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INTRODUCTION

Purpose

Washington County Human Resources Division designed and conducted the Customer Service Survey to:

- Measure the satisfaction and effectiveness of the services that Human Resources (HR) provides
- Identify strengths and areas of improvement
- Develop Human Resources' Annual Business Plan.

The survey gathered responses in six functional service areas:

- Administration/Operations
- Employee Benefits
- Family and Medical Leave
- HR Liaison/Analyst
- Recruitment and Selection
- Training and Development

We committed to compiling the results of this survey and are now making available a summary of the findings.

Methodology

This survey was conducted through the online service Survey Monkey from August 31 through September 5, 2011. Employees received notice of the survey via email. The email included a web link to the survey. All employees were asked to respond to the first section of the survey that included 59 questions. The second section of the survey was specifically for Managers, Supervisors and Payroll/HR Liaisons. They were asked to respond to an additional 38 questions. The overall response rate was 45% with 826 of 1854 employees participating in this survey.

There were 24 possible open-ended questions for all employees. Managers, Supervisors and Payroll/HR Liaisons were given an additional 19 possible open-ended questions. The results of these open-ended questions were tabulated into three categories: favorable, unfavorable and unrelated. Examples of these categories follow:

- **Favorable** (staff was professional, courteous, knowledgeable)
- **Unfavorable** (staff didn’t provide enough information, provided wrong information, staff was unprofessional)
- **Unrelated** (comments on cleaning facilities, payroll and questions on tax audits and expense reports)
The following bar chart represents the HR services used. About 54% of employees sought services from Employee Benefits in the past year. Nearly 48% used Front Desk Reception and 37% used the HR Web site. Handling employee complaints, job analysis assistance and tax information were among responses to the open-ended question, “Did you seek HR services other than those listed above?”

In the last year, did you seek any of the HR services listed below? Select all that apply.

- Did not use any services: 17.1%
- Request of Accommodation: 2.8%
- Interpretation of Personnel Policies/Rules: 19.4%
- Applying for a County position: 15.7%
- Family and Medical Leave: 23.7%
- HR Liaison/Analyst: 22.0%
- Training and Development: 30.0%
- HR Web page (forms and general information): 37.2%
- Employee Benefits: 53.5%
- Front Desk Reception: 47.7%

About 79% of employees requested HR services at least once this past year. Approximately 21% needed HR services six or more times.
ADMINISTRATION / OPERATIONS

Over 98% of employees responded that Administration/Operations employees were courteous and provided useful information. Employees were asked to provide any additional information regarding the services of Administration/Operations; and there were 40 favorable comments, 22 unfavorable comments and three unrelated comments.

Examples of the favorable and unfavorable comments on Administration/Operations services follow:

“Always extremely courteous and helpful. If calls need to be transferred, I was transferred to the correct person.”

“The staff is not very friendly. I was made to feel like I was bothering them.”

BENEFITS

Over 99% of employees responded that Benefits employees were courteous. Around 91% of employees also responded that they provided useful information and followed up on their inquiries within one business day. Only 3% of employees received follow-ups a week or more after initiating communications. Employees were asked to provide any additional information regarding the services of Benefits, and there were 33 favorable comments, 13 unfavorable comments and four unrelated comments.

Examples of the favorable and unfavorable comments on Benefits services follow:

“Overall, the response time was well within an acceptable time. I have always had a good experience working with the benefits experts.”

“Benefits services can be hard to get in touch with so you end up playing telephone tag… Always helpful when I finally get to talk to a person.”

FAMILY AND MEDICAL LEAVE

There were 99% of employees who responded that Family and Medical Leave employees were courteous. Approximately 86% of employees also responded that they provided useful information and followed up on their inquiries within one business day. Only 6% of employees received follow-ups a week or more after initiating communications. When follow-up was necessary, 85% of employees were satisfied by the response. Employees were asked to provide any additional information regarding the services of Family and Medical Leave, and there were 19 favorable comments, 14 unfavorable comments and four unrelated comments.

Examples of the favorable and unfavorable comments on Family and Medical Leave services follow:
“I went through a difficult year and the HR staff was extremely supportive and knowledgeable and their compassion is greatly appreciated.”

“Contradictory information, seemed to be purposefully misleading.”

**HR LIAISON / ANALYST**

The bar chart below illustrates the advice requested from an HR Liaison/Analyst.

<table>
<thead>
<tr>
<th>What advice did you seek from your HR Liaison? Select all that apply.</th>
</tr>
</thead>
<tbody>
<tr>
<td>None of the above</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td>Complaint, grievance or appeal</td>
</tr>
<tr>
<td>HR Communications</td>
</tr>
<tr>
<td>Training and Development</td>
</tr>
<tr>
<td>Family and Medical Leave</td>
</tr>
<tr>
<td>Classification/Compensation</td>
</tr>
<tr>
<td>Employee relations help</td>
</tr>
<tr>
<td>Interpretation of policy or procedure</td>
</tr>
</tbody>
</table>

Around 94% of employees responded that HR Liaison/Analyst employees were courteous. In addition, 84% of employees responded that they provided useful information and followed up on their inquiries within one business day. Roughly 19% of employees received follow-ups a week or more after initiating communications. When follow-up was necessary, 75% of employees were satisfied by the response (13% did not need a follow-up). Employees were asked to provide any additional information regarding the services of HR Liaison/Analyst, and there were 19 favorable comments, 43 unfavorable comments and three unrelated comments.

Examples of the favorable and unfavorable comments on HR Liaison/Analyst services follow:

“When I submitted a complaint, the HR staff and HR Liaison handled the situation the same day. I really respect the fact that my complaint was taken seriously.”

“Do not always feel like they have the correct answers. I’ve been in meeting[s] where one thing was said but then when you talked to one on one they gave another or what I would consider the “real” policy or action that they go by.”
RECRUITMENT AND SELECTION

Roughly 22% of employees used the Recruitment and Selection services this past year. Almost 97% of employees responded that Recruitment and Selection staff members were courteous. Around 82% of employees also responded that they provided useful information and followed up on their inquiries within one business day. Approximately 10% of employees received follow-ups a week or more after initiating communications. When follow-up was necessary, 79% of employees were satisfied by the response (14% did not need a follow-up). Employees were asked to provide any additional information regarding the services of Recruitment and Selection, and there were 10 favorable comments, 24 unfavorable comments and nine suggestions for improvement.

Examples of the favorable and unfavorable comments on Recruitment and Selection services follow:

“I have had nothing but very helpful and positive interactions with all recruitment staff.”

“The speed of the hiring process seems slow and cumbersome; not very nimble. The explanations for some the policies sometimes do not clarify anything.

TRAINING AND DEVELOPMENT

About 45% of employees used the Training and Development services this past year. A unanimous 100% of the employees responded the staff in Training and Development were courteous. About 94% of employees also responded that they provided useful information and followed up on their inquiries within one business day. The most preferred training method was onsite and instructor led, while the least preferred method was offsite and computer based.

These are the top five training topics employees thought would benefit them the most:

- Conflict Management
- Communication Skills
- Leadership Development
- Supervisory and Management Skill Building
- Computer Skill Building

Employees were asked to provide any additional information regarding the services of Training and Development, and there were eight favorable comments, eight unfavorable comments and 12 suggestions for improvement.

Examples of the favorable and unfavorable comments on Training and Development services follow:

“Overall, I think the quality, availability and presentation are organized and well presented.”

“The web based training registration system is confusing and not easy to use.”
Supervisor and Liaison Feedback

Managers, Supervisors and Liaisons were asked to respond to an additional section of questions. The main goal in this segment was to assess how well HR met the business needs of departments or work groups. Below is a column chart that depicts their responses. At total of 98.6% believed HR met their department or work group business needs.

![Column Chart]

There were 83% of Supervisors and Payroll/HR Liaisons who agree that their HR Liaison provided them with knowledgeable, high-quality advice. About 75% agreed that their HR Liaison was a valuable resource to their department or work group.

Furthermore, strong customer service, technical skills and bilingual abilities were among the top characteristics Supervisors and Directors desire for new hires in the upcoming year. In addition, the top five training programs Supervisors would like offered for their employees are below:

- Conflict Management
- Customer Service Skills
- Leadership Development
- Computer Skill Building
- Workplace Ethics
A total of 826 employees participated in the HR Customer Survey. Of those 826 employees, 186 were Managers, Supervisors or a Payroll/HR Liaisons. Approximately 59% were female and 41% were male. About 32% are between the ages of 51-60 years old and 30% between the ages of 41-50 years old.

The bar chart arranges employees by the number of years they have worked for Washington County. Almost 29% of employees have worked for Washington County between 0-5 years. Roughly 45% of employees worked between 6-15 years and 26% have worked 16 years or more.

Other Information on Demographics

- 94% are full time employees
- 51% have obtained a bachelor’s degree or higher form of education
- 92% plan to retire from Washington County
- 86% of employees between the ages of 31-40 years old and 73% between 21-30 years old plan to retire from Washington County

Conclusion

The Human Resource Division values the input that was collected from the employees who participated in the survey, and will continue to examine and analyze the data. With the survey data in mind, HR staff will collaborate in establishing goals, and develop an annual business plan to better serve Washington County.