.86	3.89	72%	16%	12%
37	My department actively seeks quality improvement.	3.73	3.89	65%	23%	12%
38	I understand how my job supports my department's mission.	4.22	4.26	86%	10%	4%
39	The person I report to encourages teamwork.	4.11	4.10	79%	13%	8%
40	I am proud to tell people I work for the County of Marin.	4.01	4.15	73%	21%	6%
41	My job makes good use of my skills and abilities.	3.92	3.98	76%	11%	13%
42	My work unit produces high-quality work.	4.29	4.32	88%	9%	3%
43	I have opportunities to learn and grow at the County of Marin.	3.64	3.65	63%	20%	17%
44	My department provides career development opportunities.	3.47	3.39	56%	24%	21%
45	The person I report to values great customer service.	4.30	4.28	86%	10%	4%
46	My department provides great customer service.	4.21	4.22	83%	13%	4%
47	My job is important to the mission/purpose of my department.	4.37	4.11	91%	8%	1%
48	I have the tools and resources I need to provide the best service for our customers/clients.	3.67	3.64	66%	18%	17%
49	I have sufficient time to provide the best service for our customers/clients.	3.41	3.47	55%	22%	23%
50	I respect the abilities of the person to whom I report.	4.18	4.18	81%	12%	8%
51	I would like to be working in my department three years from now.	3.79	3.95	65%	20%	15%
52	My job responsibilities are clear.	4.03	4.08	80%	12%	8%
53	The person I report to is a good communicator.	3.87	3.88	71%	15%	14%
54	Senior management's actions support my department's mission and values.	3.63	3.67	61%	23%	16%

Employee Voice 2019

Countywide Report

#	Question	2019 Score	2017 Score	2019 Favorable	2019 Neutral	2019 Unfavorable
55	The person I report to gives me useful feedback.	3.90	3.91	71%	18%	11%
56	The person I report to gives me frequent feedback.	3.65	N/A	61%	23%	16%
57	I have confidence in my department's senior management.	3.49	3.55	56%	22%	22%
58	I would stay with this organization if offered a similar position elsewhere.	3.58	3.66	56%	27%	16%
59	My work provides me an opportunity to be creative and innovative.	3.66	3.74	62%	23%	15%
60	My work is meaningful.	4.36	4.39	89%	8%	3%
61	I have access to the technology I need to do my job well.	3.84	3.86	74%	14%	12%
62	My department does a good job of communicating to the community and/or clients.	3.79	3.83	70%	20%	11%
63	The County does a good job of communicating to the community and/or clients.	3.58	N/A	57%	32%	11%
64	I am aware of and understand the County's equity initiatives (See Key Terms above for County Equity definition).	3.66	3.64	63%	25%	12%
65	I would recommend the County of Marin as a good place to work.	3.81	3.97	69%	20%	11%
66	I would recommend my department as a good place to work.	3.80	N/A	67%	20%	13%
67	Employees' actions support the County's mission and values.	3.93	3.91	74%	21%	5%
68	Information from this survey will be used to make improvements.	3.37	3.52	50%	30%	20%
69	Overall, I am a satisfied employee.	3.81	3.92	70%	19%	11%