

PINAL GILA COMMUNITY CHILD SERVICES EMPLOYEE OPINION POLL/SURVEY MARCH 2006

An employee opinion poll was administered to the employees of Pinal Gila Community Child Services in February, 2006. The purpose of the poll was to give staff an opportunity to express their perspective on how well the agency is putting core values to work on a daily basis, and to gather suggestions for agency improvement. The Employee Focus Committee designed the survey, with input from Schaider Consulting Services, Inc. Schaider Consulting Services was retained to provide an overview of the comments from staff.

The survey was completed online by employee access through the PGCCS website. Respondents could access the survey at their leisure, and type in as much of a response as they desired (the typing space expanded to meet the character demand). This approach allowed complete anonymity, yet allowed reviewers to track trends within and across responses. Surveys had to be completed by March 1st, allowing staff about three weeks to complete it.

Historical comparison:

1998 – 59 surveys returned	2002 – 67 surveys returned
1999 – 60 surveys returned	2003 – 73 surveys returned
2000 – 120 surveys returned	2004- 59 surveys returned
2001 – 118 surveys returned	2005 - 170 surveys returned
2006 – 116 surveys returned	

OVERVIEW OF SURVEY RESPONSES

Comparative to previous surveys

The 2006 survey was designed in a completely new format and most questions were not sufficiently similar to compare the responses. The 2006 survey related directly to the core values of the Agency as determined in the planning process of 2005. The core values are:

- Teamwork
- Diversity
- Excellence
- Life-long learning
- Integrity
- Innovation

Four questions were asked under each of these six core value categories:

1. What are we doing well?
2. How do you see this value in operation/applied on a day-to-day basis?
3. What could we do differently?
4. What are some solutions to existing problems?

In addition, respondents were asked the same four questions as relates to communication between and among employees, and also in an 'other' undesignated category.

The quality and quantity of responses reduced as the survey progressed. For example, the number of responses, and length of responses, for question #1 were larger than for question #6. While expected, it also indicates that the survey may have been too long.

The overview, below, highlights trends found within each question and some general observations of the responses overall. If there were no trends, or few, such is noted. It is recommended that the CEO, DCEO, and EFC review ALL the responses, once the report has been 'sanitized' for remarks made about specific employees by name or position. Perhaps EFC subcommittees for each of the six values could review the commentary for that value and make recommendations for response by the agency as a whole.

Broad overview

1. The survey used the wording "How are we doing?" This appears to have been translated by many respondents as "How is Central Office or Administration doing". The intent was for "we" to reference the agency as a whole, or everyone in the agency, seen as one large team. This anomaly reinforces a pattern of distinction and separation that site staff makes between themselves and Central Office.
2. There was a repetitive theme of contradiction regarding applying rules or policies. One group of respondents were particularly grateful that special considerations and exceptions were made, and supervisors acted in an understanding way, when 'personal situations' complicated their work lives. Another group of respondents expressed frustration when rules were not enforced consistently across the board, without exception. While this is probably not uncommon in large organizations, it does make it difficult for managers. It becomes a *no win* situation.
3. Several respondents indicated that "C/O staff need to remember what it was like when they were in the sites". I believe this is a request for compassion, empathy, and kindness on the part of supervisorial staff, rather than simple complaining about too much work.
4. The requirement for continuing education is a significant burden for some employees. Some feel it is unreasonable and nearly impossible to meet, especially for those with young children. This is counter-balanced by those who have completed their requirements and are thankful that the Agency pushed them to seek additional training/education.
5. The agency focus on personal health is evidently heard loud and clear (see question 6) and is appreciated by employees.

Trends within individual questions (number of comments noted in parenthesis)

1. PGCCS values Teamwork (Participative management; being encouraging, supportive, and nurturing towards one another, helpful communication).

What are we doing well?

- (12) being caring, helpful, supportive, encouraging
- (12) communication
- (12) training, education, and personal growth opportunities
- (12) encouraging teamwork, working as a team
- (10) providing a good response to requests for help
- (9) allowing staff input; participative management
- (7) monthly meetings

How is this shown on a day-to-day basis?

- (23) I ask for help; I receive help
- (20) through communication, cooperation, conversations
- (11) email
- (11) good working environment, good employee morale
- (10) my input is encouraged or asked for
- (7) 'thank you's and appreciation

What is your favorite part of teamwork?

- (23) getting help; helping others
- (21) teamwork is it's own reward, the shared responsibility
- (19) good morale; camaraderie
- (14) recognition, caring, feeling appreciated by others, my input has value
- (9) learning from each other; sharing ideas
- (9) we get more done; get things done in a timely way

What could we do differently?

- (11) increase communication
- (10) positive praise
- (6) ease up on, or eliminate, the PDQA education requirements
- (4) fully staff all sites

What are some solutions to existing problems?

- (18) more/increase/continue communication

2. In the area of communication between and among employees, departments, etc.:

What are we doing well?

- (32) email is helpful
- (6) keeping up with updates; keeping up with issues
- (5) the meetings are good/helpful

What do you appreciate about the communication?

- (14) having/sharing information
- (12) email is helpful
- (9) openness; can speak freely
- (9) timeliness of communication
- (6) wide variety of communication (email, phone, paper, etc.)
- (6) give/get help
- (6) inter-staff communication (between departments) is good

What could we do differently?

- (6) reduce the critical attitudes of C/O staff
- (3) a.m. staff and p.m. staff need to communicate better
- (3) create targeted communication versus general communication (no time to read what I don't need)

What are some solutions to existing problems?

- (4) communicate more
- (4) treat people better; more respectful communication

3. PGCCS values Life-long learning (showing open-mindedness; supporting continuing education, formal & informal learning; striving for excellence; goal setting)

What are we doing well?

- (42) encourage, allow, assisting with continuing education
- (19) training and training stipends
- (13) tuition reimbursement
- (5) providing opportunities for learning
- (5) making us write and then supporting our individual goals
- (5) PDQA
- (5) promoting the importance of higher education

How does this value get shown or reinforced on a day-to-day basis?

- (12) I apply my new knowledge on the job; our ability to do the work
- (12) praise and support and encouragement for those in school
- (6) financial assistance
- (4) PDQA and accountability for it
- (4) All staff are attending college and graduating

What could we do differently?

- (12) relax the pressure to get educated
- (9) take away/lower the PDQA
- (7) more tuition help

What are some solutions to existing problems?

- (11) lower PDQA; slow down/lower/ don't require education
- (4) use EFC input
- (4) seek grant funds to increase wages

4. PGCCS values Diversity (Conducting ourselves in ways that are accepting & supportive of diverse ideas, styles, ethnicities, cultures, perspectives, approaches, & learning styles.)

What are we doing well?

- (14) training on diversity
- (12) hiring diverse staff
- (12) taking into perspective diverse viewpoints, styles, cultures
- (10) equally respect staff and their culture/beliefs
- (6) diversity in the classroom

How does this value get shown or reinforced on a day-to-day basis?

- (18) the way staff treats one another
- (16) the way children and families are treated
- (8) staff input into problem solving, decisions, and site self-management
- (9) diverse hiring; no discrimination in hiring

What could we do differently?

- (7) more training

What are some solutions to existing problems?

- (10) training
- (14) no problems noted

5. PGCCS values Integrity (Honesty, commitment, accountability, responsible, hard working, supportive, respect, loyalty, ethical.)

What are we doing well?

- (14) hard working, committed staff
- (11) rewards, feeling valued, acknowledgements
- (15) modeling or showing these values: respect, honesty, loyalty, integrity
- (6) expecting this behavior
- (6) focus on quality programs for families

How do you see this value in operation?

- (12) it is shown in the site daily
- (8) how staff is treated
- (7) how families are treated
- (6) through teamwork
- (4) recognition

What could we do differently?

- (7) continue/increase recognition
- (6) C/O be more aware of what reality is out in the sites
- (4) remind us of this value by practicing it, discussing it

What are some solutions to existing problems?

- (5) training
- (4) rewards/incentives
- (4) communication

6. PGCCS values Excellence (quality, best practices, professionalism, desire, going beyond, healthy.)

What are we doing well?

- (11) training on healthy lifestyles; promoting health and wellness for employees
- (11) professionalism
- (10) training
- (6) encouragement; pushing us
- (5) teamwork
- (4) high expectations

How does this value get shown or reinforced on a day-to-day basis?

- (10) we try harder; strive for quality
- (7) support/encourage good health
- (6) expectations and monitoring it
- (6) how we treat children and families

What could we do differently?

- (6) encouragement/recognition
- (5) professional etiquette needs to be taught and increased
- (4) continued focus on employee health and well-being

What are some solutions to existing problems?

- (5) more training
- (3) gym passes/health club membership

7. PGCCS values Innovation (motivation, forward thinking, passion, purposeful, changing, open mindedness, passion, driven).

What are we doing well?

- (17) openness to change/creative thinking/try new ideas
- (7) EFC; staff input
- (5) motivation

How do you see innovation applied on a regular basis?

- (7) staff and family input sought out and truly listened to
- (6) changes made
- (6) technology

What could we do differently?

- (3) research an issue thoroughly before making a change

What are some solutions to existing problems?

No trends

8. Other comments:

No trends

Key quotes

- PGCCS does well working together to accomplish agency goals, get things done, and looking at solutions and issues from alternate perspectives.
- What we are doing well is promoting a safe, healthy working environment for staff both physically and mentally.
- Central Office working well together with position changes, agency issues, events, etc.
- We get the job done.
- (with teamwork) people feel more commitment to the success of our program
- The change that I believe we have made as an agency is that we are not here to tear down but to correct and build up.
- Synergy
- It is good to be associated with an educational group that values the drive and passion that the staff exhibits.
- Staff is given the opportunity to share their ideas and the possibilities are truly listened to and discussed. Every suggestion is given careful thought by people of varied backgrounds. People who are nonjudgmental or critical, but open to change.
- I was against requiring those of us who do not have degrees to get them, but the more classes I get credit for and the closer I get to earning a degree, the more I really want to continue and reaching what at one time in my life was an unreachable dream. Thank you PGCCS!
- (diversity) I know my learning disabilities won't be held against me.
- PGCCS respects everyone as equals and will tolerate nothing less, just as it should be.
- PGCCS is a diverse agency in every sense of the word.
- This agency inspires loyalty. If you work here, you believe in the program.
- (integrity) The families are being served and the students are learning.
- Reminding ourselves that we are making a difference in the lives of the children and we are giving them a Head Start in life.
- **You know that at the end of the day in some small way that you have made someone's life better. We can change the world one child or family at a time.**

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