

ROCK COUNTY, WISCONSIN

NOTE: This is a Teleconference



**BLUE RIBBON COMMISSION ON ORGANIZATIONAL EXCELLENCE
MONDAY, OCTOBER 11, 2021 - 6:00 P.M.
CALL: 1-312-626-6799
MEETING ID: 852 8013 1582
PASSCODE: 747151**

Join Zoom Meeting

<https://us02web.zoom.us/j/85280131582?pwd=RzBudWRRTnlHcCtCbGtHQlBZUTg3dz09>

Meeting ID: 852 8013 1582

Passcode: 747151

One tap mobile

+16465588656,,85280131582#,,,,*747151# US (New York)

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Dial by your location

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Meeting ID: 852 8013 1582

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If you are interested in providing public comments on items on this agenda, you must submit your comments by noon on Monday, October 11, 2021. To submit a public comment, use the following email: countyadmin@co.rock.wi.us.

Join from a telephone:

- On your phone, dial the phone number provided above
 - Enter the meeting ID number when prompted, using your dial-pad.
 - Please note that long-distance charges may apply. This is not a toll-free number.
- **Please mute your phone when you are not speaking to minimize background noises**

Instructions for the hearing impaired –

<https://support.zoom.us/hc/en-us/articles/207279736-Getting-started-with-closed-captioning>

**BLUE RIBBON COMMISSION ON ORGANIZATIONAL EXCELLENCE
MONDAY, OCTOBER 11, 2021 - 6:00 P.M.**

Agenda

1. Call to Order
2. Adoption of Agenda
3. Citizen Participation and Announcements
5. HueLife – Focus Group

Purpose:

- Review and process the September 2021 employee survey results and focus groups feedback
- Provide insight into various trends and topics that emerged from the survey analysis & feedback
- Identify areas for more research and recommendations focus

Outcomes:

- Gain deeper understanding about the survey data
- Review a list of ideas to be considered for recommendations provided by employees
- Come to a shared understanding around next steps

6:00 PM - High-level survey update

- Participation
- Preliminary trends
- First impressions and implications

6:30 PM - Focus groups feedback review

Small group discussion about specific trends, topics and disparities identified through survey results analysis and focus groups feedback

7:00 PM - Open Discussion

Idea Generation: What are our options for moving forward?

Discussion about possible solutions, support necessary, and key focus areas

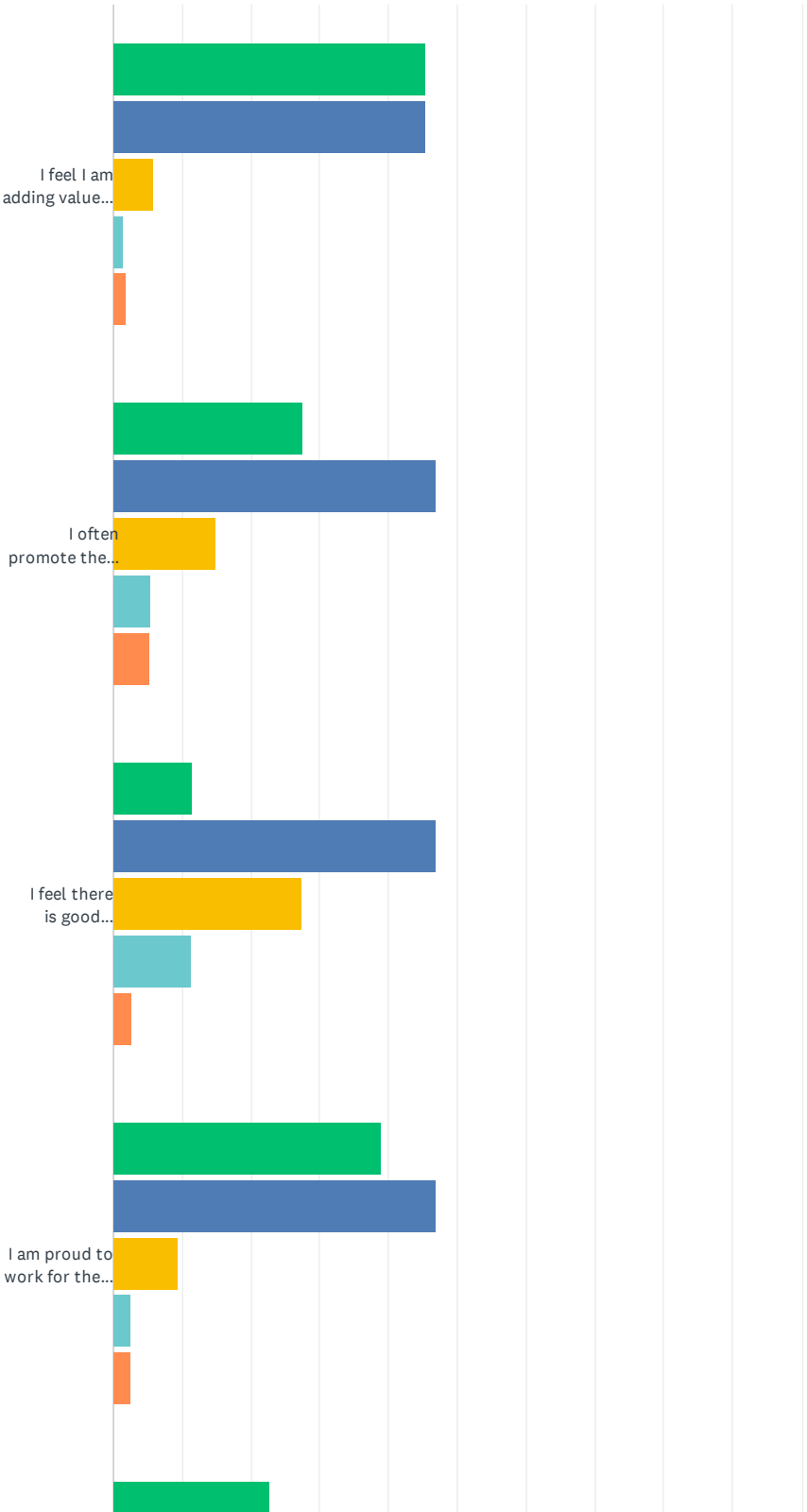
6. Adjournment

***All County Board members have been invited to attend the Blue Ribbon Commission on Organizational Excellence HueLife Focus Group Discussion. A quorum of another governmental body may be present at this meeting; however, no business of that second governmental body will be conducted.**

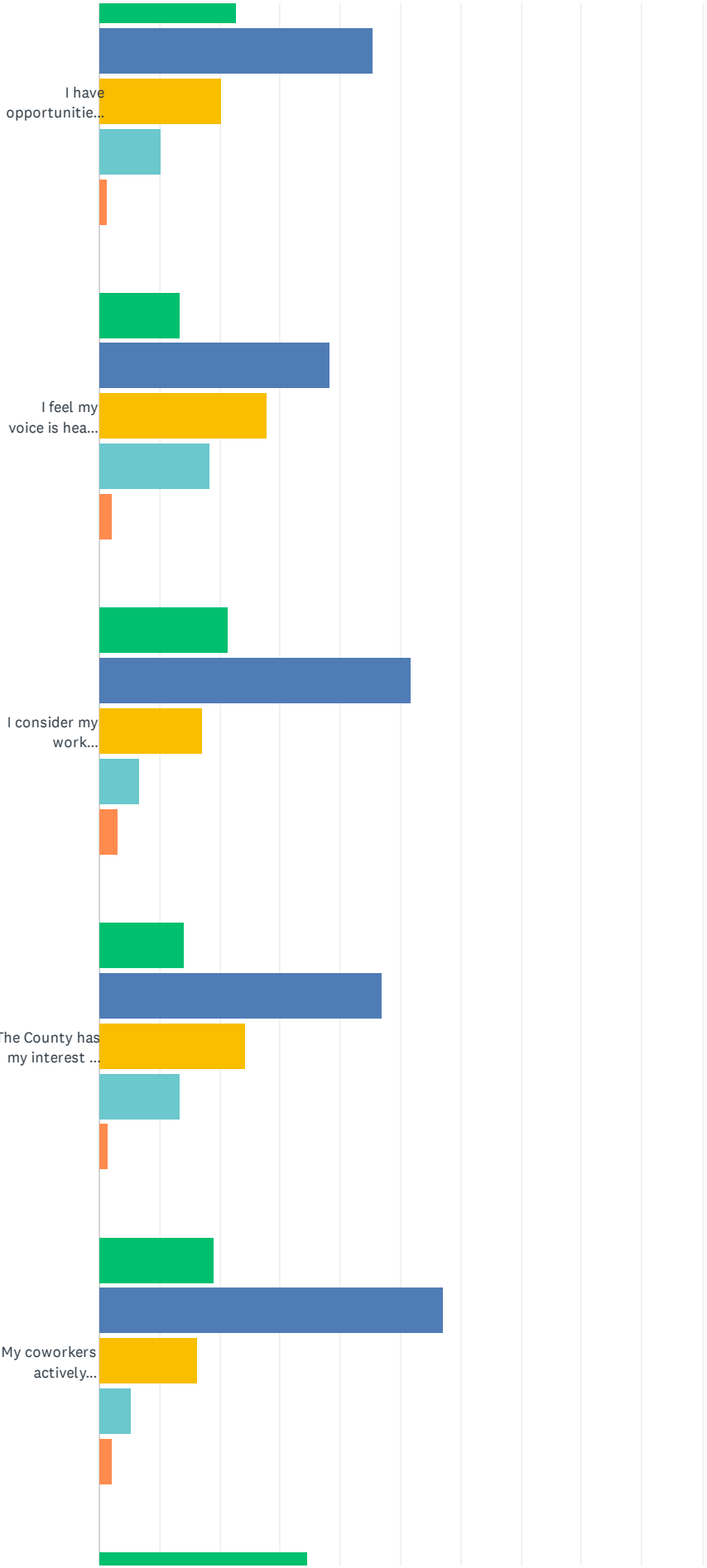
The County of Rock will provide reasonable accommodations to people with disabilities. Please contact us at 608-757-5510 or e-mail countyadmin@co.rock.wi.us at least 48 hours prior to a public meeting to discuss any accommodations that may be necessary.

Q1 Overall Climate & Organizational Support: Please rate the following statements based on your personal experience working at Rock County. Please select N/A (Not Applicable) if you have no experience in this area or do not feel it applies to you.

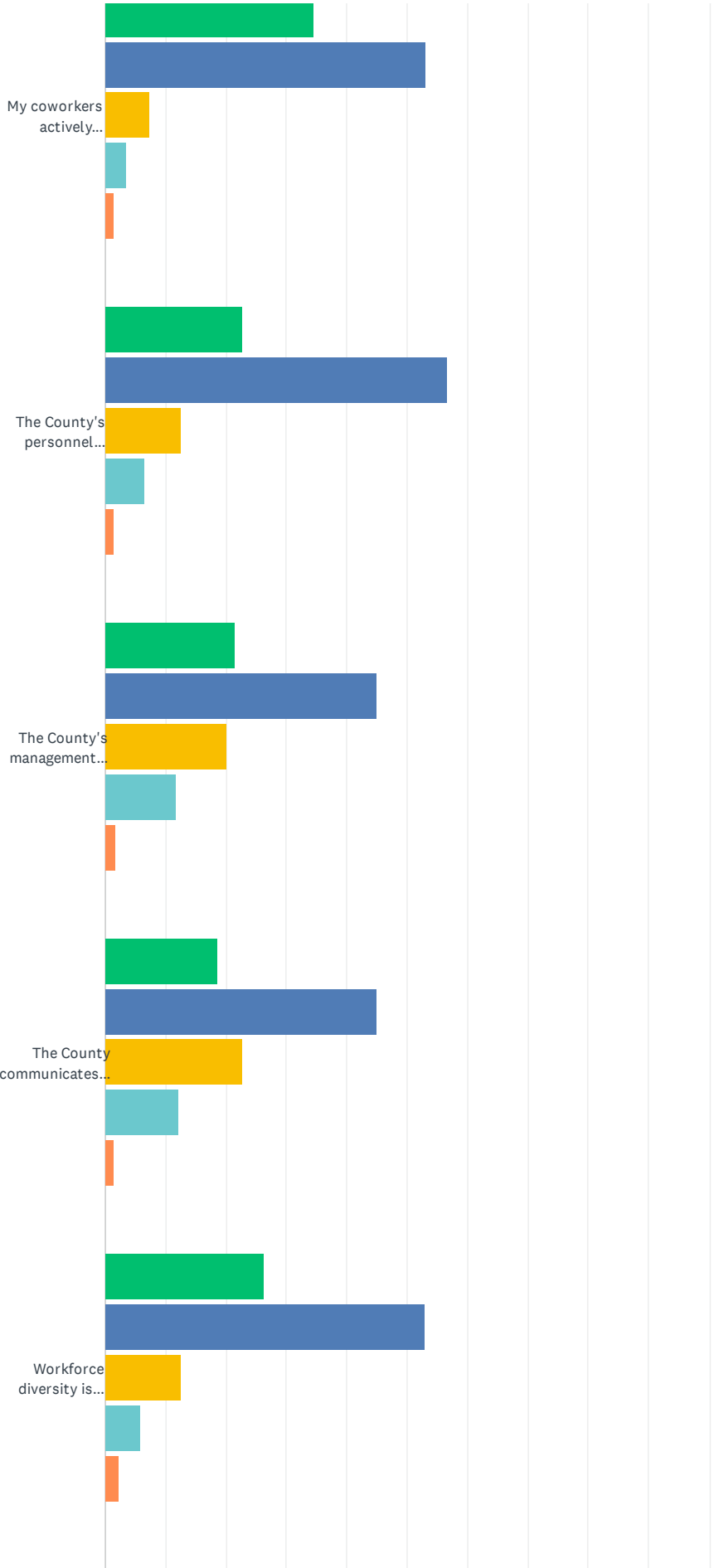
Answered: 801 Skipped: 0



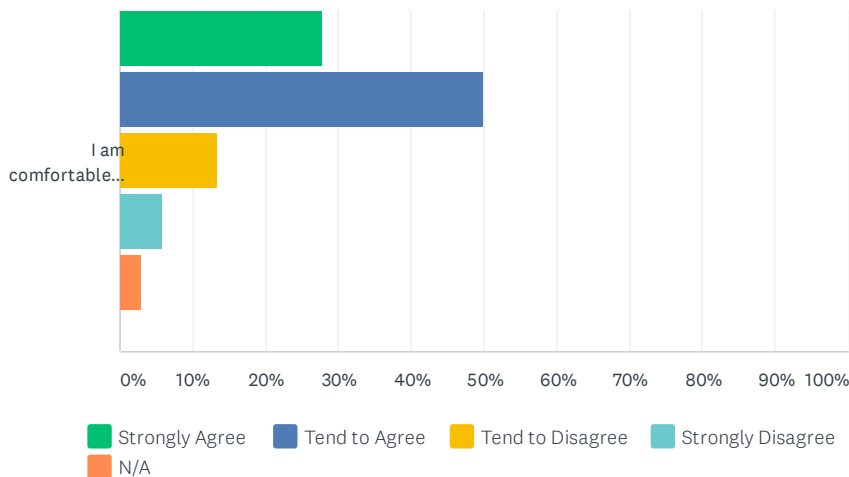
Rock County, WI: All Employee Survey



Rock County, WI: All Employee Survey



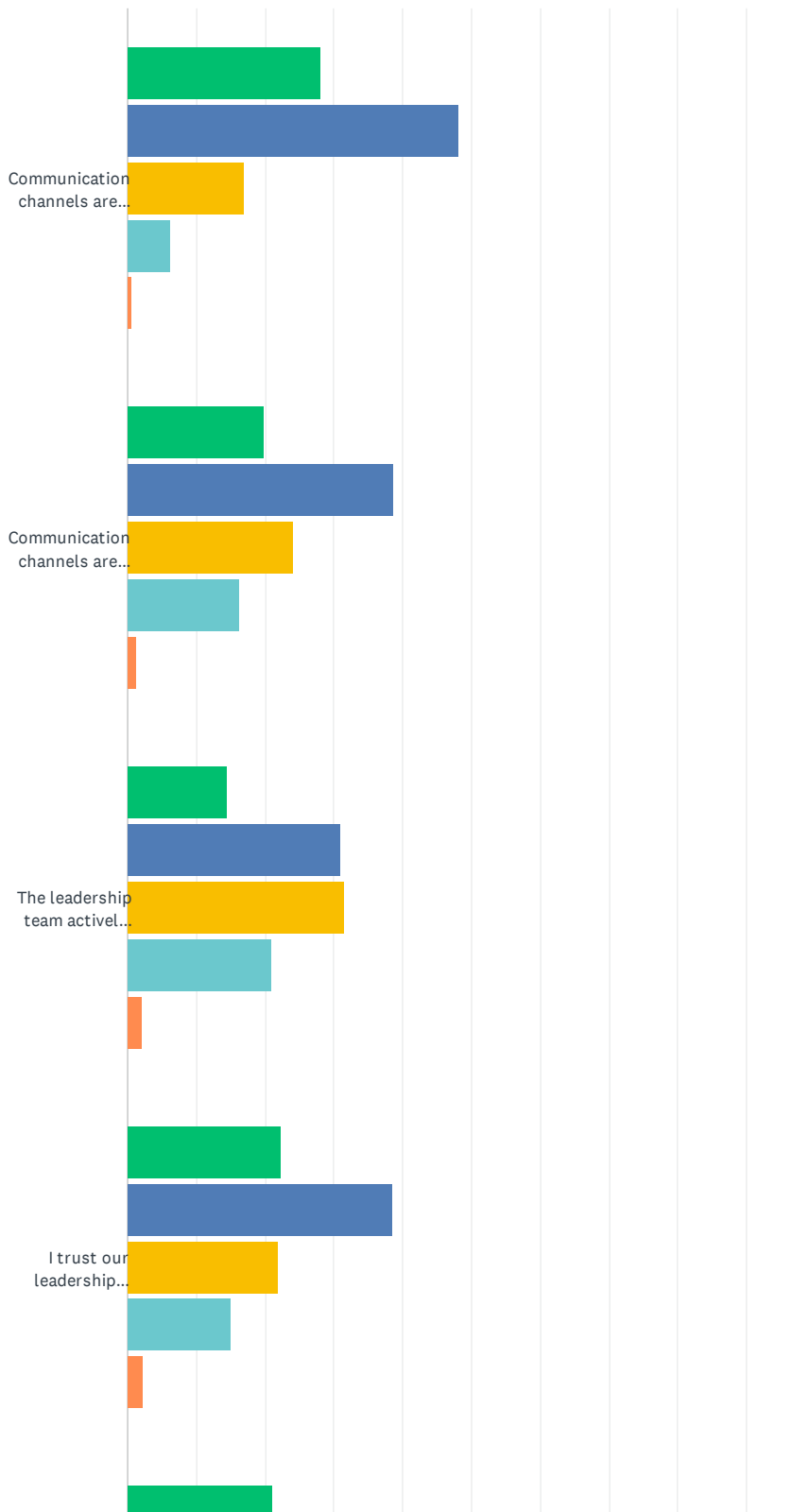
Rock County, WI: All Employee Survey



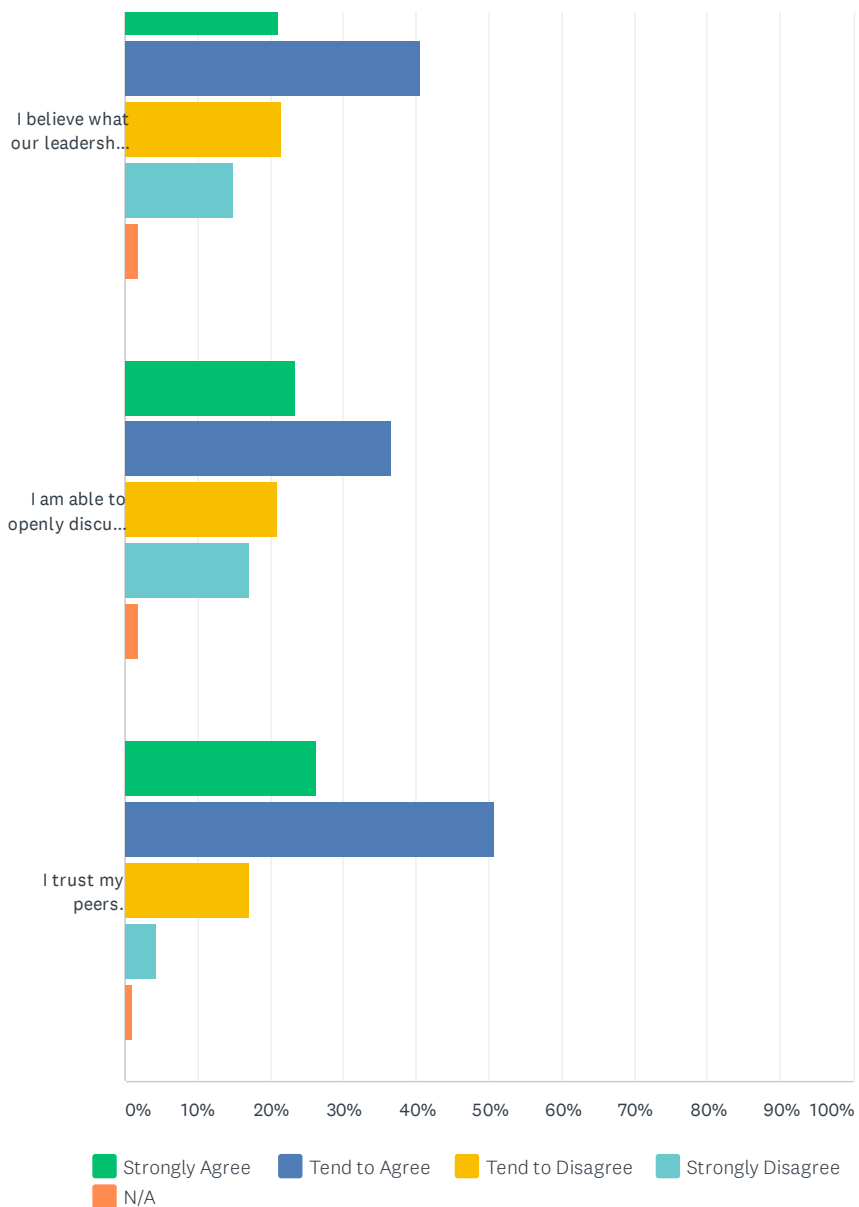
	STRONGLY AGREE	TEND TO AGREE	TEND TO DISAGREE	STRONGLY DISAGREE	N/A	TOTAL
I feel I am adding value to our organization.	45.32% 363	45.44% 364	5.87% 47	1.50% 12	1.87% 15	801
I often promote the County as an employer in the community.	27.59% 221	46.94% 376	14.86% 119	5.37% 43	5.24% 42	801
I feel there is good cooperation between departments.	11.49% 92	46.94% 376	27.47% 220	11.36% 91	2.75% 22	801
I am proud to work for the County.	38.83% 311	46.82% 375	9.36% 75	2.50% 20	2.50% 20	801
I have opportunities to provide feedback to the organization.	22.85% 183	45.32% 363	20.35% 163	10.24% 82	1.25% 10	801
I feel my voice is heard within the organization.	13.48% 108	38.20% 306	27.84% 223	18.48% 148	2.00% 16	801
I consider my work environment inclusive.	21.35% 171	51.69% 414	17.10% 137	6.74% 54	3.12% 25	801
The County has my interest and well-being in mind.	13.98% 112	46.94% 376	24.22% 194	13.36% 107	1.50% 12	801
My coworkers actively promote and support county policies and procedures.	19.10% 153	57.18% 458	16.35% 131	5.24% 42	2.12% 17	801
My coworkers actively promote and support ethical conduct.	34.58% 277	53.06% 425	7.24% 58	3.62% 29	1.50% 12	801
The County's personnel policies are reflective of Rock County's values: honesty, integrity, respect.	22.85% 183	56.68% 454	12.61% 101	6.49% 52	1.37% 11	801
The County's management practices are reflective of Rock County's values: honesty, integrity, respect.	21.60% 173	44.94% 360	20.10% 161	11.74% 94	1.62% 13	801
The County communicates changes that impact me in a timely manner.	18.60% 149	45.07% 361	22.85% 183	12.11% 97	1.37% 11	801
Workforce diversity is valued in our organization.	26.34% 211	52.93% 424	12.48% 100	5.87% 47	2.37% 19	801
I am comfortable discussing topics related to race, gender and age diversity with my peers.	27.84% 223	49.94% 400	13.48% 108	5.87% 47	2.87% 23	801

Q2 Communication & Trust: Please rate the following statements to reflect your experience and perspective on trust and communication at the department level. Please select N/A (Not Applicable) if you have no experience in this area or do not feel it applies to you.

Answered: 758 Skipped: 43



Rock County, WI: All Employee Survey

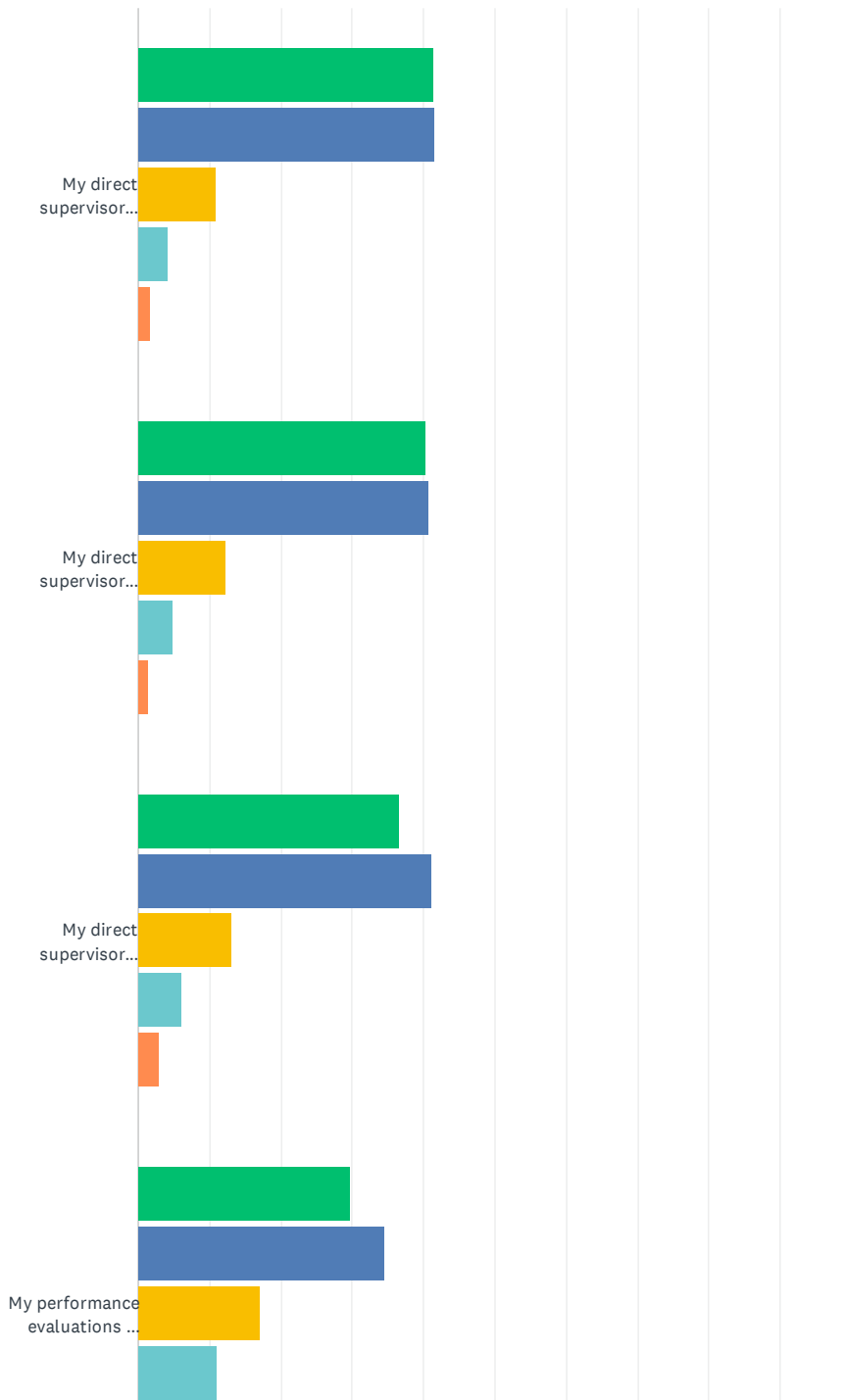


	STRONGLY AGREE	TEND TO AGREE	TEND TO DISAGREE	STRONGLY DISAGREE	N/A	TOTAL
Communication channels are very open among my team/peers.	27.97% 212	48.15% 365	16.89% 128	6.33% 48	0.66% 5	758
Communication channels are very open among the leadership team and staff.	19.79% 150	38.65% 293	24.01% 182	16.23% 123	1.32% 10	758
The leadership team actively solicits input from employees before major decisions are made.	14.51% 110	30.87% 234	31.53% 239	20.98% 159	2.11% 16	758
I trust our leadership team.	22.30% 169	38.39% 291	22.03% 167	15.04% 114	2.24% 17	758
I believe what our leadership team says.	21.11% 160	40.63% 308	21.50% 163	14.78% 112	1.98% 15	758
I am able to openly discuss any work-related problems and concerns without fear of retaliation.	23.35% 177	36.68% 278	20.84% 158	17.15% 130	1.98% 15	758
I trust my peers.	26.39% 200	50.92% 386	17.15% 130	4.49% 34	1.06% 8	758

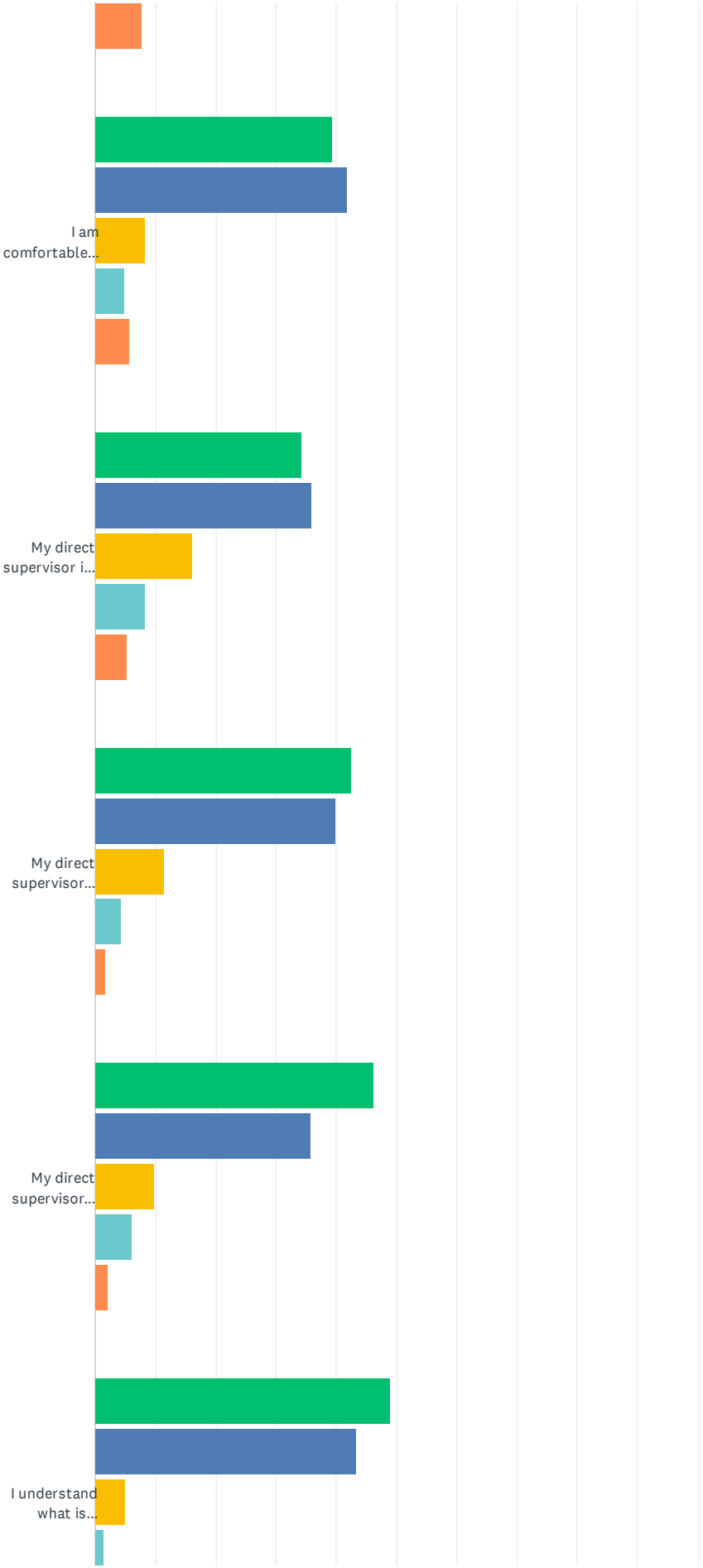
Q3 Supervision Practices: Please rate the following statements based on your unique and personal experience. For the purposes of this survey "direct supervisor" is an individual completing your performance evaluation.

If you have multiple supervisors, please consider answering these questions from your overall experience with supervisory practices (not individual shift supervisors), use comments section to clarify your rating. Please select N/A (Not Applicable) if you have no experience in this area or do not feel it applies to you.

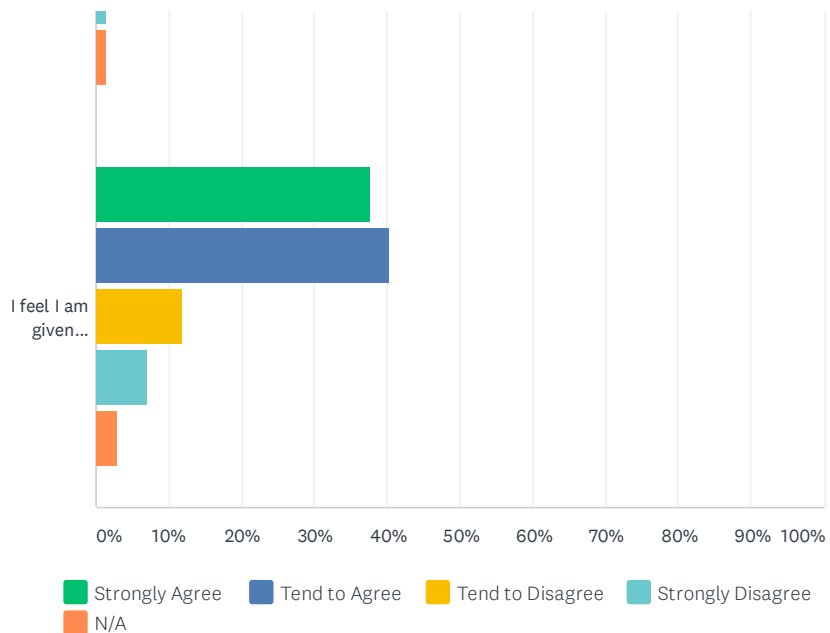
Answered: 732 Skipped: 69



Rock County, WI: All Employee Survey



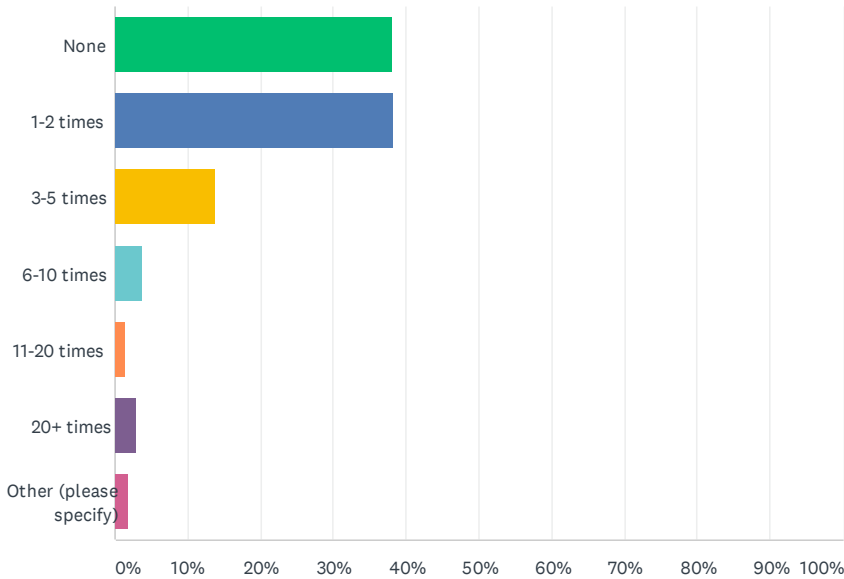
Rock County, WI: All Employee Survey



	STRONGLY AGREE	TEND TO AGREE	TEND TO DISAGREE	STRONGLY DISAGREE	N/A	TOTAL
My direct supervisor adequately addresses my employment needs in a timely manner.	41.39% 303	41.67% 305	10.93% 80	4.23% 31	1.78% 13	732
My direct supervisor provides the support, tools and training I need to do my job.	40.44% 296	40.85% 299	12.43% 91	4.78% 35	1.50% 11	732
My direct supervisor gives clearly defined performance goals and objectives.	36.61% 268	41.12% 301	13.11% 96	6.15% 45	3.01% 22	732
My performance evaluations are helpful and meaningful to me.	29.78% 218	34.43% 252	17.08% 125	11.07% 81	7.65% 56	732
I am comfortable discussing topics related to race, gender and age diversity with my supervisor.	39.34% 288	41.80% 306	8.47% 62	4.78% 35	5.60% 41	732
My direct supervisor is open to constructive criticism.	34.29% 251	36.07% 264	16.12% 118	8.33% 61	5.19% 38	732
My direct supervisor listens to what I have to say.	42.49% 311	39.89% 292	11.48% 84	4.37% 32	1.78% 13	732
My direct supervisor treats me fairly (no favoritism).	46.17% 338	35.79% 262	9.84% 72	6.15% 45	2.05% 15	732
I understand what is expected of me.	49.04% 359	43.31% 317	4.92% 36	1.37% 10	1.37% 10	732
I feel I am given opportunities to succeed.	37.70% 276	40.30% 295	12.02% 88	7.10% 52	2.87% 21	732

Q4 In the past year, how often have you had to contact Human Resources?

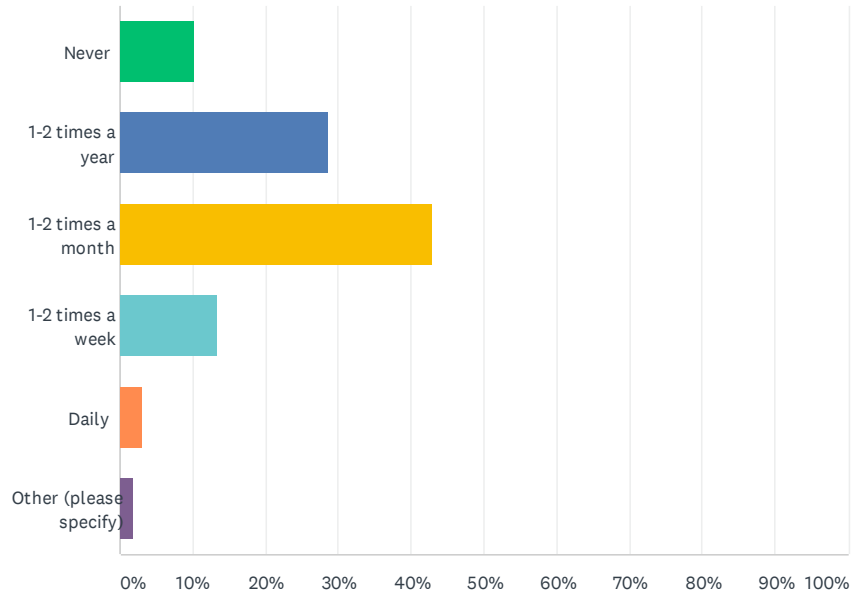
Answered: 728 Skipped: 73



ANSWER CHOICES	RESPONSES	
None	38.05%	277
1-2 times	38.19%	278
3-5 times	13.74%	100
6-10 times	3.85%	28
11-20 times	1.51%	11
20+ times	2.88%	21
Other (please specify)	1.79%	13
TOTAL		728

Q5 How often do you access the HR intranet page?

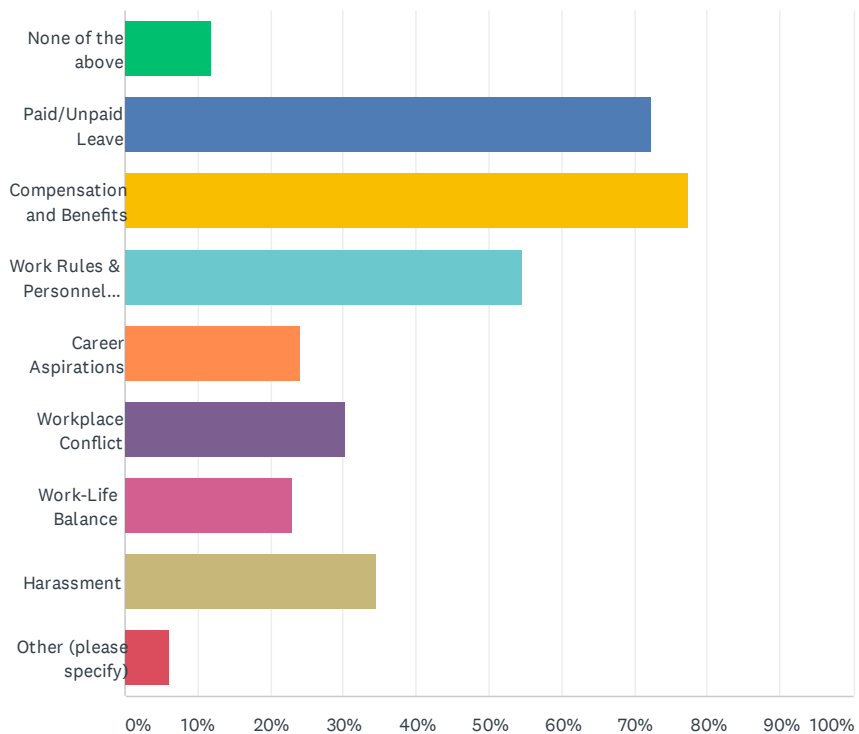
Answered: 728 Skipped: 73



ANSWER CHOICES	RESPONSES	
Never	10.30%	75
1-2 times a year	28.57%	208
1-2 times a month	42.86%	312
1-2 times a week	13.32%	97
Daily	3.16%	23
Other (please specify)	1.79%	13
TOTAL		728

Q6 I am comfortable contacting Human Resources if I need assistance and guidance with the following questions and topics:

Answered: 720 Skipped: 81

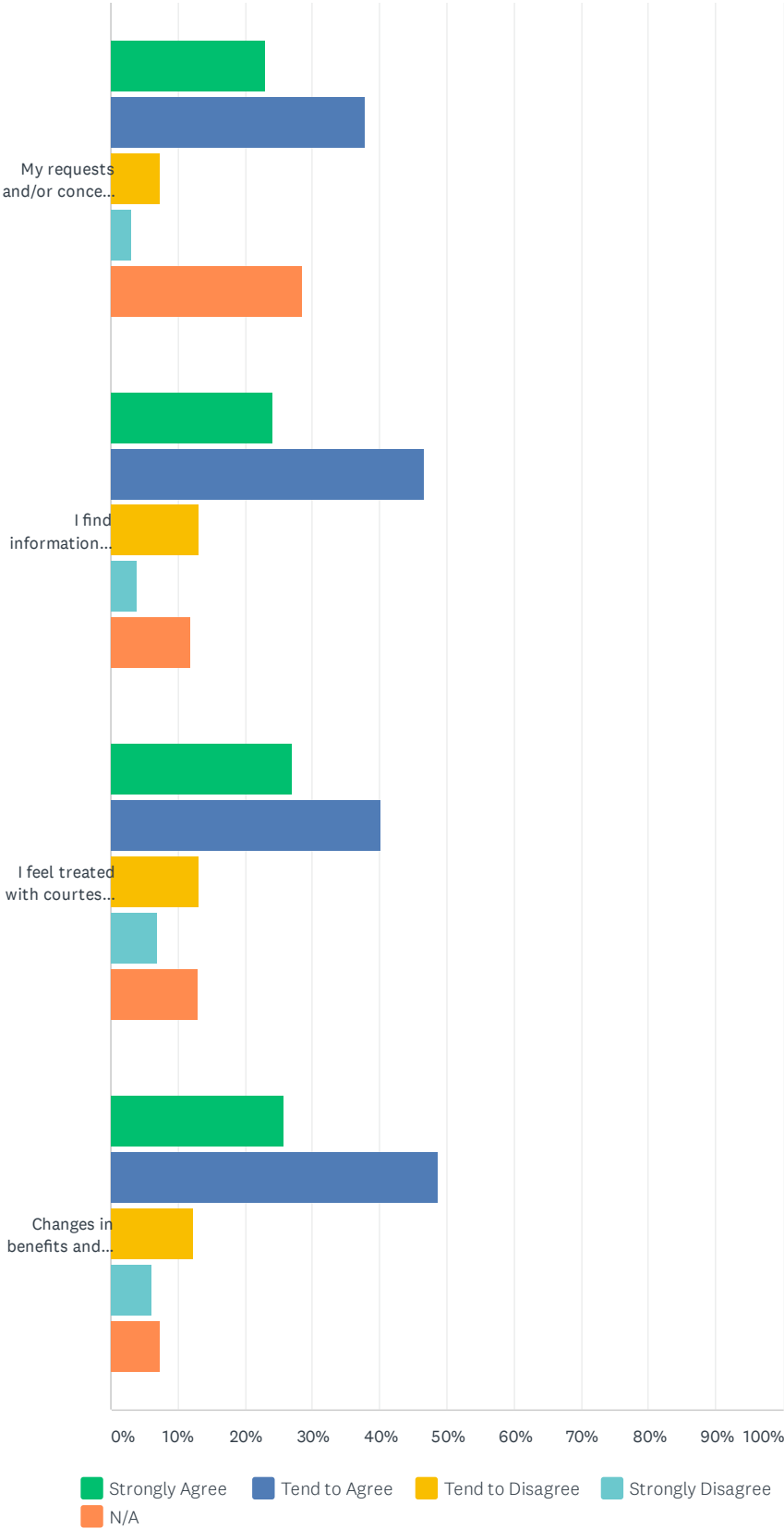


ANSWER CHOICES	RESPONSES	
None of the above	11.94%	86
Paid/Unpaid Leave	72.36%	521
Compensation and Benefits	77.50%	558
Work Rules & Personnel Policies	54.58%	393
Career Aspirations	24.03%	173
Workplace Conflict	30.28%	218
Work-Life Balance	22.92%	165
Harassment	34.58%	249
Other (please specify)	5.97%	43
Total Respondents: 720		

Q7 Human Resources Services & Practices: Please rate the following statements based on your unique experience. Please select N/A (Not Applicable) if you have no experience in this area or do not feel it applies to you.

Answered: 717 Skipped: 84

Rock County, WI: All Employee Survey



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	STRONGLY AGREE	TEND TO AGREE	TEND TO DISAGREE	STRONGLY DISAGREE	N/A	TOTAL
My requests and/or concerns are treated with an appropriate level of confidentiality by Human Resources.	23.01% 165	37.94% 272	7.39% 53	3.21% 23	28.45% 204	717
I find information provided by Human Resources timely, accurate and helpful.	23.99% 172	46.72% 335	13.25% 95	4.04% 29	11.99% 86	717
I feel treated with courtesy and respect by all individuals in Human Resources.	26.92% 193	40.17% 288	13.11% 94	6.83% 49	12.97% 93	717
Changes in benefits and county policies are communicated adequately by Human Resources.	25.66% 184	48.68% 349	12.27% 88	6.14% 44	7.25% 52	717

Q8 What does Human Resources do that is most valuable to you?

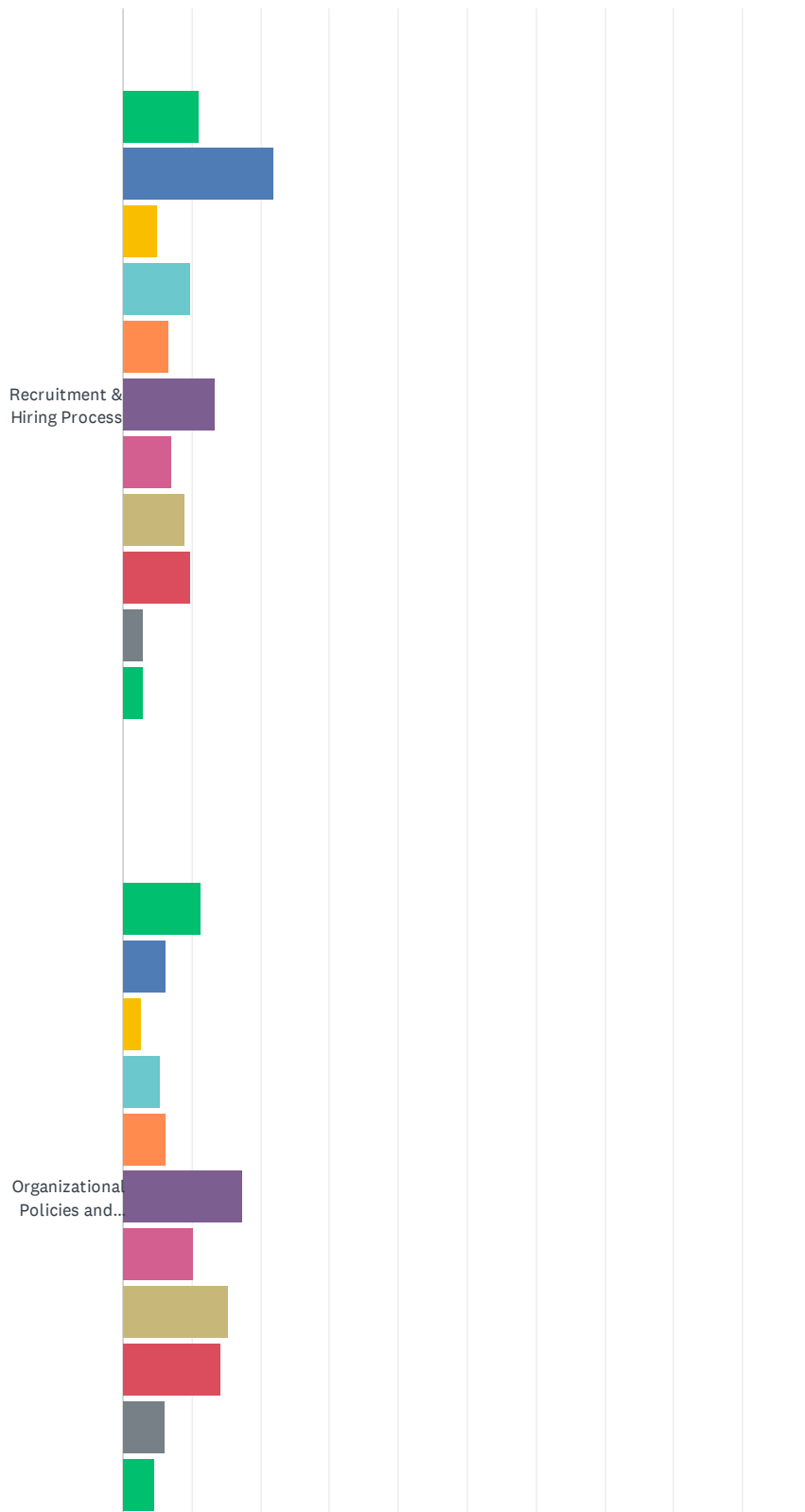
Answered: 482 Skipped: 319

Q9 What does Human Resources do that is least valuable to you?

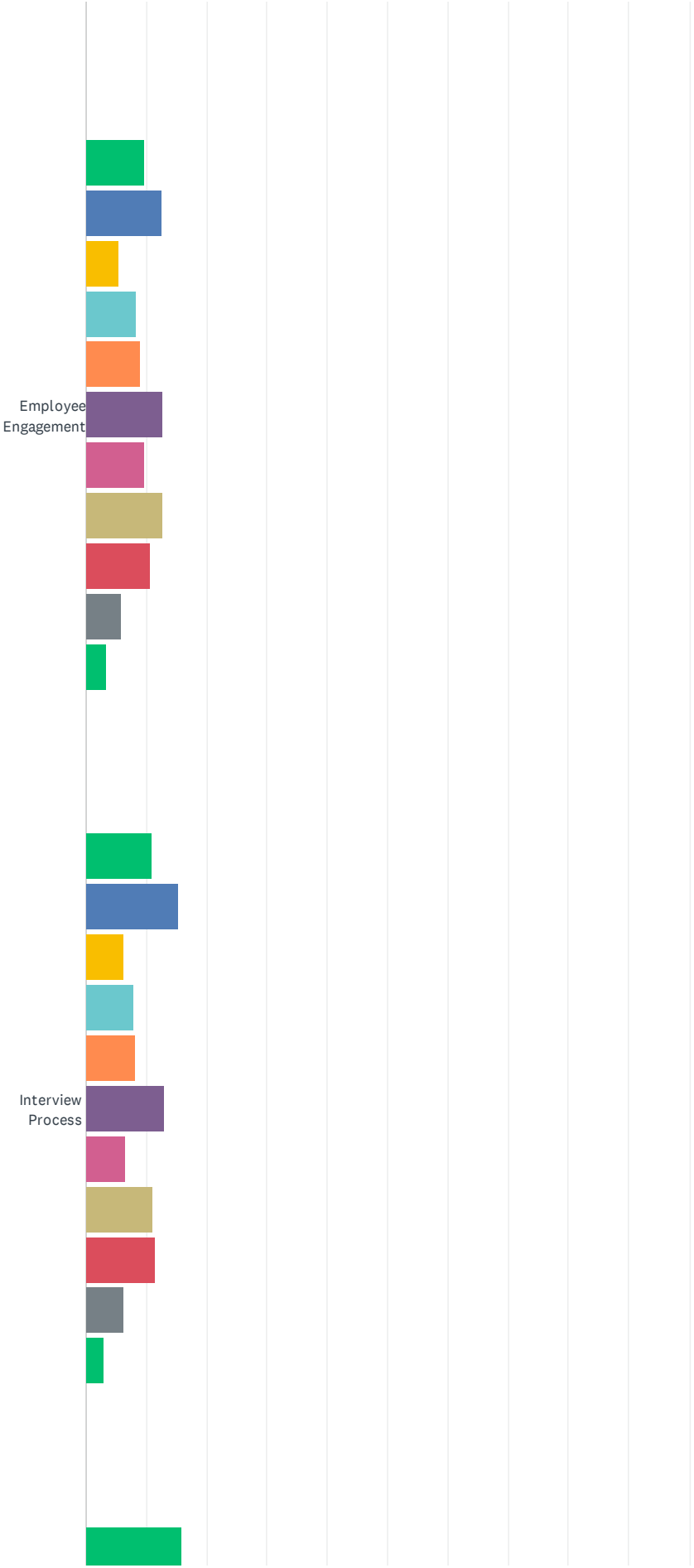
Answered: 438 Skipped: 363

Q10 Please rate the following Human Resources functions, services, and processes on a scale of 1 (need serious improvement) to 10 (is the best practice I've ever seen or experienced). Select N/A if you do not have experience with a specific item.

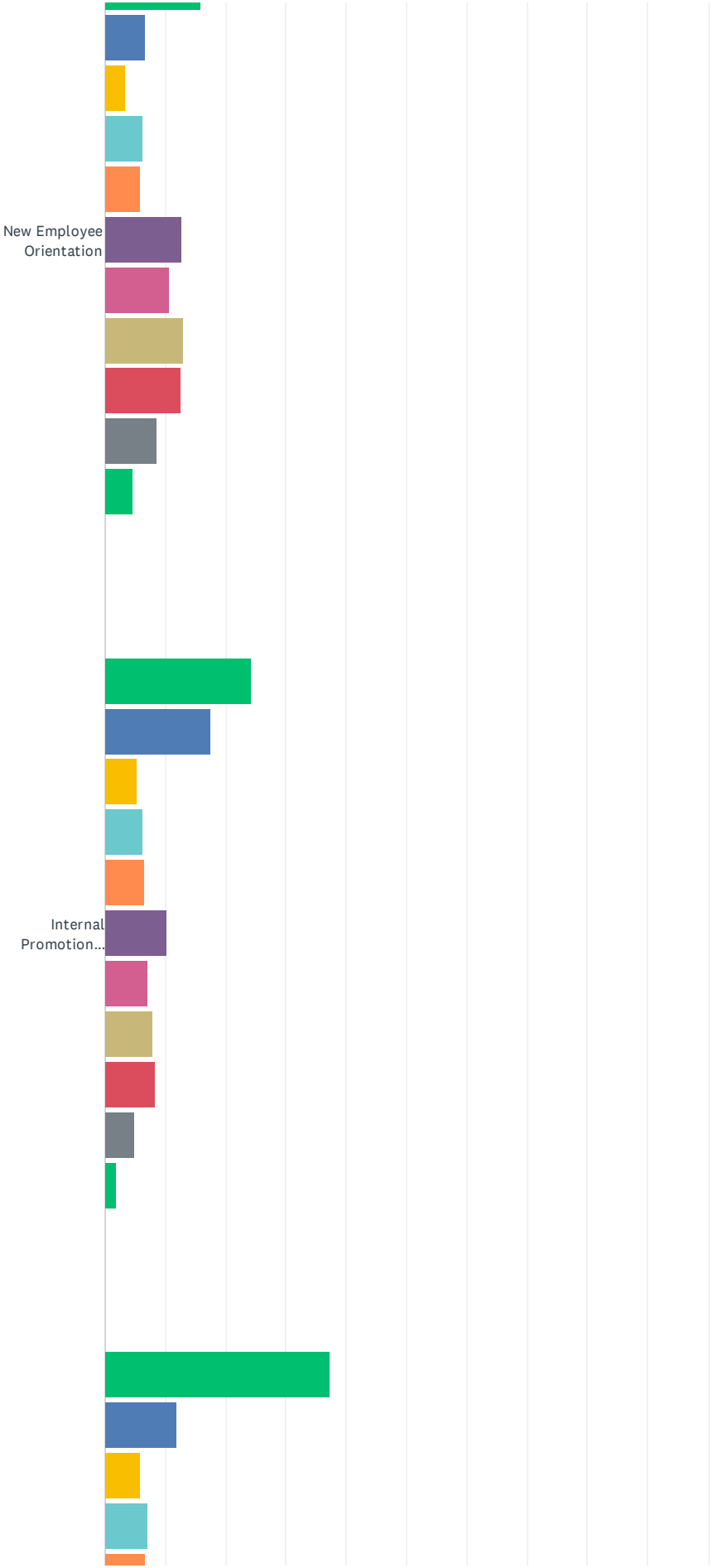
Answered: 712 Skipped: 89



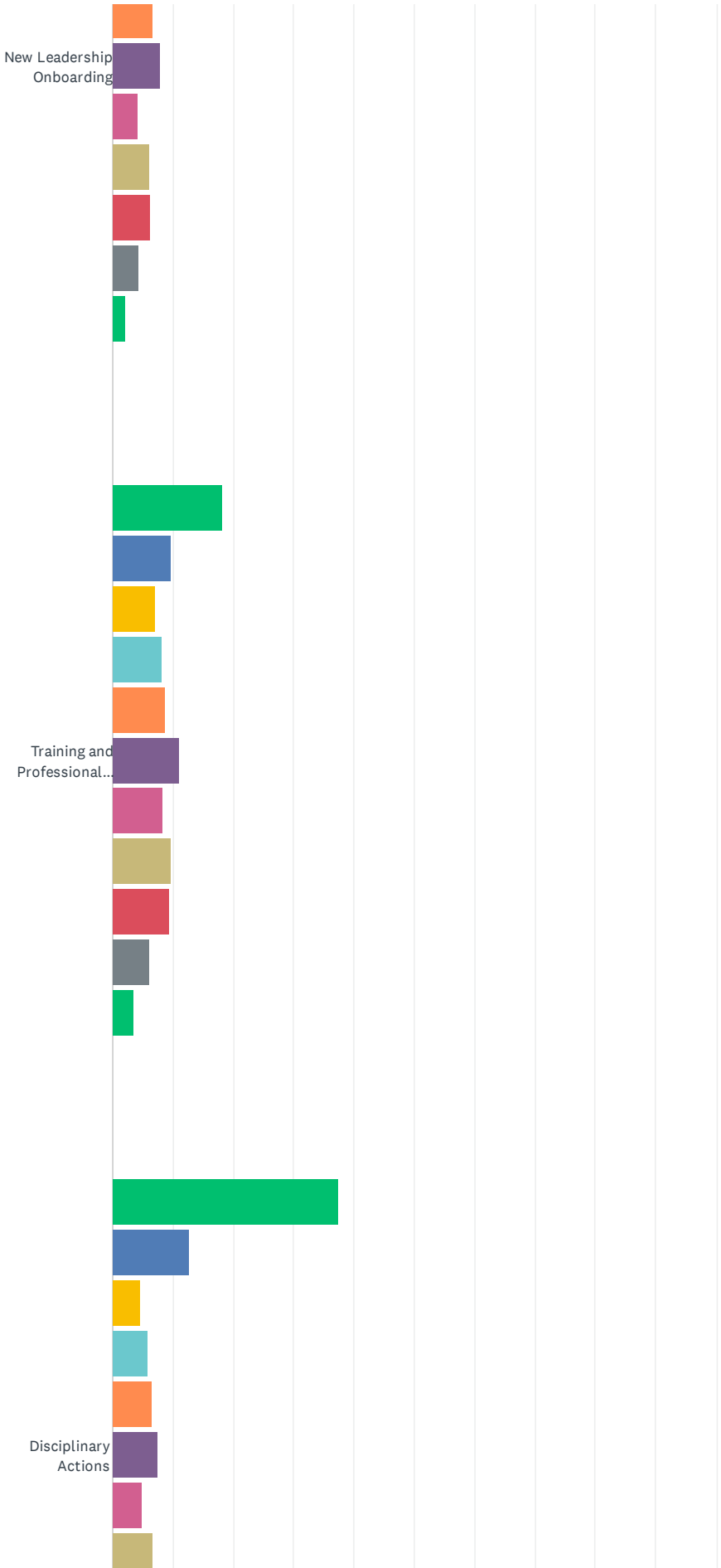
Rock County, WI: All Employee Survey



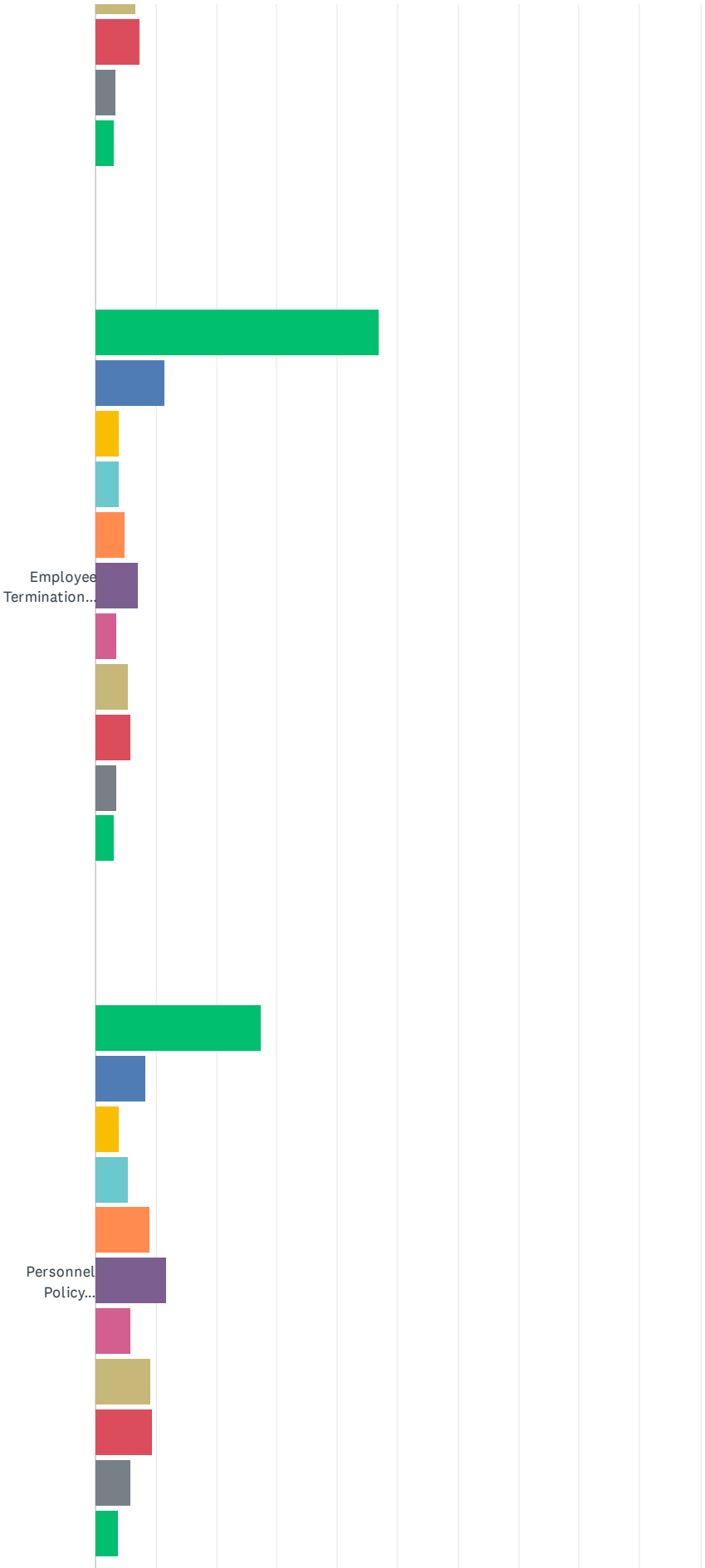
Rock County, WI: All Employee Survey



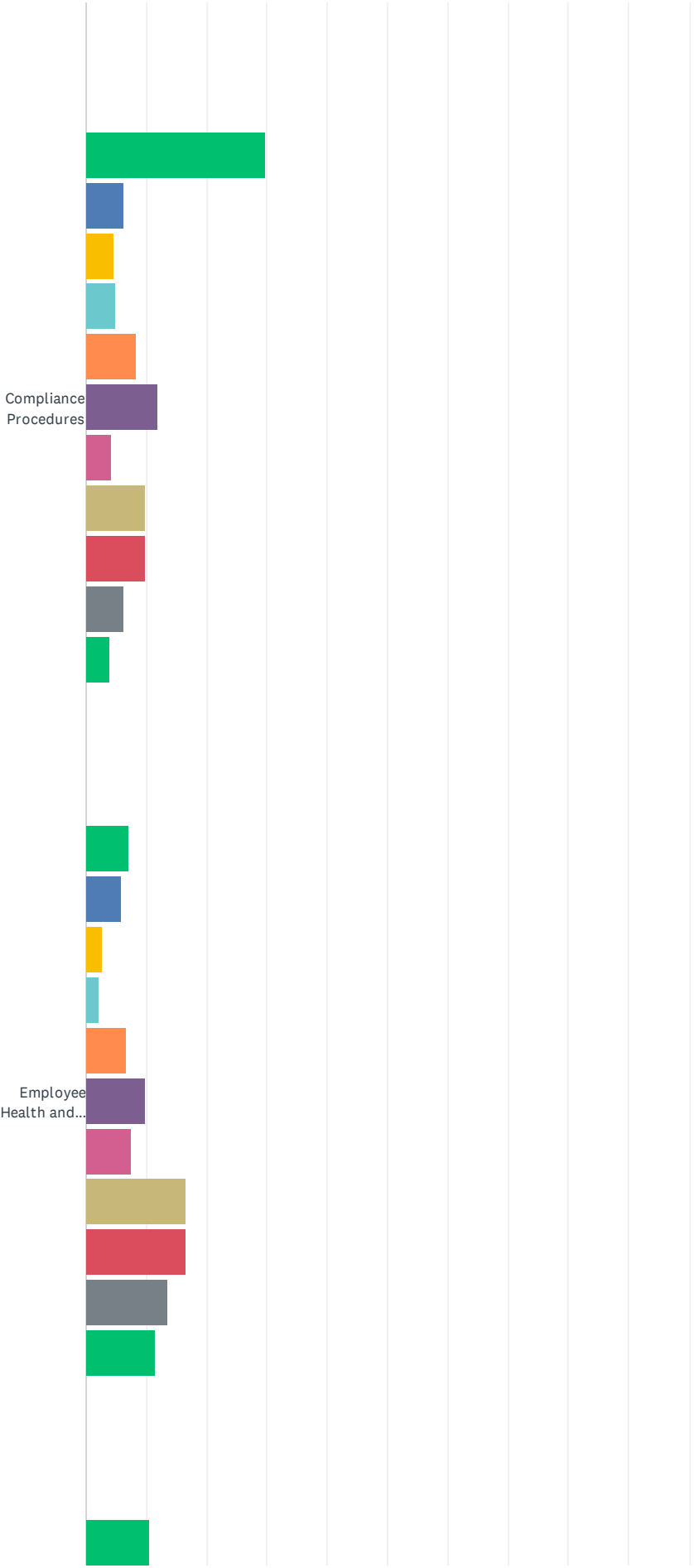
Rock County, WI: All Employee Survey



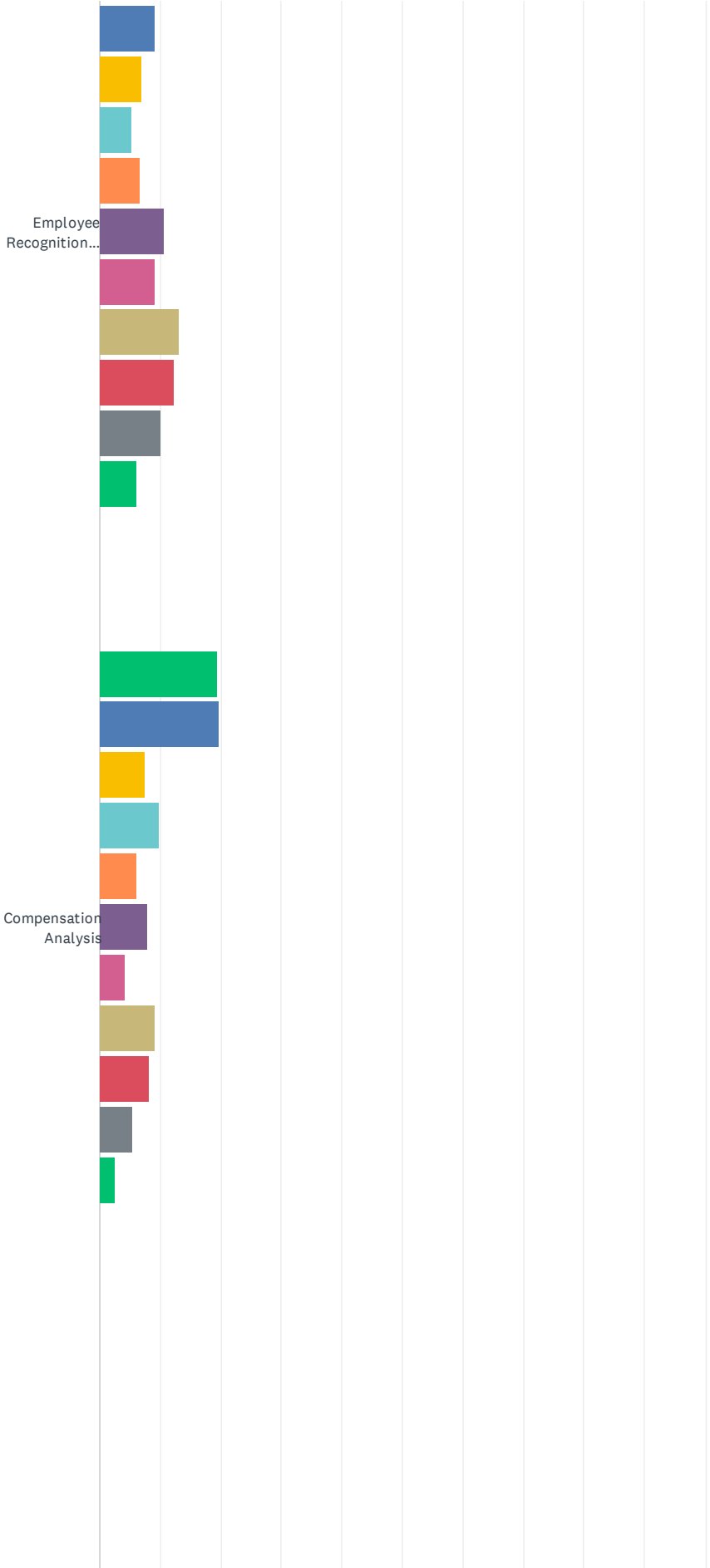
Rock County, WI: All Employee Survey



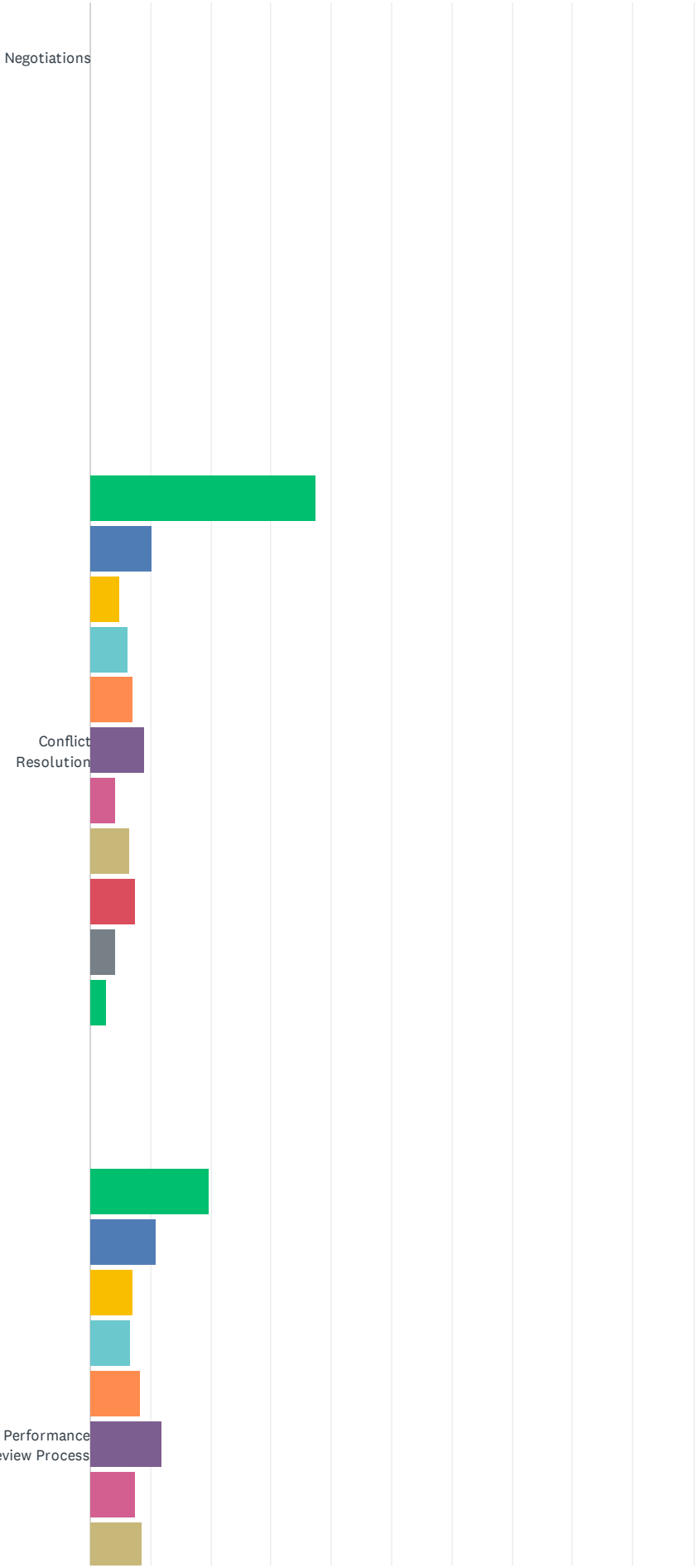
Rock County, WI: All Employee Survey



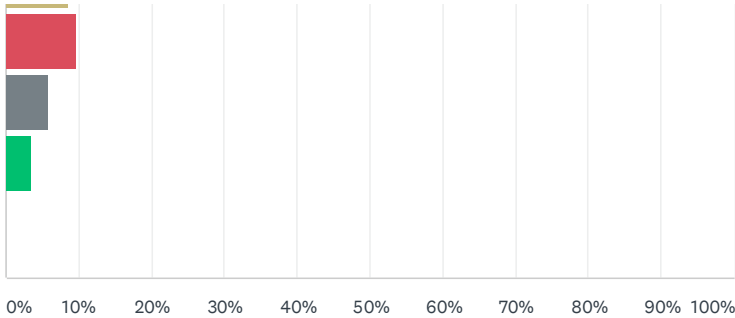
Rock County, WI: All Employee Survey



Rock County, WI: All Employee Survey



Rock County, WI: All Employee Survey



- 0 - Not Applicable
- 1 - Needs Serious Improvement
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10 - Best Practice

Rock County, WI: All Employee Survey

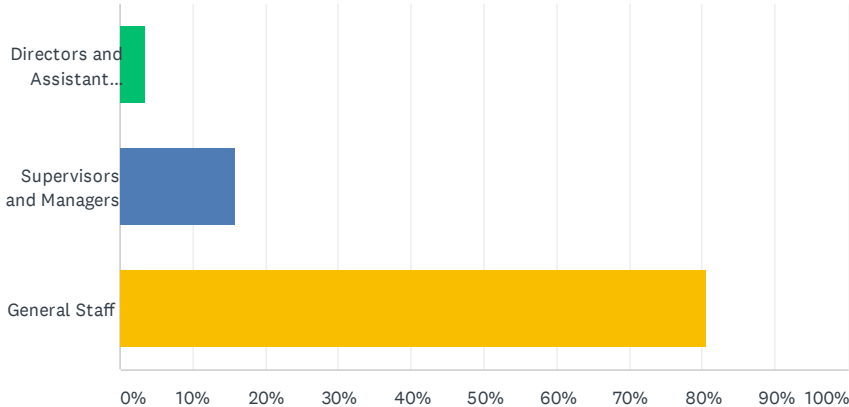
	0- NOT APPLICABLE	1 - NEEDS SERIOUS IMPROVEMENT	2	3	4	5	6	7	8	9	10- BEST PRACTICE
Recruitment & Hiring Process	11.17% 79	21.92% 155	5.09% 36	9.90% 70	6.65% 47	13.30% 94	7.21% 51	9.05% 64	9.76% 69	2.97% 21	2.97% 2
Organizational Policies and Procedures Development	11.39% 81	6.19% 44	2.81% 20	5.49% 39	6.19% 44	17.44% 124	10.27% 73	15.33% 109	14.21% 101	6.05% 43	4.64% 3
Employee Engagement	9.60% 68	12.57% 89	5.51% 39	8.33% 59	9.04% 64	12.71% 90	9.60% 68	12.71% 90	10.73% 76	5.79% 41	3.39% 2
Interview Process	10.86% 77	15.37% 109	6.21% 44	8.04% 57	8.18% 58	12.98% 92	6.49% 46	11.00% 78	11.57% 82	6.35% 45	2.96% 2
New Employee Orientation	15.84% 112	6.79% 48	3.25% 23	6.36% 45	5.80% 41	12.73% 90	10.61% 75	12.87% 91	12.59% 89	8.49% 60	4.67% 3
Internal Promotion Process	24.19% 172	17.58% 125	5.20% 37	6.19% 44	6.47% 46	10.27% 73	7.17% 51	7.88% 56	8.44% 60	4.78% 34	1.83% 1
New Leadership Onboarding	37.29% 264	12.01% 85	5.79% 41	7.20% 51	6.78% 48	8.05% 57	4.10% 29	6.07% 43	6.21% 44	4.38% 31	2.12% 1
Training and Professional Development	18.12% 129	9.69% 69	7.16% 51	8.15% 58	8.71% 62	11.10% 79	8.43% 60	9.55% 68	9.41% 67	6.04% 43	3.65% 2
Disciplinary Actions	37.41% 266	12.80% 91	4.50% 32	5.77% 41	6.47% 46	7.59% 54	4.78% 34	6.75% 48	7.31% 52	3.38% 24	3.23% 2
Employee Termination Process	46.91% 334	11.52% 82	4.07% 29	4.07% 29	4.78% 34	7.16% 51	3.51% 25	5.34% 38	5.90% 42	3.65% 26	3.09% 2
Personnel Policy Enforcement	27.44% 194	8.35% 59	3.96% 28	5.37% 38	8.91% 63	11.74% 83	5.94% 42	9.19% 65	9.34% 66	5.94% 42	3.82% 2
Compliance Procedures	29.66% 210	6.36% 45	4.52% 32	4.80% 34	8.33% 59	12.01% 85	4.24% 30	9.89% 70	9.89% 70	6.36% 45	3.95% 2
Employee Health and Wellness Programs	7.18% 51	5.77% 41	2.82% 20	2.11% 15	6.62% 47	9.86% 70	7.46% 53	16.48% 117	16.62% 118	13.66% 97	11.41% 8
Employee Recognition Program	10.55% 75	9.14% 65	6.89% 49	5.20% 37	6.75% 48	10.69% 76	9.14% 65	13.22% 94	12.38% 88	9.99% 71	6.05% 4
Compensation Analysis	19.44% 138	19.58% 139	7.61% 54	9.86% 70	6.06% 43	8.03% 57	4.23% 30	9.15% 65	8.17% 58	5.35% 38	2.54% 1
Negotiations	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Conflict Resolution	37.46% 266	10.28% 73	4.79% 34	6.20% 44	7.18% 51	9.01% 64	4.08% 29	6.48% 46	7.61% 54	4.08% 29	2.82% 2
Performance Review Process	19.66% 140	10.96% 78	7.16% 51	6.60% 47	8.43% 60	11.94% 85	7.44% 53	8.57% 61	9.69% 69	5.90% 42	3.65% 2

Q11 Please share any additional comments or thoughts.

Answered: 283 Skipped: 518

Q12 Select your job category.

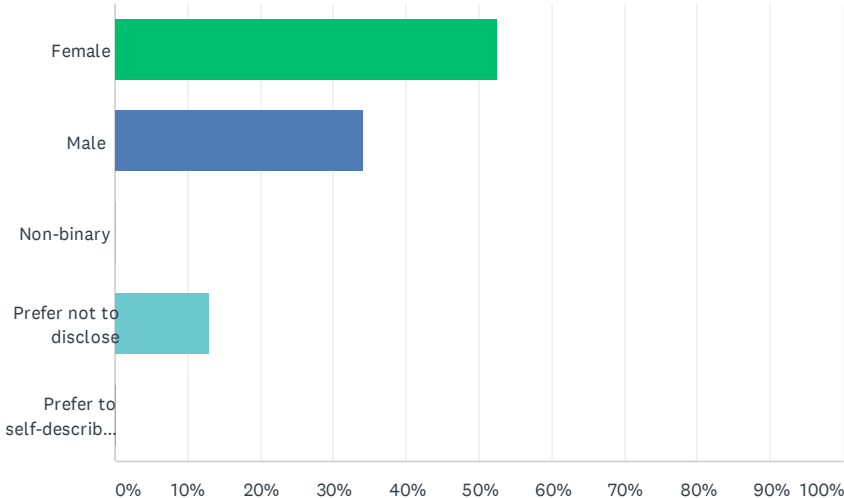
Answered: 707 Skipped: 94



ANSWER CHOICES	RESPONSES	
Directors and Assistant Directors	3.54%	25
Supervisors and Managers	15.98%	113
General Staff	80.48%	569
TOTAL		707

Q13 What is your gender?

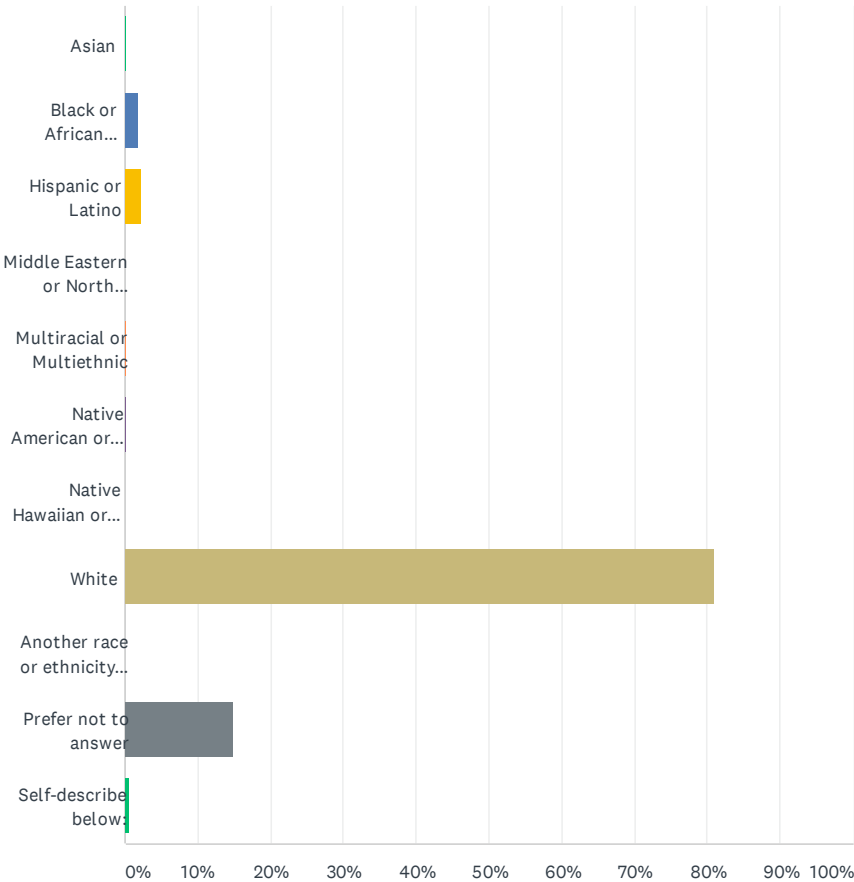
Answered: 707 Skipped: 94



ANSWER CHOICES	RESPONSES	
Female	52.48%	371
Male	34.09%	241
Non-binary	0.14%	1
Prefer not to disclose	13.01%	92
Prefer to self-describe (add comment)	0.28%	2
TOTAL		707

Q14 What is your race or ethnicity? Select all that apply.

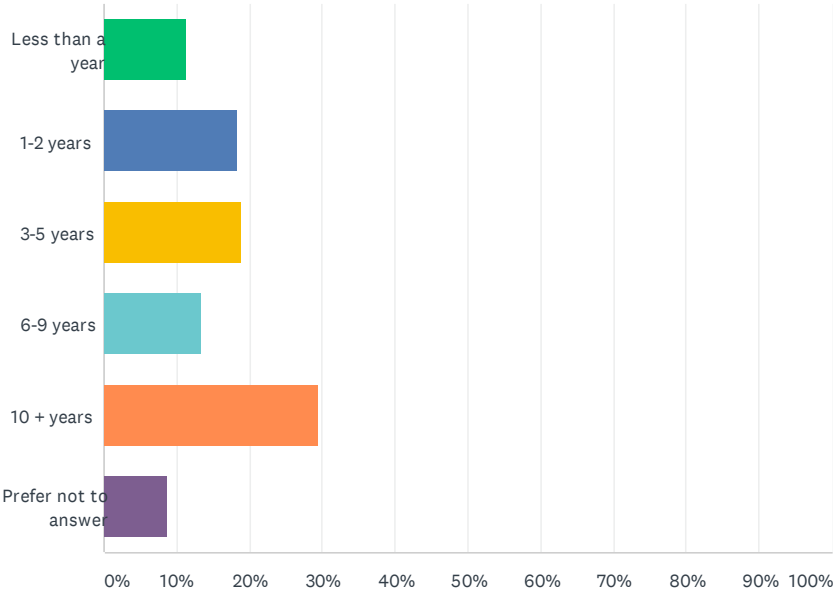
Answered: 707 Skipped: 94



ANSWER CHOICES	RESPONSES	
Asian	0.28%	2
Black or African American	1.98%	14
Hispanic or Latino	2.40%	17
Middle Eastern or North African	0.00%	0
Multiracial or Multiethnic	0.28%	2
Native American or Alaska Native	0.28%	2
Native Hawaiian or other Pacific Islander	0.00%	0
White	80.91%	572
Another race or ethnicity, please describe below	0.00%	0
Prefer not to answer	14.85%	105
Self-describe below:	0.71%	5
Total Respondents: 707		

Q15 How long have you been with the County in your current role?

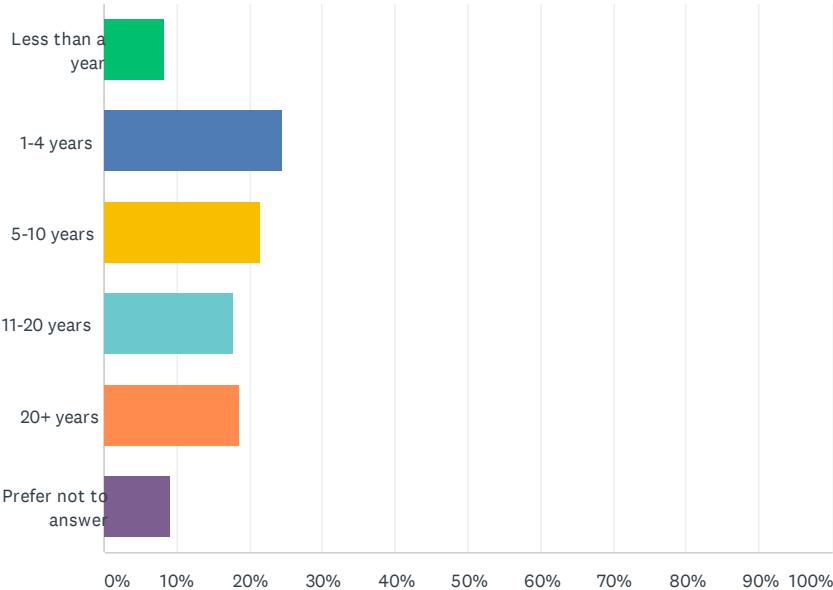
Answered: 707 Skipped: 94



ANSWER CHOICES	RESPONSES
Less than a year	11.32% 80
1-2 years	18.39% 130
3-5 years	18.81% 133
6-9 years	13.30% 94
10 + years	29.42% 208
Prefer not to answer	8.77% 62
TOTAL	707

Q16 How many years total have you worked for Rock County?

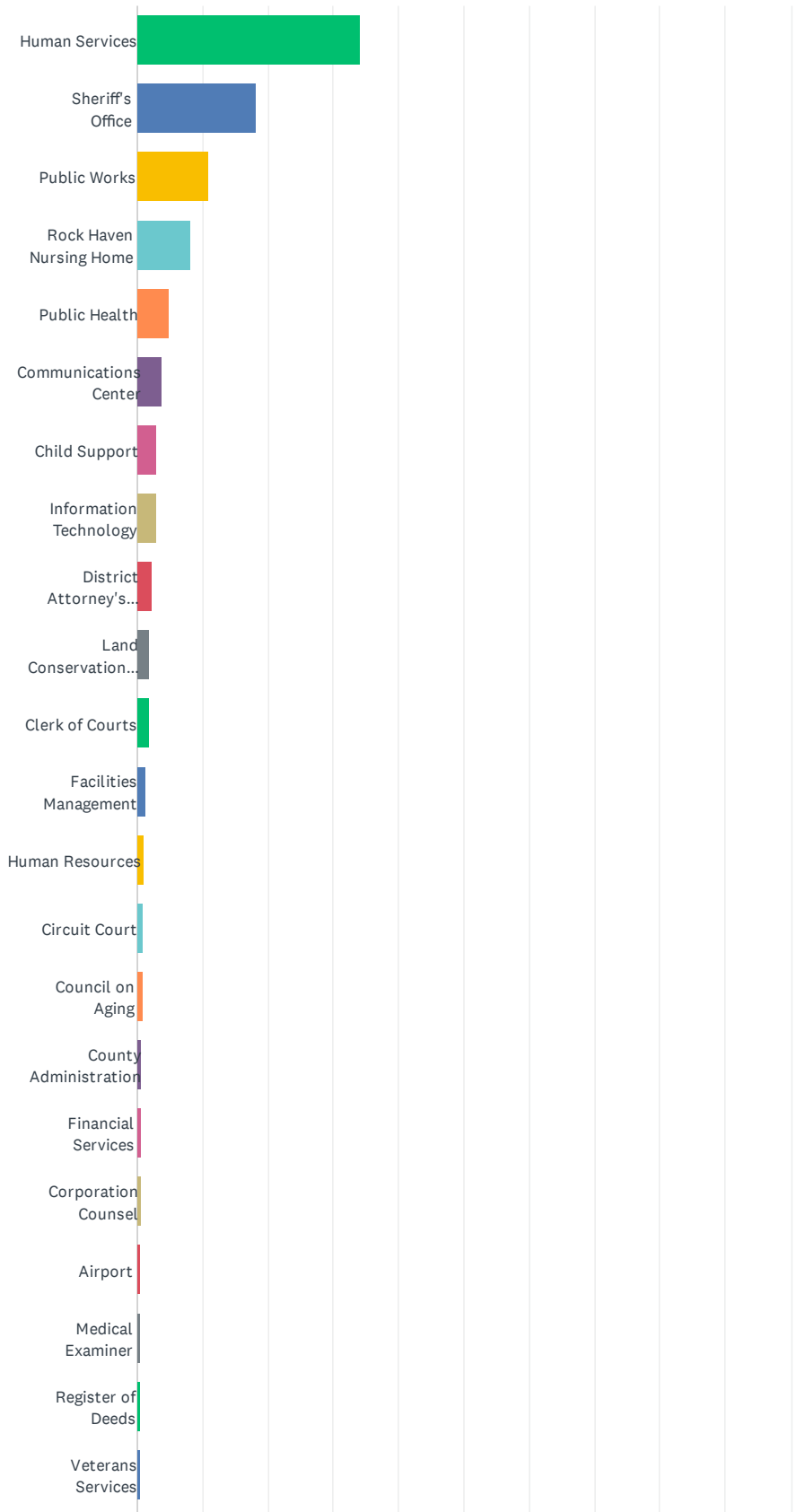
Answered: 707 Skipped: 94



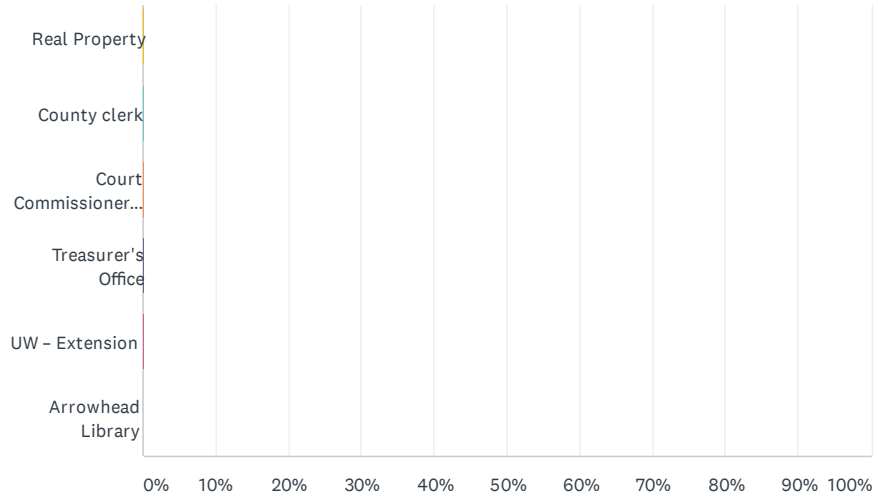
ANSWER CHOICES	RESPONSES
Less than a year	8.35% 59
1-4 years	24.47% 173
5-10 years	21.64% 153
11-20 years	17.82% 126
20+ years	18.53% 131
Prefer not to answer	9.19% 65
TOTAL	707

Q17 Please select your department. HueLife team will segment the data by department for analysis purposes. Identifiable data will not be shared.

Answered: 707 Skipped: 94



Rock County, WI: All Employee Survey



Rock County, WI: All Employee Survey

ANSWER CHOICES	RESPONSES	
Human Services	34.09%	241
Sheriff's Office	18.10%	128
Public Works	10.89%	77
Rock Haven Nursing Home	8.06%	57
Public Health	4.81%	34
Communications Center	3.68%	26
Child Support	2.97%	21
Information Technology	2.83%	20
District Attorney's Office	2.26%	16
Land Conservation & Planning and Development	1.98%	14
Clerk of Courts	1.84%	13
Facilities Management	1.27%	9
Human Resources	0.99%	7
Circuit Court	0.85%	6
Council on Aging	0.85%	6
County Administration	0.71%	5
Financial Services	0.71%	5
Corporation Counsel	0.57%	4
Airport	0.42%	3
Medical Examiner	0.42%	3
Register of Deeds	0.42%	3
Veterans Services	0.42%	3
Real Property	0.28%	2
County clerk	0.14%	1
Court Commissioners & Mediation FCS	0.14%	1
Treasurer's Office	0.14%	1
UW – Extension	0.14%	1
Arrowhead Library	0.00%	0
TOTAL		707