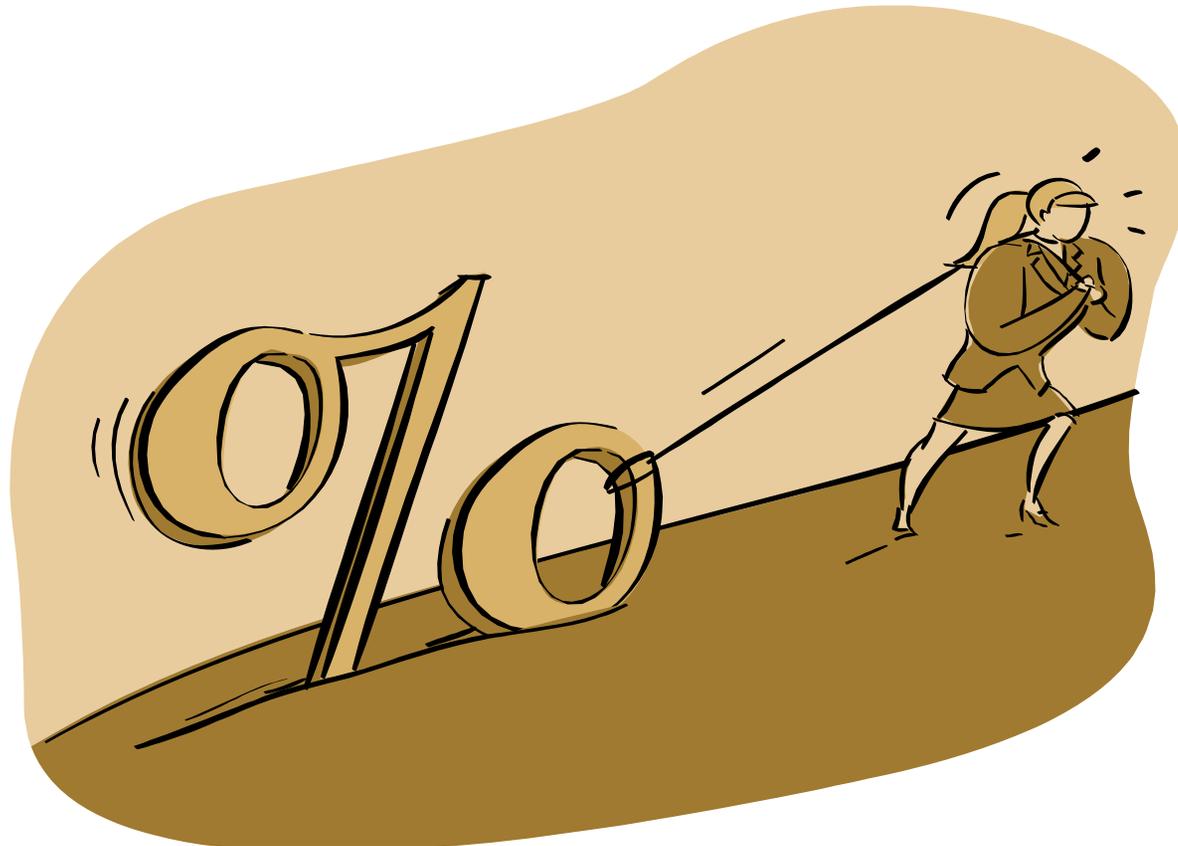


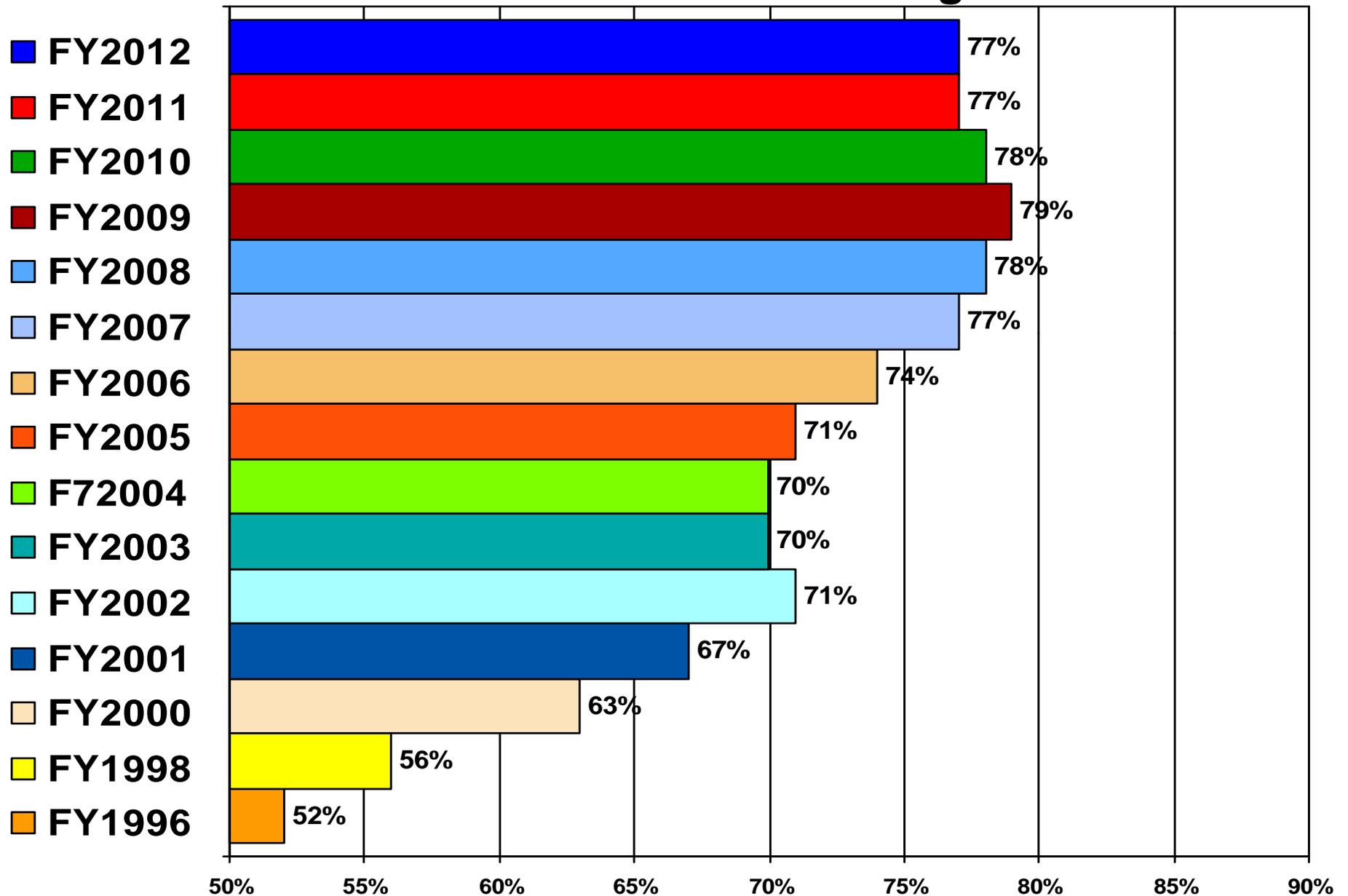
**Maricopa County  
Employee Satisfaction Survey  
Fiscal Year 2013  
Office of Management & Budget**



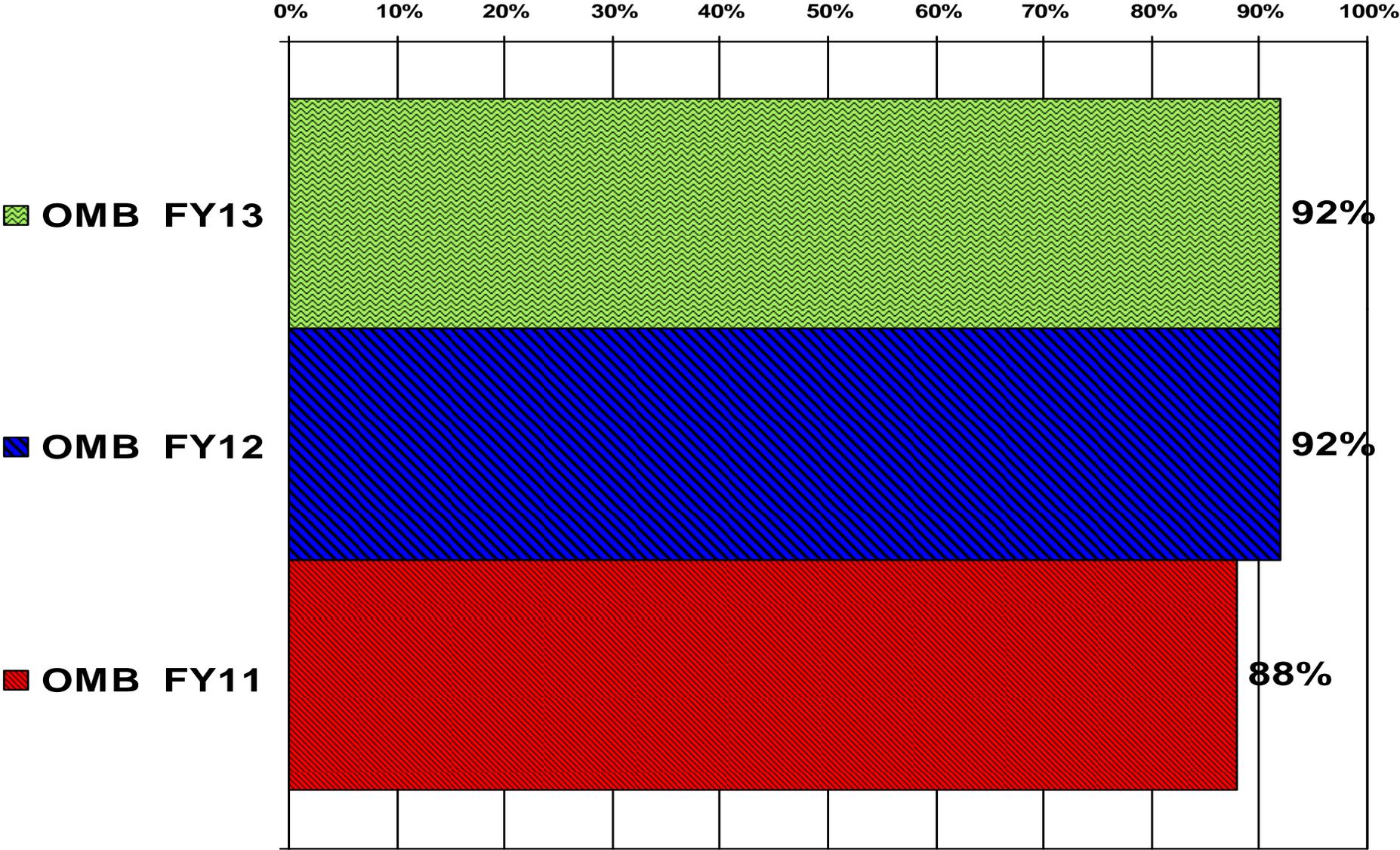
# Participation Chart

<i>Divisions / Units</i>	<i>Report Label</i>	<i>Report Code</i>	<i># Emps</i>	<i># Ints</i>	<i>Part Rate</i>
<b>D.C.M. Management Team</b>	DCM MgTm	<b>00</b>	8	8	100%
<b>DCM &amp; OMB Administration / Policy &amp; Compliance</b>	Adm/Cmp	<b>10</b>	10	10	100%
<b>Management &amp; Budget</b>	Budget	<b>20</b>	12	12	100%
<b><u>Total Department:</u></b>			<b>30</b>	<b>30</b>	<b>100%</b>

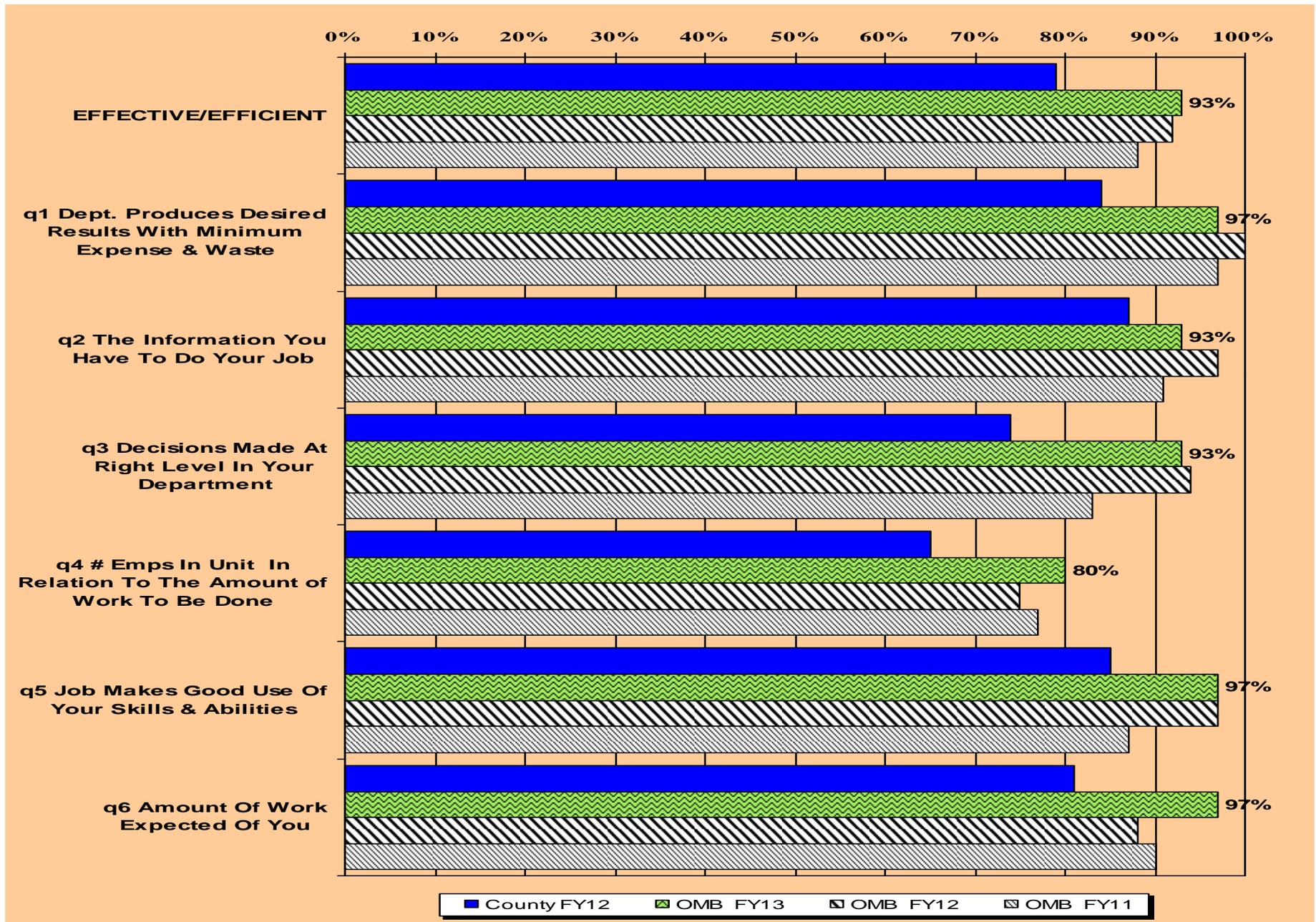
# All Appointed Departments Overall Satisfaction Percentages



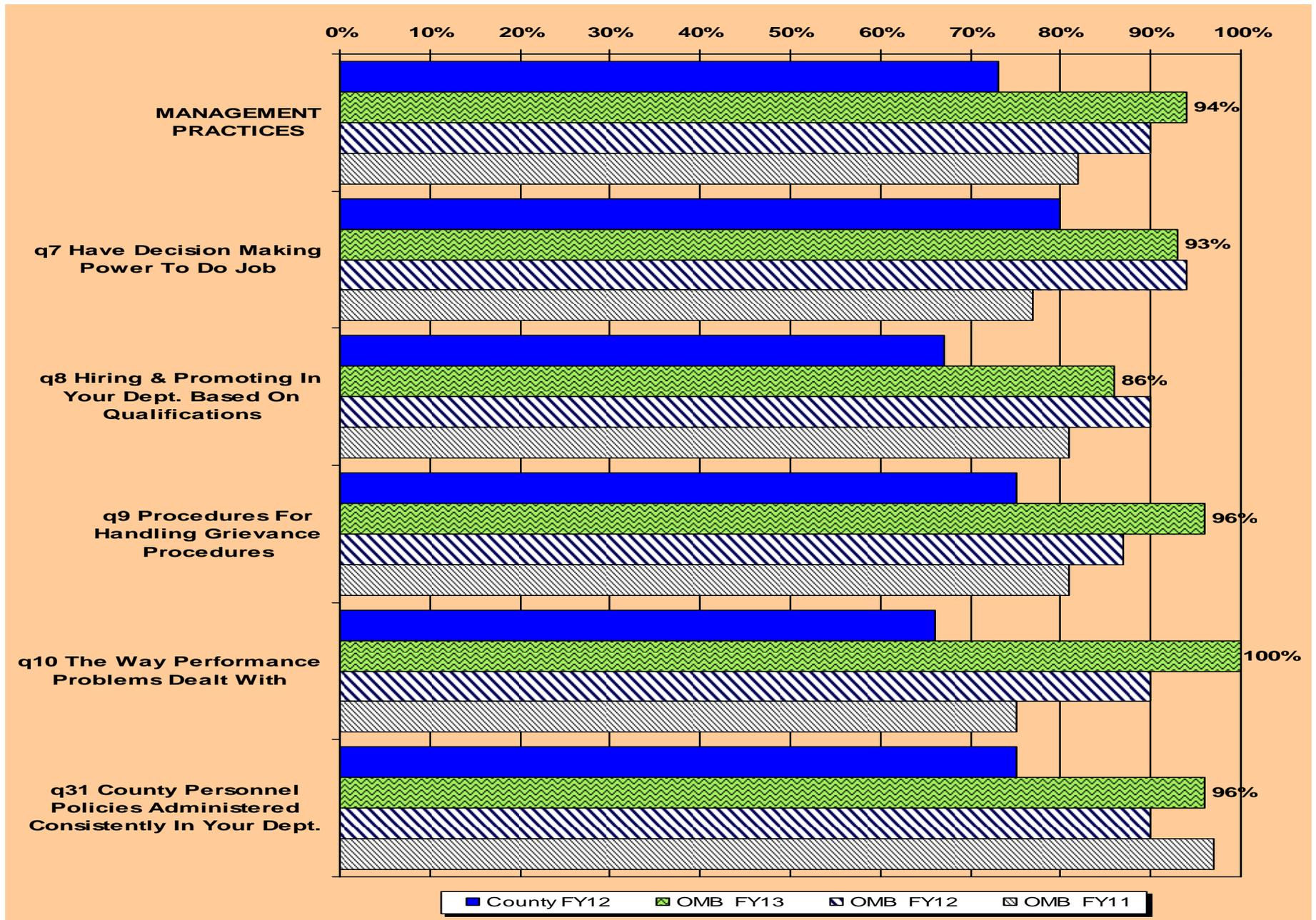
# Office of Management and Budget Overall Satisfaction Percentages



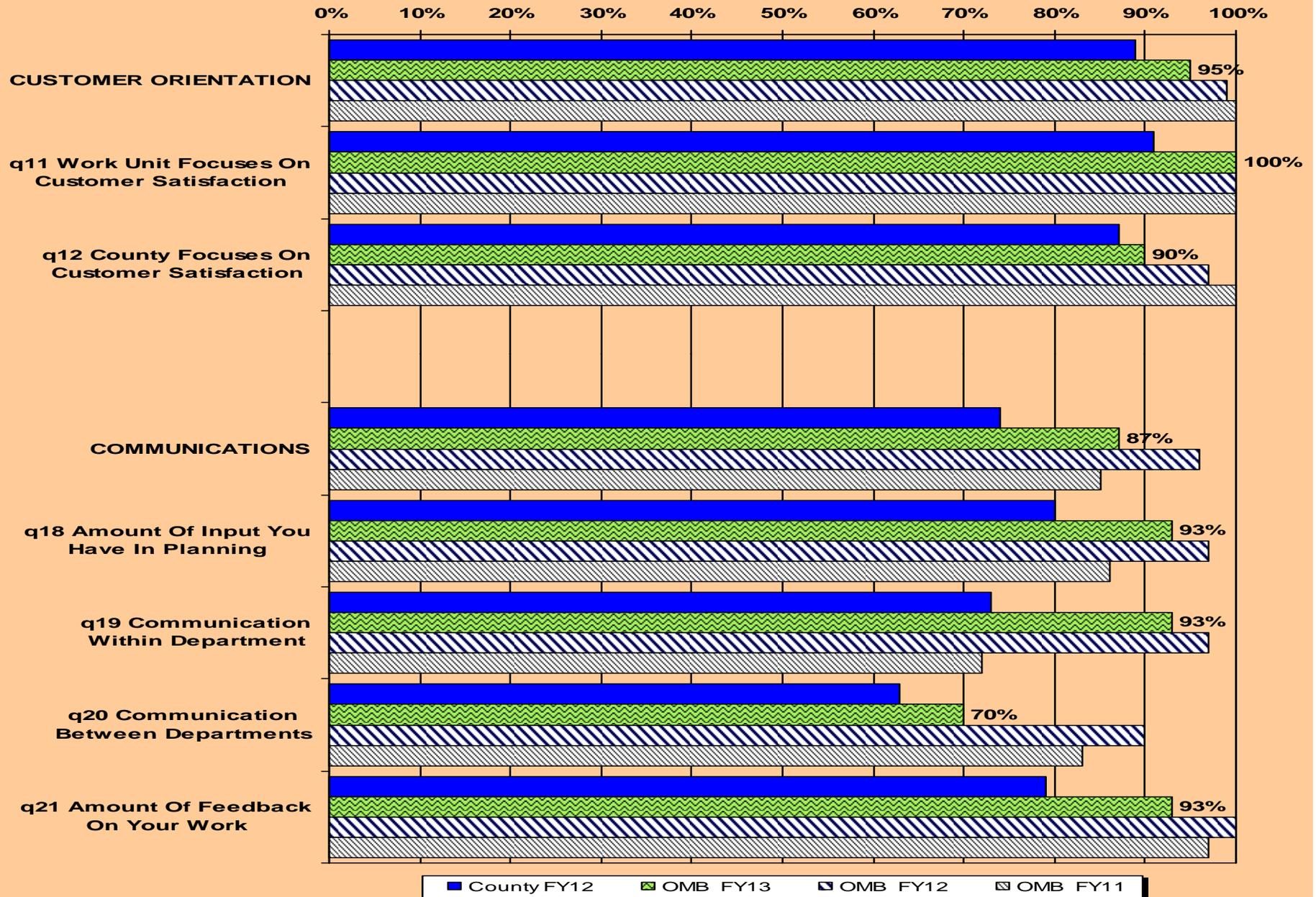
# Effectiveness & Efficiency



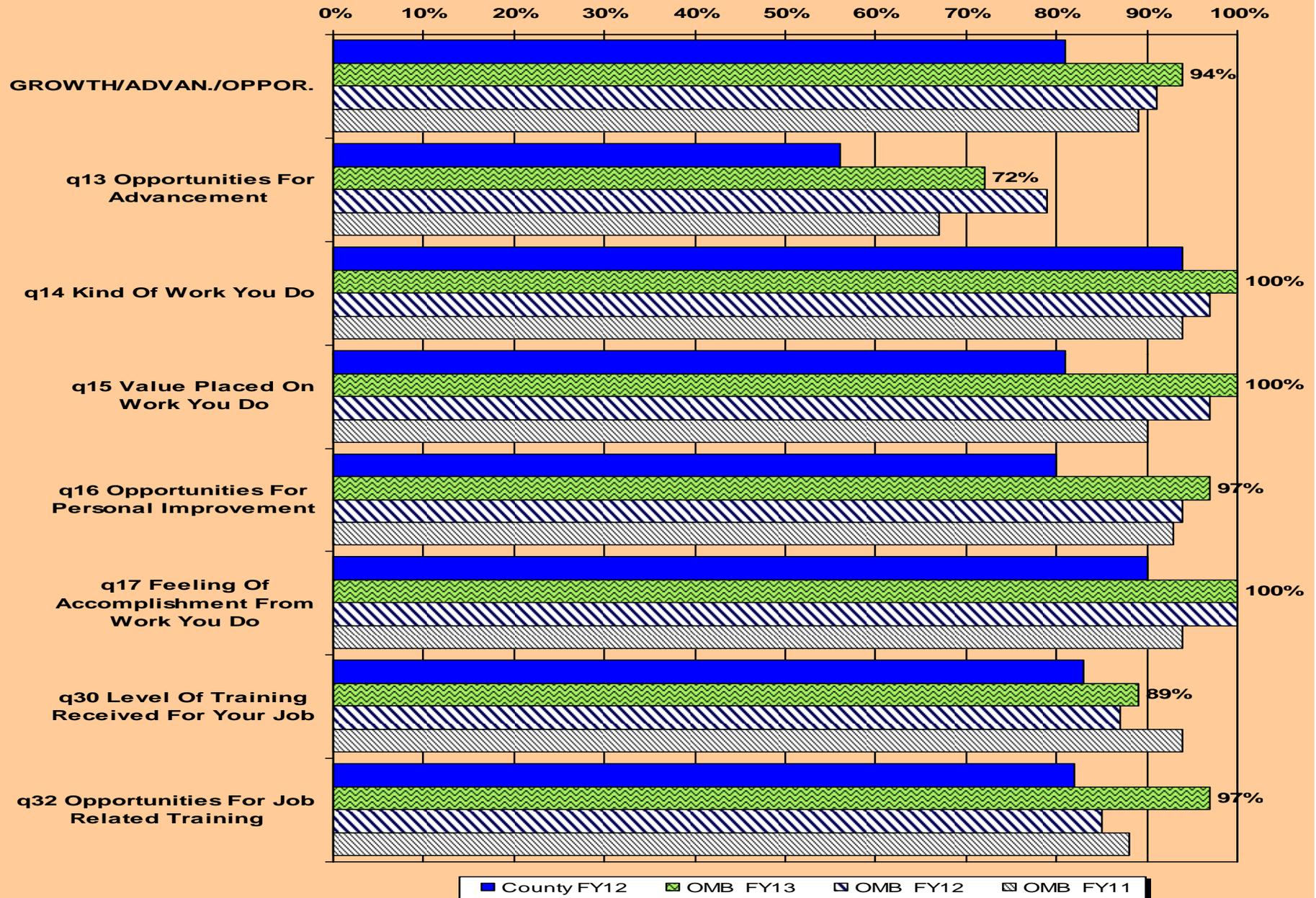
# Management Practices



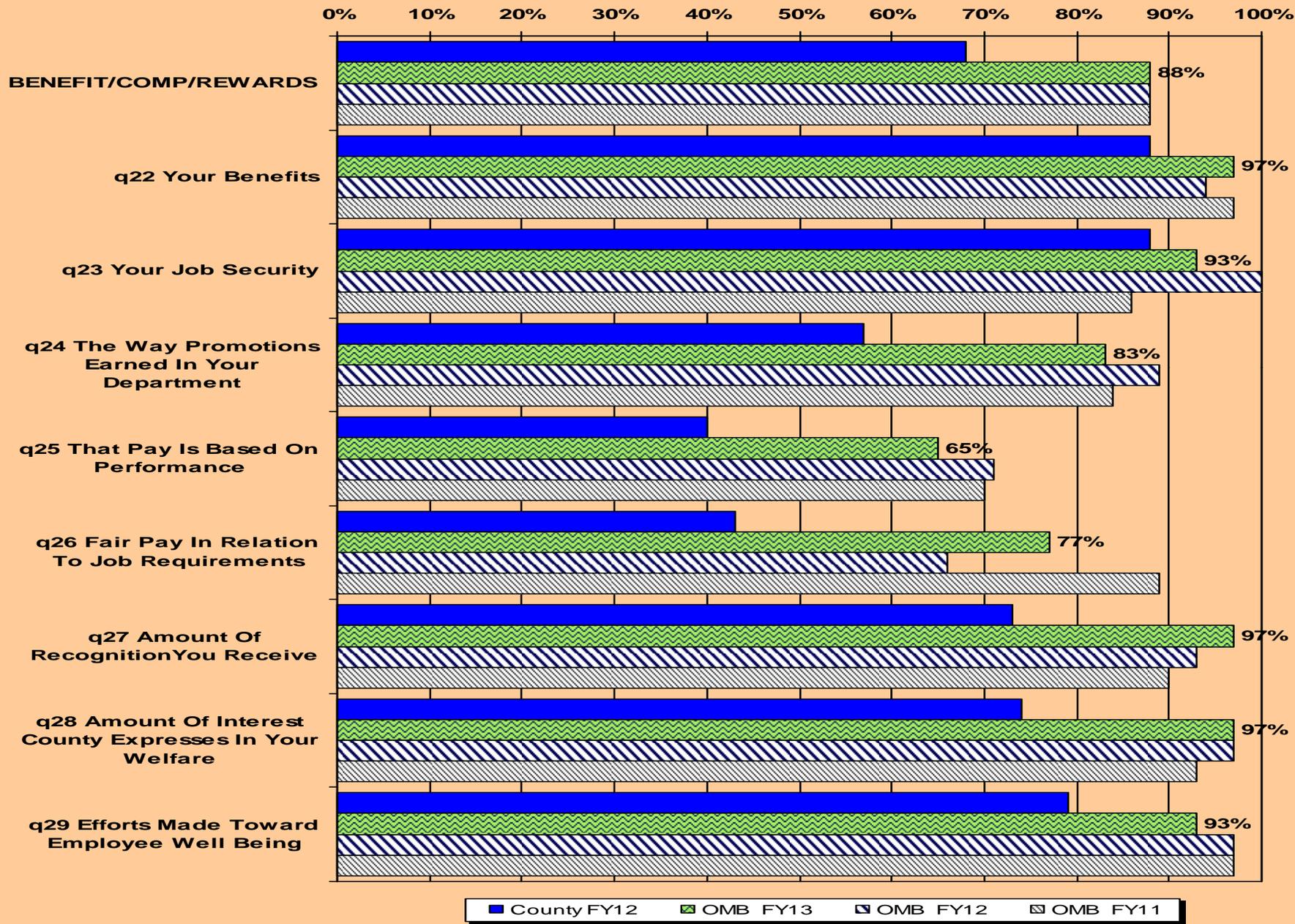
# Customer Orientation & Communications



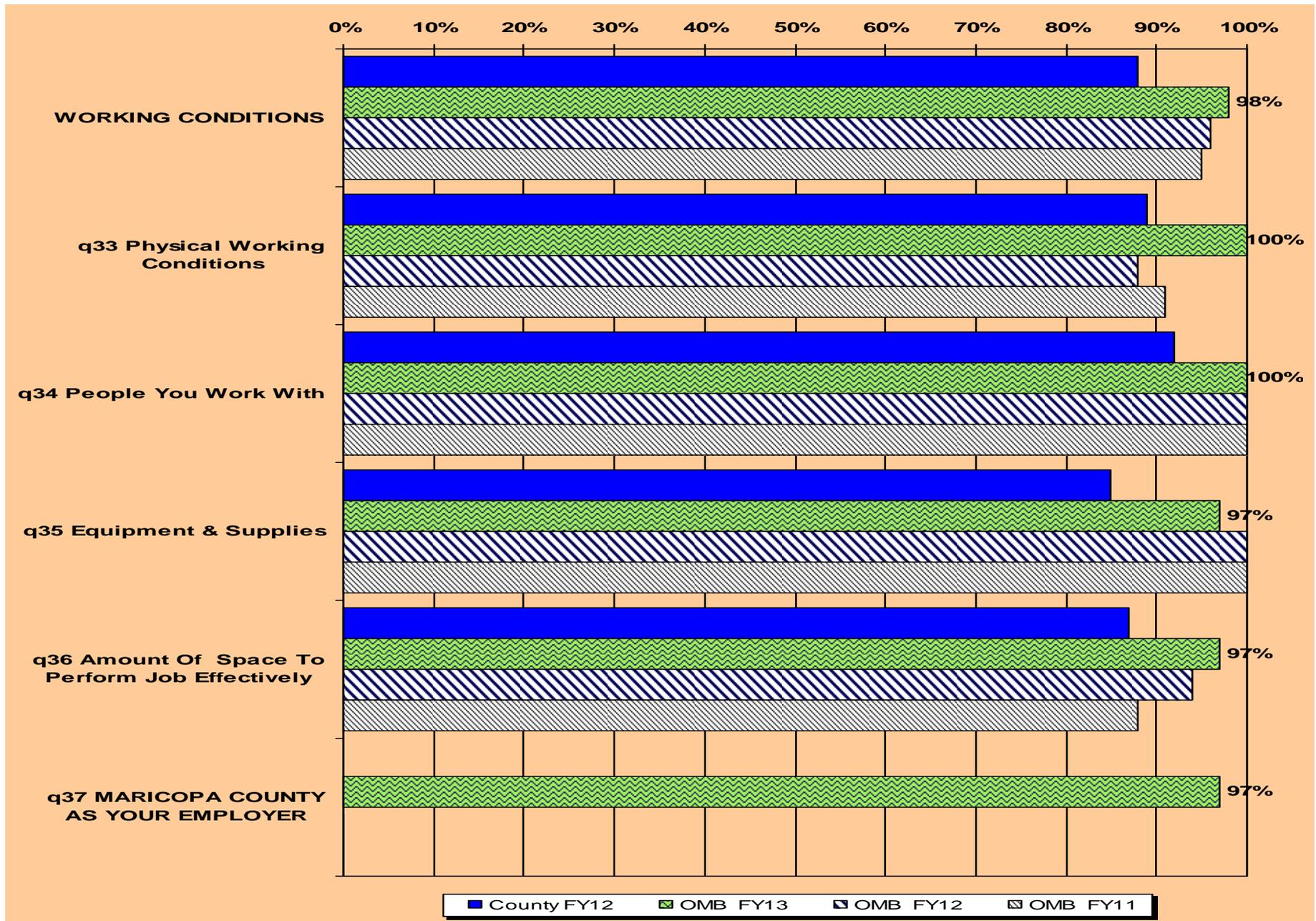
# Growth & Advancement Opportunities



# Benefits, Compensation & Rewards



# Working Conditions & County as Employer



# Satisfaction History

	OMB FY13	OMB FY12	OMB FY11
<b>EFFECTIVENESS/EFFICIENCY AVERAGE SCORE</b>	93%	92%	88%
Dept Produces Results With Minimum Expense & Waste	97%	100%	97%
Information You Have To Do Your Job	93%	97%	91%
Decisions Made At Right Level In Cnty Organization	93%	94%	83%
# Of Employees In Unit Vs Amount Of Work	80%	75%	77%
Job Makes Good Use Of Skills And Abilities	97%	97%	87%
Amount Of Work Expected Of You	97%	88%	90%
<b>MANAGEMENT PRACTICES AVERAGE SCORE</b>	94%	90%	82%
Decision Making Power To Do Your Job	93%	94%	77%
Hiring & Promotions Based On Qualifications	86%	90%	81%
Procedures To Handle Employee Grievances	96%	87%	81%
How Performance Problems Are Dealt With	100%	90%	75%
Personnel Policies Administered Consistently	96%	90%	97%
<b>CUSTOMER ORIENTATION AVERAGE SCORE</b>	95%	99%	100%
Unit Focuses On Customer Satisfaction/Needs	100%	100%	100%
County Focuses On Customer Satisfaction/Needs	90%	97%	100%
<b>COMMUNICATIONS AVERAGE SCORE</b>	87%	96%	85%
Amount Of Input Into Planning	93%	97%	86%
Communication Within Your Department	93%	97%	72%
Communication Between Departments	70%	90%	83%
Amount Of Feedback You Get On Work You Do	93%	100%	97%
<b>GROWTH/ADVANCEMENT OPPORTUNITY AVERAGE SCORE</b>	94%	91%	88%
Opportunities For Advancement	72%	79%	67%
Kind Of Work You Do	100%	97%	94%
Value Placed On Work You Do	100%	97%	90%
Opportunities For Personal Improvement	97%	94%	93%
Feeling Of Accomplishment You Get From Work	100%	100%	94%
Level Of Training Received For Job	89%	87%	94%
Opportunities For Job Related Training	97%	85%	88%
<b>BENEFITS/COMPENSATION/REWARDS AVERAGE SCORE</b>	88%	88%	88%
Your Benefits	97%	94%	97%
Your Job Security	93%	100%	86%
The Way Promotions Earned In Your Department	83%	89%	84%
That Your Pay Based Is On Performance	65%	71%	70%
Pay Is Fair In Relation To Job Requirements	77%	66%	89%
Amount Of Recognition You Receive	97%	93%	90%
Amount of Interest County Expresses In Your Welfare	97%	97%	93%
Efforts Being Made Toward Employee Well Being	93%	97%	97%
<b>WORKING CONDITIONS AVERAGE SCORE</b>	98%	96%	95%
Physical Working Conditions	100%	88%	91%
People You Work With	100%	100%	100%
Equipment And Supplies	97%	100%	100%
Amount Of Space To Perform Job	97%	94%	88%
<b>SATISFACTION AVERAGE SCORE - ALL ITEMS</b>	92%	92%	88%
	<i>Number of Employees</i>		
	28	35	32
Maricopa County As Your Employer	97%		

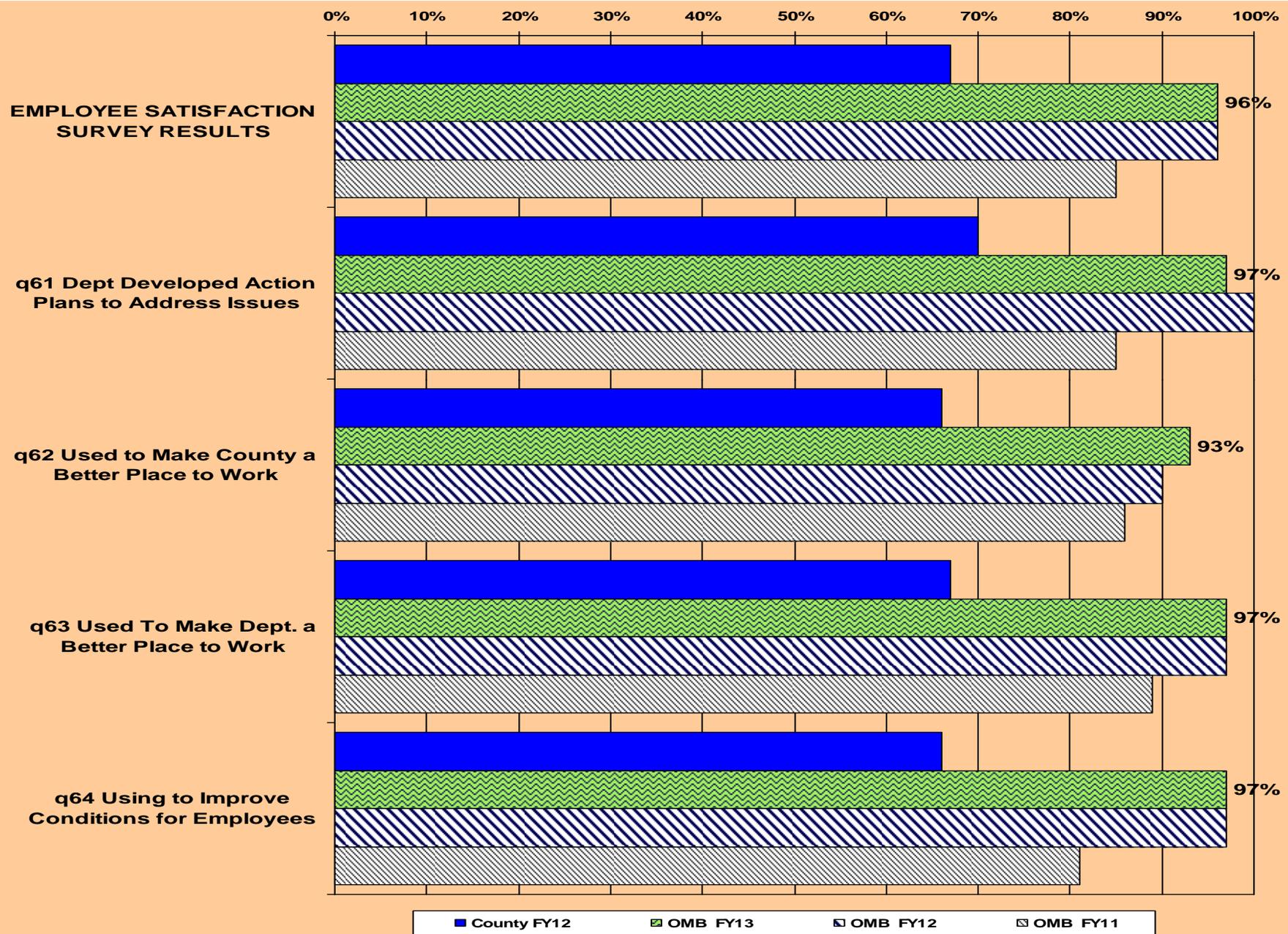
# Satisfaction Details

	DCM MgTm	Adm/Cmp	Budget	OMB
<b>EFFECTIVENESS/EFFICIENCY</b>	92%	98%	89%	93%
Dept Produces Results With Minimum Expense & Waste	100%	100%	92%	97%
Information You Have To Do Your Job	100%	100%	83%	93%
Decisions Made At Right Level	100%	100%	82%	93%
# Of Employees In Unit Vs Amount Of Work	50%	90%	92%	80%
Job Makes Good Use Of Skills And Abilities	100%	100%	92%	97%
Amount Of Work Expected Of You	100%	100%	92%	97%
<b>MANAGEMENT PRACTICES</b>	98%	98%	88%	94%
Decision Making Power To Do Your Job	100%	100%	83%	93%
Hiring & Promotions Based On Qualifications	88%	90%	82%	86%
Procedures To Handle Employee Grievances	100%	100%	86%	96%
How Performance Problems Are Dealt With	100%	100%	100%	100%
Personnel Policies Administered Consistently	100%	100%	89%	96%
<b>CUSTOMER ORIENTATION</b>	100%	100%	86%	95%
Unit Focuses On Customer Satisfaction/Needs	100%	100%	100%	100%
County Focuses On Customer Satisfaction/Needs	100%	100%	73%	90%
<b>COMMUNICATIONS</b>	91%	98%	76%	87%
Amount Of Input Into Planning	100%	100%	80%	93%
Communication Within Your Department	100%	100%	83%	93%
Communication Between Departments	63%	90%	58%	70%
Amount Of Feedback You Get On Work You Do	100%	100%	83%	93%
<b>GROWTH/ADVANCEMENT OPPORTUNITY</b>	95%	97%	90%	94%
Opportunities For Advancement	63%	80%	73%	72%
Kind Of Work You Do	100%	100%	100%	100%
Value Placed On Work You Do	100%	100%	100%	100%
Opportunities For Personal Improvement	100%	100%	92%	97%
Feeling Of Accomplishment You Get From Work	100%	100%	100%	100%
Level Of Training Received For Job	100%	100%	75%	89%
Opportunities For Job Related Training	100%	100%	92%	97%
<b>BENEFITS/COMPENSATION/REWARDS</b>	84%	93%	86%	88%
Your Benefits	100%	100%	92%	97%
Your Job Security	100%	100%	83%	93%
The Way Promotions Earned In Your Department	86%	89%	75%	83%
That Your Pay Based Is On Performance	63%	75%	60%	65%
Pay Is Fair In Relation To Job Requirements	38%	90%	92%	77%
Amount Of Recognition You Receive	100%	100%	92%	97%
Amount of Interest County Expresses In Your Welfare	100%	100%	92%	97%
Efforts Being Made Toward Employee Well Being	88%	89%	100%	93%
<b>WORKING CONDITIONS</b>	100%	97%	98%	98%
Physical Working Conditions	100%	100%	100%	100%
People You Work With	100%	100%	100%	100%
Equipment And Supplies	100%	100%	92%	97%
Amount Of Space To Perform Job	100%	89%	100%	97%
<b>SATISFACTION - ALL ITEMS</b>	93%	97%	88%	92%
<i>Number of Employees</i>	8	10	12	30
Maricopa County As Your Employer	100%	100%	92%	97%

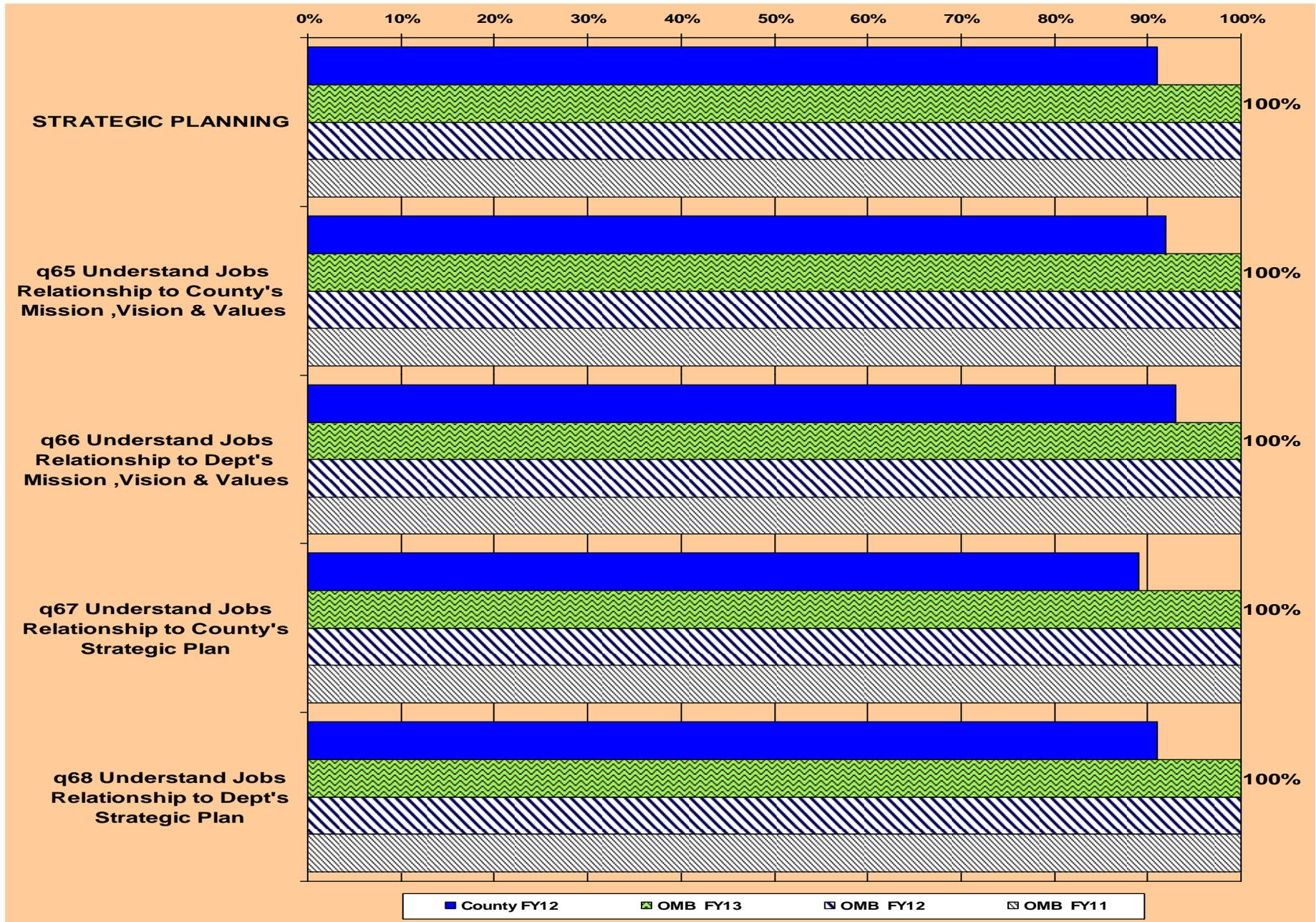
# Satisfaction Details ~ Sorted High to Low

	DCM MgTm	Adm/Cmp	Budget	OMB
Feeling Of Accomplishment You Get From Work	100%	100%	100%	100%
How Performance Problems Are Dealt With	100%	100%	100%	100%
Kind Of Work You Do	100%	100%	100%	100%
People You Work With	100%	100%	100%	100%
Physical Working Conditions	100%	100%	100%	100%
Unit Focuses On Customer Satisfaction/Needs	100%	100%	100%	100%
Value Placed On Work You Do	100%	100%	100%	100%
Amount Of Recognition You Receive	100%	100%	92%	97%
Amount Of Work Expected Of You	100%	100%	92%	97%
Dept Produces Results With Minimum Expense & Waste	100%	100%	92%	97%
Equipment And Supplies	100%	100%	92%	97%
Job Makes Good Use Of Skills And Abilities	100%	100%	92%	97%
Opportunities For Job Related Training	100%	100%	92%	97%
Opportunities For Personal Improvement	100%	100%	92%	97%
Your Benefits	100%	100%	92%	97%
Maricopa County As Your Employer	100%	100%	92%	97%
Amount of Interest County Expresses In Your Welfare	100%	100%	92%	97%
Amount Of Space To Perform Job	100%	89%	100%	97%
Personnel Policies Administered Consistently	100%	100%	89%	96%
Procedures To Handle Employee Grievances	100%	100%	86%	96%
Amount Of Feedback You Get On Work You Do	100%	100%	83%	93%
Communication Within Your Department	100%	100%	83%	93%
Decision Making Power To Do Your Job	100%	100%	83%	93%
Information You Have To Do Your Job	100%	100%	83%	93%
Decisions Made At Right Level	100%	100%	82%	93%
Your Job Security	100%	100%	83%	93%
Amount Of Input Into Planning	100%	100%	80%	93%
Efforts Being Made Toward Employee Well Being	88%	89%	100%	93%
County Focuses On Customer Satisfaction/Needs	100%	100%	73%	90%
Level Of Training Received For Job	100%	100%	75%	89%
Hiring & Promotions Based On Qualifications	88%	90%	82%	86%
The Way Promotions Earned In Your Department	86%	89%	75%	83%
# Of Employees In Unit Vs Amount Of Work	50%	90%	92%	80%
Pay Is Fair In Relation To Job Requirements	38%	90%	92%	77%
Opportunities For Advancement	63%	80%	73%	72%
Communication Between Departments	63%	90%	58%	70%
That Your Pay Based Is On Performance	63%	75%	60%	65%

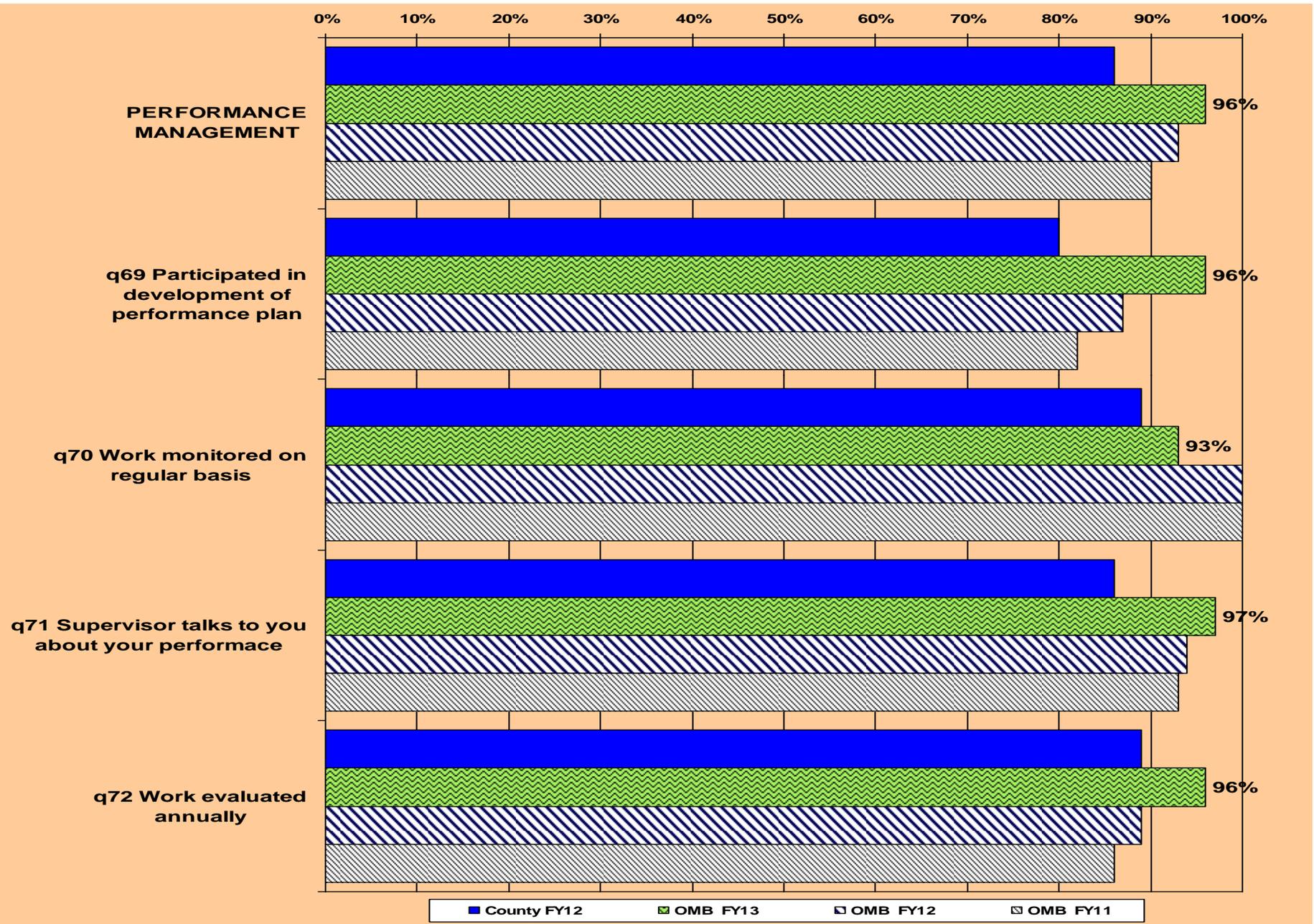
# Employee Satisfaction Survey Results



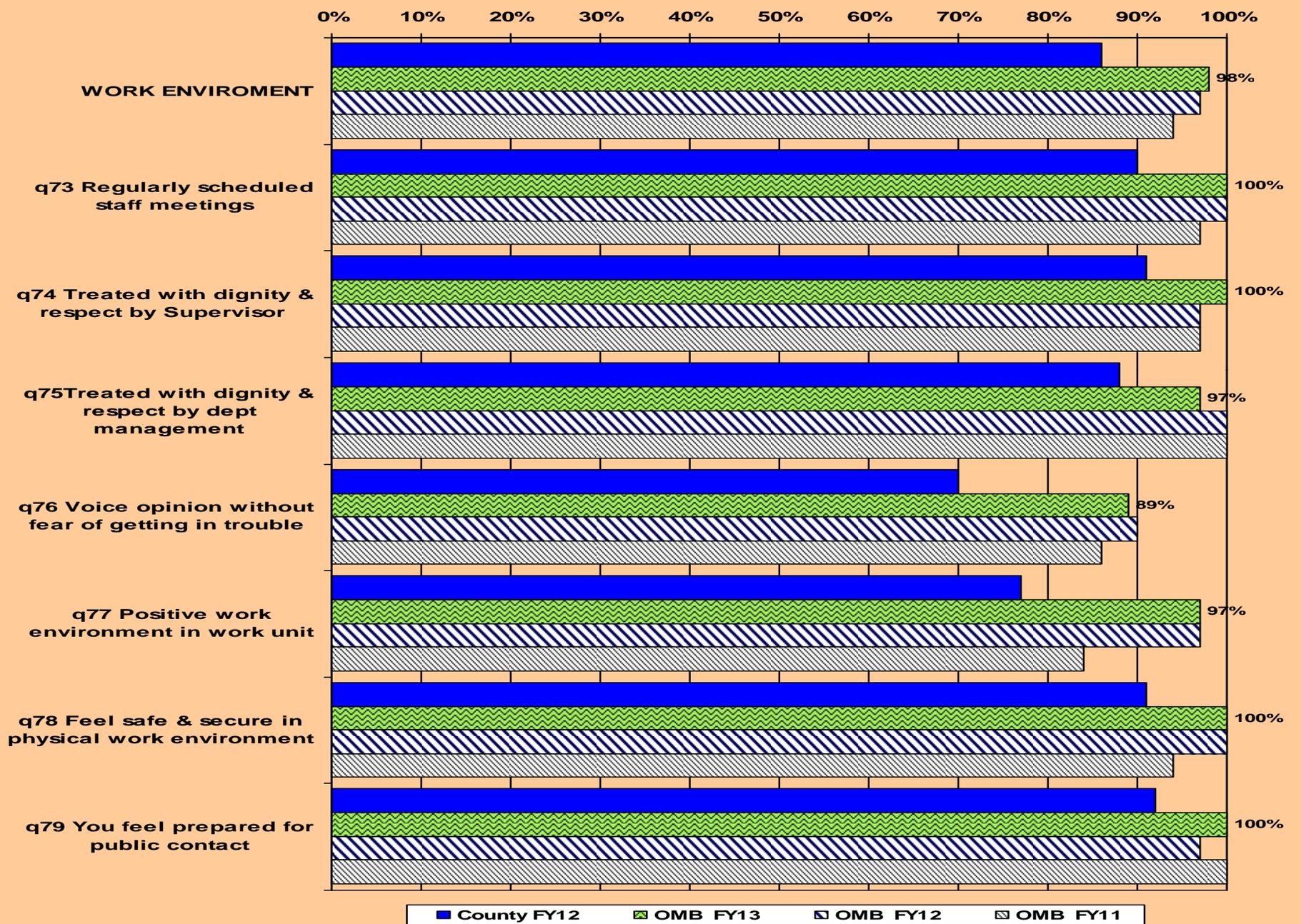
# Strategic Planning



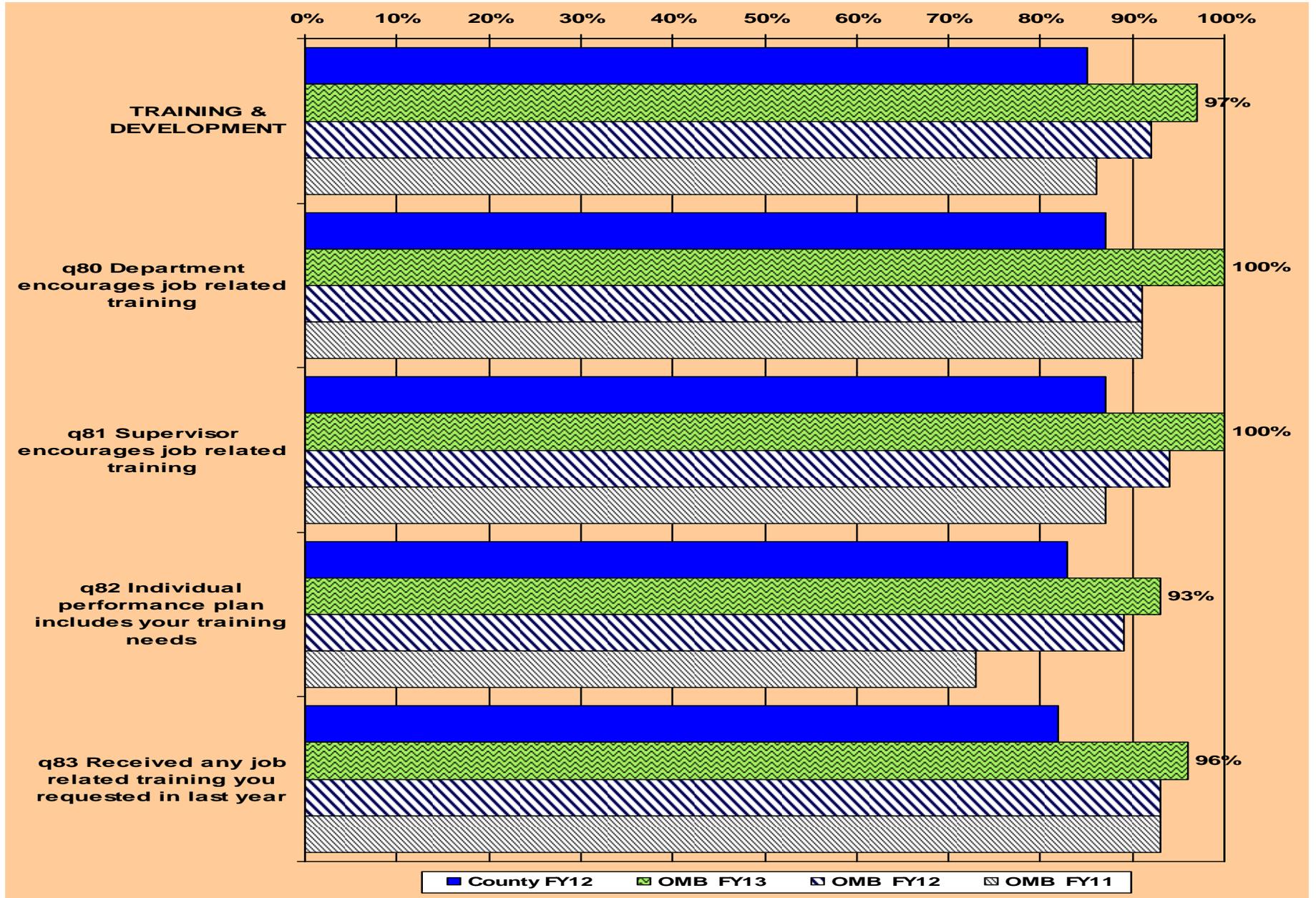
# Performance Management



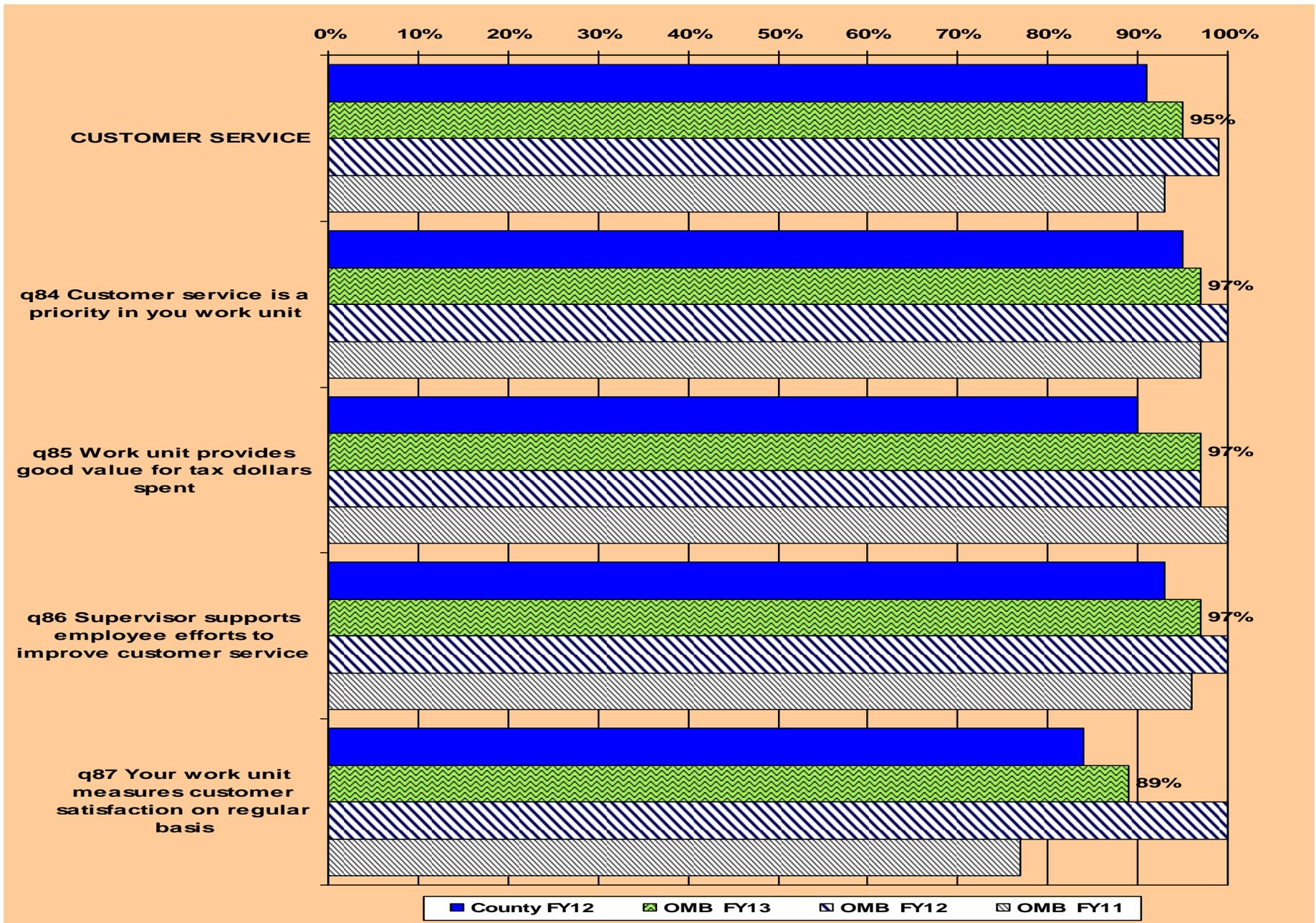
# Work Environment



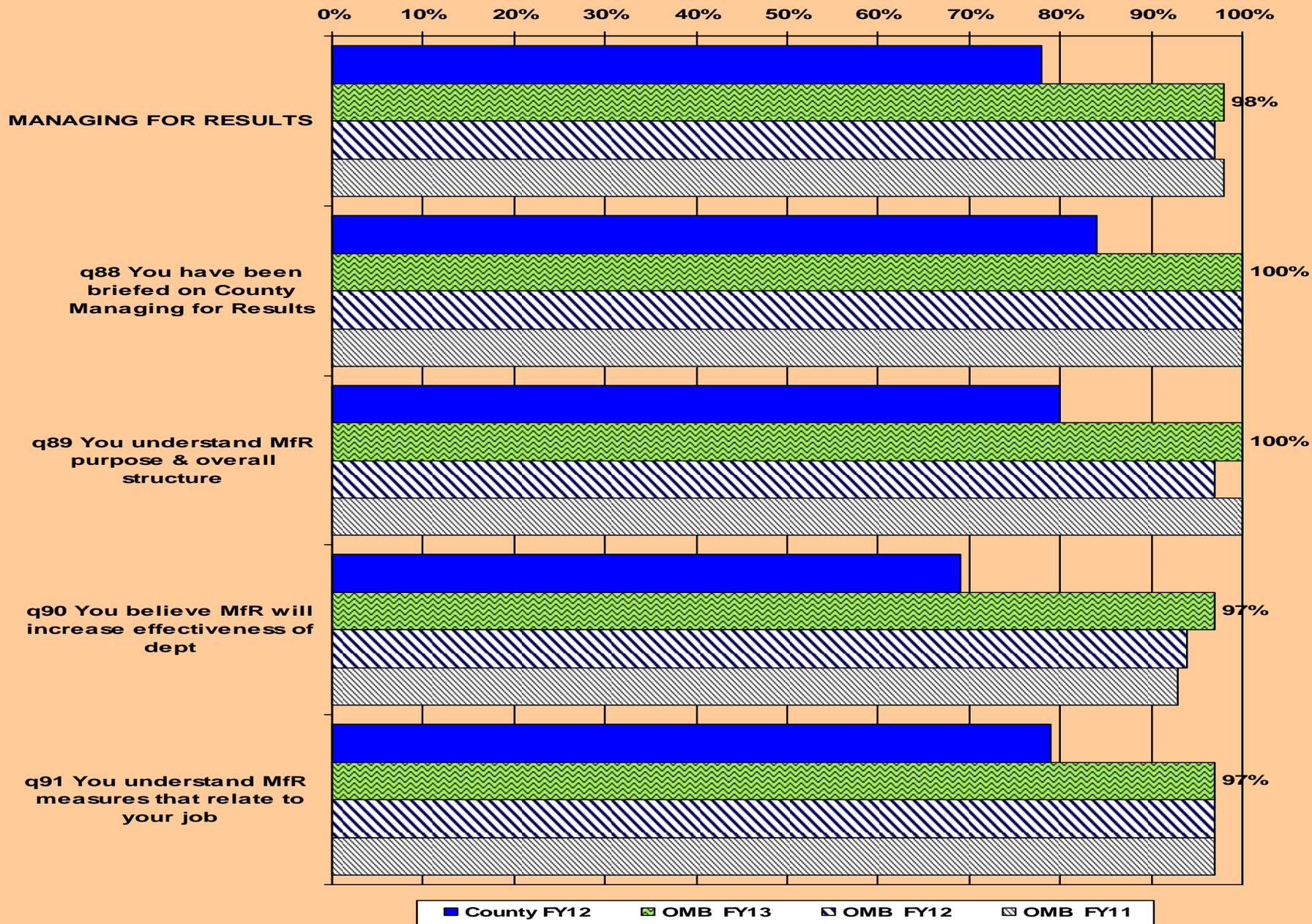
# Training & Development



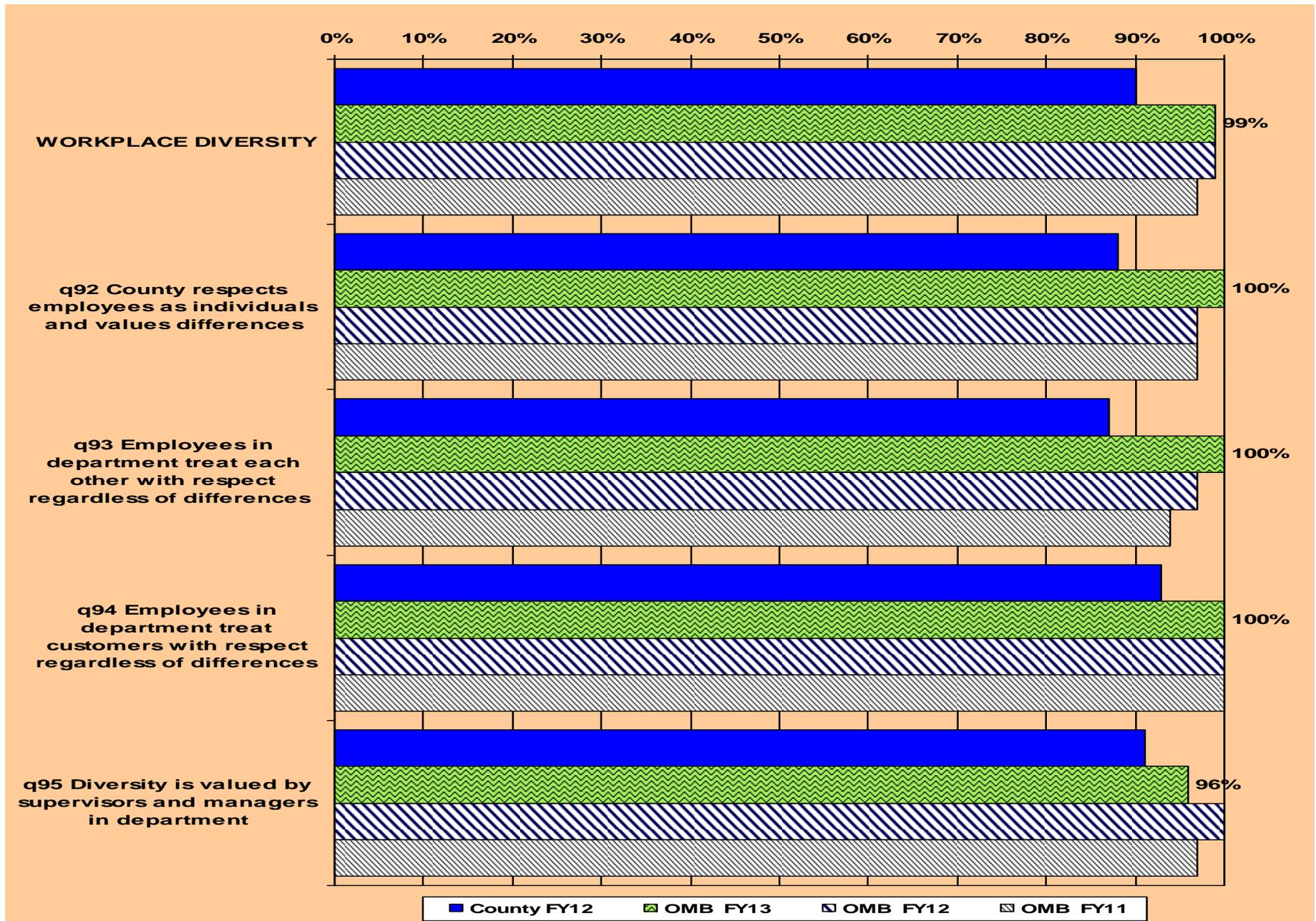
# Customer Service



# Managing For Results



# Workplace Diversity



# Environmental Scan History

	OMB FY13	DOMB FY12	OMB FY11
<b>EMPLOYEE SATISFACTION SURVEY RESULTS</b>	96%	96%	85%
Department Action Plans Address Identified Issues	97%	100%	85%
Results Used To Better County Workplace	93%	90%	86%
Results Used To Better Department Workplace	97%	97%	89%
Department Using Results To Improve Conditions	97%	97%	81%
<b>Strategic Planning</b>	100%	100%	100%
Understand Job Relative to County Mission, Vision	100%	100%	100%
Understand Job Relative to Department Mission, Vision	100%	100%	100%
Understand Job Relative to County Strategic Plan	100%	100%	100%
Understand Job Relative to Department Strategic Plan	100%	100%	100%
<b>PERFORMANCE MANAGEMENT</b>	96%	93%	90%
Participated In Development Of Performance Plan	96%	87%	82%
My Work Is Monitored Regularly	93%	100%	100%
Supervisor Talks To Me About My Performance	97%	94%	93%
Annual Evaluation Of Work	96%	89%	86%
<b>WORK ENVIRONMENT</b>	98%	97%	94%
Regular Unit Staff Meetings	100%	100%	97%
Treated Respectfully By Immediate Supervisor	100%	97%	97%
Treated Respectfully By Department Management	97%	100%	100%
Voice Opinion Without Fear Of Getting In Trouble	89%	90%	86%
Positive Unit Work Environment	97%	97%	84%
Feel Safe In Physical Work Environment	100%	100%	94%
Prepared For Public Contact	100%	97%	100%
<b>TRAINING AND DEVELOPMENT</b>	97%	92%	86%
Encouraged To Attend Job Related Training	100%	91%	91%
Encoraged By Supervisor To Attend Job Training	100%	94%	87%
Individual Performance Plan Includes Training Needs	93%	89%	73%
Received Requested Job Training	96%	93%	93%
<b>CUSTOMER SERVICE</b>	95%	99%	93%
Customer Service Is Unit Priority	97%	100%	97%
Unit Provides Good Value For Tax Dollars	97%	97%	100%
Supervisor Supports Employee Effort Toward Customer Sat.	97%	100%	96%
Unit Measures Customer Satisfaction Regularly	89%	100%	77%
<b>MANAGING FOR RESULTS</b>	98%	97%	98%
Briefed On County MfR	100%	100%	100%
Understand MfR Purpose & Structure	100%	97%	100%
Believe MfR Will Increase Organization Effectiveness	97%	94%	93%
Understand MfR Measures Related To Dept Activities & Services	97%	97%	97%
<b>WORKFORCE DIVERSITY</b>	99%	99%	97%
MC Respects Employees As Individuals & Values Differences	100%	97%	97%
Dept Employees Treat One Another Respectfully	100%	97%	94%
Dept Employees Treat Customers Respectfully	100%	100%	100%
<i>Diversity Valued By Dept Managers &amp; Supervisors</i>	96%	100%	97%
<i>Number of Employees</i>	30	35	32

# Environmental Scan Details

	DCM MgTm	Adm/Cmp	Budget	OMB
<b>EMPLOYEE SATISFACTION SURVEY RESULTS</b>	100%	100%	89%	96%
Department Action Plans Address Identified Issues	100%	100%	91%	97%
Results Used To Better County Workplace	100%	100%	82%	93%
Results Used To Better Department Workplace	100%	100%	91%	97%
Department Using Results To Improve Conditions	100%	100%	91%	97%
<b>MISSION, VISION, VALUES</b>	100%	100%	100%	100%
Understand Job Relative to County Mission, Vision	100%	100%	100%	100%
Understand Job Relative to Department Mission, Vision	100%	100%	100%	100%
Understand Job Relative to County Strategic Plan	100%	100%	100%	100%
Understand Job Relative to Department Strategic Plan	100%	100%	100%	100%
<b>PERFORMANCE MANAGEMENT</b>	100%	95%	93%	96%
Participated In Development Of Performance Plan	100%	100%	90%	96%
My Work Is Monitored Regularly	100%	90%	92%	93%
Supervisor Talks To Me About My Performance	100%	90%	100%	97%
Annual Evaluation Of Work	100%	100%	91%	96%
<b>WORK ENVIRONMENT</b>	100%	100%	93%	98%
Regular Unit Staff Meetings	100%	100%	100%	100%
Treated Respectfully By Immediate Supervisor	100%	100%	100%	100%
Treated Respectfully By Department Management	100%	100%	91%	97%
Voice Opinion Without Fear Of Getting In Trouble	100%	100%	70%	89%
Positive Unit Work Environment	100%	100%	92%	97%
Feel Safe In Physical Work Environment	100%	100%	100%	100%
Prepared For Public Contact	100%	100%	100%	100%
<b>TRAINING AND DEVELOPMENT</b>	100%	100%	93%	97%
Encouraged To Attend Job Related Training	100%	100%	100%	100%
Encoraged By Supervisor To Attend Job Training	100%	100%	100%	100%
Individual Performance Plan Includes Training Needs	100%	100%	80%	93%
Received Requested Job Training	100%	100%	91%	96%
<b>CUSTOMER SERVICE</b>	97%	98%	91%	95%
Customer Service Is Unit Priority	100%	100%	92%	97%
Unit Provides Good Value For Tax Dollars	100%	100%	92%	97%
Supervisor Supports Employee Effort Toward Customer Sat.	100%	100%	92%	97%
Unit Measures Customer Satisfaction Regularly	88%	90%	90%	89%
<b>MANAGING FOR RESULTS</b>	97%	100%	98%	98%
Briefed On County MfR	100%	100%	100%	100%
Understand MfR Purpose & Structure	100%	100%	100%	100%
Believe MfR Will Increase Organization Effectiveness	88%	100%	100%	97%
Understand MfR Measures Related To Dept Activities & Services	100%	100%	91%	97%
<b>WORKFORCE DIVERSITY</b>	100%	98%	100%	99%
MC Respects Employees As Individuals & Values Differences	100%	100%	100%	100%
Dept Employees Treat One Another Respectfully	100%	100%	100%	100%
Dept Employees Treat Customers Respectfully	100%	100%	100%	100%
Diversity Valued By Dept Managers & Supervisors	100%	90%	100%	96%
<i>Number of Employees</i>	8	10	12	30

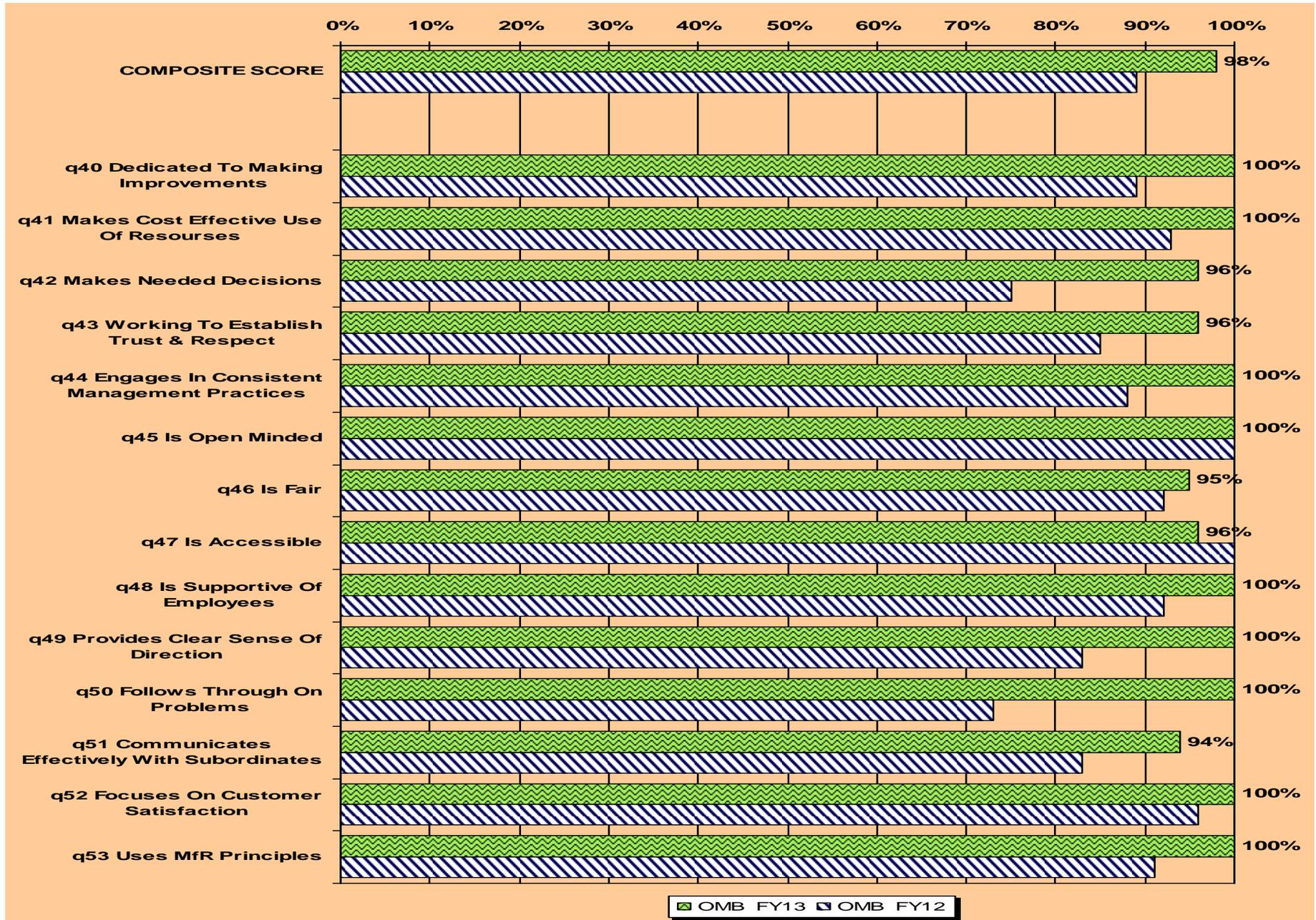
# Environmental Scan Details – Sorted High to Low

	DCM MgTm	Adm/Cmp	Budget	OMB
Briefed On County MfR	100%	100%	100%	100%
Dept Employees Treat Customers Respectfully	100%	100%	100%	100%
Dept Employees Treat One Another Respectfully	100%	100%	100%	100%
Encoraged By Supervisor To Attend Job Training	100%	100%	100%	100%
Encouraged To Attend Job Related Training	100%	100%	100%	100%
Feel Safe In Physical Work Environment	100%	100%	100%	100%
MC Respects Employees As Individuals & Values Differences	100%	100%	100%	100%
Prepared For Public Contact	100%	100%	100%	100%
Regular Unit Staff Meetings	100%	100%	100%	100%
Treated Respectfully By Immediate Supervisor	100%	100%	100%	100%
Understand Job Relative to County Mission, Vision	100%	100%	100%	100%
Understand Job Relative to County Strategic Plan	100%	100%	100%	100%
Understand Job Relative to Department Mission, Vision	100%	100%	100%	100%
Understand Job Relative to Department Strategic Plan	100%	100%	100%	100%
Understand MfR Purpose & Structure	100%	100%	100%	100%
Customer Service Is Unit Priority	100%	100%	92%	97%
Positive Unit Work Environment	100%	100%	92%	97%
Unit Provides Good Value For Tax Dollars	100%	100%	92%	97%
Believe MfR Will Increase Organization Effectiveness	88%	100%	100%	97%
Department Action Plans Address Identified Issues	100%	100%	91%	97%
Department Using Results To Improve Conditions	100%	100%	91%	97%
Results Used To Better Department Workplace	100%	100%	91%	97%
Supervisor Supports Employee Effort Toward Customer Sat.	100%	100%	92%	97%
Supervisor Talks To Me About My Performance	100%	90%	100%	97%
Treated Respectfully By Department Management	100%	100%	91%	97%
Understand MfR Measures Related To Dept Activities & Services	100%	100%	91%	97%
Annual Evaluation Of Work	100%	100%	91%	96%
Diversity Valued By Dept Managers & Supervisors	100%	90%	100%	96%
Participated In Development Of Performance Plan	100%	100%	90%	96%
Received Requested Job Training	100%	100%	91%	96%
My Work Is Monitored Regularly	100%	90%	92%	93%
Individual Performance Plan Includes Training Needs	100%	100%	80%	93%
Results Used To Better County Workplace	100%	100%	82%	93%
Unit Measures Customer Satisfaction Regularly	88%	90%	90%	89%
Voice Opinion Without Fear Of Getting In Trouble	100%	100%	70%	89%

# Managers & Supervisors Evaluated

Office of Management & Budget	Label	Code	Level A	Level B	Level C	Level D
DCM Management Team	DCM MgTm	00	Tom Manos	Sandi Wilson		
DCM & OMB Admin / Policy & Compliance	Adm/Cmp	10	Tom Manos	Sandi Wilson	Cindy Goelz	
					Rebekah Francis	
					Kimberly Bonham	
Budget Analysts	Budget	20	Tom Manos	Sandi Wilson	Brian Hushek	Angie Flick
					LeeAnn Bohn	Ryan Wimmer

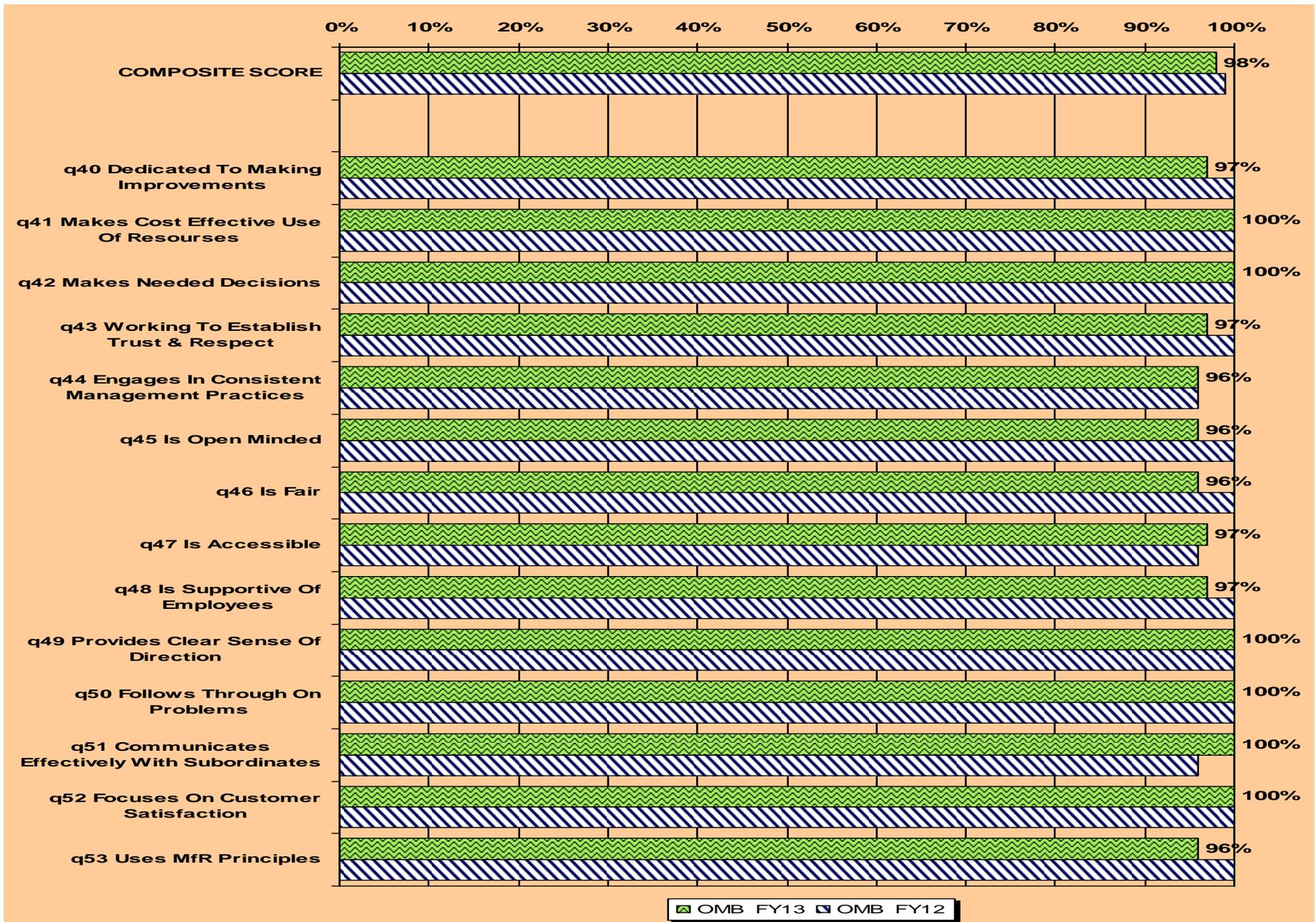
# Management Evaluation Level A: Tom Manos, County Manager



## Management Evaluation Level A: Tom Manos, County Manager

	DCM MgTm	Adm/Cmp	Budget	OMB
<b>AVERAGE EVALUATION</b>	<b>96%</b>	<b>100%</b>	<b>99%</b>	<b>98%</b>
Dedicated To Making Improvements	100%	100%	100%	100%
Cost Effective Use Of Resources	100%	100%	100%	100%
Makes Needed Decisions	86%	100%	100%	96%
Working To Establish Trust & Respect	86%	100%	100%	96%
Consistent Management Practices	100%	100%	100%	100%
Open Minded	100%	100%	100%	100%
Fair	86%	100%	100%	95%
Accessible	100%	100%	88%	96%
Supportive Of Employees	100%	100%	100%	100%
Provides Clear Sense Of Direction	100%	100%	100%	100%
Follows Through On Problems	100%	100%	100%	100%
Communicates Effectively w/ Subor.	86%	100%	100%	94%
Focuses On Customer Satisfaction	100%	100%	100%	100%
Uses MfR Principles	100%	100%	100%	100%

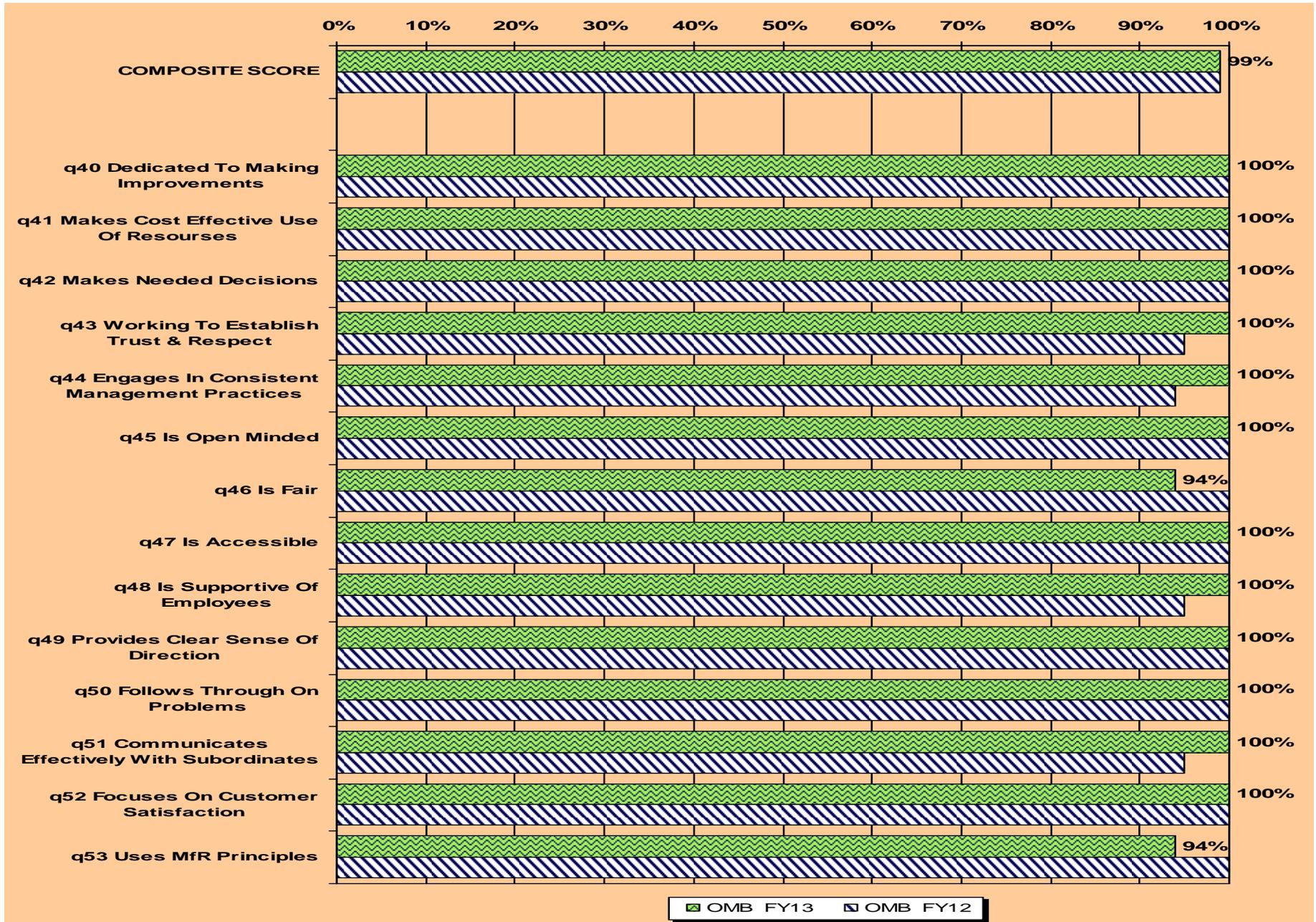
# Management Evaluation Level B: Sandi Wilson, Deputy County Manager



## Management Evaluation Level B: Sandi Wilson, Deputy County Manager

	DCM MgTm	Adm/Cmp	Budget	OMB
<b>AVERAGE EVALUATION</b>	<b>100%</b>	<b>100%</b>	<b>95%</b>	<b>98%</b>
Dedicated To Making Improvements	100%	100%	92%	97%
Cost Effective Use Of Resources	100%	100%	100%	100%
Makes Needed Decisions	100%	100%	100%	100%
Working To Establish Trust & Respect	100%	100%	92%	97%
Consistent Management Practices	100%	100%	90%	96%
Open Minded	100%	100%	91%	96%
Fair	100%	100%	91%	96%
Accessible	100%	100%	92%	97%
Supportive Of Employees	100%	100%	92%	97%
Provides Clear Sense Of Direction	100%	100%	100%	100%
Follows Through On Problems	100%	100%	100%	100%
Communicates Effectively w/ Subor.	100%	100%	100%	100%
Focuses On Customer Satisfaction	100%	100%	100%	100%
Uses MfR Principles	100%	100%	90%	96%

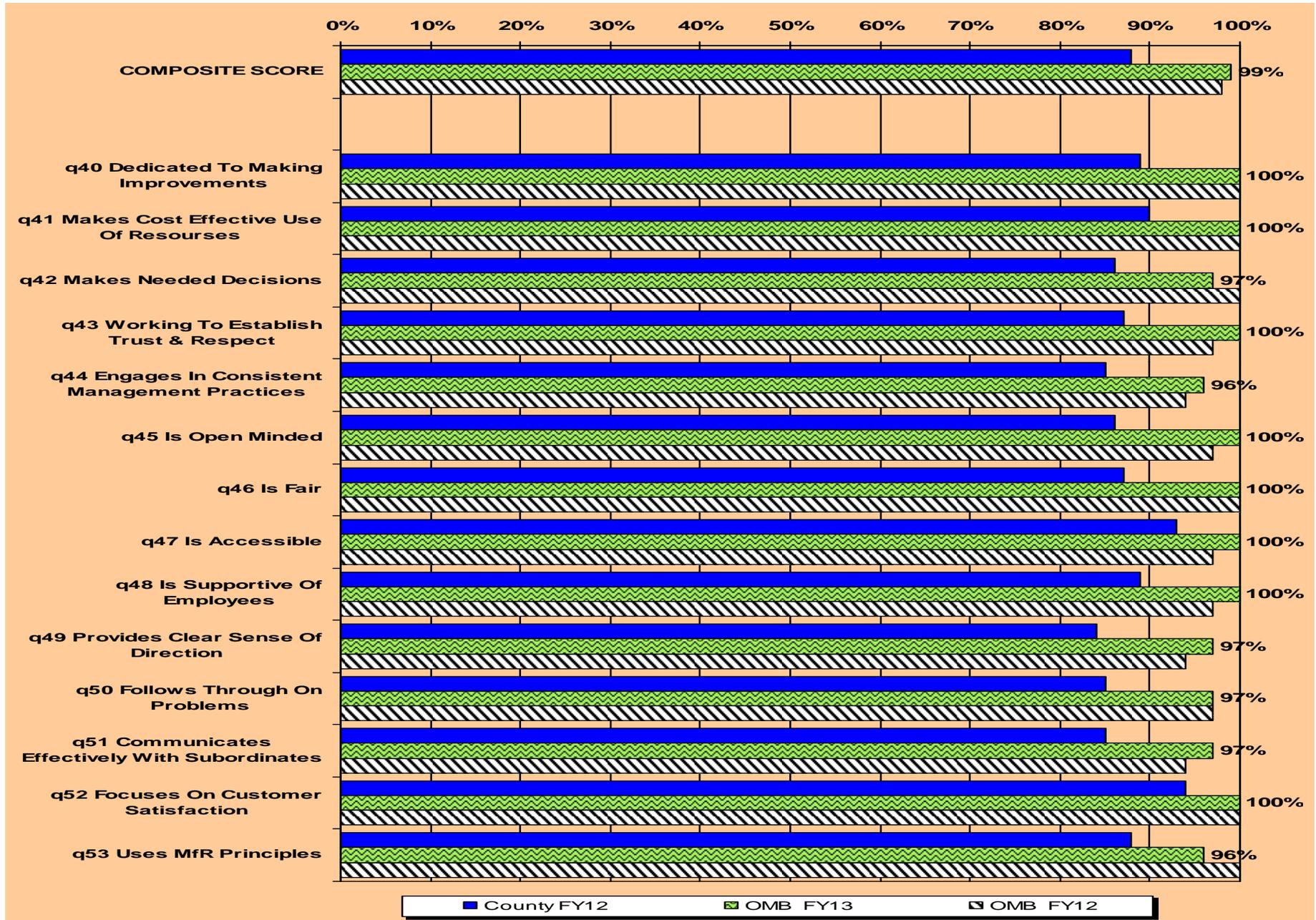
# Management Evaluation Level C: Cindy, Kimberly, Rebekah, Brian, & LeeAnn



## Management Evaluation Level C: Cindy, Kimberly, Rebekah, Brian, & LeeAnn

	<b>Adm/Cmp</b>	<b>Budget</b>	<b>OMB</b>
<b>AVERAGE EVALUATION</b>	<b>100%</b>	<b>99%</b>	<b>99%</b>
Dedicated To Making Improvements	100%	100%	100%
Cost Effective Use Of Resources	100%	100%	100%
Makes Needed Decisions	100%	100%	100%
Working To Establish Trust & Respect	100%	100%	100%
Consistent Management Practices	100%	100%	100%
Open Minded	100%	100%	100%
Fair	100%	92%	94%
Accessible	100%	100%	100%
Supportive Of Employees	100%	100%	100%
Provides Clear Sense Of Direction	100%	100%	100%
Follows Through On Problems	100%	100%	100%
Communicates Effectively w/ Subor.	100%	100%	100%
Focuses On Customer Satisfaction	100%	100%	100%
Uses MfR Principles	100%	90%	94%

# Evaluations Of Immediate Supervisor regardless of position



# Evaluations Of Immediate Supervisor regardless of position

	DCM MgTm	Adm/Cmp	Budget	OMB
<b>AVERAGE EVALUATION</b>	<b>100%</b>	<b>100%</b>	<b>96%</b>	<b>99%</b>
Dedicated To Making Improvements	100%	100%	100%	100%
Cost Effective Use Of Resources	100%	100%	100%	100%
Makes Needed Decisions	100%	100%	91%	97%
Working To Establish Trust & Respect	100%	100%	100%	100%
Consistent Management Practices	100%	100%	90%	96%
Open Minded	100%	100%	100%	100%
Fair	100%	100%	100%	100%
Accessible	100%	100%	100%	100%
Supportive Of Employees	100%	100%	100%	100%
Provides Clear Sense Of Direction	100%	100%	92%	97%
Follows Through On Problems	100%	100%	92%	97%
Communicates Effectively w/ Subor.	100%	100%	92%	97%
Focuses On Customer Satisfaction	100%	100%	100%	100%
Uses MfR Principles	100%	100%	90%	96%