



SHRM®  
**PEOPLE  
INSIGHT**

**SOUTHERN NEVADA HEALTH DISTRICT**

March 2015 • Employee Job Satisfaction and Engagement Survey Report



# About People InSight

Our ever-changing world has made organizations look at their business sustainability protocols and the people behind their business in different ways. To help retain top performers, organizations need to develop talent management strategies that are based on their employee demographic profile and their specific needs. Through the SHRM People InSight service, employers can gauge how satisfied and engaged their employees are and benchmark their organizations against other U.S. employers. The Society for Human Resource Management (SHRM) has been conducting an annual employee job satisfaction survey since 2002. The survey explores 35 aspects of employee job satisfaction divided into four topic areas—career development, relationship with management, compensation and benefits, and work environment. In 2011, the survey was expanded to include multiple aspects of employee engagement based on the engagement theory and research<sup>1</sup>. SHRM normative data of U.S. employees are based on the responses of 10,000 employees encompassing 22 major industries.

## About SHRM

The Society for Human Resource Management (SHRM) is the world's largest association devoted to human resource management. Representing more than 250,000 members in over 140 countries, the Society serves the needs of HR professionals and advances the interests of the HR profession. Founded in 1948, SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China and India. Visit SHRM Online at [www.shrm.org](http://www.shrm.org).

### USA

SHRM  
1800 Duke Street  
Alexandria, VA 22314  
Phone: (800) 283-7476  
Fax: (703) 535-6432  
E-mail: [shrm@shrm.org](mailto:shrm@shrm.org)

### China

Beijing Representative Office  
SHRM Corporation  
5/F, South Block, Tower C  
Raycom Info Tech Park  
No.2, Kexueyuan South Road  
Zhongguancun, Haidian District  
Beijing, 100190  
China  
Tel: +86-10-59822093 / 59822146  
Fax: +86-10-59822588

### India

Strategic Human Resource Management India,  
Private Limited  
702, 7th Floor,  
Raheja Towers,  
Plot C- 62, G Block,  
Bandra Kurla Complex, Bandra (E)  
Mumbai 400051  
Maharashtra  
Tel: +91-22-42472000  
Fax: +91-22-42472010

### Online

SHRM Online: [www.shrm.org](http://www.shrm.org)  
SHRM People InSight: [www.shrm.org/peopleinsight](http://www.shrm.org/peopleinsight)  
SHRM Research: [www.shrm.org/research](http://www.shrm.org/research)  
SHRM Survey Findings: [www.shrm.org/surveys](http://www.shrm.org/surveys)

### Questions about the SHRM People InSight Service

Call: (703) 535-6295  
E-mail: [peopleinsight@shrm.org](mailto:peopleinsight@shrm.org)



# CONTENTS

ABOUT PEOPLE INSIGHT	2
ABOUT SHRM	2
EXECUTIVE SUMMARY	4
<b>SURVEY RESULTS</b>	
Career Development	17
Employee Relationship with Management	20
Compensation and Benefits	22
Work Environment	25
Engagement Opinions	28
Engagement Behaviors	30
Conditions for Engagement	32
Comparisons Southern Nevada Health District vs. Other U.S. Employees	35
<b>CONCLUSIONS: LOOKING AHEAD AND NEXT STEPS</b>	<b>38</b>
<b>METHODOLOGY</b>	<b>41</b>
<b>APPENDIX A</b>	<b>43</b>
Job Satisfaction and Engagement Aspects by Departments	
<b>APPENDIX B</b>	<b>56</b>
Elements of Job Satisfaction and Engagement	



# EXECUTIVE SUMMARY

## Survey Objectives

- Understand elements important to employees' job satisfaction and engagement at Southern Nevada Health District.
- Identify Southern Nevada Health District's strengths and opportunities.
- Benchmark Southern Nevada Health District's results against SHRM's database of U.S. employees, organization size by industry, sub industry when applicable and overall industry.

When reviewing Tables 1, 2 and 3, compare the responses of the employees in your organization to the responses of other U.S. employees in SHRM's database. This will provide an overall assessment of your employees against national norms. It is important, however, to also evaluate your employees alongside employees in similar industry and staff size to your organization. While comparing your organization to the national norms will provide you with useful information, you will also need to take into account the satisfaction and engagement levels of employees of competitors in your industry. Small differences should not be over-interpreted. Blank cells in tables and figures throughout the report indicate that the item was not applicable to your organization.

## Overall Employee Job Satisfaction

Most management experts and business leaders agree that when employee satisfaction is very high, it translates into higher levels of performance, commitment and retention for organizations. Employees who are satisfied will generally rate factors that contribute to their job satisfaction as important or very important.



*Note: Satisfied represents those who answered "very satisfied" and "somewhat satisfied." Dissatisfied represents those who answered "very dissatisfied" and "somewhat dissatisfied."*

Compared with U.S. employees, employees at your organization are **more** satisfied overall.

# EXECUTIVE SUMMARY

Table 1: Aspects of Employee Job Satisfaction

	Your Employees	Other U.S. Employees	Level (above, below, or same as other U.S. employees)	Organization Staff Size by Industry	Administration of human resource programs	Public administration
<b>CAREER DEVELOPMENT</b>						
Career advancement opportunities	32%	44%	-12%	34%	42%	46%
Career development opportunities	33%	48%	-15%	44%	50%	52%
Job-specific training	46%	55%	-9%	51%	57%	57%
Networking	38%	49%	-11%	46%	43%	51%
Opportunities to use skills and abilities	71%	73%	-2%	73%	77%	75%
Paid training and tuition reimbursement programs	35%	44%	-9%	34%	45%	50%
Organization's commitment to professional development	30%	52%	-22%	53%	57%	52%
<b>RELATIONSHIP WITH MANAGEMENT</b>						
Communication between employees and senior management	38%	55%	-17%	51%	47%	50%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."



# EXECUTIVE SUMMARY

	Your Employees	Other U.S. Employees	Level (above, below, or same as other U.S. employees)	Organization Staff Size by Industry	Administration of human resource programs	Public administration
Autonomy and independence	62%	67%	-5%	64%	65%	63%
Management recognition of employee job performance	45%	55%	-10%	60%	57%	53%
Relationship with immediate supervisor	77%	73%	+4%	78%	77%	75%
<b>COMPENSATION</b>						
Compensation/pay	72%	60%	+12%	64%	57%	63%
Base rate of pay	70%	58%	+12%	66%	57%	61%
Being paid competitively with the local market	68%	57%	+11%	52%	50%	54%
<b>BENEFITS</b>						
Benefits	87%	62%	+25%	69%	71%	74%
Health care/medical benefits	86%	62%	+24%	74%	77%	77%
Family-friendly benefits	56%	46%	+10%	47%	49%	50%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."



# EXECUTIVE SUMMARY

	Your Employees	Other U.S. Employees	Level (above, below, or same as other U.S. employees)	Organization Staff Size by Industry	Administration of human resource programs	Public administration
Paid time off	91%	70%	+21%	81%	86%	86%
Defined contribution plans (e.g., 401(k), 403(b))	69%	59%	+10%	61%	71%	69%
Defined benefit pension plan	89%	53%	+36%	68%	70%	74%
Flexibility to balance life and work issues	45%	65%	-20%	64%	67%	65%
<b>WORK ENVIRONMENT</b>						
Feeling safe in the work environment	66%	77%	-11%	74%	71%	74%
Job security	52%	68%	-16%	71%	74%	75%
Meaningfulness of job	75%	67%	+8%	74%	76%	73%
Organization's commitment to corporate social responsibility	32%	50%	-18%	60%	52%	47%
Organization's commitment to a "green" workplace	27%	43%	-16%	40%	41%	38%
Organization's financial stability	31%	64%	-33%	50%	62%	60%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."



# EXECUTIVE SUMMARY

	Your Employees	Other U.S. Employees	Level (above, below, or same as other U.S. employees)	Organization Staff Size by Industry	Administration of human resource programs	Public administration
Overall corporate culture	38%	61%	-23%	58%	60%	56%
Relationships with co-workers	80%	77%	+3%	78%	80%	76%
Contribution of work to organization's business goals	66%	68%	-2%	73%	69%	67%
The work itself	79%	72%	+7%	74%	76%	72%
Variety of work	72%	66%	+6%	64%	68%	68%
Diverse and inclusive workforce	52%	55%	-3%	46%	53%	53%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."





# EXECUTIVE SUMMARY

## Your Organization's Strengths

Top Five Areas of Satisfaction	Your Employees	Organization Staff Size by Industry Difference	Other U.S. Employees Difference
Paid time off	91%	+10%	+21%
Defined benefit pension plan	89%	+21%	+36%
Benefits, the overall package	87%	+18%	+25%
Health care/medical benefits	86%	+12%	+24%
Relationships with co-workers	80%	+2%	+3%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied."

## Your Organization's Opportunities

Top Five Areas of Dissatisfaction	Your Employees	Organization Staff Size by Industry Difference	Other U.S. Employees Difference
The organization's overall commitment to professional development	47%	-23%	-22%
Communication between employees and senior management	46%	-13%	-17%
Organization's financial stability	44%	-19%	-33%
Career development opportunities for learning and professional growth	44%	-11%	-15%
Career advancement opportunities within the organization	43%	-2%	-12%

Note: Table represents those who answered "very dissatisfied" and "somewhat dissatisfied."



# EXECUTIVE SUMMARY

## Employee Engagement

Personal engagement is defined by feelings of urgency, focus, enthusiasm and intensity. It is the energized feeling that an employee has about work. Engagement in an organization can also be described by employees behaviors that have a positive impact on the success of the organization. Employees with high engagement will generally agree or strongly agree with aspects of employee engagement.

**Table 2: Level of Agreement - Engagement Areas**

	Your Employees	Other U.S. Employees	Level (above, below, or same as other U.S. employees)	Organization Staff Size by Industry	Administration of human resource programs	Public administration
<b>ENGAGEMENT OPINIONS</b>						
<b>Urgency</b>						
Determined to accomplish work goals	89%	84%	+5%	85%	91%	87%
Highly motivated by work goals	76%	66%	+10%	64%	67%	66%
<b>Focus</b>						
Wrapped up in work	67%	63%	+4%	66%	64%	62%
Completely plugged in at work	59%	52%	+7%	46%	46%	47%

Note: Table represents those who answered "strongly agree" and "agree." Percentages are based on a scale where 1 = "strongly disagree" and 5 = "strongly agree."

# EXECUTIVE SUMMARY

	Your Employees	Other U.S. Employees	Level (above, below, or same as other U.S. employees)	Organization Staff Size by Industry	Administration of human resource programs	Public administration
<b>Enthusiasm</b>						
Volunteer for activities beyond job requirements	65%	55%	+10%	61%	53%	56%
Passionate and excited about work	78%	63%	+15%	64%	64%	63%
<b>Intensity</b>						
Putting all effort into work	81%	70%	+11%	71%	71%	69%
Completely focused on work projects	81%	69%	+12%	64%	72%	66%
<b>ENGAGEMENT BEHAVIORS</b>						
<b>Persistence</b>						
Colleagues adapt to challenging or crisis situations	68%	56%	+12%	61%	55%	58%
Work group never gives up	60%	55%	+5%	63%	51%	57%

Note: Table represents those who answered "strongly agree" and "agree." Percentages are based on a scale where 1 = "strongly disagree" and 5 = "strongly agree."



# EXECUTIVE SUMMARY

	Your Employees	Other U.S. Employees	Level (above, below, or same as other U.S. employees)	Organization Staff Size by Industry	Administration of human resource programs	Public administration
<b>Proactive</b>						
Employees take action when a problem or opportunity arises	45%	61%	-16%	58%	55%	56%
Work group anticipates next challenge	50%	50%	0%	49%	49%	48%
<b>Expand Roles</b>						
Employees in organization embrace unexpected responsibilities	33%	41%	-8%	36%	34%	37%
Employees in organization volunteer for new projects	36%	39%	-3%	36%	41%	39%
<b>Adaptability</b>						
Work group is flexible in expanding scope of work	57%	48%	+9%	44%	43%	47%
Employees in organization are flexible in unpredictable work situations	47%	55%	-8%	51%	52%	56%

Note: Table represents those who answered "strongly agree" and "agree." Percentages are based on a scale where 1 = "strongly disagree" and 5 = "strongly agree."



# EXECUTIVE SUMMARY

## Conditions for Engagement

There are certain conditions under which employee engagement is much more likely to occur. Employees need the capacity to engage, reasons to engage and the feeling that they are free to engage. This section provides information on the organization's conditions for engagement. Employees who view the conditions as positive for the facilitation of engagement will be very, or at least somewhat, satisfied with the items in this section. (Note: These are items from the job satisfaction section of the report. They indicate conditions under which engagement can be maximized.)

**Table 3: Level of Satisfaction**

	Your Employees	Other U.S. Employees	Level (above, below, or same as other U.S. employees)	Organization Staff Size by Industry	Administration of human resource programs	Public administration
<b>EMPLOYEE CAPACITY TO ENGAGE</b>						
Career advancement opportunities	32%	44%	-12%	34%	42%	46%
Career development opportunities	33%	48%	-15%	44%	50%	52%
Job-specific training	46%	55%	-9%	51%	57%	57%
Organization's commitment to professional development	30%	52%	-22%	53%	57%	52%
Relationships with co-workers	80%	77%	+3%	78%	80%	76%
Organization's financial stability	31%	64%	-33%	50%	62%	60%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."



# EXECUTIVE SUMMARY

	Your Employees	Other U.S. Employees	Level (above, below, or same as other U.S. employees)	Organization Staff Size by Industry	Administration of human resource programs	Public administration
<b>REASONS TO ENGAGE</b>						
Networking	38%	49%	-11%	46%	43%	51%
Opportunities to use skills and abilities	71%	73%	-2%	73%	77%	75%
Meaningfulness of job	75%	67%	+8%	74%	76%	73%
Contribution of work to organization's business goals	66%	68%	-2%	73%	69%	67%
The work itself	79%	72%	+7%	74%	76%	72%
Variety of work	72%	66%	+6%	64%	68%	68%
<b>FEEL FREE TO ENGAGE</b>						
Communication between employees and senior management	38%	55%	-17%	51%	47%	50%
Autonomy and independence	62%	67%	-5%	64%	65%	63%
Management recognition of employee job performance	45%	55%	-10%	60%	57%	53%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."



# EXECUTIVE SUMMARY

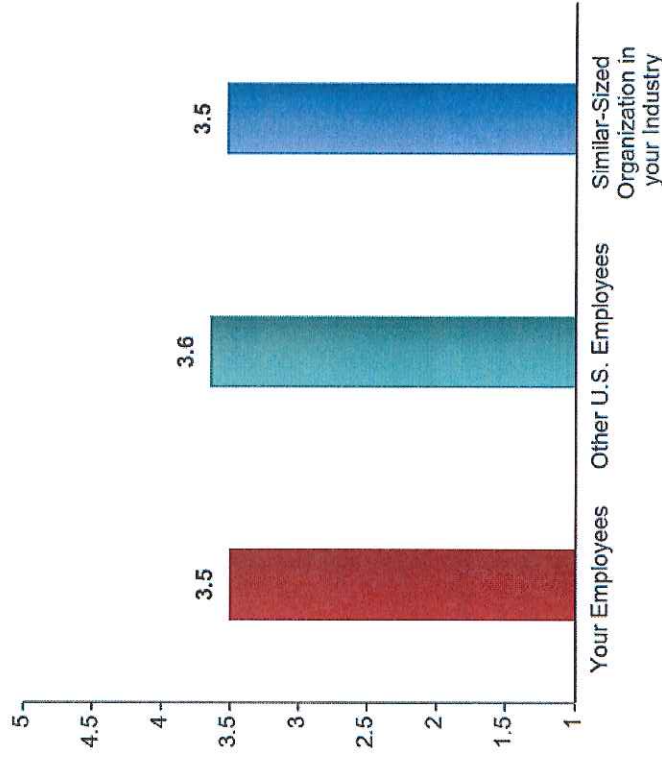
	Your Employees	Other U.S. Employees	Level (above, below, or same as other U.S. employees)	Organization Staff Size by Industry	Administration of human resource programs	Public administration
Relationship with immediate supervisor	77%	73%	+4%	78%	77%	75%
Organization's commitment to corporate social responsibility	32%	50%	-18%	60%	52%	47%
Overall corporate culture	38%	61%	-23%	58%	60%	56%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."



# EXECUTIVE SUMMARY

## Overall Employee Engagement



Note: Engagement is based on a scale where 1.0 = "not engaged," 3.0 = "moderately engaged" and 5.0 = "highly engaged."

## Your Organization's Overall Employee Engagement

Overall employee engagement is the average of all engagement items (engagement opinions, engagement behaviors and conditions for engagement) using a scale of 1 = "strongly disagree" or "very dissatisfied" and 5 = "strongly agree" or "very satisfied." Employee engagement is based on the following scale: 1.0 = "not engaged," 3.0 = "moderately engaged" and 5.0 = "highly engaged."

## Overall Employee Engagement

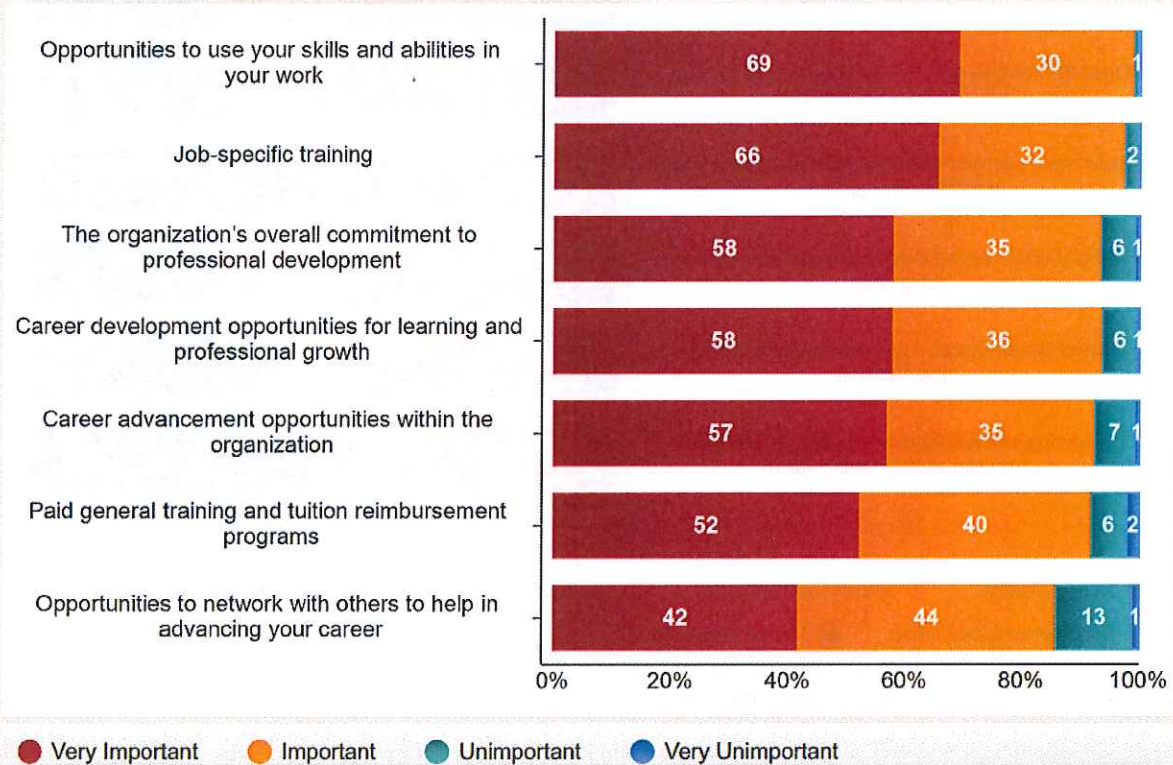
Compared with other U.S. employees, employees at your organization are **less** engaged. Compared with employees at similar sized organizations in your industry, your employees are **equally** engaged.



# CAREER DEVELOPMENT

Career development encompasses employees continually taking part in more advanced or diverse activities (e.g., training, networking, etc.) that result in employees improving their skills, gaining new skills, taking greater responsibility at work and improving performance, status and income levels.

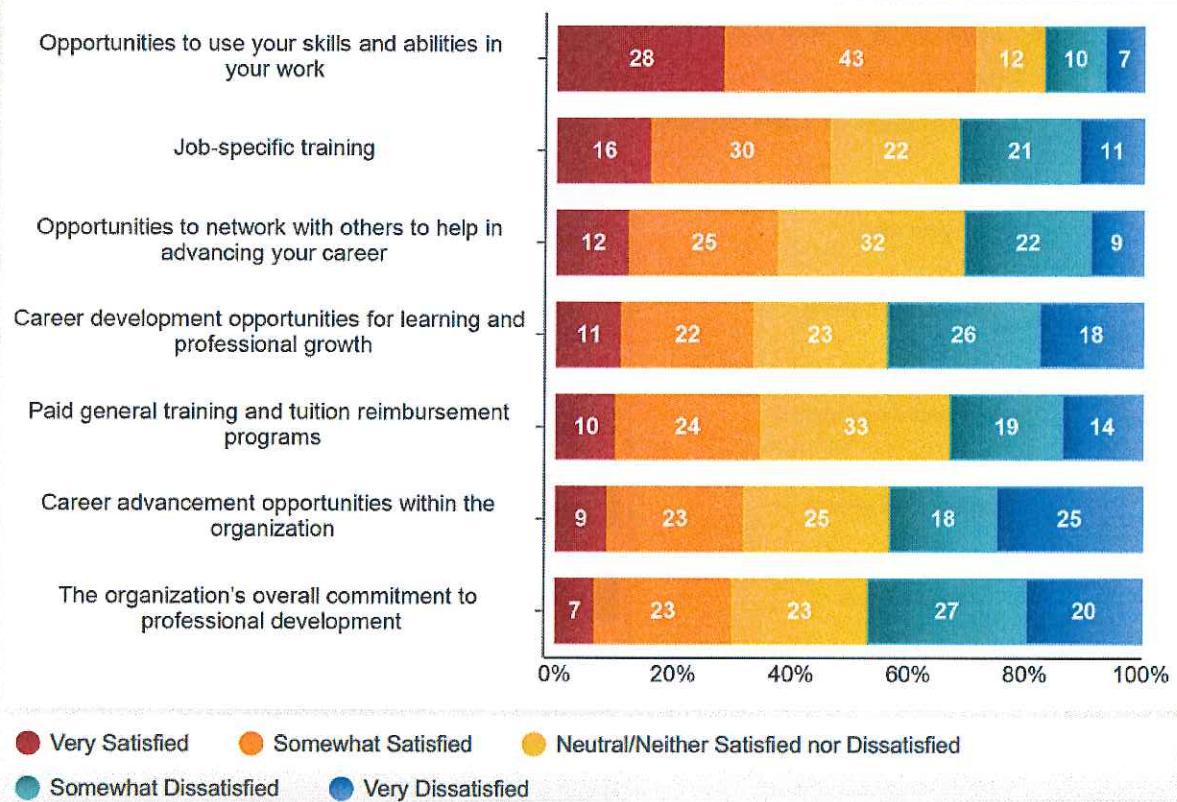
**Figure 1: Importance of Career Development**



Note: Percentages may not total 100% due to rounding.

# CAREER DEVELOPMENT

**Figure 2: Satisfaction With Career Development**



Note: Percentages may not total 100% due to rounding.

Strengths Aspects with which your employees are satisfied	Opportunities Aspects with which your employees are dissatisfied
	The organization's overall commitment to professional development
	Career development opportunities for learning and professional growth
	Career advancement opportunities within the organization
	Paid general training and tuition reimbursement programs
	Job-specific training



# CAREER DEVELOPMENT

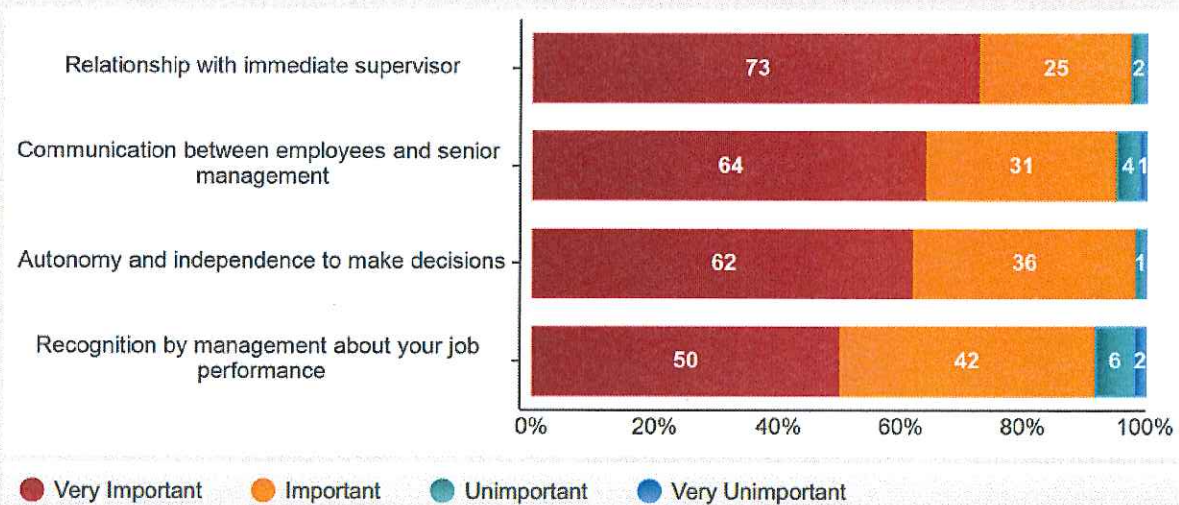
<b>Strengths</b> Aspects with which your employees are satisfied	<b>Opportunities</b> Aspects with which your employees are dissatisfied
	<b>Opportunities to network with others to help in advancing your career</b>

## Survey Results

# EMPLOYEE RELATIONSHIP WITH MANAGEMENT

The relationship an employee has with his or her supervisor is a central element to the employee's affiliation to the organization, and it has been argued that many employee behaviors are largely a function of the way they are managed by their supervisor. When there are open lines of communication (e.g., encouraging an open-door policy), supervisors can respond more effectively to the needs and problems of their employees. Effective communication from senior management can provide the workforce with direction, dispel rumors and promote trust. Additionally, management recognition of employees' performance through praise (private or public), awards and incentives is a cost-effective way of increasing employee morale, productivity and competitiveness.

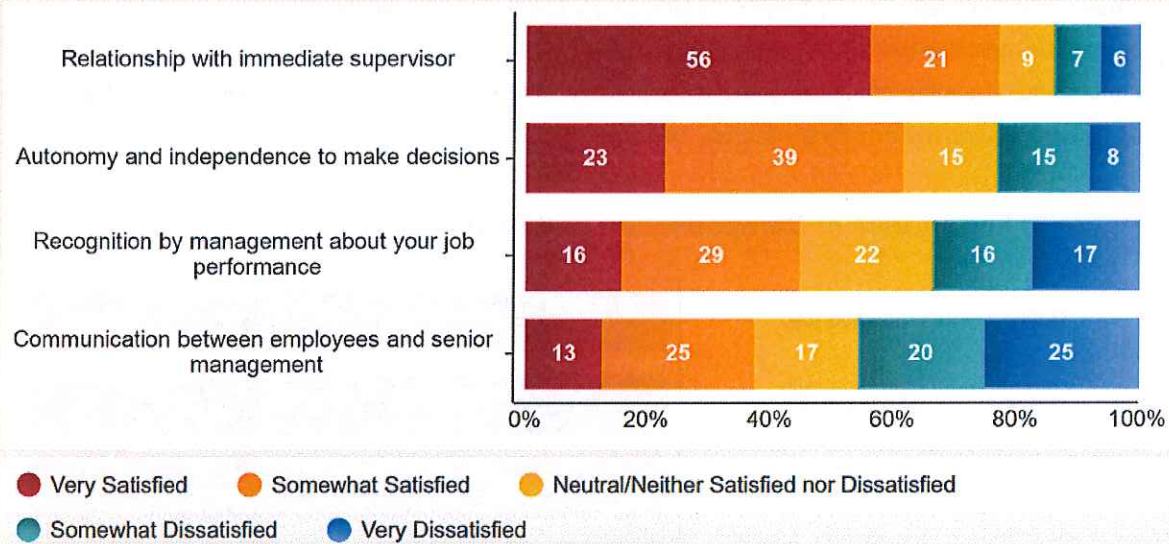
**Figure 3: Importance of Relationship With Management**



*Note: Percentages may not total 100% due to rounding.*

# EMPLOYEE RELATIONSHIP WITH MANAGEMENT

**Figure 4: Satisfaction With Relationship With Management**



Note: Percentages may not total 100% due to rounding.

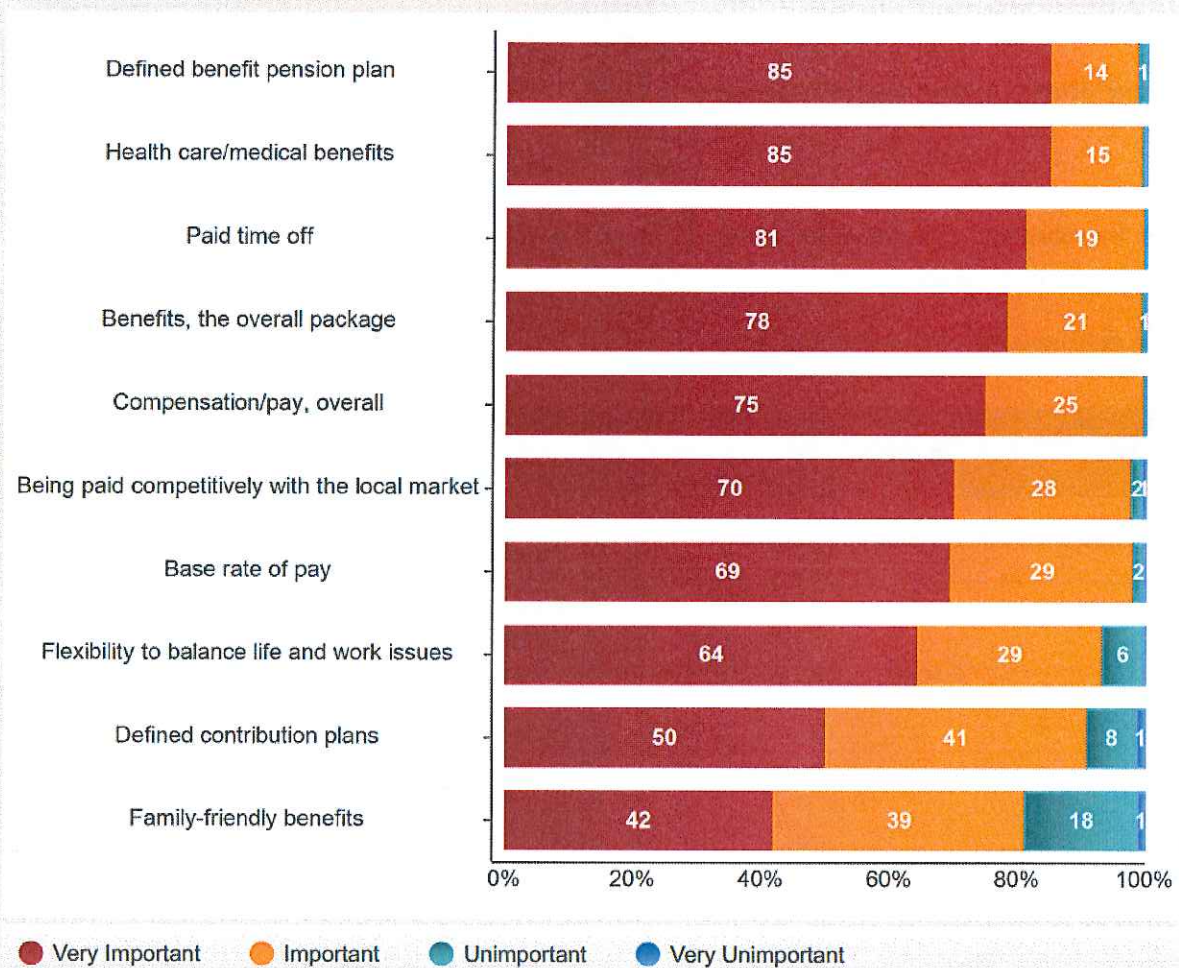
Strengths Aspects with which your employees are satisfied	Opportunities Aspects with which your employees are dissatisfied
Relationship with immediate supervisor	Communication between employees and senior management
	Recognition by management about your job performance



# COMPENSATION AND BENEFITS

To attract the best employees, companies must research the market in their area as well as their industry to ensure that their salaries and benefits match up against their competitors. Effective compensation program also ensures that pay levels are equitable internally. Benefits for employees can include a wide array of perks and other offerings; however, of primary importance to many employees are health care, paid time off, retirement and family-friendly benefits.

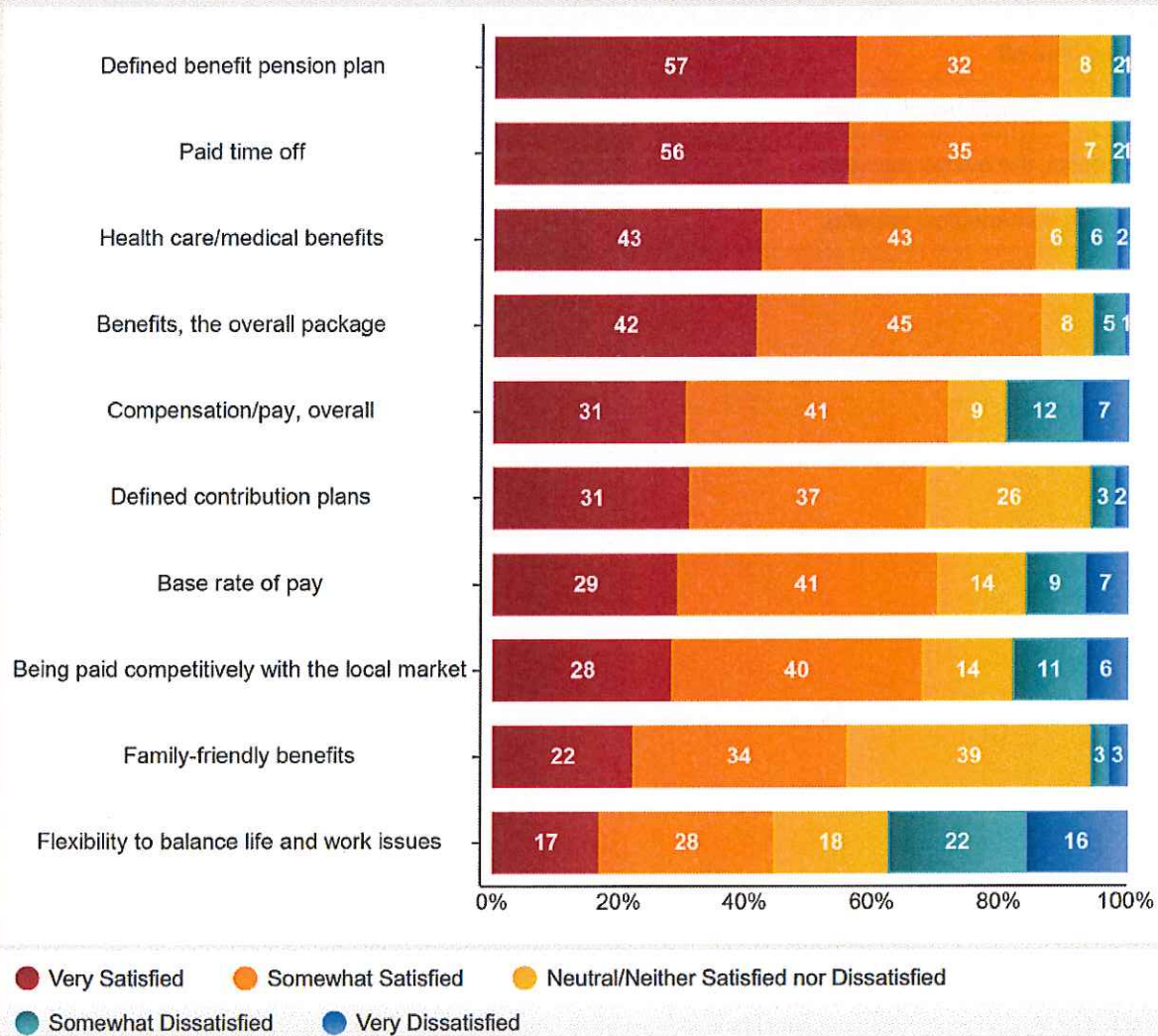
**Figure 5: Importance of Compensation and Benefits**



Note: Percentages may not total 100% due to rounding.

# COMPENSATION AND BENEFITS

**Figure 6: Satisfaction With Compensation and Benefits**



Note: Percentages may not total 100% due to rounding.

# COMPENSATION AND BENEFITS

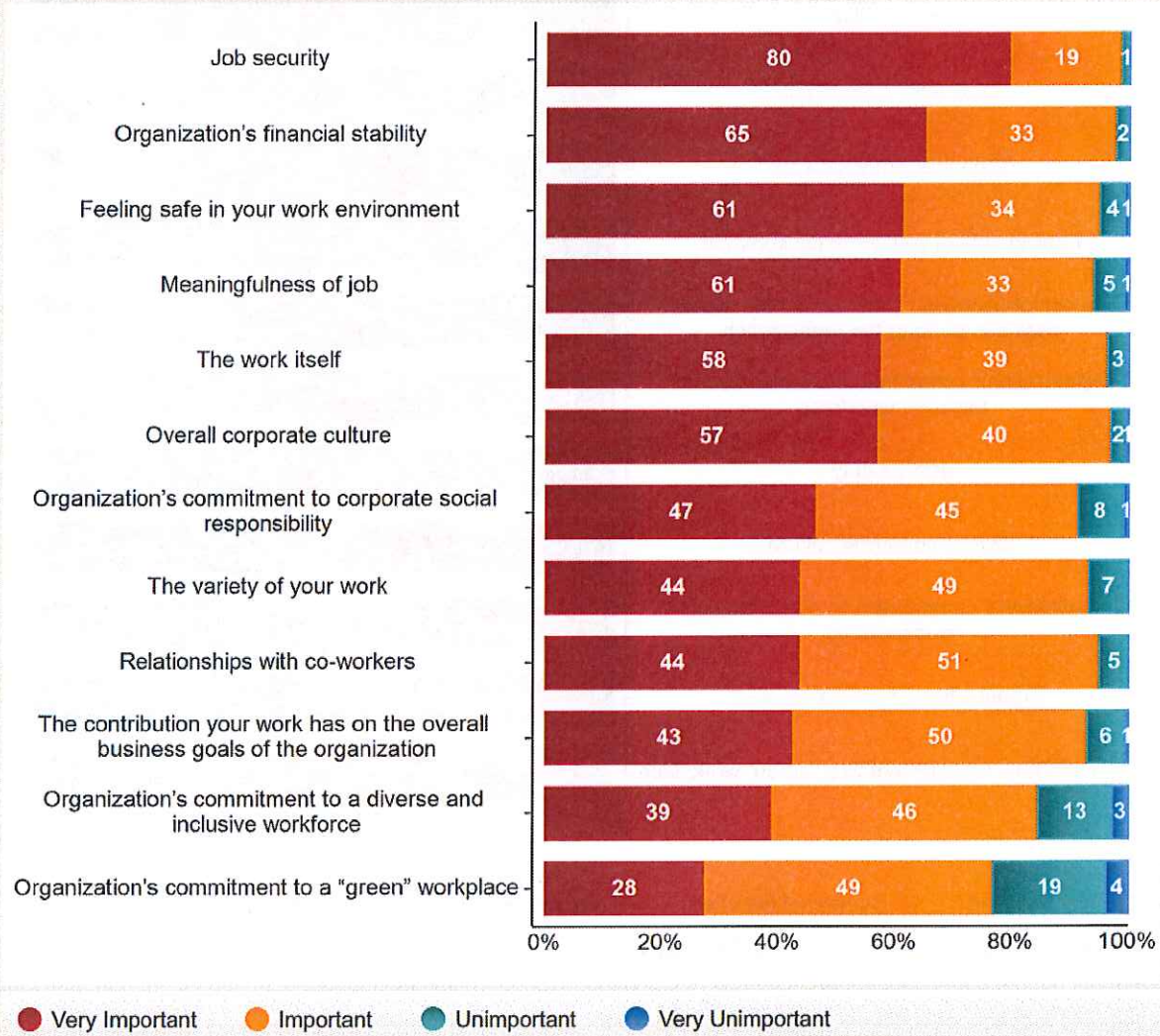
<b>Strengths</b> Aspects with which your employees are satisfied	<b>Opportunities</b> Aspects with which your employees are dissatisfied
Paid time off	Flexibility to balance life and work issues
Defined benefit pension plan	
Benefits, the overall package	
Health care/medical benefits	



# WORK ENVIRONMENT

Employers understand that employees spend a fair amount of their time at work and take steps to ensure the work environment is conducive for employees to be productive and satisfied at work.

**Figure 7: Importance of Work Environment**



Note: Percentages may not total 100% due to rounding.

**Figure 8: Satisfaction With Work Environment**



Note: Percentages may not total 100% due to rounding.



# WORK ENVIRONMENT

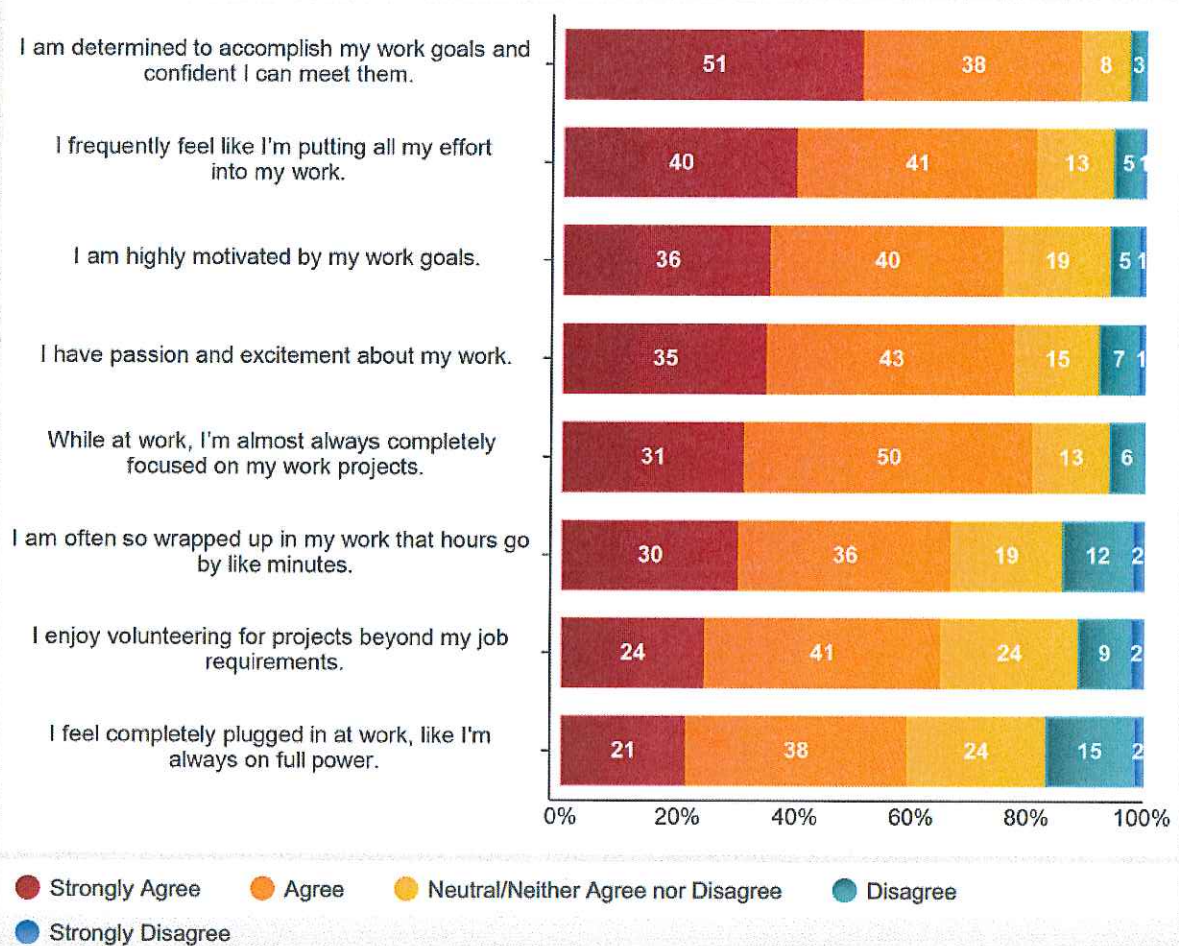
<b>Strengths</b> Aspects with which your employees are satisfied	<b>Opportunities</b> Aspects with which your employees are dissatisfied
Relationships with co-workers	Organization's financial stability
The work itself	Overall corporate culture
Meaningfulness of job	Job security
	Organization's commitment to corporate social responsibility

# ENGAGEMENT OPINIONS

## Engagement Opinions: The "Feel" of Employee Engagement

Personal engagement is defined by feelings of urgency, focus, enthusiasm, and intensity. It is the energized feeling that an employee has about work. Employees with high engagement will generally agree or strongly agree with the eight items in this section.

**Figure 9: Level of Agreement - Engagement Opinions**



Note: Percentages may not total 100% due to rounding.

# ENGAGEMENT OPINIONS

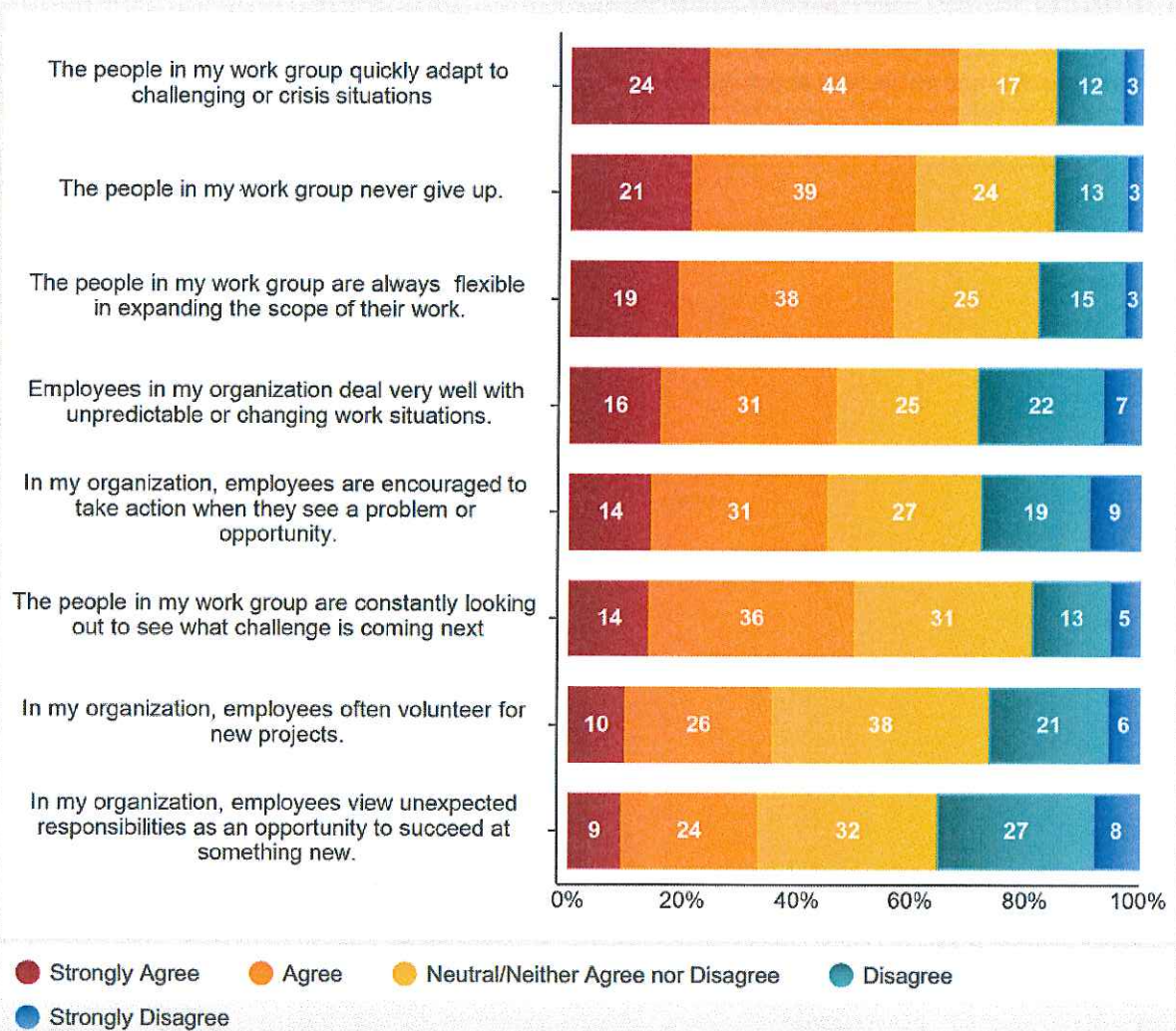
<b>Strengths</b> Areas in which your employees are engaged	<b>Opportunities</b> Areas in which your employees are disengaged
I am determined to accomplish my work goals and confident I can meet them.	
While at work, I'm almost always completely focused on my work projects.	
I frequently feel like I'm putting all my effort into my work.	
I have passion and excitement about my work.	
I am highly motivated by my work goals.	

# ENGAGEMENT BEHAVIORS

## Engagement Behaviors: The "Look" of Employee Engagement

Engagement in an organization also can be described by employee behaviors that have a positive impact on the success of the organization. Organizations with highly engaged employees will find that employees agree or strongly agree with the eight items in this section.

**Figure 10: Level of Agreement - Engagement Behaviors**



Note: Percentages may not total 100% due to rounding.



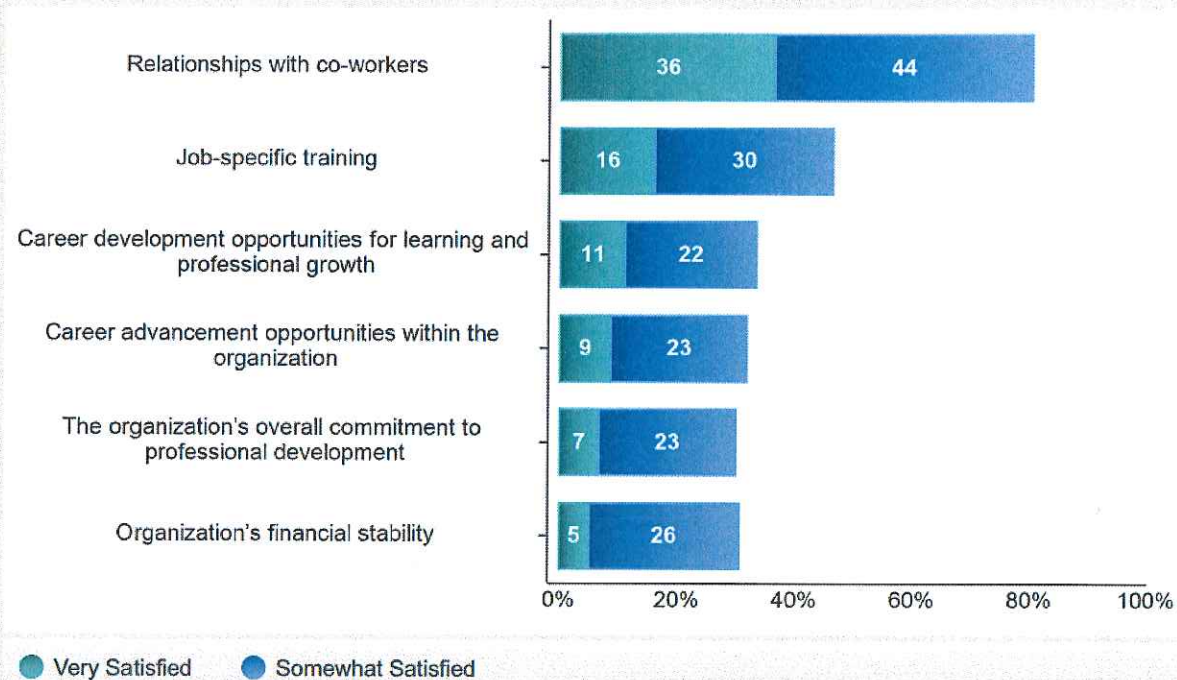
# ENGAGEMENT BEHAVIORS

<b>Strengths</b> Areas In which your employees are engaged	<b>Opportunities</b> Areas In which your employees are disengaged
	In my organization, employees view unexpected responsibilities as an opportunity to succeed at something new.
	In my organization, employees are encouraged to take action when they see a problem or opportunity.
	Employees in my organization deal very well with unpredictable or changing work situations.
	In my organization, employees often volunteer for new projects.

# CONDITIONS FOR ENGAGEMENT

There are certain conditions under which employee engagement is much more likely to occur. Employees need the capacity to engage, reasons to engage and the feeling that they are free to engage. This section provides information on Southern Nevada Health District's conditions for engagement. Employees who view the condition as positive for the facilitation of engagement will be very or at least somewhat satisfied with the items in this section. (Note: These are items from the job satisfaction section of the report. They indicate conditions under which engagement can be maximized.)

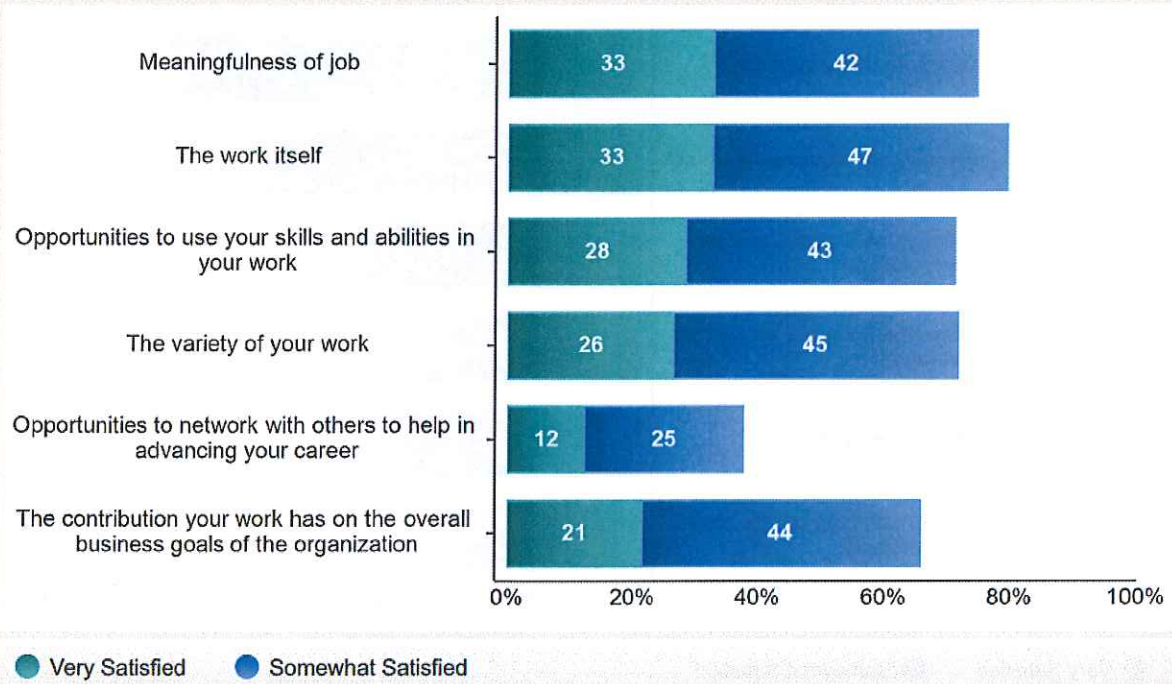
**Figure 11: Level of Satisfaction – Employee Capacity to Engage**





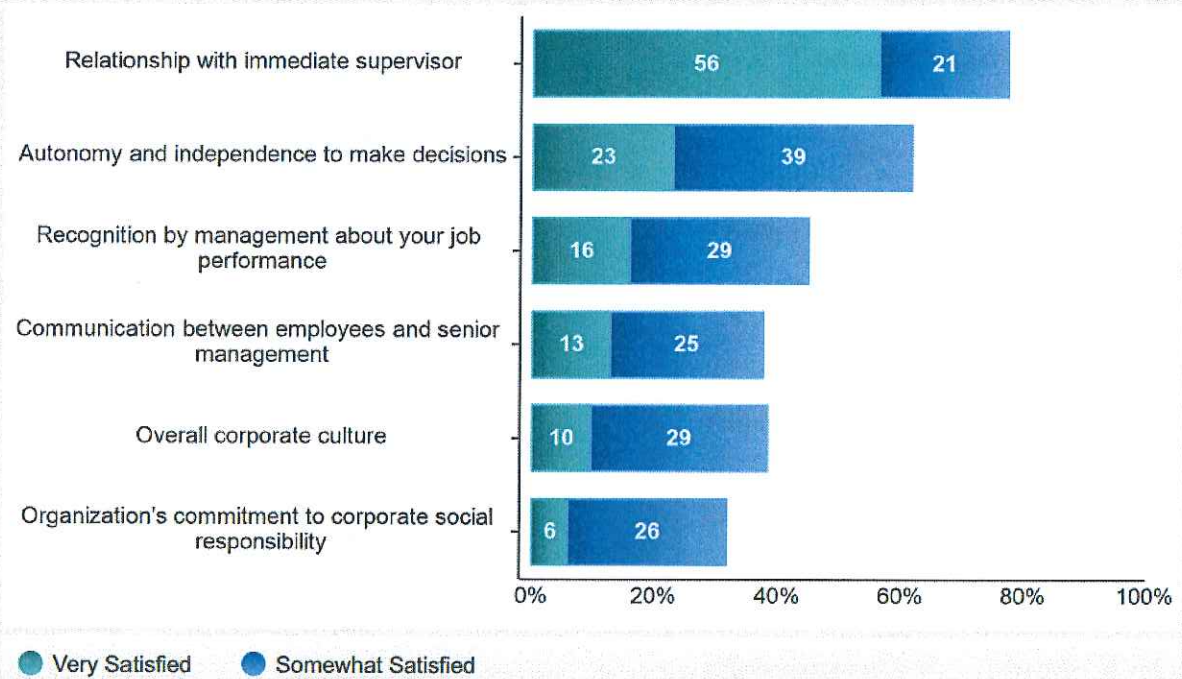
# CONDITIONS FOR ENGAGEMENT

**Figure 12: Level of Satisfaction – Reason to Engage**



# CONDITIONS FOR ENGAGEMENT

**Figure 13: Level of Satisfaction – Feel Free to Engage**



**Comparison of Aspects of Employee Job Satisfaction**

Above	Below
Defined benefit pension plan (i.e., PERS Retirement)	Organization's financial stability
Benefits, the overall package	Overall corporate culture (organization's reputation, work ethics, values, working conditions, etc.)
Health care/medical benefits	The organization's overall commitment to professional development
Paid time off (vacation, holidays, sick days, personal days, etc.)	Flexibility to balance life and work issues (alternative work arrangements including job sharing, flex schedules, telecommuting, etc.)
Base rate of pay	Organization's commitment to corporate social responsibility (balance financial performance with contributions to the quality of life of their employees, the local community and society at large)
Compensation/pay, overall	Communication between employees and senior management
Being paid competitively with the local market	Job security
Defined contribution plans (e.g., 401(k), 403(b), or similar type plan)	Organization's commitment to a "green" workplace (environmentally sensitive and resource efficient)
Family-friendly benefits (e.g., employee assistance program, domestic partner benefits, subsidized childcare, eldercare referral service, etc.)	Career development opportunities for learning and professional growth (mentorships, cross training, etc.)
Meaningfulness of job	Career advancement opportunities within the organization
The work itself	Opportunities to network with others (within or outside the organization) to help in advancing your career
The variety of your work (working on different projects, using different skills)	Feeling safe in your work environment (i.e., physical safety, taking measures to prevent violence in the workplace, acts of terrorism, etc.)

*Note: Only results that are 5% above or below other U.S. employees are reported. Items are sorted in descending order by difference.*

# COMPARISONS: YOUR ORGANIZATION TO OTHER U.S. EMPLOYEES

Above	Below
	Recognition by management about your job performance (feedback, incentives, rewards)
	Paid general training and tuition reimbursement programs
	Job specific training
	Autonomy and independence to make decisions

*Note: Only results that are 5% above or below other U.S. employees are reported. Items are sorted in descending order by difference.*

## Comparison of "Agree" Aspects of Employee Engagement

Above	Below
I have passion and excitement about my work.	In my organization, employees are encouraged to take action when they see a problem or opportunity.
The people in my work group quickly adapt to challenging or crisis situations	In my organization, employees view unexpected responsibilities as an opportunity to succeed at something new.
While at work, I'm almost always completely focused on my work projects.	Employees in my organization deal very well with unpredictable or changing work situations.
I frequently feel like I'm putting all my effort into my work.	
I enjoy volunteering for projects beyond my job requirements.	
I am highly motivated by my work goals.	
The people in my work group are always flexible in expanding the scope of their work.	
I feel completely plugged in at work, like I'm always on full power.	
I am determined to accomplish my work goals and confident I can meet them.	
The people in my work group never give up.	

*Note: Only results that are 5% above or below other U.S. employees are reported. Items are sorted in descending order by difference.*



**Comparison of "Satisfied" Aspects of Conditions for Engagement**

Above	Below
Meaningfulness of job	Organization's financial stability
The work itself	Overall corporate culture (organization's reputation, work ethics, values, working conditions, etc.)
The variety of your work (working on different projects, using different skills)	The organization's overall commitment to professional development
	Organization's commitment to corporate social responsibility (balance financial performance with contributions to the quality of life of their employees, the local community and society at large)
	Communication between employees and senior management
	Career development opportunities for learning and professional growth (mentorships, cross training, etc.)
	Career advancement opportunities within the organization
	Opportunities to network with others (within or outside the organization) to help in advancing your career
	Recognition by management about your job performance (feedback, incentives, rewards)
	Job specific training
	Autonomy and independence to make decisions

*Note: Only results that are 5% above or below other U.S. employees are reported. Items are sorted in descending order by difference.*

## CONCLUSIONS: LOOKING AHEAD AND NEXT STEPS

No doubt the past several years have been unique in the degree to which the overall economic environment has influenced the workplace and many of the factors that contribute to employee job satisfaction and engagement. But whatever the broader business climate, organizations' success will always depend on their ability to *attract*, *retain* and *develop* top talent. Creating an environment where employees are satisfied with their jobs and are fully engaged with their work is crucial to achieving any of these three objectives.

### Planning Your Next Steps

*Understanding* the factors that are most influential in determining how satisfied employees are with their jobs is a necessary first step in making improvements. Addressing these findings through a series of specific and thoughtful actions is the next step. It is critical for employees to feel that changes will be made as a result of these job satisfaction and engagement survey findings. When employees are skeptical that any meaningful changes will be made to address the problem areas identified in the survey, they are likely to grow frustrated and therefore will be less likely to take future surveys seriously.

The following is a list of suggestions for getting started and taking action after you've thoroughly reviewed this report.

- Focus on a limited number of priority issues identified in the survey.
- Depending on your organization's staff size, target a limited number of lower-performing units. Conversely, identify high-performing units and see what lessons can be learned from them and applied elsewhere in your organization.
- Consider using focus groups or other qualitative approaches to get more detailed information on the identified priority issues.
- Whenever possible, involve employees in finding solutions and, at minimum, give employees the opportunity to make suggestions anonymously.
- Work with your business leaders to draw up an action plan that identifies the priority issues and the steps needed to address these key issues.
- Clearly communicate the action plan to employees and follow up on accomplishments related to the plan frequently.
- Track the actions being taken. This will help you measure results later, after the action plan has been implemented, and will help you learn from any successes or failures.
- Repeat the survey annually to track improvements or declines in employee satisfaction and engagement over time.
- Track external issues that could influence employee job satisfaction and consider possible strategies for preparing for and responding to broader trends.

## CONCLUSIONS: LOOKING AHEAD AND NEXT STEPS

### **The Influence of the Broader Environment**

In addition to variables within the workplace, a wide range of broader social, economic and demographic trends can influence both employee job satisfaction and employee engagement. For example, if the economy continues to improve, organizations may be better positioned to offer more competitive compensation and benefits packages. At the same time, a more robust economy could mean that employee expectations around compensation and benefits also will rise. In organizations that fail to meet or effectively address these expectations, employees may become dissatisfied with the financial aspects of job satisfaction. A greater proportion of total compensation dedicated to health care benefits may leave fewer funds available for wage increases. This trend, along with a general rise in living costs, could also influence employee satisfaction around compensation and pay.

Demographic trends are another external factor that could influence job satisfaction in the years ahead. An aging population will result in a higher proportion of older workers in the workplace. Older workers may value slightly different job satisfaction factors than younger workers do and organizations will need to respond wisely to these varying calls for resources. Another key demographic trend that may influence employee job satisfaction is a growing gender divide in educational achievement. In the United States, women now obtain more bachelor's, master's and doctorate degrees than men. As a result, more employers may decide to tailor work practices to offer greater workplace flexibility in order to attract more qualified women to their organization. SHRM's research on job satisfaction trends has found that there is general agreement on most of the factors that men and women value. Therefore, organizations implementing more flexible working practices or other strategies to attract and retain qualified female employees will also benefit in their efforts to attract and retain male employees.

### **The Importance of Intangibles**

Because a wide range of internal and external issues can influence employee job satisfaction and engagement, both the factors that influence job satisfaction and those that employees are most or least satisfied with can change over time. One issue to consider is whether the long recession and its continuing impact on the labor market has had an influence on the kinds of factors employees rated favorably and unfavorably. An argument could be made that in a time of scarcity of jobs, employees will be less satisfied with job satisfaction aspects involving pay and benefits and more focused on and satisfied with the intangible rewards of the work experience.

Such a theory appears to be supported by an analysis of SHRM's normative database of approximately 10,000 U.S. employees; employees are currently most satisfied with these kinds of intangible aspects, such as their relationships with their co-workers, a feeling of personal safety in the work environment,

## CONCLUSIONS: LOOKING AHEAD AND NEXT STEPS

opportunities to use their skills and abilities and the inherent satisfaction with the work itself. At the same time, most of the areas U.S. employees are dissatisfied with involve compensation or benefits. Moving forward, employers may need to pay more attention to addressing these financial aspects, without forgetting to continue to reinforce and support the intangible factors that most employees already report being very satisfied with.

A fuller understanding of the unique issues that drive your organization's employees' job satisfaction and engagement empowers you to take action. Building a solid action plan will help you to continue to move forward and to improve your organization's work environment. An awareness of the potential impact of external factors will help you prepare for the future. Taken together, these steps will help you build an organization where employees are satisfied, motivated, engaged and effective.





# METHODOLOGY

## **Methodology**

**Response rate = 81%.**

**381 of Southern Nevada Health District employees participated.**

**Survey administered online to all Southern Nevada Health District employees from 3/16/2015 - 3/27/2015.**

**Reminder e-mails were sent to boost response rate.**

For department/group level data shown in Appendix A, please keep in mind that with small sample sizes, the responses of one survey participant can affect the overall percentage considerably; this should be noted when making interpretations of the data, particularly when interpreting percentage differences between departments/groups.

# METHODOLOGY

## Demographics

Your Employees		Other U.S. Employees	
<b>JOB TENURE</b>			
2 years or less	16%	2 years or less	22%
3 to 5 years	11%	3 to 5 years	20%
6 to 10 years	39%	6 to 10 years	21%
11 to 15 years	21%	11 to 15 years	12%
16 or more years	13%	16 or more years	25%

*Note: Percentages may not total 100% due to rounding.*



## Level of Satisfaction: Career Development

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
<b>CAREER DEVELOPMENT</b>						
Career advancement opportunities	32%	27%	33%	26%	42%	44%
Career development opportunities	33%	27%	47%	19%	46%	48%
Job-specific training	46%	29%	60%	44%	55%	55%
Networking	38%	34%	59%	30%	38%	49%
Opportunities to use skills and abilities	71%	67%	78%	70%	72%	73%
Paid training and tuition reimbursement programs	35%	30%	38%	30%	42%	44%
Organization's commitment to professional development	30%	24%	41%	27%	32%	52%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

## \* Departments 1 - 4

- 1 ADMINISTRATION
- 2 COMMUNITY HEALTH
- 3 ENVIRONMENTAL HEALTH
- 4 NURSING



Appendix A

JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

Level of Satisfaction: Relationship With Management

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
<b>RELATIONSHIP WITH MANAGEMENT</b>						
Communication between employees and senior management	38%	38%	46%	27%	44%	55%
Autonomy and independence	62%	51%	64%	65%	65%	67%
Recognition by management about your job performance	45%	41%	53%	39%	51%	55%
Relationship with immediate supervisor	77%	70%	85%	85%	71%	73%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

\* Departments 1 - 4

- 1 ADMINISTRATION
- 2 COMMUNITY HEALTH
- 3 ENVIRONMENTAL HEALTH
- 4 NURSING



## Level of Satisfaction: Compensation and Benefits

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
<b>COMPENSATION</b>						
Compensation/pay	72%	64%	69%	79%	71%	60%
Base rate of pay	70%	67%	66%	77%	67%	58%
Being paid competitively with the local market	68%	59%	69%	77%	64%	57%
<b>BENEFITS</b>						
Benefits	87%	88%	86%	85%	87%	62%
Health care/medical benefits	86%	88%	88%	83%	85%	62%
Family-friendly benefits	56%	54%	58%	49%	63%	46%
Paid time off	91%	95%	93%	89%	88%	70%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

## \* Departments 1 - 4

- 1 ADMINISTRATION
- 2 COMMUNITY HEALTH
- 3 ENVIRONMENTAL HEALTH
- 4 NURSING



Appendix A

JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
Defined contribution plans (e.g., 401(k), 403(b))	69%	67%	73%	68%	69%	59%
Defined benefit pension plan	89%	87%	92%	88%	91%	53%
Flexibility to balance life and work issues	45%	45%	40%	38%	54%	65%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

\* Departments 1 - 4

- 1 ADMINISTRATION
- 2 COMMUNITY HEALTH
- 3 ENVIRONMENTAL HEALTH
- 4 NURSING



## JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

## Level of Satisfaction: Work Environment

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
<b>WORK ENVIRONMENT</b>						
Feeling safe in your work environment	66%	57%	85%	68%	61%	77%
Job security	52%	44%	55%	64%	42%	68%
Meaningfulness of job	75%	52%	84%	79%	82%	67%
Organization's commitment to corporate social responsibility	32%	31%	39%	22%	40%	50%
Organization's commitment to a "green" workplace	27%	29%	28%	16%	36%	43%
Organization's financial stability	31%	29%	45%	19%	38%	64%
Overall corporate culture	38%	38%	44%	27%	48%	61%
Relationships with co-workers	80%	74%	90%	83%	77%	77%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

## \* Departments 1 - 4

- 1 ADMINISTRATION
- 2 COMMUNITY HEALTH
- 3 ENVIRONMENTAL HEALTH
- 4 NURSING



# Appendix A JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
Contribution of work to organization's business goals	66%	66%	69%	61%	69%	68%
The work itself	79%	65%	85%	81%	86%	72%
Variety of work	72%	69%	85%	65%	75%	66%
Diverse and inclusive workforce	52%	51%	50%	48%	57%	55%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

\* Departments 1 - 4

- 1 ADMINISTRATION
- 2 COMMUNITY HEALTH
- 3 ENVIRONMENTAL HEALTH
- 4 NURSING





## JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

## Level of Agreement: Engagement Opinions

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
<b>URGENCY</b>						
Determined to accomplish work goals	89%	91%	92%	84%	92%	84%
Highly motivated by work goals	76%	69%	80%	74%	81%	66%
<b>FOCUS</b>						
Wrapped up in work	67%	60%	68%	70%	68%	63%
Completely plugged in at work	59%	51%	61%	58%	66%	52%
<b>ENTHUSIASM</b>						
Volunteer for activities beyond job requirements	65%	64%	63%	61%	72%	55%
Passionate and excited about work	78%	71%	80%	78%	81%	63%
<b>INTENSITY</b>						

Note: Table represents those who answered "strongly agree" and "agree." Percentages are based on a scale where 1 = "strongly disagree" and 5 = "strongly agree."

\* Departments 1 - 4

- 1 ADMINISTRATION
- 2 COMMUNITY HEALTH
- 3 ENVIRONMENTAL HEALTH
- 4 NURSING



# Appendix A JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
Putting effort into work	81%	76%	81%	83%	84%	70%
Completely focused on work projects	81%	76%	86%	80%	83%	69%

Note: Table represents those who answered "strongly agree" and "agree." Percentages are based on a scale where 1 = "strongly disagree" and 5 = "strongly agree."

\* Departments 1 - 4

- 1 ADMINISTRATION
- 2 COMMUNITY HEALTH
- 3 ENVIRONMENTAL HEALTH
- 4 NURSING

## Level of Agreement: Engagement Behaviors

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
<b>PERSISTENCE</b>						
Colleagues adapt to challenging or crisis situations	68%	63%	83%	71%	60%	56%
Work group never gives up	60%	56%	75%	63%	53%	55%
<b>PROACTIVE</b>						
Employees take action when a problem or opportunity arises	45%	44%	56%	43%	43%	61%
Work group anticipates next challenge	50%	39%	69%	53%	44%	50%

Note: Table represents those who answered "strongly agree" and "agree." Percentages are based on a scale where 1 = "strongly disagree" and 5 = "strongly agree."

## \* Departments 1 - 4

- 1 ADMINISTRATION
- 2 COMMUNITY HEALTH
- 3 ENVIRONMENTAL HEALTH
- 4 NURSING



Appendix A

JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
<b>EXPAND ROLES</b>						
Employees in organization embrace unexpected responsibilities	33%	22%	48%	31%	37%	41%
Employees in organization volunteer for new projects	36%	23%	42%	41%	36%	39%
<b>ADAPTABILITY</b>						
Work group is flexible in expanding scope of work	57%	49%	68%	59%	54%	48%
Employees in organization are flexible in unpredictable work situations	47%	38%	56%	50%	45%	55%

Note: Table represents those who answered "strongly agree" and "agree." Percentages are based on a scale where 1 = "strongly disagree" and 5 = "strongly agree."

\* Departments 1 - 4

- 1 ADMINISTRATION
- 2 COMMUNITY HEALTH
- 3 ENVIRONMENTAL HEALTH
- 4 NURSING



# JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

## Level of Satisfaction: Conditions for Engagement

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
<b>EMPLOYEE CAPACITY TO ENGAGE</b>						
Career advancement opportunities	32%	27%	33%	26%	42%	44%
Career development opportunities	33%	27%	47%	19%	46%	48%
Job-specific training	46%	29%	60%	44%	55%	55%
Organization's commitment to professional development	30%	24%	41%	27%	32%	52%
Relationships with co-workers	80%	74%	90%	83%	77%	77%
Organization's financial stability	31%	29%	45%	19%	38%	64%
<b>REASONS TO ENGAGE</b>						
Networking	38%	34%	59%	30%	38%	49%
Opportunities to use skills and abilities	71%	67%	78%	70%	72%	73%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

\* Departments 1 - 4

- 1 ADMINISTRATION
- 2 COMMUNITY HEALTH
- 3 ENVIRONMENTAL HEALTH
- 4 NURSING



Appendix A

# JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
Meaningfulness of job	75%	52%	84%	79%	82%	67%
Contribution of work to organization's business goals	66%	66%	69%	61%	69%	68%
The work itself	79%	65%	85%	81%	86%	72%
Variety of work	72%	69%	85%	65%	75%	66%
<b>FEEL FREE TO ENGAGE</b>						
Communication between employees and senior management	38%	38%	46%	27%	44%	55%
Autonomy and independence	62%	51%	64%	65%	65%	67%
Recognition by management about your job performance	45%	41%	53%	39%	51%	55%
Relationship with immediate supervisor	77%	70%	85%	85%	71%	73%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

\* Departments 1 - 4

- 1 ADMINISTRATION
- 2 COMMUNITY HEALTH
- 3 ENVIRONMENTAL HEALTH
- 4 NURSING



# Appendix A JOB SATISFACTION AND ENGAGEMENT ASPECTS BY DEPARTMENTS

	Your Employees Overall	Your Organization's Business Units*				Other U.S. Employees
		1	2	3	4	
Organization's commitment to corporate social responsibility	32%	31%	39%	22%	40%	50%
Overall corporate culture	38%	38%	44%	27%	48%	61%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."

\* Departments 1 - 4

- 1 ADMINISTRATION
- 2 COMMUNITY HEALTH
- 3 ENVIRONMENTAL HEALTH
- 4 NURSING



The following 35 elements of job satisfaction and 34 elements of employee engagement are examined in this report:

## Aspects of Job Satisfaction

### ● Career Development

1. Organization's commitment to professional development
2. Career advancement opportunities within the organization
3. Career development opportunities for learning and professional growth (mentorships, cross-training, etc.)
4. Job-specific training
5. Opportunities to network with others (within or outside the organization) to help in advancing one's career
6. Opportunities to use skills and abilities in work
7. Paid training and tuition reimbursement programs

### ● Relationship With Management

8. Communication between employees and senior management
9. Autonomy and independence to make decisions
10. Management recognition of employee job performance (feedback, incentives, rewards)
11. Relationship with immediate supervisor

### ● Compensation and Benefits

12. Compensation/pay overall
13. Base rate of pay
14. Opportunities for variable pay (bonuses, commissions, other variable pay, monetary rewards for ideas or suggestions)\*\*
15. Stock options\*\*
16. Being paid competitively with the local market
17. Benefits
18. Health care/medical benefits
19. Family-friendly benefits (life insurance for dependents, subsidized child care, elder care referral service, etc.)
20. Paid time off (vacation, holidays, sick days, personal days, etc.)
21. Defined contribution plans such as 401(k)
22. Defined benefit pension plans
23. Flexibility to balance life and work issues (alternative work arrangements, including job-sharing, flex schedules, telecommuting, etc.)



## ● Work Environment

24. Feeling safe in the work environment
25. Job security
26. Meaningfulness of job (understanding how job contributes to society as a whole)
27. Organization's commitment to corporate social responsibility (balance financial performance with contributions to the quality of life of its employees, the local community and society at large)
28. Organization's commitment to a 'green' workplace (environmentally sensitive and resource-efficient)
29. Overall corporate culture (organization's reputation, work ethics, values, working conditions, etc.)
30. Relationships with co-workers
31. Contribution of work to organization's business goals
32. The work itself (it is interesting, challenging, exciting, etc.)
33. Variety of work (working on different projects, using different skills)
34. Organization's financial standing
35. Organization's commitment to a diverse and inclusive workforce

## Elements of Employee Engagement

### ● Engagement Opinions

1. Determined to accomplish work goals
2. Highly motivated by work goals
3. Wrapped up in work
4. Completely plugged in at work
5. Volunteer for activities beyond job requirements
6. Passionate and excited about work
7. Putting effort into work
8. Completely focused on work projects

### ● Engagement Behaviors

9. Colleagues adapt to challenging or crisis situations
10. Work group never gives up
11. Employees take action when a problem or opportunity arises
12. Work group anticipates next challenge
13. Employees in organization embrace unexpected responsibilities
14. Employees in organization volunteer for new projects
15. Work group is flexible in expanding scope of work
16. Employees in organization are flexible in unpredictable work situations

## ● Conditions for Engagement

17. Career advancement opportunities
18. Career development opportunities
19. Job-specific training
20. Organization's commitment to professional development
21. Relationships with co-workers
22. Organization's financial stability
23. Networking
24. Opportunities to use your skills and abilities
25. Meaningfulness of job
26. Contribution of work organization's business goals
27. The work itself
28. Variety of work
29. Communication between employees and senior management
30. Autonomy and independence
31. Management recognition of employee job performance
32. Relationship with immediate supervisor
33. Organization's commitment to corporate social responsibility
34. Overall corporate culture

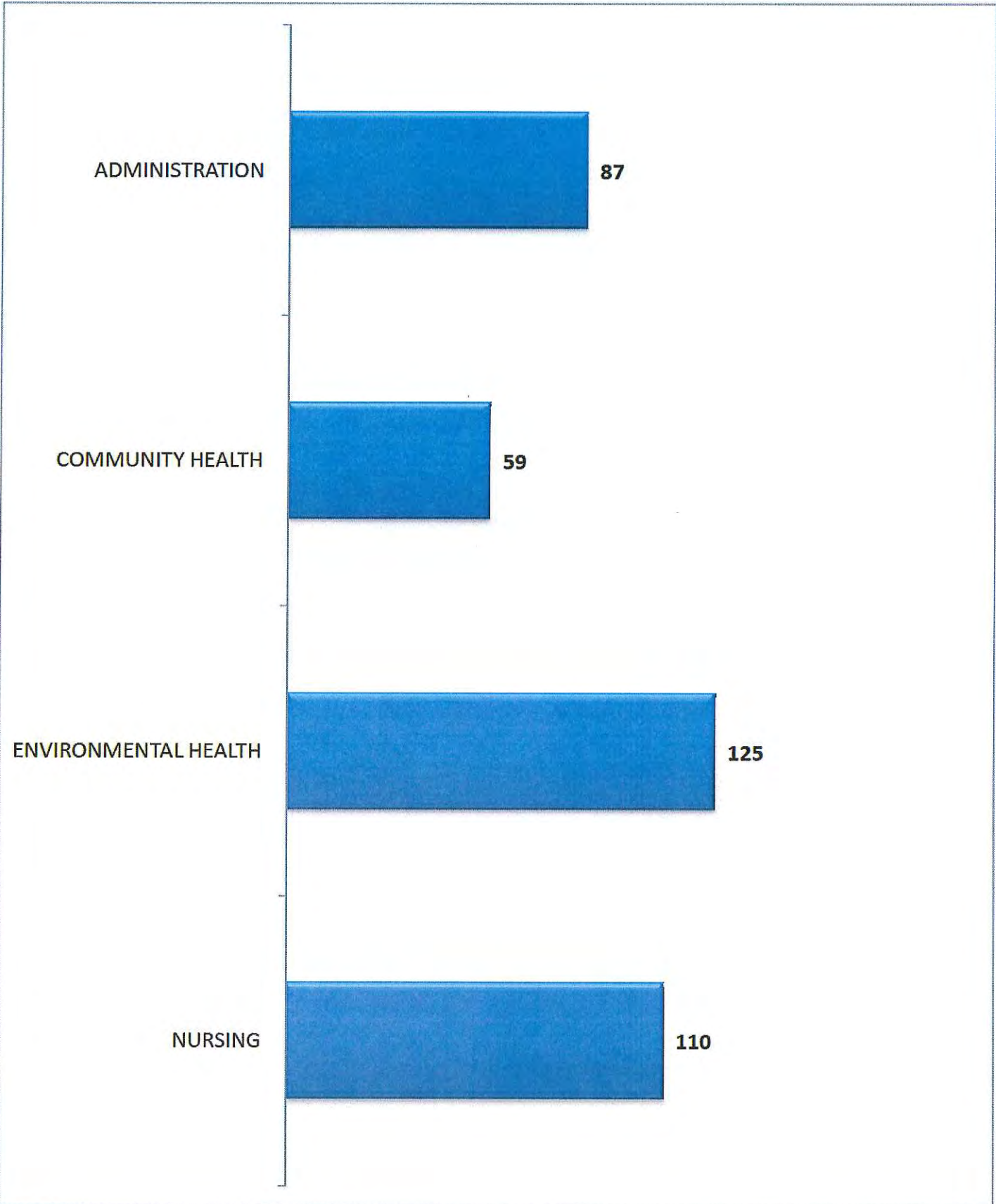
Note: Double asterisk (\*\*) denotes element was not examined in this report.

- i Macey, W. H., Scheider, B., Barbera, K. M., Young, S. A. (2009). *Employee engagement: Tools for analysis, practice, and competitive advantage*. Hoboken, NJ: Wiley-Blackwell.

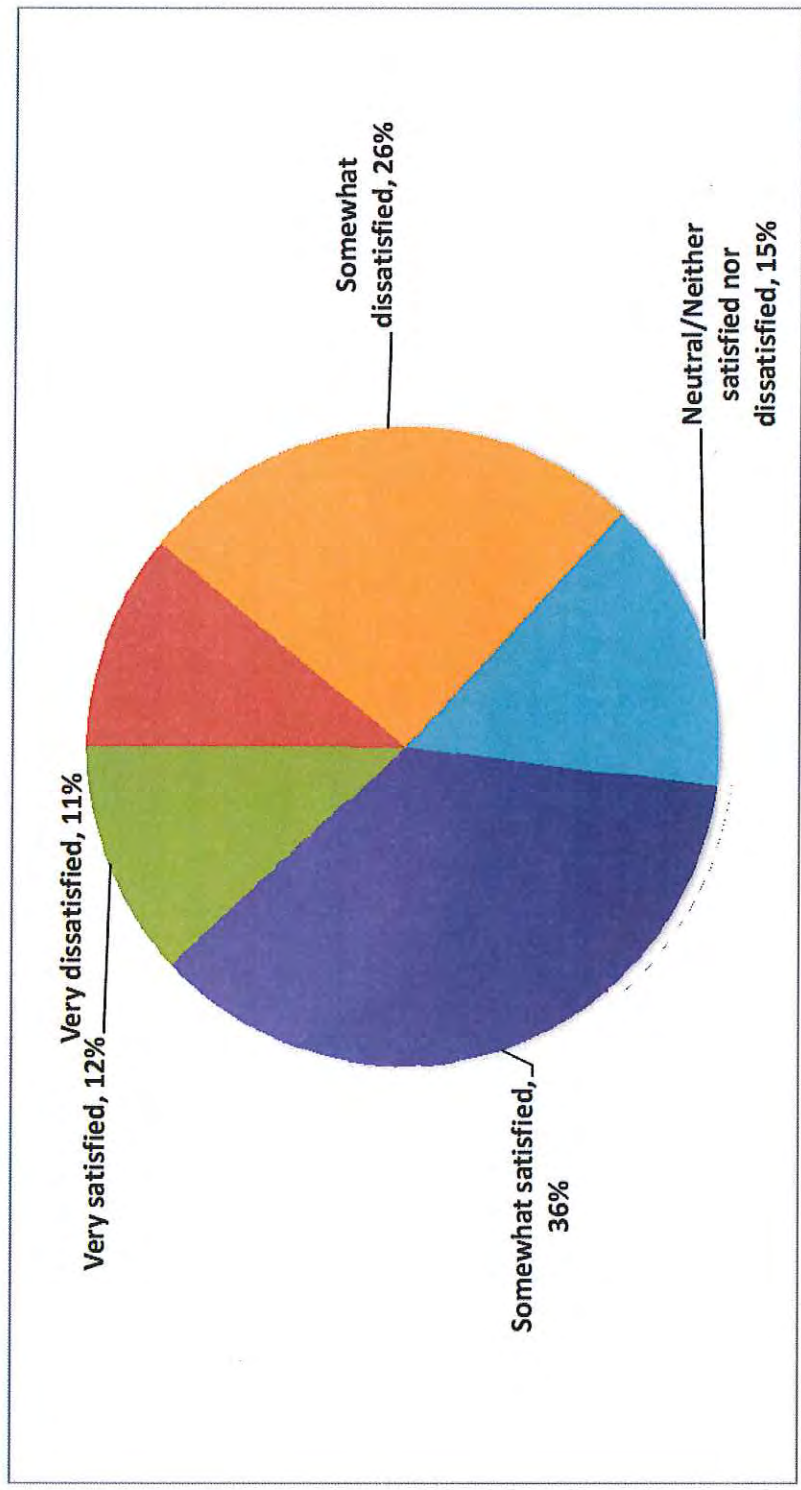


© Society for Human Resource Management. All rights reserved.

This publication may not be disclosed, reproduced or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, to any individual or entity outside of the organization that is the subject of the report. The organization that is the subject of this publication may disclose externally the organization-specific results only, however, the organization may not do so in a way that states or implies SHRM endorsement of the organization, its practices, products, services, etc. In no case shall the organization disclose or distribute externally the non-organization-specific content of this publication (including, but not limited to, the benchmarking comparison data) or the publication itself.



**Overall, how satisfied are you with Southern Nevada Health District?**



	Other U.S. Employees	
Very dissatisfied	11%	7%
Somewhat dissatisfied	26%	11%
Neutral/Neither satisfied nor dissatisfied	15%	15%
Somewhat satisfied	36%	34%
Very satisfied	12%	33%

## OVERALL JOB SATISFACTION AND ENGAGEMENT BY DEPARTMENTS

	ADMINISTRATION	COMMUNITY HEALTH	ENVIRONMENTAL HEALTH	NURSING
Overall, how satisfied are you with your <u>current job</u> at Southern Nevada Health District?	74%	80%	64%	85%
Overall, how satisfied are you with <u>Southern Nevada Health District?</u>	50%	57%	31%	61%

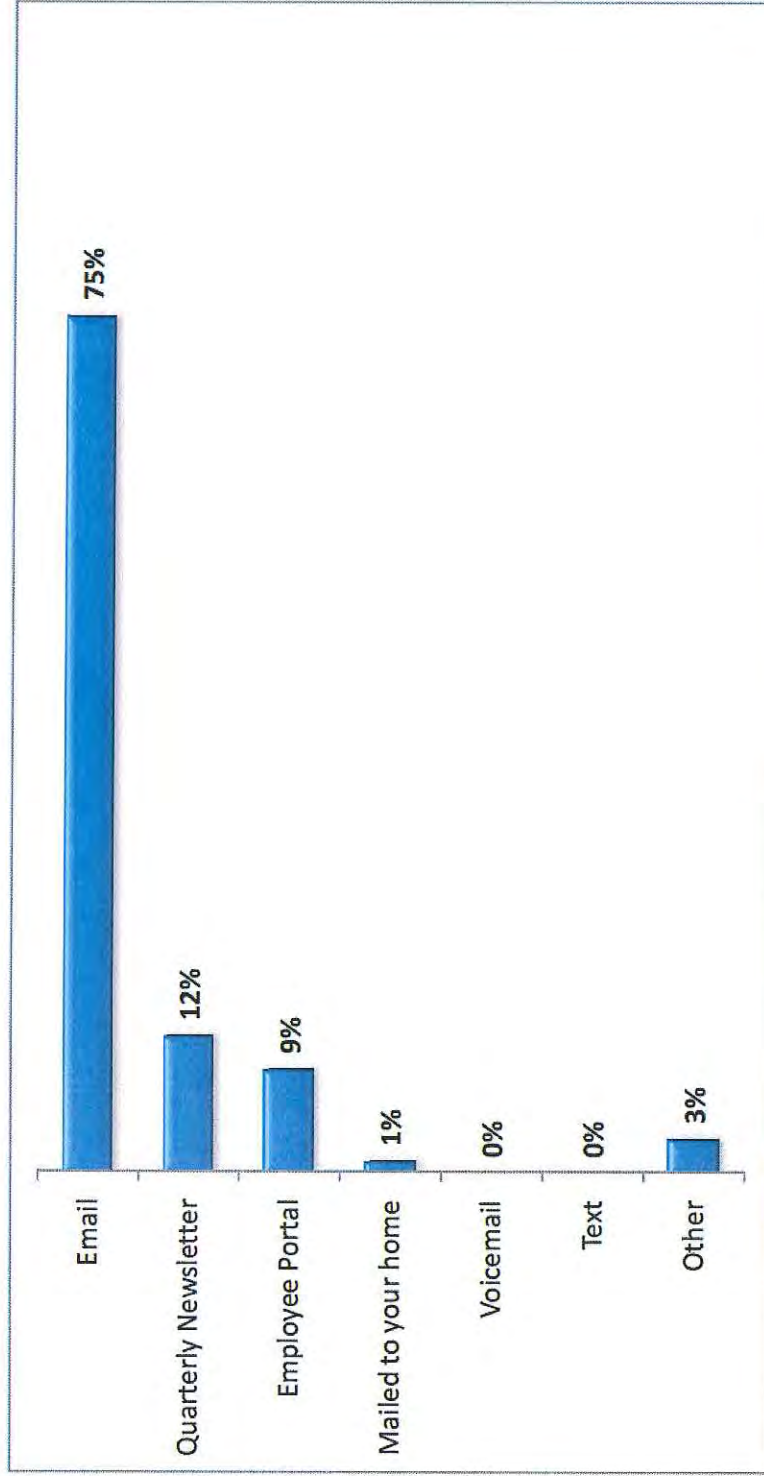
*Note: Table represents those who answered "very satisfied" and "somewhat satisfied." Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."*

	ADMINISTRATION	COMMUNITY HEALTH	ENVIRONMENTAL HEALTH	NURSING
Overall Employee Engagement	3.3	3.8	3.4	3.6

*Note: Engagement is based on a scale where 1.0 = "not engaged," 3.0 = "moderately engaged" and 5.0 = "highly engaged."*

**Southern Nevada Health District's Additional Question**

**We are in the process of becoming accredited by the Public Health Accreditation Board.  
How would you prefer information on Accreditation communicated to you?**



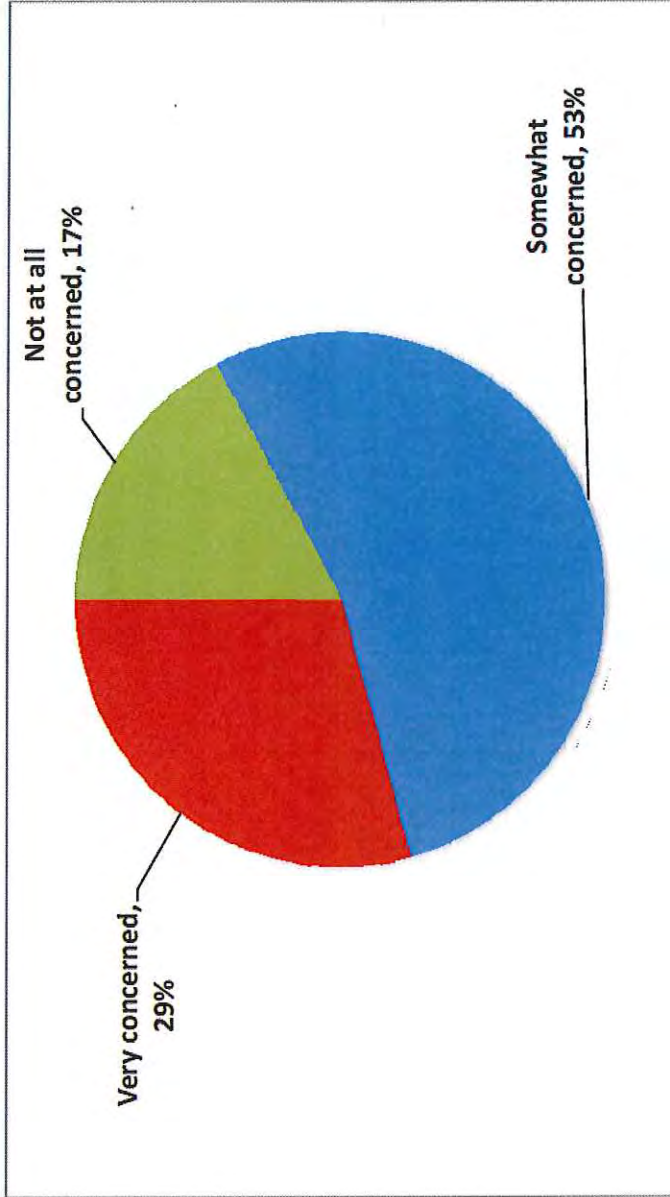


Other	3%
Text	0%
Voicemail	0%
Mailed to your home	1%
Employee Portal	9%
Quarterly Newsletter	12%
Email	75%

**Other ways employees would prefer information on Accreditation communicated**

Accreditation is not of interest, until internal quality management becomes of serious (non passive) interest at the division level
All Hands Staff Meetings
all of these methods: Email, Newsletter and Portal
Announcement from Dr. Iser. Maybe in the atrium.
I don't care if I am updated or not
I don't want any correspondence unless it directly relates to my job
I have no interest in accreditation updates
Meeting
None
None
not interested

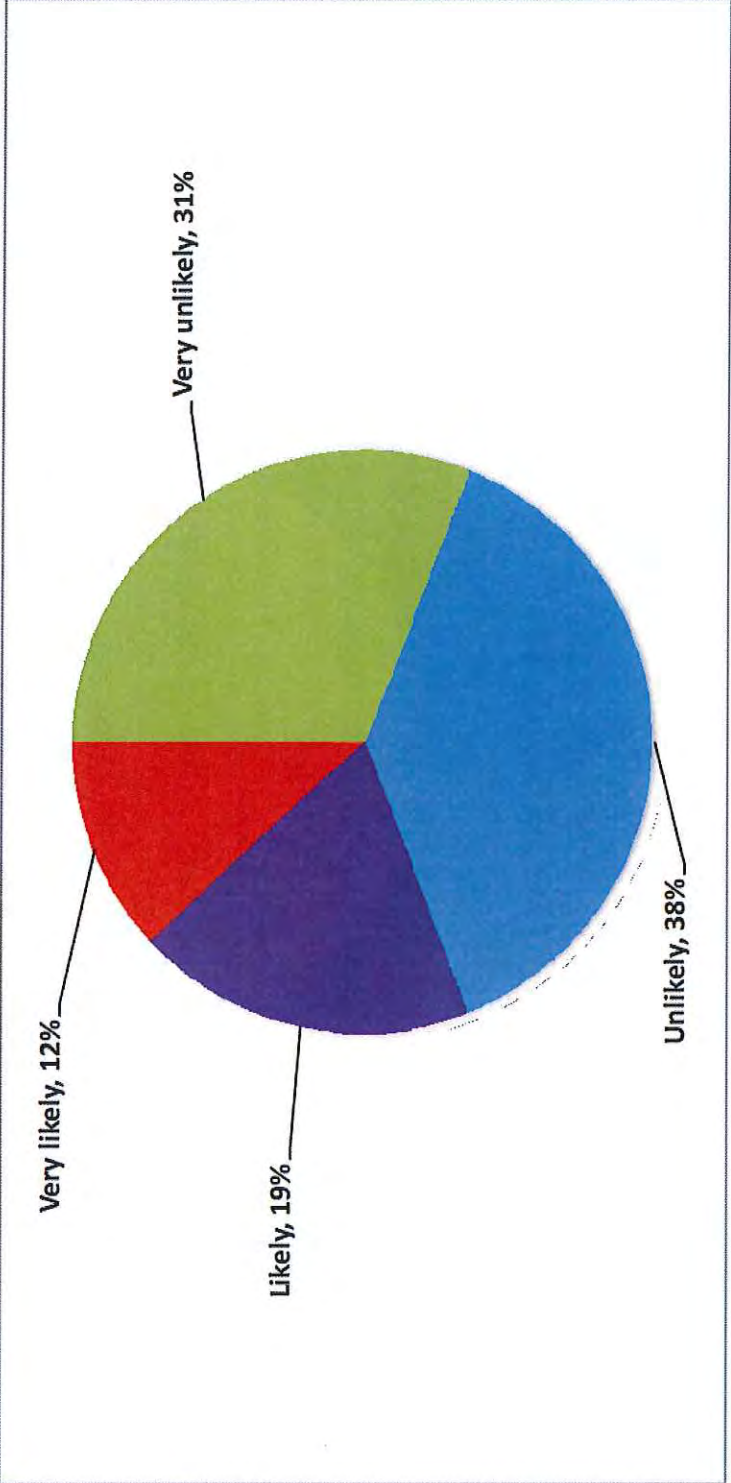
How concerned are you about the security of your current job (i.e., that you will be laid off)?



Note: Percentages do not total 100% due to rounding.

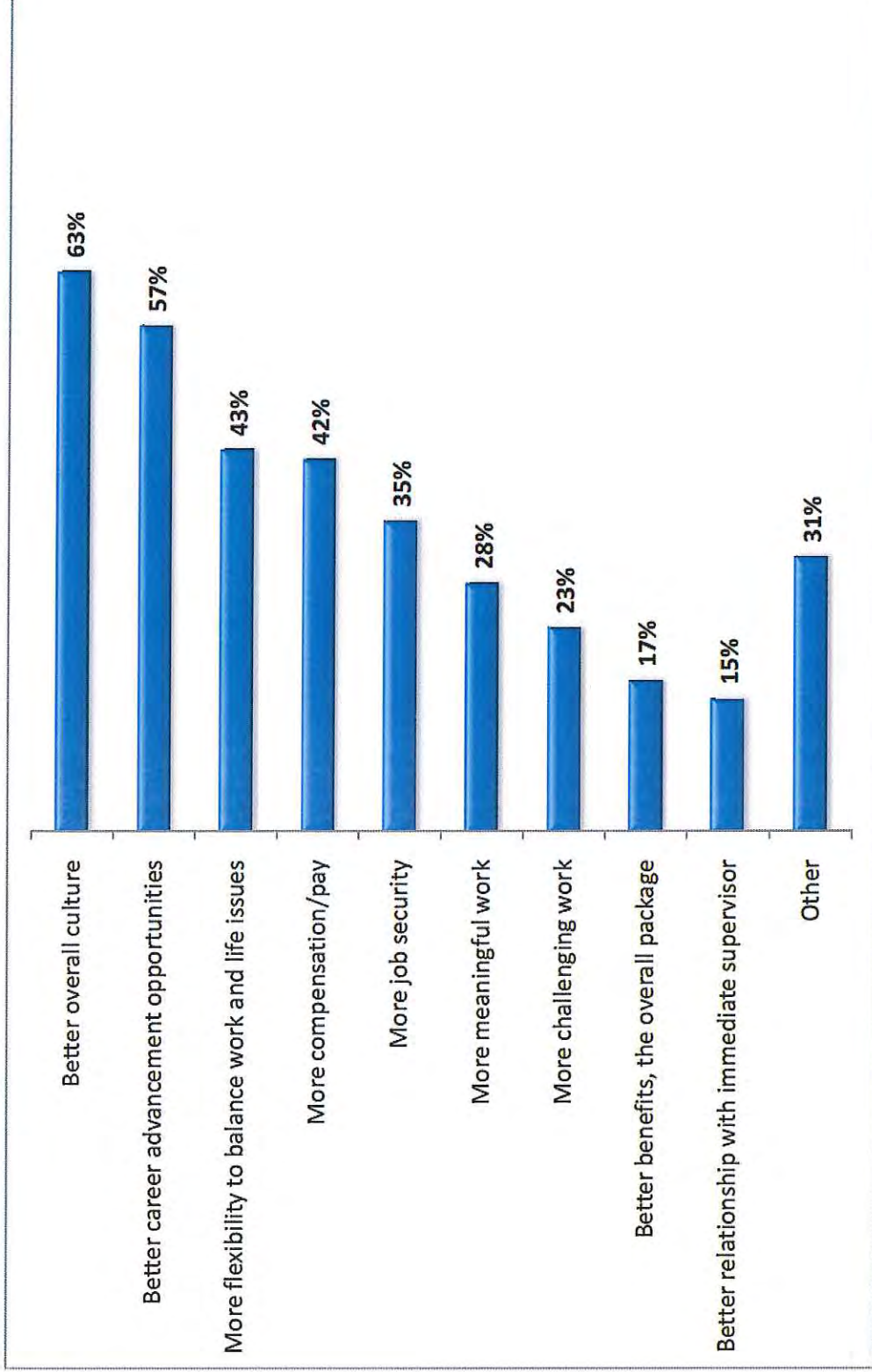
		Other U.S. Employees
Not at all concerned	17%	42%
Somewhat concerned	53%	42%
Very concerned	29%	16%

How likely is it that you will, by choice, look for a job outside of Southern Nevada Health District in the next 12 months?



		Other U.S. Employees
Very unlikely	31%	32%
Unlikely	38%	30%
Likely	19%	20%
Very likely	12%	18%

**What is the reason you will, by choice, leave Southern Nevada Health District within the next 12 months?**



*Note: n = 115. Percentages do not total 100% due to multiple responses.*

Other	31%
Better relationship with	15%
Better benefits, the overall package	17%
More challenging work	23%
More meaningful work	28%
More job security	35%
More compensation/pay	42%
More flexibility to balance	43%
Better career advancement opportunities	57%
Better overall culture	63%



**Other reasons for leaving Southern Nevada Health District**

As long as <b>Redacted</b> are in leadership I will be looking for other employment opportunities. I've been here 15 years and have been very happy up to this point, but with these two in leadership coming to work has become unbearable belittling leadership style of direct manager
Better Location
Better management
Better overall environment
Better relations with coworkers; tired of people being angry when I don't do or say anything negative to them.
Better relationship with Manager
Different Leadership
ethical workplace
Family
family issues
flex work schedule
Flex work schedules M-TH
General stability in the work place.
I do not trust the current administration and I do not feel appreciated
I would like to work in an environment where upper management empowers its' employees, rather than pitting industry against the inspector. This new environment where people cannot express themselves for fear of retaliation is getting unbearable.
Less of all types of prejudices
Less stress
Location
Looking for an environment where one can speak up without persecution.
more appreciation for the work that I do
More competent leadership
more stability, less upheaval frequently occurring in SNHD, changes decided without the input of the workers and not in the interest of the community
More supportive upper management
opportunity to grow and learn
Opportunity to work in my field of choice
personal choices in my life
possible relocation

Recognition of skills and abilities  
Starting my own business  
The workplace is unfair and hostile due to [Redacted]  
tired of being [Redacted] on here at SNHD  
TO WORK FOR AN ORGANIZATION THAT CARES FOR THEIR EMPLOYEES AND SHOWS IT, WOULD BE NICE TO HAVE LEADERSHIP LEAVE THE  
SECOND FLOOR ONCE IN A WHILE  
unstable/unpredictable nature of [Redacted]  
UPPER MANAGEMENT DOESN'T CARE ABOUT ITS EMPLOYEES  
vertical growth potential

**Other reasons for staying at Southern Nevada Health District**

Close to retirement
Department itself has a very inclusive and supportive culture.
easy commute, nice coworkers
feel I am needed here and made a commitment when I hired on
giving back to community and work hours 8-4:30 p M-F
Great program that I am in.
Health insurance for my family
Helping the community
Hours of operation
I enjoy my job
I have a job
I like to work
I like what I do and people I work with.
I thoroughly enjoy the co-worker with whom I work most closely.
I'm good at what I do and that's satisfying to me.
Im here to protect and promote the health, the environment and the well being of Southern Nevada residents and visitors
I'm very happy with my job at the I'm satisfied with my supervisor, tema leader & co-workers.
Importance of Public Health
Interesting work
like my co-workers
Location/Years of Service
love my job
Most of the time I enjoy the work I do.
my customers
Opportunity to help others
PERS
PERS
Plan to retire in about 2 years
PSLF
Relationship with coworkers
retirement

schedule
Support <input type="checkbox"/> - ONLY
The end of the road is finally in sight. to acquire skills
Tuition Reimbursement
Utilize my education
Work for the community



## 2015 Employee Job Satisfaction & Engagement Survey

### Contents

What type of employee activity would you be interested in supporting and participating in?.....	2
Reasons why 61% of Southern Nevada Health District’s employees would recommend Southern Nevada Health District as a good place to work. ....	7
Reasons why 39% of Southern Nevada Health District’s employees would NOT recommend Southern Nevada Health District as a good place to work. ....	12
Please use the space below to expand on your survey responses or comment on any area not covered by the survey. ....	16

## What type of employee activity would you be interested in supporting and participating in?

1. Employee mentoring programs. Matching mentors with proteges. 2. A site dedicated to best practices, sharing of ideas within each division. 3. A site dedicated to suggestions for improvement (an "electronic suggestion box") for the organization as a whole. 4. "Lunch and learn" programs offered more often, on a variety of topics, with guest speakers on various topics. Programs can be live, in-person, or held via video conferencing (to bring in a wider range of guest speakers).
A gathering that is not rigidly structured, that allows employees from different areas, divisions and worksites to socialize and get to know each other.
A shadowing program would be interesting to participate in. It would be nice to work across divisional boundaries and see how other divisions function and maybe take back some ideas and tools to use in our programs.
A SNHD night at a 51s baseball game.
Activities that promote educational cross-talk and/or meeting between the divisions to gain a better understanding between each division and learning who your fellow SNHD peers are and what they do.
Activities that promote Environmental Health education
activities-increase moral.
ALL
Any activity to help w/ Accreditation
Any activity to meet other employees and boost moral.
Any type of activity that boosts district morale and unity.
any type of cross training that may lead to EH reverting back the generalist type of inspector versus specialized.
ANY.
Anything
Anything where people don't complain....
Anywhere needed
At this point nothing, because moral is so low and employees are so unappreciated that there are no activities that are going to change that unless management and upper management start to show appreciation for the hard work their employees do and not just focus on numbers and money.
at this time, none. I'd rather focus on getting my work done.
Bowling team Soft ball volley ball hiking
Bridging the gap in communication between upper management and employees.
Career advancement prep classes, Job specific training, cross training,
charity work, donations for good causes. I don't believe in the social bake sales and activities that only cost employees money for raffles. I would rather see our spare time be used for good causes - environmental or health issues with the community.
Christmas party, Thanksgiving luncheon and company picnic.
co-ed recreational sports teams team-building activities / social activities (like the holiday event) and SNHD should fund the event. There's no way \$1000 or \$2000 is going to break our budget.
Community Health Assessment
Community outreach

community service - immunization clinics off site
Community Volunteer Projects
company involved charitable functions
company picnic
Company picnic or carnival
Corporate Challenge
Corporate Challenge would be super fun!!
Corporate recreational sporting events and fitness challenges bowling, golfing, softball league
Cross training
Cross-training in other areas of environmental health.
Cross-training/education
Cultural Diversity Validation / Equity in Human Capital
Either an employee/family type picnic or outing and/or end of year celebration
Employee Appreciation Employee & family events (bowling, shows, etc.) Employee & family trips (AZ, CA, Utah, etc)
Employee engagement/activities.
employee fitness walks
Employee professional development committee-develop a tuition reimbursement program, join an online education partner for employee certification and continuous improvement Employee morale committee- there is an employee appreciation committee which would tie into employee morale Employee local community volunteer committee- maybe habitat for humanity, providing hot lunches to children attending summer camps at local community centers, or meals on wheels.
Events Committee
Events that have to do with supporting our community partners. Not just United Way.
Family picnic event
Financial literacy and knowledge for employees, developing career paths for employees and mentoring children in impoverished neighborhoods.
Fostering a work environment that increases productivity. I wonder how we are expected to be productive and join together as a team on a regular basis when our cubicles make us separate and siloed (sp)
FSAM EHSIII difficulty in understanding how one makes time for above
fundraisers trips picnics holiday party family activities wet n wild
games - physical, mental, pot luck
getting AWS back in force
Having Professional days where we get to know the ins and outs of our own departments and share ours with them. Close for half a day twice a year. More opportunities to attend or host fairs/ trainings in our community at our different locations so that the community can see us. We used to have a slogan " we are in your neighborhood" we should be that even if we can't be everywhere. We should set up a training course (for our staff first) to certify us a Public health workers.
Health District wide holiday event - not necessarily at Christmas but 4th of July or some other annual holiday.
Health Fair
Holiday/ Recognition Party Employee/ Family Health Fair Picnic
I am not interested in activities outside of my regular work day and job description.
I am not sure at this time.

I am unsure of what this question is asking. Is this in regards to employee activities surrounding accreditation? If so, I don't know what types of activities regarding accreditation exist beyond being on the accreditation team. If not and this is just a general employee activity question, I would like sporting events, volunteering events...basically, any type of social event outside of work.
I don't have any particular activity in mind. If we're having an activity that interests me, I participate; if not, I don't. I think a picnic or an event that would include family members might be fun.
I found the EH All meetings very interesting. It provided me insight on how other departments worked, interesting cases they been involved in, and new advancements. I would be interested in having outside EH specialists come in to speak about new trends, technology, and the future of public health. The speakers could also discuss topics outside of EH, like leadership, public interactions, etc.
I have volunteered for ten plus years and have never been selected for any work place activity of meaning to the community or work place. Frustrated and disappointed. Management does not give a rats behind to extend opportunities based on experience or ability. Only to those who are in favor or inexperienced so they can be kept controlled and thinking in the little box.
I miss the employee holiday party. It was the one time a year where employees who do not work at the same location or in the same department can see each other and catch up. With that being said I would love to see its' return and would happily support it!
I spend enough time at work; I prefer to spend my evenings and weekends with my family and friends.
I think we should have activities like we use by SNHD. When the Health District use to sponsor our activities and not expect employees to contribute.
I would consider supporting or participating in many things. I'm not exactly sure to what this question refers.
I would like to participate in a "Green" recycling program.
I would like to see an annual recognition dinner that includes employee and a guest.
I would love to help develop Standard #9 of the Voluntary National Retail Food Regulatory Program Standards.
I'm not really interested in participating in anything beyond day-to-day interactions with clients and co-workers.
I'm overloaded with my work requirements. I am not interested in participating in anything else.
Incorporation of work groups goals into the larger picture for accreditation.
Increasing mental health interventions by the health district
Jesus Christ this place needs a happy hour
Job specific training
Job takes all my time, unsure what this question is referring to.
labor/management committees
Leadership mentor programs and community building. We are disconnected to our own community. Maybe there's a form or spread sheet for that.
Like what? any suggestions?
Low or no cost events
Luncheon during work hours with an educational component Picnic Exercise Group
Mentoring
Mixing events between the different departments.
Moral boosters.
morale boosting team building



More social events
N/A
N/A
N/A. I have 1 project to prioritize because of its due date, meetings to go to in between the current project and other side projects. All of these take time already. Concentration and focus is a must when working on software, testing them, analyzing them, find out what the problems are (if problems aren't clear) so we can find solutions, explaining situations to non computer people, debug testing, functionality testings, usability testings, design structure, write out the process into statement of works so the non-computer understands, etc.
No comment
No idea.
no time.
None
none
None
nONE
None
none
none
none
None
None
None
None as of now. All current employee activities seem very forced right now and only occur when something negative comes out about management or when management makes a mistake.
None at this time...I am stretched thin and cover many different areas.
None, because I have a high level of disappointment in upper management and feel their focus is not on public health as it should be, and they make poor decisions that result in a detrimental lack of good public health practices, therefore I do not support any extra activities at this time.
NONE, I FEEL ASHAMED TO WORK FOR OUR CURRENT UPPER MANAGEMENT. THEIR ATTEMPTS AT MORALE BOOSTING ACTIVITIES IS EMBARRASSING AND INSINCERE.
None.
None.
None. I prefer to keep my job and private time separated.
None. The workplace culture is not supportive of staff.
non-English language training training to facilitate promotion no-stress testing to evaluate knowledge
not sure what you mean by 'employee activity'? in regards to above question about Accreditation or 'employee activities'?
Not sure.
outreach events
Overtime.
Picnic & a Christmas party
Picnic, Christmas Party.
picnic, holiday party

Probably none - outside of the few co-workers I enjoy spending time with, I do not wish to associated with others outside of my work environment - especially management...
Professional development training. Specifically, professional communication and conduct methods/systems. Seeking a benefit of cohesiveness.
Public Health and Awareness Days Educational Outreaches Barbecues Bring your family to work days
Quarterly or yearly awards After work activities such as sports or clubs focused on a certain hobby Exercise and/or shower facilities Employee cafeteria with food being served
Recognitions
Respectful workplace activities - moral building
Sales - jewelry, popcorn, ice cream, books Employee Picnic Holiday Event at the end of the year Service awards
Sales and fund raisers to benefit social agencies (United Way for example), underfunded community programs, at risk schools.
Service project.
Something that doesn't take away from the time I spend at home and with my family.
sporting events-challenges
Standardization
Team and rapport building with immediate co-workers and supervisors, outings with co-workers, contests (e.g., talent show).
Team building exercises
team building fun activities off site
The quarterly volunteer activities are good. I do not support fundraisers that involve promoting unhealthy habits. I would support fundraisers that promote healthful habits.
Those dealing with children or animals. Corporate sponsorship of walks or charity runs.
Training.
Volunteer opportunities like Four-Square etc.
Volunteer projects for environmental wellness and work.
volunteering
walk-a-thon
Walks, donation drives (gifts, etc.) hospital visits
We need to work on our organizational culture. I feel so disconnected from this organization, unlike some of the places I've worked in where I and my coworkers were very proud to be employees of that company. Our culture needs to be in agreement with our core values (what are our core values in SNHD? perhaps we should immerse the workplace with signs and posters of our core values that people can see everywhere). Our culture needs to reflect respect for all employees (both in the frontline and leadership roles) a culture of caring, a culture that promotes the notion that we can be our best self. All these will translate to improved employee engagement, improved service delivery, and better client outcomes (client being the individual, groups, businesses, and community). I would support and participate in activities that would improve employee engagement, whether they are big or small activities. I like the bake sale we just had, that's a start. It sends the message that we are not just corporate entity but also recognizes that we are real people.
Workforce development Employee evaluation Quality Improvement Performance Management
Working with the community

Reasons why 61% of Southern Nevada Health District's employees would recommend Southern Nevada Health District as a good place to work.

A job is a job
Although things are difficult at SNHD of late, it has been a great place to work overall.
as stated in the last frame
Because a person with always learning attitude requires a large and innovative platform like SNHD where he keeps re-engineering himself all the time.
because I believe if you are good at what you do, this can be a very rewarding and secure place to work.
Because i think that snhd is a great place to work.
because is a good place to work , and there is an oppurtunity to growth
because it is the public health agency of the county
because the job here tis to prectect publ.ic health and the environment, although upper management has lost track of that mission, it is stilla worthy mission and it is the NUMBER 1 REASON FOR A HEALTH DEPT.
because the work they do is great
Because you can actully make a difference in the community
beenfits are good`
Benefit and compesensation package and salary.
benefits
benefits
benefits
BENEFITS
BENEFITS
Benefits
Benefits
Benefits
Benefits
Benefits (including PERS) are great
benefits and hours
Benefits and hours of operation
BENEFITS AND PAY
Benefits and pay
Benefits and pay
Benefits are excellent, as long as they don't mind being less than satisfied with their workplace.
benefits are good
benefits package/hours
benefits, great co-workers, meaningful work.
benefits, job security, pay

Benefits, job stability
benefits, pay, pleasant work environment
benefits
Benifits
benifits and hours
benifits, meaningful
but it depends on which dept.
but it would have to be job specific.
Career Advancement
career advancement
compensation
compensation and job security
compensation and job security
Decent benefits and someone to confide in if necessary
Decent benefits and pay
Decent pay, meaningful work
Decent pay/ benefits. May not receommend a position outside my department.
depends on age
diverse public health experiences
Easy to succeed here
employee benefits are good
employee camraderie, PERS
Enjoyable work environment, good people
Even with challenges it is a great, professional place to work
Fair and equitable management.
for now .
For the benefits right now
for the pay
good benefits
Good benefits
good benefits
good benefits
Good benefits
Good benefits and light workload on nurses
Good benefits and pay
Good benefits and retirement
Good Benefits Package
Good benefits, important work, good co-workers
Good benefits/pay
good benefits; off on weekends
Good employment even if not very stable
good for entry-level / stepping stone positions
good job and benefits

good job; good benefits
good organization to work with
Good organization.
good pay
good pay
good pay and benefits
good pay and benefits
Good pay and benefits to get started in a career.
good pay, easy job
Good pay, great benefits, and meaningful job
Good pay, rewarding work, fairly stable
good stable job that pays well and the work is interesting
good work experience
good work hours/pay
Good work, good pay, good hours
Good workplace
government work experience
Great benefits
Great benefits, competitive pay, meaningful work
Great benefits, good salary
Great career opportunity once properly managed
great opportunity
great pay
great pay, great benefits
Great place to work
great place to work
great place to work
Great place to work and learn new things. Opportunity to contribute back to the community.
Has the potential to be one of the best Health Departments in the United States
Hours and Compensation
I have no qualms with SNHD. I think a job with SNHD is a good job, a safe job, and a well compensated job. This would be a great place to retire from if a person is interested in doing this work for the rest of his or her life. I also believe that this is
I have, because it is a great place to work and pay is very good.
I like the people I work with.
I think the people here all want to provide the best services to the community that they can. I also think that management strives to keep as many people here as they can.
I would mentor them to learn and stay
if I can vouch for their work ethic, yes, because this is a fantastic place to work!!
if the person matched a job description well, it should be good because I think we are only hiring people we really need right now.
if you are flexible with change it is a great place to work
In general it's a good place to work.
Interesting Job

interesting work
Interesting work and competitive pay
is a good organisation to gork
It depends on the program
It is a rewarding job.
It is challenging
It's a good job
It's a good place to start.
it's a good place to work
It's an exciting and meaningfull place to work.
It's an interesting learning experience
Its still one of the best employers in Clark County
job security
Job Security
Job security in a government organization while providing service to the public
Job security, pay and benefits.
jobs are hard to come by
less stress, more satisfaction
Mainly because of benefits
meaningful work
money and benefits
Nice place to work.
only for the benefits
Opportunity to improve community health standards.
Overall a good place to work.
overall benefits
Overall It's a good job
overall not a bad place to work
overall satisfaction
Overall SNHD is not a bad organization and if someone was looking for work I recommend any job openings that would get them employed.
overall, i think its a good career to have
Overall, it is a good place to work
Overall, the job is descent and the organization has made improvements. Executive leadership is progressing in the right direction.
pay
Pay
Pay and benefits are excellent
PERS
PERS and benefits
provides an opportunity to positively impact public health
Public health is important
relative job security

rewarding working with the public
security
Security, benefits
see below
Some good people want to improve the health of people living in and visiting Southern NV.
stability, challenge, and compensation
stable, rewarding work
the changing culture
The pay & benefits are good.
The people who work here are great
The ultimate mission of SNHD is worthy of qualified and dedicated professionals
There are opportunities for those coming out of college and need a place to learn and grow...however, there is also stagnation and 0 growth or advancement beyond the 15 yr mark.
They would be set for life
to educate an operator/staff to succeed in food safety
To serve public
Type of work and benefits
very rewarding
Very satisfying
We are do gooders, actually doing good.
wonderful co workers, awesome supervisors, benefits
You feel as if your part of a team.

Reasons why 39% of Southern Nevada Health District's employees would NOT recommend Southern Nevada Health District as a good place to work.

A bit unbalanced on the front line.
administrations lack of ethics
ALTHOUGH PAY AND BENEFITS ARE GOOD, UPPER MANAGEMENT IS ONLY LOOKING TO TAKE AWAY ANYTHING AND EVERYTHING THEY CAN, BLAMING FINANCIAL DISTRESS. THAT COUPLED WITH THE DISFUNCTIONALITY OF ENVIRONMENTAL HEALTH IS NOT WORTH IT TO RUIN SOMEONE'S MENTAL HEALTH.
Although professional positions allow for real contributions to the communities served, overall workplace culture is not satisfying. Management is ever changing, policies are ever changing, lack of work-life balace in scheduling (e.g. 9/80 or 4/10)...
Although the work is rewarding, the SNHD culture is not.
because although the benefits are good, it's a terrible work environment.
Because I do not trust the current administration and I do not like the direction SNHD is headed...
Because of current upper management
Because of the financial instability of the district
Budget is unstable; Senior management does not value employee input
career advancements are hard to come.
changes in benefits, vesting, unsecure jobs
Redacted seem for the most part to be disengaged from developing a robust public health department and cultivating close working relationships with other community partners such as the individual municipalities and UNLV
currenty instability
Current Unpredictability
Current work culture
Difficult culture, Organization's finances unstable, maybe check back in 5 years.
director level management seems to not have a handle on their position.
District's financial status and continued loss of positions.
dont think they would be given a fair shot if they said they knew someone that works here already
Don't want to be blamed for a bad outcome
Employees are not appreciated by Management but rather seen as expendable
Employees are not treated like valuable resources. Morale is very low. We keep being told to do more work with less staff and money.
Executive management
Executive Management treats employees as financial burdens and not people
fear they'd quit the job they currently have only to be laid off from SNHD
Financial health of the District is still in question.
financial instability.
financial uncertainty
Financial instability/ too much drama district wide!!!



future reductions in workforce
High drama, improvement resistance, and incompetence are prevalent.
I have no faith in upper management
I would not recommend anyone due to the negative environment and poor ethics.
I would not recommend it until the district is more stable and there are more opportunities for career advancement and training.
I'd hate to set someone up for a monstrous climb in a ravaged organization.
Instability
instability or the organization and probability of future lay offs
Instability, negative direction of policy changes.
it has become all about political health and not about public health
It has not come up.
It is a negative work environment.
It's not a good place to work anymore
Job instability
Job security
Job security and career prospects
lack of caring by executives
lack of clear organization direction.
lack of job security
Lack of Leadership
Lack of professionalism and organization in management and training
Lack of support from the director undermines our authority with industry making it difficult to effectively enforce regulations and protect public health.
Layoff possibility for new staff. Do not really feel safe/steady
limited hiring for nursing positions at this time
Limited opportunities
Little opportunity for advancement, managers take advantage of those working hard for less compensation, zero recognition in a tangible format
Management and HR are unfair and get away with unfair labor practices
Maybe as a starting job, but beyond that, there is no room for career advancement.
Morale, institutional culture.
Most of my associates are not interested in public health.
Multiple instances of bad leadership by upper management. Bad moral compass of division. Dishonesty. Upper management does not back us up (tells us to do one thing, we do it, then we get told not to do it. Unable to communicate professionally.
Negative, bullying atmosphere created by <span style="border: 1px solid red; padding: 2px;">Redacted</span>
New employees more at risk for lay offs; fewer and fewer employees to do more and more work. PERS benefit may be legislated away.
no chance for advancement, always worried by demeanor of administration that our jobs are a burden to the district and we may be laid off
no comment
no job security
no job security. Upper management cater to industry and goes which ever way the wind blows. No

true leadership.
No pay raise for years, No job security
No room for advancement
No room for advancement. Toxic culture in management that spreads from the top down. Also, it is possible SNHD will be disbanded and taken over by the County in the next few years.
Not a very welcoming place new employees hired from outside of the District
Not able to cross-train. May not be placed in group of interest or matching skill sets
not stable work place
not that SNHD is a bad place to work. I just don't like recommending people or places to others
old District policy
Opportunity for advancement is very limited, and selection processes are highly biased.
Overall morale is very poor
Pending layoffs always held over head
Personal or any sort of previous relationship doesn't work correctly in the workplace. And, it's stressful here.
Personal reasons
politics within the district
poor culture driven by choices at executive team level
Poor history of management, no growth opportunities.
previous policy denied this
See below.
SNHD doesn't seem to be very stable right now.
Talk of lay-offs, job elimination.
The culture and daily atmosphere at EH is not a positive one.
The current environment at the District is not conducive to good mental health
The environment is too negatively charged. I would not like for friends or colleagues to have to go through this.
There are a number of reasons for this. The pay has become stagnant, the politics are difficult, as a new employee there is no job security, I'm still uncertain in the overall direction we are headed, etc.
there is no job security and clear career path
things change too quickly
This organization has gone from bad to worse in the last 2 years.
thugs and bullies at the top.
too much bureaucracy
too much change lately
Too much chaos
Too much drama and unless you are a favorite of management, there is zero chance for advancement
too much favoritism
Too much turmoil currently
Too Unpredictable at this time
UNCERTAIN ABOUT JOB SECURITY
Uncertain about job security.
uncertain with benefits
Unethical and Unfair

unstable culture and a "do more work with less people" mentality
Unstable environment at SNHD currently. Job security for new hires might be questionable. Administration seems to be more focused on current fiscal issues more than public health
Unstable Organization
UNSURE OF DIRECTION OF COMPANY
Upper Management
Upper management is irresponsible
upper managements overall goal for SNHD is uncertain.
UPPER mgmt not good at this time
we are sometimes undervalued for the amount of work we do
Would not be comfortable doing so.

Please use the space below to expand on your survey responses or comment on any area not covered by the survey.

(My answer for the question above-- Would you recommend a colleague or a close friend to apply for a job at SNHD?) I have no qualms with SNHD. I think a job with SNHD is a good job, a safe job, and a well compensated job. This would be a great place to retire from if a person is interested in doing this work for the rest of his or her life. I also believe that this is a comfortable work environment. Although I've heard many people say that there is a lot of drama here, I have personally not experienced the drama. If someone desires a job with minimally challenging work and a laid back environment (laid back is a positive in my opinion), this is the place to be; Put in your honest 8 [hours], go home, live your life, and come back and do it all over again. Also, it would be AWESOME to have a close friend work with me!!

\* Decisions that need to be made take months. \* People that need to be let go are not. Staff are allowed to act in specific ways that derail projects. \* Upper management is not on the same page nor do they support each other. \* Double standards are in place. \* Race issues are supported. \* Lack of training on any processes. \* Divisions are not on the same page. \* Zero Mentorships. \* No support for employees trying to make things right. \* Always have to watch who you talk to because others might be watching. \* No Leadership. \* SNHD has a horrible reputation in the community. \* Upper management decisions lack any regard for employees and their projects and or timelines. \* To much work and not enough time to do the work. \* Ridiculous amounts of meetings that yield nothing.

1. Would like to see the compensation increase quicker. Restore 2 step pay scale increases over the year. Restore COLA. 2. Would like to drive a company car rather than drive my own car. Federal rate per mile (57.5 cents) is not enough to even pay for the maintenance and up keep of a regular vehicle. All other public agencies have a motor pool that their employees use. Company cars would take off the personal liability of insurances and medical fees in the event of an accident. 3. Be able to work a 4-10 schedule permanently.

A LOT OF COWORKERS (MYSELF INCLUDED) BELIEVE THIS SURVEY IS A JOKE. WE HAVE HAD SURVEYS IN PREVIOUS YEARS WHICH DID NOTHING TO IMPROVE ANYTHING. MOST ARE NOT LEAVING COMMENTS BECAUSE THEY DON'T THINK IT WILL HELP ONE BIT (OR THAT IT IS NOT TRULY ANONYMOUS). IT IS JUST ANOTHER ATTEMPT AT SHOWING THE BOARD OF HEALTH THAT THEY ARE "TRYING" TO IMPROVE THINGS AROUND HERE. (IT'S NOT) I WOULD LIKE TO KNOW WHY THE ENVIRONMENTAL HEALTH DIVISION HAS ITS OWN HUMAN RESOURCES BABYSITTER BY WAY OF Redacted. WHY IS SHE AT EVERY SINGLE MEETING THAT WE HAVE WHEN SHE REALLY HAS NO BUSINESS BEING THERE? DOES SHE NOT HAVE ANY HUMAN RESOURCES WORK TO DO OR IS SHE JUST ACTING AS A SPY FOR UPPER MANAGEMENT? UPPER MANAGEMENT MICROMANAGES TO THE POINT WHERE EMPLOYEES DO NOT HAVE THE FLEXIBILITY TO BALANCE WORK/LIFE ISSUES. ADJUSTED WORK SCHEDULES DO NOT GET APPROVED FOR INANE REASONS, OR TAKEN AWAY ARBITRARILY IN WHAT SEEMS TO BE RETALIATION AGAINST EMPLOYEES. BUT THEN, THEY WANT TO MAKE EMPLOYEES ADJUST TO A 6AM-6PM WORKDAY. IT'S A JOKE. THE SNHD DOES NOT CARE ABOUT ANYTHING EXCEPT ACCREDITATION. THEY BLAME FINANCIAL ISSUES TO TAKE AWAY EVERYTHING THEY CAN. THEY DO NOT CARE ONE THING ABOUT THE QUALITY OF LIFE OF THEIR EMPLOYEES. HOW DUMB ARE YOU WHEN YOU DISALLOW OVERTIME WHEN THE DIVISION IS BRINGING IN FEES TO COMPENSATE FOR IT, AND IT IS ITEMIZED ON OUR FEE SCHEDULE? THEY ALSO DO NOT CARE ABOUT PUBLIC HEALTH AND SAFETY - THEY ARE SO HELLBENT ON CUTTING OVERTIME THAT IF SOMETHING HAPPENS AFTERHOURS, IT CAN MOST LIKELY WAIT UNTIL BUSINESS HOURS. MANAGEMENT (UP TO AND

INCLUDING UPPER) IS DISFUNCTIONAL IN ENVIRONMENTAL HEALTH. THEY BRING BACK AN EMPLOYEE KNOWN (KNOWN!) TO CAUSE TROUBLE WITH FELLOW COWORKERS AND INDUSTRY. WHAT DOES THAT SAY TO US AS EMPLOYEES? THAT YOU CAN BE A HORRIBLE HUMAN AND STILL WORK HERE - WELL, I GUESS THAT GOES WITHOUT SAYING. MANAGEMENT DOES NOTHING EXCEPT FLAP THEIR LIPS WHEN IT COMES TO EMPLOYEES BEHAVING BADLY. "CAN YOU WRITE AN INCIDENT REPORT ABOUT WHAT HAPPENED?" WHY? IT DOES NOTHING. THERE IS NO ACCOUNTABILITY HERE. IF YOU'RE AN EMPLOYEE DOING A GOOD JOB? WHATEVER, THAT WHAT'S EXPECTED OF YOU. OH WAIT, UNLESS YOU'RE A FAVORITE OF OUR DIRECTOR, THEN YOU GET PROMOTED, IRREGARDLESS OF EXPERIENCE. PEOPLE DON'T WANT TO APPLY FOR PROMOTIONS BECAUSE THEY KNOW WHO "THE FAVORITES" ARE. BECAUSE OF ALL THIS TURMOIL, IT IS HARD TO SAY THAT I LOVE THIS JOB. I LOVE WHAT I DO, BUT IT'S UNFORTUNATE THAT IT IS FOR SNHD. I WILL SAY NO MORE BECAUSE I'M TIRED OF BEING NEGATIVE. THIS USED TO BE A GREAT PLACE TO WORK.

All decisions are made by one person in the organization. The Division Directors are good but I would be surprised if any of them stay here longer than a year. No one is empowered and because everyone has to cover themselves simple processes take 10x longer because everyone has to know about the issue in case they get questioned. We are a demoralized work force. Public health in this community is at serious risk.

All the employees are professional and knowledgeable and contribute to how SNHD is viewed in the community. However, we have suffered too many changes in the last 3-4 years and employees have been set aside like we are the least important thing in this organization. I know management is attempting to improve morale and I am in agreement with that, however in order to improve moral leadership must interact with staff and not make unilateral decisions. Every time leadership makes a decision, it is a done deal, with no input from staff.

Although I can't honestly say that I am "passionate" or "excited" about my job/work, I don't dislike coming to work everyday. I do get frustrated when other employees believe it is acceptable to behave in a manner unbecoming to the workplace and I especially do not like the attitude of Union employees. I believe we have a Leadership Team who is doing their best to create a better culture and I look forward to their success in doing so.

Because the budget remains fragile and I would not know enough to assure them of job stability.

Benefits and training opportunity

Career advancement in the district, has been historically culturally biased, and although there have been notable changes in the influx of new employees with the initiation of **Reda** the remnant of the district is reflective of early 1960's. Promotional opportunities are not based on a span of qualifications but rather, groomed opportunity, that does not seem fair or equitable. The district has been slow to say the least, to consider itself as a business, and has consistently relied on its success of the past. Although, previous success is pertinent to movement forward, it often affords a false sense of security, resulting in self made silos, and insulating from other positive inputs/influences that, although may not be in direct alignment, may offer insight, compliment or afford better opportunities to ensure a quality service delivery model. As Nevada, specifically Las Vegas, has an extensive proportion of mono-lingual Spanish speakers, the District has been very slow to respond to the varying linguistic opportunities in staffing, and client documentation throughout its programs. Recognizing that cost is often a factor, lack of creativity or calculated effort to address such, is of distinct concern to me. Additionally, reach in several programs toward other minority communities need, has been poor and deficient in realistic effort, sensitivity and awareness. Technology wise, completely behind the times, and there "appears" to be little effort/awareness/literacy at the management level to get us into the 21st century. Again, another example of the SNHD silo capacity.

Certain tracks of employment at SNHD have zero opportunity for advancement. Admin track

especially cannot advance into alternate fields despite personal talent and experience.

red. seems to have little interest in public health. Concerned more with balancing a budget and padding his years of service for retirement than engaging SNHD and our community in developing solid and long-lasting relationships with staff, public health programs and as importantly, community partners. Redacted is not at all qualified to direct environmental health in a public health agency as large and diverse as SNHD. Did not meet minimum qualifications when hired. Other more qualified individuals were not even considered for an interview. Manages with intimidation because she lacks the experience of managing a diverse workforce. Would be a mediocre inspector at best. Supervising a small staff on a military base does not equate with effective management at a large multi-disciplinary public health agency. Redacted are rarely seen engaging EH staff/inspectors or being involved in any EH programs. Have little involvement with frontline inspectors and the work they do.

comments won't change anything

Definition of Upper Management: Redacted Rumor has it that Upper Management plan to replace our cameras with the use of the I-phone. It begs the rhetorical question, "Are they under the impression that inspectors have the opportunity to at all times stand still and use both hands held in front of them- as if to take a 'selfie?'" The facts are that we are oftentimes navigating on slick floors of close quartered facilities which hold uncooperative operators and hot pieces of equipment. Other than the human actions going on, we have to focus on a thermometer being held over hot equipment or hot liquids. Note that our cameras have a wrist straps and can take a photo with one hand, while the I-phones lack a strap and may fall onto a hot surface that could cause a splash of hot liquids and some of us do not have a hand large enough to hold it single-handedly balanced and take a photo while focusing on a thermometer; thus, I believe it would be an unsafe practice. I highly recommend that SNHD contact OSHA to determine which method of taking photographs is safer and less likely to cause reasons for employees' injuries and subsequent compensation.

Depends on what job they are applying for, its hard not to say layoffs do happen at SHND.

Directors are focused on cutting costs in areas that will not benefit the budget more than a few hundred dollars but they take away things that are very important to us. Changing buildings earlier than necessary, taking away cameras, cups, tissues, etc. All this does is decrease employee moral. Food ops should not have been separated from Food plan review, this is creating a headache for operators and inspectors. Nobody wants to work here anymore. It has become a stressful workplace where we are constantly handed pointless projects or "feel good" committees that are simply a waste of time and we don't have the staff necessary to finish our work. We are also being told to cut back on overtime, that is a huge reason most of us work here to begin with. There is a lot of talk that our PERS and other benefits will be taken away or reduced in the near future. If this is the case, you will not have much staff remaining. Redacted is overly emotional and holds personal grudges with staff members rather than acting like a responsible and professional adult. There is a lack of leadership and an abundance of bosses. Redacted is the only one that seems to understand the severity of these cut-backs but nobody will listen to her. Certain positions are being promised to specific individuals (frequently more than one) before interviews even take place. There is favoritism in promotional interviews. Role playing during interviews is extremely unprofessional and embarrassing, we are not actors or children. The outburst of the director during a meeting was the most embarrassing display of leadership I've ever observed in a professional atmosphere. Redacted not be accepting rounds of golf from Industry managers either, this is unprofessional and should be viewed as a bribe.

dissatisfied with compensation package. As entry level base pay goes up-topped out scale doesn't

Redacted

ever go up. Also we are not properly compensated for cost of personal car use. Never has \$50.00 maintenance fee gone up only government mileage rate which doesn't cover maintenance or cost of car replacement every 4-5 years when cars usually cost more to maintain than replace. With cost of living going up drastically in last 4 years- no increase in salary or cost of living has been given.

District top brass is too wrapped up in making trivial decisions, they do not delegate very well, and it appears that if your opinion differs from thier's, then you are part of the problem. Upper managment pays us to do a job and make decisions that meets our skill set, but more and more I see them intervining on too many trivial matters and disregarding feedback from experienced and capable staff members. Confidentiality is also a problem, HR trains us, warns us of the consequences of breaching confidentiality, but they gossip and volunteer information without solisitation or a need to know. HR must fix thier problems before the rest of the District's staff can follow suit. I'm very dissapointed and do not feel safe dealing with them.

During my time at SNHD I had always felt supported by management, including my immediate supervisor, the managers, and [Redacted] I can with complete certainty still make that statement with regards to my immediate supervisor and the managers; however, I cannot say the same for the director. In the beginning of [Redacted] tenure, [Redacted] seemed very enthusiastic and eager to get to know and work with the EH staff. [Redacted] organized an EH employee picnic and even paid many of the expenses out of her own pocket. [Redacted] even when administration thought EH staff should not have assigned seats in the new building, fought for no desk sharing and individual cubicles for EH staff. However as time has progressed, [Redacted] has seemingly began to distance herself from the EH staff. Now, [Redacted] in many ways does not support the employees. Since the

[Redacted] tenure at the district, operators in the food industry have been very empowered. The inspectors are constantly told to be "industry friendly" to the point where many operators feel they do not have to follow the SNHD regulations. This has seriously limited the ability of the inspectors to do their jobs effectively and has undermined our authority as regulators. It is also creating a very hostile work environment for the inspectors at these facilities. In the past, industry may not have always agreed with everything that the district had done; however, they respected us for diligently protecting public health. Now instead of protecting public health we are practicing political health. [Redacted] has held meetings with operators, particularly from the Las Vegas Strip corridor, where [Redacted] was the only representative of environmental health management for SNHD. In these meetings, [Redacted] has given improper/incorrect direction to the operators due to the fact that even after being [Redacted] over a year, [Redacted] still is not well versed with the regulations or the inner workings of environmental health. The inspectors have tried to respectfully and discretely point out some of the misperceptions that she has given to industry only to be yelled at and talked down to by her. [Redacted] hardly ever shows up for monthly or general staff meetings. When she does come and speaks to staff at these meetings, it seems to end up with her giving misinformation to them or her getting frustrated with questions staff is asking. When she cannot answer questions, she simply leaves. In one instance when she was particularly frustrated, [Redacted] stated during the staff meeting, [Redacted] [Redacted] has, at this point, seriously lost the respect of the EH staff. To close, morale in environmental health is very low. We are severely lacking manpower and need more inspectors. Inspectors have heavy workloads and sometimes work in very stressful environments, especially with hostile operators in food facilities. We simply would like to have a [Red.] that supports the EH staff and understands what the mission of environmental health is, e.g., protect public health.

Environmental health is really struggling. Upper leadership has been unable to set an example of honesty, transparency, competency, and morality. Historically we have had leaders who have committed crimes at work, played favorites toward romantic partners, and been entirely

unprofessional in the work place. Currently, we have leaders who are unprepared to lead this large of a group with this amount of programs, leading to defensiveness, lack of communication, and nonsensical decision-making. We've had [Redacted] refuse to come down to the bull pen and visit with us or get to know us despite multiple requests. How can you lead a team you don't know? A program you don't know? During a recent meeting, [Redacted] (announce inspections and wait for an escort rather than performing unannounced inspections: introducing yourself and beginning the inspection). Additionally, she instructed us to disobey an internal policy regarding badges, instead of revoking the policy, now we're asked to operate outside of it. [Redacted]

[Redacted] Again, if the directive is changing, that's fine, please change it in writing so we don't feel like we're doing the wrong thing. When asked to clarify these new directives since they are a departure from what we've been instructed, [Redacted] broke down and accused polite inspectors of arguing and causing a problem and refused to clarify. How can we work without communication? Then she announced she would no longer attend our meetings (in addition to never coming to the bull pen). Again, how can we communicate if there is no interaction? Additionally, [Redacted] has prematurely selected candidates for promotion before all interviews had been conducted, refusing to be involved in any subsequent interviews. How is that fair to the candidates? We have an HR representative at every staff meeting, even when [Redact.] is not present. Why is HR there but not [Redact.]? Staff have made concessions and adapted to multiple recent changes including a change to minimum of 3 hour overtime when called-back (taken away), a change to standby (essentially taken away), a change to scheduling (four ten's pulled), and now a proposed change to continuation of the work day overtime (threatened to be taken away). We've also given up cola's in our most recent contract bargaining. We've given up a lot, we don't feel supported, and we feel tossed around from one decision to the next. It's hard to explain our procedures to industry when they don't even make sense to us. Supervisors have done their very best to lessen the blow, but there is only so much they can do. Coworkers feel under-appreciated, over-burdened, and embarrassed by the actions of the leadership. It's almost funny every time we hear the new outlandish decision or change. If you don't laugh, you cry. The moral compass of this organization is broken, there is no reward for honest, good work, and we're creating an environment that fosters dishonesty and incompetence. The good, passionate, hard workers are looking for work elsewhere. The others have found a way to feel comfortable in this flawed system, which may or may not be a good thing.

Even though benefits are good, the overall environment is not healthy and employees don't feel supported by the Director. The overall reputation of SNHD has been compromised and industry no longer believes we are a serious institution.

Even though I enjoy my work very much at SNHD and think SNHD is a good place to work, I would not recommend a colleague to apply for a job here because of the job insecurity/instability (or at least the atmosphere of it). I also don't think that the organization has an understanding of the value of retaining skilled and experienced employees and what that means (ie. compensation, flexibility in work schedules, training, increased tuition reimbursement, etc. so that these employees can improve their skills and in turn bring that benefit to SNHD). The landscape of Healthcare and Public Health is rapidly changing and as an organization we should be proactive in planning for it.

Even though there have been cutbacks on the budget, it is very discouraging that employees have to purchase their own office supplies. In the blood draw area, employees must pay out of pocket for things like water and juice to give to the people that we are drawing blood from. We are not best serving the public when we do not have the proper supplies to make sure no one is hurt by feeling dizzy or lightheaded. SNHD has been fortunate that employees are concerned enough to purchase these items themselves but it is totally wrong for the organization not to supply such basic needs.



Safety is not a concern to the organization. Requested protective equipment is also not always supplied. Also some employees who have contact with the public who may have TB, are not allowed to have yearly TB testing. I sit daily in close proximity for hours on end to the public who have a high probability of having TB. However, SNHD does not want to allow me yearly testing in this situation. It is up to the manager to decide who needs testing. There are several of us who have been denied. This is an OSHA problem but I feel it is serious enough to bring up on the survey.

EVERY YEAR THAT GOES BY THE HEALTH DISTRICT GETS MORE DEPRESSING DUE TO NEGATIVE CHANGES. IT SEEMS NEW LEADERSHIP IS INCOMPETENT AND ANTI-SOCIAL WITH THE EMPLOYEES THAT KEEP THIS PLACE MOVING EVERYDAY. POOR DECISIONS ARE CONSTANTLY MADE THAT AFFECT THE PUBLIC AS WELL AS THE EMPLOYEES. THE BLAME SEEMS TO BE PUT ON EVERYONE ELSE BUT LEADERSHIP, IT IS THERE JOB TO FIX PROBLEMS AND LOOK OUT FOR THE BEST INTEREST OF THE PUBLIC AND EMPLOYEES. IT SEEMS LIKE THERE'S NOBODY IN CHARGE AND THERE ARE JUST HIGHLY PAID PUPPETS UPSTAIRS THAT CAN'T MAKE THEIR OWN DECISIONS OR ELSE THEY WILL BE REPRIMANDED FOR IT.

From what I have observed in my short time here, I feel like there are disgruntled employees who have been shifted around that bring politics into the office environment often. They think the employee bake sales and fundraisers are a waste of time and will produce nothing. I, however, feel that if they are done right, that our community will grow together. There does seem to be a disconnect between departments and a lack of understanding of jobs, but I feel that SNHD is trying to combat that. I wish my training had been different. I was very dissatisfied with the initial training department, but it got better once I was with my coworkers who really taught me what was going on. Overall, I am glad I am here and grateful for the opportunity.

god waking job

Having recently left to work for [Redacted] and come back, I have seen how great the Southern NV Health District really treats their employees. I am not saying that [Red.] was bad in any way as they both have their pluses and negatives but I do feel that the Health District has treated everyone fairly and does try to give their employees the benefit of the doubt. Of course a lot of people are able to complain about different personal experiences that they have had with HR or their immediate supervisor but I have been very happy working with HR and my previous and current supervisors have been amazing to work with as well.

Hope we improve in communication among ALL levels of department and organization.

I am not interested in employee activities outside of work hours. One of the great things about government work is the ability to go home and have a life outside of the job. (Private sector does not always offer that opportunity.) I do not want to have outside of work hours activities that I feel compelled to participate in.

I am very dissatisfied with the current culture in EH, the most dissatisfied I have been in the last 6 years of employment. We are constantly given conflicting information by [Redacted], then publicly scolded or humiliated when we don't respond in a way that is perceived as favorable. For example, all EHS II's signed policies requiring us to wear badges, however 3 months later in a staff meeting were told by [Redacted] that we were to hide the badge, wearing it backwards. We as employees fear giving any input for fear of retaliation from our director as demonstrated by the last outburst in our food ops staff meeting. [Redacted] is so far removed from what we do on a daily basis. She quickly sides with industry completely ignoring the regulations that we took an oath to uphold. The term industry friendly is thrown around frivolously and is synonymous with not enforcing the regulations as set forth by the board of health. SNHD used to be a place that was pleasant, but over the last year has taken a dramatic turn for the worst. EHS's have been stripped of their authority. It is clear that we are not appreciated as employees nor respected as human beings.

<p>I am very happy in my position. My immediate department is very supportive. I question a corporate culture that does not promote an open door policy with management. Requiring an employee to have an SNHD ALL email approved may be a necessity but sending the email out under another person's name can dilute the importance and validity of the information. As a public agency, we should be serving the population that needs our services. We should be serving the working poor not those with access to services elsewhere. Administration's mantra is "Every penny counts." Employees receive mileage compensation for use of personal vehicle for SNHD business by logging their mileage and purpose and we are reimbursed. Management receives a fixed auto compensation even if they don't use their personal vehicle for SNHD business. I've been told, "That's such a small amount." I would like to repeat to administration, "Every penny counts." SNHD is a reactive agency not a proactive one. We react to problems by duct taping over them instead of repairing the problem.</p>
<p>I appreciate the attempt at increased communication. For many of us employees, our jobs do not exist in the private sector and the perceived instability here with budget issues and programs consolidating and moving across divisions has caused much dismay. I hope the communication continues, especially as the move to the new building progresses. I hope there is an adequate plan in place for this move.</p>
<p>I believe that current management strives to make the health district a good place to work. I think past administrations have placed the district in a rocky position that the current one is trying to fix in any way they can. I think, with time, the district will be back on solid ground and continue to provide excellent service to the community.</p>
<p>I do not believe that the current <span style="border: 1px solid red; padding: 2px;">Redacted</span> has the qualifications to run this department. Fostering an environment where favorites get promotions and special treatment and those that stand up and fight will get run out is not the stable work place I want to be in. Every negotiation cycle the benefits package gets less and less. When I started the benefits were so much better and I feel that administration just used the economy band wagon to take away benefits.</p>
<p>I don't feel like there is a commitment to keep everyone employed here so I would not recommend someone to take the risk.</p>
<p>I feel a flexible work schedule (Monday- Thursday) would be a great alternative to the regular work week. The benefits to the organization would be: 1. Extended hours of operation for organization 2. Increased employee morale 3. Increased commitment to the organization 4. Decrease in employee turnover of valued staff 5. Reduced absenteeism The benefits to the employees working in the organization would be: 1. Maintain work and life balance 2. Flexibility to meet family needs 3. Reduced commuting time and fuel costs 4. Reduced external childcare costs</p>
<p>I feel like the administration makes decisions without fully investigating the problems and reviewing all of the resources available. They may make a budget cut to save money, all to end up spending more money in the long run.</p>
<p>I feel that management makes decisions without consulting with the worker bees. This results in new policies that are not communicated to the workers that do the work. Drastic changes have been made with no written policy or formal training to refer to. The district intranet was a useful tool in the past. Forms and training materials were maintained and could easily be accessed. The recent big turn over in long term employees has turned our resources into outdated dinosaurs. New forms are being required to complete simple tasks that have never existed before. They don't exist on the intranet and are not part of any policy. This causes frustration and delays. Upper management doesn't deal with employee conflicts resulting in frustrated employees/departments. In one department, the employees don't even talk to each other. So, when I speak to different employees there, I get different answers.</p>
<p>I feel that the communication between management and staff is lacking considerably. We are not</p>

stupid and should be treated as human beings that are quite capable of understanding the inner workings of a business and given the opportunity to make a difference in our own work environment. There is an underlying favoritism in some areas that is noticeable by other employees and there is no feeling of team in the work place. There are no positive rewards for doing work well or team building activities like picnics or employee of the month. Positive reinforcement should be a goal for SNHD not just thanks for being here for 10 years. While it is understandable that the budget may not allow for certain things, employees may be willing to donate items or money to certain activities. We as employees want to do our best but we also want to be recognized once in a while for doing so in ALL departments not just one or two departments. If we didn't like our jobs most of us would not be here.

I have concerns regarding Redacted I don't feel that she presently has the skills required for the position nor does she seem to want to gain them. I have not heard that she has received any training in either the regulations or the standardization document. This may account for some of her comments at the industry meeting. Her uncertainty makes her lash out at persons who question her decisions. She seems like a decent person but also one in over her head. I understand the need to save money however, does not ordering cameras for staff make that big of a difference in our missions and goals? If the decision was made at a level above hers, did she challenge it? Have we checked to see if these phones can handle a full day of picture taking without losing their charge? How much more time does it take to download photos? At 40.00 an hour it does not take long to pay for a camera. Can the servers handle that many high resolution photos? The decision made regarding standby duty doesn't make much sense. We had a system where the persons responding to after hours calls were qualified and able to address any situation. Now we have supervisors with no experience in some areas responding to calls. Do we really want a person who has never inspected a pool to respond to a drowning? How would that look in court if it made it that far? Passing an REHS exam does not make you an expert in all fields.

I have gotten the impression from several comments made by management that they would prefer we do not have a union that has gotten us the benefits and pay we have now which I am satisfied with. Concessions are made when times are tough, but that does not seem to be enough. There is currently a threat to our employee representatives and to our pension and I feel losing these two will bring morale down especially with comments made by management that this is what they want.

I love change and I love change for the better, but when you knock employees down that don't cost a penny for what they want it doesn't give off the vibe of I scratch your back you scratch mine. I read an article on zappos and how their employees are. if they are happy the employees give 150% to their job with no complaining. The more you take away and the more you knock down the employees especially those here for a long time that feel they earned some of the benefits they received then get them ripped out from underneath them gives you an employee who comes in does what they are told and doesn't give that extra 50%. A happy employee comes in breaks their back for this place when they are happy. I know not everyone is or will be but majority of people its the small things that matter like AWS. I know several who left just because of that reason alone and these were good hard working people!

I think I am disappointed with the Health District because there are people in almost every department where people who do not give 100% in their work. They are known around the Health District and nothing is done about it. I think supervisors and managers don't like dealing with "the problem" children and let them get away with it. You can see the moral of the department with the dead weight low. I think by getting rid of the excess would bring moral up.

I think in general it could be a good job and experience.

I truly feel that at SNHD there is not enough accountability on what employees are doing. I feel that some take advantage of there positions and the supervisors and management do nothing about it. It

makes those that do work and give 110% to SNHD feel what's the point of going above and beyond when its never recognized. If half of the staff here worked in the private sector they would have no jobs and would have to work much harder to get the pay they make. In the days of my parents you worked and I mean worked for every dollar. Some people who work here feel that they are entitled. If you only have to meet the standards then work would never get done. Those that do work feel unappreciated and at times you can see them throw their hands up and say what's the point when no one else works as hard and the expectations of them is less. Holding people accountable makes them work harder and more responsible for their actions.

I would be interested to get a copy of the results of this survey to see how everyone else feels about being an SNHD employee. There are many good things about working here, it's hard to evaluate the leadership because there are good and not so good leaders. The one thing we do here is put employees through mandatory annual diversity training, cultural sensitivity, etc., however we have managers who are unable to ease up on the control of all areas of the program (micromanagers), creating a workplace made up of tin soldiers, a workplace that is fearful of having the spirit of volunteerism and of being creative (because they are relegated to only certain functions and are told "no" too many times). The other side of this is there is not an EFFECTIVE platform to voice significant concerns in a non-threatening venue. Information always goes back to the "perpetrator" (might be a strong word for this), and people have been unduly singled out for speaking up - so there is no real chance for a positive change to occur in these situations. Engaged employees often put forth discretionary effort, and this is what we need to harness in this workplace. Often, people here end up coming to work for 8 hours, getting things done well, but without the "above and beyond" attitude that brings about innovations and feelings of belonging. I hope this survey is the beginning of a thorough workplace assessment and that will lead to interventions that will create a positive change in employee engagement and ownership here at SNHD.

I would currently recommend someone work for SNHD however if any of the current bills pass the state legislature regarding either eliminating PERS, disbanding the unions, or eliminating the ability of employees to bargain contracts then I would not recommend someone I know work for SNHD due to the negative moral that would result. The employee would have no say in the hours worked or the schedule week to week. Also the trust in the company that we as professionals will work like professionals is very low. No open communication above manager level in EH. Allowing someone to adjust their schedule as needed for their life was also a moral booster. Now we cannot even mention that a possible adjusted work schedule would benefit our personal life in any way. Why can't we do things to benefit both the employee and the company? You would have happier employees as well as complete the work needed in a timely manner. Some employees that have some medical conditions can work longer on some days versus other days depending on how they feel. Why not let them leave early on those days that they can't make it through the day and work longer on those days they feel good? As long as the supervisor and the employee agree then it is an equitable arrangement but even these decisions have sometimes been taken away from supervisor level.

I would like to see positions re-evaluated based on the work that they do. Everyone is an EH1 or EH2, however, there are some positions that require a more in depth knowledge of the appropriate codes. Pool plan reviewers must have thorough knowledge of the construction section of pool regulations and a thorough understanding of pool hydraulics to ensure pools and their circulation systems are constructed to code requirements. These projects require detailed review of plans, hydraulics, and applications, research of equipment, and multiple inspections in the field in order to ensure that approved plans are followed during the construction phase of each project. These projects are ongoing and may take over a year to complete, meaning the inspector must coordinate with the project manager and provide follow-up and over site throughout the project.

<p>If upper management would come down into the trenches, they would see the worker bees, feel the <b>Re</b>. dripping off of us, and maybe they would get to know the strength and weakness within the division. Unfortunately they manage from afar and therefore had to give us this survey to find out whats happening. So silly for them. So disconnected from us. And they wonder why they have problems. Learn how to be great leaders!!!! Glad <b>Redacted</b> are gone but honestly, its the same <b>Re</b> just a different smell. Thanks</p>
<p>I'm a new employee that started <b>Redacted</b> ago, so my responses are based on what I have seen so far. I see rapport/team building as very important, especially with new employees. Good relationships may determine job satisfaction with employees down the line.</p>
<p>I'm satisfied with my current position/workgroup and immediate supervisor, however upper management's (Director level and above) decision making seems very unstable to me, sometimes conflicts with current policy and changes day to day. The decisions sometimes don't seem logical or well thought out and "made on the fly". This is the main reason for some of my "dissatisfied" responses.</p>
<p>In my many years in SNHD I noticed moral has gone down. Employees are not empowered to think or give suggestions. There is no clear career path to follow. Management and HR play favorites and no nothing for the rank and file.</p>
<p>In regards to the previous question (about recommending a colleague or friend apply to SNHD), I wouldn't recommend it at this time due to the lack of interest on management's part (including senior) to make sure the front line of employees - those who actually deal daily with the public - is staffed sufficiently. It seems like management has no problem hiring other managers/supervisors (at higher pay) then spending the money on the actual worker bees. Fewer workers on the front line leads to unsatisfying client interactions and stress, as well as paperwork, e-mails, and voice mails piling up. Until there is better balance on the front lines, I wouldn't recommend working at SNHD. I would also like to say that while I understand accreditation is important to the organization due to financial benefits down the line (at least that's my impression?), on a day-to-day basis I really don't care. I don't need updates on every little thing that happens. Quarterly is MORE than sufficient for updates.</p>
<p>In the decade that I have been employee I have seen a marked change in the organizational culture which has me very worried about the future of the organization. We were a caring organization ten years ago. We are now focused only on fiscal stability and self-serving endeavors. We have lost some of our most intangible assets such as passion and spirit for the mission we serve in our community. Our pay has been eroded and our workload has been increased. We want to work productively but our work has not been appreciated and our voice has been put on mute.</p>
<p>In the many years I have worked for the Health District I have been very happy with my job and the District as a whole, however unfortunately I am very dissatisfied with the current executive management team, <b>Redacted</b> there have been so many poor decisions and I don't feel the emphasis is on actual Public Health, and our duty to protect Public Health is seriously lacking. Executive decisions that go completely against adhering to our standards and regulations. Poor decisions leading to lack of response that I fear could put the District in some very real legal trouble. As a long time employee I've always been proud to work for the Health District, even in rough times, but lately I feel very ashamed, frustrated, and concerned for the residents of Clark County.</p>
<p>It has always puzzled me on how long it takes this organization to relieve an incompetent employee from their job. Especially when it has been proven that even though that particular person "passed" their probation period, they no longer can handle their job duties. Over and over I see people who really are a waste of this organizations money. The money could be better spent for the benefit of the community and organization.</p>

It has been a pleasure to work beneath my immediate Supervisor and Senior EH. They have created one of the most positive, encouraging, and team-oriented atmospheres within our department and more specifically our immediate group that I have ever been apart of. Every person in our team is different and contributes in different ways toward achieving our team's goals and also our individual goals. Our team is incredibly supportive when obstacles arise, and manage to pull together as a cohesive unit to solve problems. During meetings our group is often given a platform to speak our minds, submit suggestions or alternatives to obstacles, and are encouraged to give feedback from directives given. When the financial climate is more encouraging, it would be beneficial for our team to get additional outside training. I can say without restraint that our immediate group/team is dedicated and passionate about maintaining and improving public health within Clark County. Our team has been blessed with a stable foundation laid by our immediate Supervisor and Senior EH because we lack the support that we need from our upper leadership team. Directives given from upper management appear to obstruct or contradict procedure and/or polices put in place to ensure the integrity of public health. Often times these verbal directives leave SNHD and public health vulnerable to considerable damage and/or possible litigation. Unity, team, and leadership are words often used by upper management but are seldom put into action. In order for our team to maximize our potential to continue to improve public health, we need our upper management to support and place faith in the feedback given by our Supervisors, back decisions made in the field by our EHSs before succumbing to opinions given by disgruntled "Industry", minimize the "shoot from the hip" decisions, and last but not least put public health first above all. I am all for maintaining positive relationships with Industry but not at the expense of public health. I am hopeful that this survey will be constructive, insightful, and allow SNHD to maximize our potential to better serve and promote public health.

It is a good job working for the public.

It is really unsettling time to be a new employee here. With the layoffs, "budget issues", management seeming to be nonchalant and uncaring that there are people attached to their "bottom line". Also, there is so much time being spent on accreditation. I am not sure how that benefits us as a whole. we have operated with out it for decades. Most health departments do not have it How is it beneficial? Also, it seems that we as employees are being asked to do more and more with less and less. How are these pressures going to be alleviated? Especially as it seems there is no new help on the horizon. I expect when my department is moved to a new division soon that my already demanding job and caseload will be twice as such. When/how am I supposed to learn all of the new demands when I am barely managing what I have now?

It is truly a shame to work for a Public Health department that does not truly care about the health and well being of the public and it's employees. It is understandable that this is still a business and requires funds to function, but we are here to serve the public and that should be the priority. We should not be putting numbers in front of quality of care and employees should not be told on a regular basis that if they are not satisfied with their jobs, they can leave. It's not a matter of not being satisfied with the type of work I do as I love working with the clients I serve. It's a matter of not being satisfied with the people I work with. Management and upper management don't genuinely commend employees enough, or at all, for the work that is done. Who wants to work for a place that constantly tells you that you can easily be replaced? If it wasn't for the clients I serve, and the benefits offered, I would no longer be here! That seems to be the common theme here.

It is unfair that some employees were reclassified and required to work after hours and on weekends without additional compensation. These employees have essentially taken a pay cut.

It just seems to me that alot has changed. Although meant to be for the overall good of the District, but does not seem to be so good for the employees. Especially for those who have been her for a

while with the hopes of being here. I feel as if those programs and positions are being eliminated because of personal beliefs or feelings towards them. I also think that there is a disconnect from upper management to the regular employees and there is a greater disconnect from one location to the next. It's as if the outlying clinics get forgotten about when decisions are being made and there is no consideration given. It seems as if there is a this is what it is and you just have to follow suit type of deal. The decision has already been made and then the opinions of the workers who have to complete the tasks are asked how they feel about it. The only time upper management goes to the outlying clinics is to be introduced when a new upper level position is hired.

It seems to me that now that SNHD is applying for accreditation, they are taking more interest in their employees...

It's very difficult to answer honestly on a survey like this and give something specific and useful without being able to be individually identified. I don't trust [Redacted] to do what is right for the community; he seems to be more focused on himself. He spent lots of time talking to the staff about the future of the agency, but didn't really address what the impact of budget cuts would be on the people we serve. He loved to talk about what was going on with the building (at our all-hands meetings), but seemed to get upset if anyone asked him about anything else. He is pushing accreditation toward some arbitrary date that just happens to be the time of his annual review. He loved to tell the media that there were selected ebola hospitals, but wouldn't even tell staff (with a need to know, like the disease investigators) which ones they were. I guess I don't believe that someone who flies home to [Redacted] on the weekends to all that invested in our community.

Leadership at the District is not open to employee input. In fact any feedback contrary to Administrations plans is taken as resistance to their efforts to get a handle on the budget and then you are targeted as being against balancing the budget. [Redacted] was bragging in the all hands how he's held the line on salaries in Administration. Yes he has on the backs of the lowest paid employees in the Division. We have had a "stealth" layoff this year. He refuses to fill positions that were budgeted for this year, strictly for monetary reasons, without any consideration on how it is effecting the operations of the Division. When you ask leadership how you are supposed to complete your work without the proper manning levels you are told "I have every confidence you'll figure it out". Worst response I have ever received from any boss in my adult life. Zero guidance, just do it, and oh by the way with only half the staff. But we have funds for an accreditation person and that whole process.

Management does not seem to be competent, especially [Redacted]. All decisions are made without thought and without explanation. Questions are discouraged and often times employees who have questions on decisions made are punished. There is a huge lack in job related training. EHS Is are required to pass the REHS exam and are not given resources to be successful.

Management does not solicit input from staff in the decision making process which makes staff feel undervalued and isolated from the organization. But [Redacted] openly prohibits EH staff from interacting with [Redacted], even in forums where [Redacted] solicits input or questions directly from staff. Enforcement decisions made by staff are frequently overridden by the [Redacted] leading to lower morale and a feeling that any decision may be undermined at any time and that this reduces staff legitimacy to the regulated community. There is also an overall feeling that many in upper management have little to no understanding of how to perform the jobs they supervise, which fosters the feeling that decisions are made based on a poor understanding of the situation or conditions and those decisions are subsequently poor. Upper management seems to be more concerned with putting out political fires when they should be concerned with enforcing public health. There is a phrase frequently used that EH practices Political Health, not Public Health, which

seems a bit sad to me.
Management makes decisions without input from employees or concern about their feelings and thoughts. Blind loyalty is rewarded, and any resistance is punished.
Moral is low because the department is working short staffed, open positions are being dissolved and not filled. Yet, Administration authorizes to hire another Senior staff with a salary that adds up to all the positions lost. There is talk of projects and change for the department, but I have yet to see any forward action. Since this section is not located in the main building, there is a feeling of isolation, no networking, unable to attend events at the main building. Administration does not visit, which although may be a good thing, lends to the feeling of step child status. The employee survey is encouraging, but there is belief that it will bring about little change and will be widely ignored as have any suggestions or issues been in the past. Many employees are afraid to answer the survey due to recognition and retribution.
Most people are cool here at the District, but there are a few that are interesting (not in a good way) . I've worked for many years at different places, but it was not until the last 3-5 years that I had to be distracted by what others might be saying or thinking about me. In general, I like my job, put have concerns about some coworkers. I don't believe that people should be uptight at work, but there should be a certain level of professionalism demonstrated between coworkers. No one should have to feel intimidated by any other employee. What avenues are available for employee(s) to express their concerns especially before anything happens? I am happy with the direction that the SNHD leadership is going in. There is hope for the future
My immediate work environment is encouraging, supportive, resourceful, focused and professional. Our group focuses on the tasks at hand in a reasonable, and well thought out manner, we look for the best decision for all involved in an ethical manner. We strive to remain professional. It has been a huge challenge with this new administration, it seems with the challenges presented to them they make hasty decisions without weighing out the pros and cons, and doing a little investigating before making a decision. Sometimes to make the BEST decision a little investigation goes a long way. (i.e. when a problem is presented by one employee or member of the public - take some time to politely, and attentively ask questions to others that may be or have an impact on that topic). Then respond in a professional matter, make eye contact with them and keep your phone in your pocket. I have heard from industry how disrespectful it is when during a meeting someone is looking at their cell during the entire meeting which gives the impression they haven't been actively listening to the speaker (Unless it's an emergency phone call - they should keep their cell phone put away so the attendees have their undivided attention). I have observed this with one EHS and <span style="border: 1px solid red; padding: 2px;">Redacted</span> , where they keep their cell phone in their hand and stare at the screen while engaging with the public/industry. In EH we all are investigators of some sort; we have to ask the public/business operators a series questions to come to an educated decision/outcome/inspection report. We do not place favor anywhere except for what the ultimate goal of the Health Dept is, and that is to promote and protect the environment and public health of Southern Nevada residents and visitors. We as EHSs are educated trained professionals and we as EHSs know more about pathogens that cause human illness, environmental contamination and other related topics than the general public/business owners at large. We cannot hold that above them, we as professionals must educate with compassion and thoughtfulness and yet maintain the integrity of the regulations we have been entrusted to enforce. Industry should not be allowed to circumvent the educated EHS, when the EHS is following protocols and upholding the regulations/codes. We are the custodians of the people of Clark County. The new upper management has a lot of decision making to do within their departments as well as trying to handle and make decisions about the finances of SNHD, we employees understand that, but many times the decisions UPPER management makes for EHSs and the work that needs to be accomplished is jaded by their



financial decisions and by influence from industry (Because industry wants less regulation - that does not mean it's the right choice) This Organization needs to get back to the whole purpose of the Health Dept - it's to protect and promote the health, the environment and the well being of SN residents and visitors. Regulations and codes were enacted for the best interests of the people. "If it's not broken, don't fix it; If it's broken fix it right the first time" There is a saying "History will repeat itself" and "Those who do not learn from history are doomed to repeat it" At this organization there have been many changes in the past 10 years and I learned that there were many more changes before I arrived. When I was hired I was told this organization is in constant change, which has been true; some of the changes were for the good and some not so good. The goal should be to make more of the good decisions; this can be accomplished by asking yourself before giving the final decision, is this decision the best choice for all involved or is this a selfish decision that only meets my own agenda. A former Supervisor was arrogant and used to make decisions just because he could or just because he wanted to go against what he knew everyone else thought would be the best answer, needless to say a lot of turmoil and uproar resulted; whereas making the right (Best) decision for the situation would be best for all and would be received with respect and honor. I rant: I love this profession because I am able to go out there with my knowledge and training and protect those who are naïve, inexperienced or uneducated in the topic of Environmental Health and share with them my knowledge to help make their lives better/safe/healthier. I trust that this is what all employees of any Health Department strive to achieve.

N/A

New leadership has made many changes over the last year. Problem managers are gone, problem employees still exist and are not being dealt with.

No thank you.

No, I would not. I have worked here for many years. We have had 3 or more Chief Health Officers, just as many Director's of Administration, several HR Administrators, 2 EH Directors, 3 or more EH Managers and several employment changes in EH Supervision. Most of these changes in employees were not voluntary, but they were either forced out, laid off in lieu of being fired, or resigned due to the lack of ethics, integrity and morals of the District and Department. It is the most negative environment that I have ever worked in. I do not feel valued or appreciated. Throwing BBQ's and Bake sales will not change the fact that the employees are treated like a liability, not an asset. In one week, we have a Bake Sale and are sent a "friendly" email from our Director to ENJOY our Friday. But during this week we were told that they are discontinuing our use of Digital Camera's in the field and that we must use our SNHD issued \$600+ iPhones to do this task (cost of damage or replacement would be our responsibility), we were told that [Redacted] once "open door" is now closed and that we should not bring anything to her attention directly and we were told that we will not be given overtime for "dinner openers" but that we must adjust our schedule "when business need indicates and/or that they will be flexible as long as a business need is being fulfilled". It seems like [Redacted]

[Redacted] is retaliating against the Food Operations Program, [Redacted]

[Redacted]

[Redacted] No baked good can take the rotten taste from my mouth. It doesn't seem to matter who is in what management position, it has been the same circumstances through my tenure here at SNHD. Why do I stay? I have to provide for my family. And the 8 hours I suffer through here, give me the means to enjoy the of pleasure of my family and friends. We do not get paid training. We used to get the \$150 paid for our yearly EH Conference. And that was enough training to get the required CEU's for our REHS renewal. But that is no longer offered. In the survey it asked about, "Flexibility to balance life and work issues". The culture in EH is that your family and/or life outside of work have no merit. If you need to take time off for family matters you are reprimanded. An adjusted work week or day is

only allowed if it is deemed necessary and/or benefits SNHD. There is NO flexibility to balance life and work issues. Only Flexibility for work issues.

NONE

Once your topped out in the pay schedule, there is no chance of earning increase income except for Longevity pay, which is threatened to be taken away from us each time our Contract come around. Cost of Living increase is also ever changing per the Contract. Higher paying position or titles have been eliminated. Everyone the same job classification is paid the same regardless of there contribution to the job.

Our department has been over looked for years and due to the complexity of our work (in my opinion) should really be looked at. There is no room for advancement or opportunity within the department. There are employees within the organization with much less responsibility and are at the same pay grade and higher. Our work is valuable to the community and needs to be recognized and appreciated instead of being ignored.

Our entire office (section) has become almost totally reliant on grant funding. We are forced to write grants that take 3 months, develop complex budgets, implement the programs, develop the contracts, write the reports, and do the jobs of the other sections that are supposed to be supporting us. When the grant goes away; we are told that health district funds will not be used to cover our salaries. Grants were supposed to be used to enhance the programs for the community and instead they are used to fund our positions and we are constantly being told we have to get more grants to save our positions. District funds are then used for other departments that have no grants and are fully funded with health district general dollars. We have brought in multi-million dollar grants without one new person being hired in ours section. Also, employees who are leads and function as supervisors need offices with walls and doors. We are being told that in the new building, only supervisors and managers will get offices with doors. we can not properly do our job of supervising, coaching and mentoring without some privacy. The health district needs to assure that policies and procedures are being interpreted and implemented appropriately in all sections. Certain groups are forced to stick to inflexible rules and other sections are interpreting those rules in a different manner. This has been happening for many years. In some cases it is like certain sections are held to standards like no other section at the health district. Uniformity and consistency needs to occur and the district upper management needs to assure that all managers are fairly and equitably relaying the information and fairly applying the policy.

Our executive management has been the worst ever in all the years I have worked here. [Redacted] [Redacted] makes up rules as she goes along, does not follow through, and is very unethical. It constantly feels like [Redacted] do not tell the truth and are constantly trying to cover some immoral or unethical thing that they are doing. When issues are brought up to the [Redacted] he puts his head in the sand as if he is scared. The HR department in general is horrible. They play favorites and do not know anything. This organization has the potential to be so great. The only way it will be is if you get rid of the few cancers in the organization- [Redacted]

[Redacted]

Overall this is a great place to work and most of the time I enjoy my job very much. I do feel that some very questionable decisions have been made with regards to [Redacted]. This person does not belong on the position she is in, she does not have the skills, knowledge or temperament to effectively lead and promote the EH division. I personally have had limited experience working with her, but the little I have had I was very unimpressed by her decision making and critical thinking skills. I know of no one in EH who has much respect for her, affection for her, or in general thinks that she knows what she is doing. I feel that she is creating very poor morale in the EH division and representing SNHD as a whole very poorly in the community and with industry partners.

Redacted	<p>doesn't seem to notice or care, and has put her in positions (related to ICS structure and the Ebola situations) that she has no business being in because she clearly does not know what she is doing. This is not an attack on her personally, I am trying to make this an objective reflection and observation of what I have personally experienced of her performance and other things that I have heard about.</p>
<p>People are being encouraged to be involved</p>	
<p>Senior management/management make decisions about day to day activities of individual positions with out understanding what the job entails. They do not seek input or information from the employees doing the job. Once they have made their uninformed decision there is no follow up to see how said decision is working out or if it works at all. Yes, progress and change are good, but, quit trying to fix what isn't broken when they don't even know how it works in the first place. Job security is important but it is hard to feel secure when senior management look to lay offs as the best way to save money.</p>	
<p>Since the District hit crisis mode at the end of 2013/start of 2014, it has become more and more oppressive to the remaining employees. Especially in Administration where we're expected to take staff cuts with no relief (and management stating that more are on the way). Even within my department, we are being more and more micromanaged. Anyone who is a manager or above needs to take some professional development courses. There are some co-workers that are not adequately trained to do their jobs with the skillsets they have. Also, there are NO opportunities for advancement in my current position. I would have to wait at least 10 years for my current manager to retire before I can advance. Currently, I cannot apply 100% effort and focus to my work when that work is spread out over many tasks, projects, and daily "fire fighting". I truly feel overloaded and see no end in sight. With all that being said, I do think the District's current leadership is trying, but following their current direction, they have lost and will continue to lose great employees. I think it's time to call in some efficiency experts or someone to help them out and get the District appropriately restructured to be more financially sound while focusing on quality employee retention.</p>	
<p>Since there has been a total change in all of the Senior Management staff it feels like it is them against us the past couple of years. Pay levels are also currently being chipped away at.</p>	
<p>Since we are short on space, there should be an option to telecommute. COLA back on the table for discussion. New building was designed without input from line level staff. Unfair space allocations.</p>	
<p>SNHD has a history of not disciplining / training supervisors who overstep their boundaries with employees. The employee feels defenseless and feels that HR and executive mgmt. always support the supervisor even if he or she is in the wrong.</p>	
<p>Some of the questions on this survey are subjects of bargaining and responses from this survey should not be used outside the survey to attempt to sway staff opinion. As staff the word among employees is that Management is not honoring the spirit in which the contract was settled and not following the intent in matters being handled at JLMC and overtime. (the JLMC meetings have been canceled and no steps are taken on the suggestions.)There are departments who are being stifled and intimidated from even asking questions of the Directors. That is a toxic work environment. When these questions arise we need to reconvene the bargaining team and if need be pull the notes to clarify the situation. Some parts of management and staff seem to have selective memory about what is happening.</p>	
<p>Thank you for allowing me to express my comments about our workplace and I hope my concerns and others will be use to guide the organization to continue the things that we love about SNHD and improve the ones that need to be improve. I understand that there is no perfect place to work but we can always strive to learn and be better. I also understand that we need to be financially stable to operate to thrive but we also need to think the needs of each programs, staff and clients to achieve the different goals that their programs set to accomplish. It does not have to be over the top.</p>	

Reasonable and practical will work too. Thank you.
<b>Redacted</b> has not the best reputation in the Community or Organization
The corporate financial responsibility seems to continue to be a sore spot with most employees. The Target deal for example: In an All Hands meeting we were told point blank the deal was done just the paperwork had to be signed. Next, we were told: No, the owners have to sell the property first to someone who is willing to sell to SNHD. Then there were many other speculations and rumors; some true, some not. Sometimes it seems SNHD is penny wise but pound foolish.
The credibility/truthfulness of district administration, <b>Redacted</b> is suspect. On a number of occasions employees been given assurances to gain our compliance then plans and policies are implemented to the contrary, usually to the detriment of the employees and the community that we serve. The prevailing sentiment among most employees is that the District Administration cannot be trusted to be truthful or to be working in the best interest of the community or employees.
The cubicles do not foster an environment for joint productivity, it separates us from our co-workers and stifles productivity.
The culture at SNHD has changed over the years from team work and respect to Corporate money making for management and less about the public and employees doing the work of public health. Example: Top management including <b>Redacted</b> , received pay raises during the last employee lay-offs. Workers get laded off and go on unemployment while top SNHD management gets rewarded does not seem right.
The current attitude at the District has changed significantly with the new Executive team. The focus is on money and looking for the cheapest way to perform work rather than what could benefit public health. The Executive team management style appears to be based on the chaos theory with decisions only made at the top without consideration of process or workflow at the front lines. There is little recognition for the good work that had been accomplished by the District in years past. Staff that have suggestions or concerns about policies feel uncomfortable with bringing them up because of the concern for covert retaliation for asking about the decisions made by the Executive team. The frontline staff are trying to perform work with less resources and staff. Changes to District process are not well communicated which then creates more frustration because of the additional time it takes to accomplish a task.
The current culture of the health district does not encourage autonomy or independent thinking. Leadership continues to make decisions that directly impact employees without taking into account the long term effects.
<b>Redacted</b> is incompetent, insecure and a bully. She threatens managers and supervisors who offer input different from her ideas. She picks favorites and she sides with industry over her own workers and over what is law. She doesn't even know the names of most of the people in her division.
<b>Redacted</b>
<b>Redacted</b> She thinks she is still an officer in the military and everyone under her should follow her orders no matter how wrong she is. She has a person from HR at every EH meeting and function to make sure she doesn't say something unlawful, but she typically does it anyway. She has EH ones and twos sitting in as director when there are capable managers and supervisors to do this, then calls it mentoring when is truly favoritism. I notice all of this on the rare occasion that I see her. She almost never shows up to division meetings, and when she does she tells us over and over that she does a lot of work and we should trust her. I have told her before she has to earn the workers' trust and not demand it. She lacks effective communication skills and just shuts down instead of dealing with matters when she doesn't get her way. EH is at an all time low in all respects. I would take any of the previous directors in a heartbeat if we could get her out of here. She does not know

how to do this job.

The employee culture is mentally ill. The past and breed negative attitudes in many folks. Cultural change will take years...

The Environmental Health Department has a very bad reputation within SNHD. I do not work in EH, but the former employees that I work with have all stated that they did not feel supported or that their opinions mattered. Their concerns centered around the supervisory staff in EH (specifically restaurant inspections).

The Environmental Health Division continues it's downward spiral of morale and overall capacity as a result of unqualified 'leadership'. [Redacted] has shown little technical competence and proven her inability to effectively manage the needs of the community and employees, while negotiating the demands of [Redacted]. A few recent examples include dismantling the afterhours Stand-By Duty program, the 'act now-think later' response approach to the potential Ebola crisis, the belittling behavior demonstrated to individuals at staff meetings when questioned, the terribly inconsistent communication to supervisors regarding Division wide matters, and attending large industry meetings without managerial or supervisory staff present as part of the discussion. This behavior undermines the morale of staff and their ability to confidently - and safely - do their jobs. Ultimately the health of the community will suffer. In the same breath, appreciation must be given to the Environmental Health managers for maintaining a buffer between supervisory staff and the Director, and ensuring EH's basic mission is not compromised. The issues described above were addressed by SEIU to the Board of Health during the February meeting. The comments made at the time, although fueled by nervous emotion, have significant merit and should be thoroughly investigated.

The executive administrators have no idea how the district works. They are rarely seen with the public observing the processes. No, the directors or supervisors will not tell them how badly our customers are treated. The customers are treated terribly!! Health Cards dept. should be scrapped and a new model adopted. [Redacted] are some of the worst offenders when it comes to how the public is treated. [Redacted] still make up their own schedules. ALL district offices should be open at the same hours...8am to 4:30pm. Services should not stop at 4:15 like they do in Health Cards and Nursing should not need an hour after the doors are closed to finish the days work. Employees should be split 7:30 to 4 and 8:30 to 5 to cover the day and breaks in between. The main building should be open for employees no earlier than 7am and close on time, every day at 5:30. Janitors should have the time to properly clean the offices and clinics. There should never be only one cashier open in the main building. A cashier should be in each department so moms with strollers and the handicapped can have easy access! The union should be decertified. [Redacted]

[Redacted] have shown to be dishonest and only look out for certain persons or positions. They do not represent the entire district fairly. The floor plan for the new building is idiotic. Executive admin/HR/Legal should be in the suites and all the services should be in one place, same entrance and exit, "one stop shopping" and with real ADA accommodations. The restaurant should be enclosed as an employee break area. You should not have the public walking through the building with food and drink and into clinical areas! [Red.] should not have accepted a raise, especially when so many were given a lay off. [Redac.] did not take a raise when money was tight... EH should not have been allowed to have badges. What authority do they have to be "sworn". There have been reported problems since day 1 with these want to be police since the badges were passed out. And let's not forget the expense... District vehicles need to be replaced. They are old and worn out. Nursing has always been a mess. We give too much away for free. We bring on grant programs they say pay for themselves and they truly don't. Then the grants go away and we keep the programs, for whatever reason, under 8010. Nursing is top heavy with Leads, Supervisors and Managers. We don't need a

Director of Administration. We need a Quality Assurance Manager. Somebody that walks in the shoes of our customers. Somebody that employees can go to with ideas or concerns without fear of targeting. Somebody that spends time with employees to see what their experiences are like. Somebody that can make changes that are common sense based. Morale is awful. No baskets or popcorn machines will make it better. "Employee activities" are only in place to meet some accreditation goal. Nobody respects HR. People are still concerned about losing their jobs. This used to be a fun place to work at. Sadly it is no longer.

The extreme workload and disproportionate responsibilities across the same positions or programs within our division leads to frustration and low morale. Unfortunately, it causes us to not want or have the time and energy to engage in special projects which would otherwise be rewarding and self-developing. Opportunities for training aren't offered equally.

The future of SNHD is in question. Current senior management seems to react forcibly to emerging issues. They seem to shoot from the hip and not consider all the information. The wealth of knowledge that could be utilized from staff seems to be routinely ignored or excluded for a "I'm the boss so do what I say" mentality. Upper management seems to be promoting divisiveness within the divisions. Pitting the various division against one another rather than working hand in hand to promote public health. There seems to be a very draconian punishment system being utilized on staff. Staff are punished for asking questions when they have been trained for years to do just that. Upper management continues to change long standing protocols and procedures, but none of these changes are ever placed in writing. All changes are being made verbally thus rightfully making staff wary. Alternate work schedules are allowed. Staff are able to better serve SNHD with them. Then they are taken away with very little notice and virtually no time allowed for staff to reconfigure their lives. Money is being collected to fund distinct programs. The money collected vastly exceeds the costs associated with the programs. This money is being allocated elsewhere, while the programs that collected the money are constantly being told to do more with less. Having worked here for years I can say that I have never seen morale lower than it is today.

The Health District lay people off and then they hire other people. This does not promote feelings of job security. Also, things change in my job and I am not informed about the changes. I find out about changes from someone other than the person who makes these changes.

The Health District offers opportunities for people to come in at an entry level and have a good paying and relatively secure job. They just need more opportunities to train entry level employees and let them advance within the health district so they see a future and not an endless, physically demanding job where they could learn to type and use a computer and move into a clerical position. This would help some employees have a better work attitude if they see there are opportunities provided by the Health District. That would show more good faith with upper management making moves in the right direction instead of what appears to be only caring about their own upper level staff. The communication is segregated to upper management and their immediate mgmt. level staff. There isn't a flow of information going both ways. It seems upper management makes decisions about running departments and do not ask for input from the staff members who actually perform the tasks or those who actually understand the process the best. Decisions are being made as to how things should run without understanding the impact of those decisions that are made in a vacuum.

The IT Department has not been given value by the rest of the Health District. We are usually an afterthought. When new technology is necessary to other departments, they don't ask IT's opinion even though we are here in-house for technology support and knowledge since we are the Information Technology department. And when things go wrong, the IT department gets blamed for something they didn't have any say so in the first place. Most people we interact with think that we don't do anything unless someone calls us. It's completely understandable that the rest of the District

is not tech savvy and will never know what it's like to be a computer technician, a server-person, a database admin, a programmer (Software Engineer), an IT Manager and an IT Supervisor. But that's why we're here and that is why we have work to do. There are a lot of other people who we have to support technology-wise so it doesn't mean that because one person hasn't been helped in a week that we don't do anything for a whole week. This doesn't only mean tech-support. This also means asking for websites and apps. And there are processes that we must execute and we need a lot of communication and understanding from others. For example, making most websites and apps don't just take a day or a week to become a solid-tangle form. There has to be analysis, problem-solving, debugging, lots of different kinds testings, communication between the person who asked for the website or apps, researching. We need requirements from them, designing for end user experience and usability, making the server and the database work, etc. Basically, everyone else only sees the tip of the ice berg when it comes to what IT does. But there's just so much more to that. The worst for me is when a person asks for an app, and that person gets really excited that he/she has an idea and it's going to be great. But he/she never thinks about what they want to tell IT, what the requirements are, what the app needs to do, what is the overall purpose of the app. But then we're given a time-crunch and an impending due date. And in the middle, they're thinking of changing how the app actually works. It's different when they're asking how the app will look, but changing how the app works means making a whole new app. Or when they can't decide of a logo and we've spent a whole day thinking of one, and designing in Photoshop or Illustrator and at the end of it all they realized they haven't asked Clark County or other people's permission to change the logo. So all that work went to waste. It doesn't work that way. Big tech companies like Zappos, Facebook, Google, Apple execute processes. We don't just sit here waiting for someone to tell us what to do. We have projects and other things to do that's in a queue but other people think everything's just find and dandy that they ask us to do something for them when they don't understand that things just don't work in a snap. Having a few priorities are okay but it's not okay when others think we are having fun just juggling things everywhere and that we end up balancing everything in the end. We work, we like to work, we love technology, we like to help others, we can assist others but we're also people.

The main concern is job security. That is the one factor, more than any other, which determines a decision to stay/leave. If I feel that I cannot depend on the organization being viable, then I will seek employment where I feel stability/security is not an issue. The next factor, in descending order, is pay. While not market value for wages for my specific job, it is satisfactory at the moment. However, if other factors surrounding the job continue as-is, then pay becomes an increasingly important factor when deciding to stay/leave the job. The next factor, in descending order, is job satisfaction. If the work feels meaningless, or is uninteresting, or if there are no opportunities for professional development beyond what I personally seek and pay for, then the job becomes stagnant. The job needs to be interesting through interesting/meaningful work, a chance to interact professionally with peers, and to expand as appropriate within the job.

The mandatory budget cuts being made are impacting employee morale. Employees are expected to perform a two person job to fulfill the additional job duties of positions being cut. Lower level positions within the organization are being cut while upper management positions are still being filled and yet, lower level positions deal with the public on a daily basis. Appreciation by upper management is minimal, if any, for the outstanding work we do perform and yet, are quick to point out our errors. Employees have no desire to take on other challenges/tasks as we have no time to do so.

The people I work with are great. I like what we do and what our program tries to accomplish. I can appreciate the overall goal of being debt free by our Executive Leadership, but there are times that this seems to be the only focus. There are many of us who care about the health of our community and how we are making an impact. We like to hear about and discuss those things too. It seems as

though we only meet to discuss our financial state and the building status. There are some interesting and amazing things happening around our district that I wish we could turn our attention to as well. Some decisions seem to be made with little regard to the implementation or how it may affect the employees. For example, the move from 400 was not planned or executed well. The expectations that management placed on employees (especially those in IT and facilities) were unreasonable. Some programs were not given much notice to pack. Employees were not pulled from their regular duties, services were not suspended and staff were just basically told to 'figure it out'. There didn't seem to be much consideration on the part of management as to how big of a job that really was. Overall, SNHD is a great place to work and I am happy to be part of this team.

The people who bought the computer program that does not work should be fired for all of the permit money spent on developing the broken program. Management and upper management is too inexperienced to be in the positions they currently occupy. We had to settle for inexperienced (all levels) managers because qualified persons would not apply or accept the job of managing SNHD. Revenue farming (increasing money in to SNHD) seems to drive the public health in Clark County more than the health of the community. SNHD refuses to embrace using ICS when conducting community activities and events. They (mgmt.) train us but don't apply/use the training. Just words. Human Resources seems to want to hire Supervision/Managers/Directors without experience, training or developed/demonstrated leadership skills. Thank goodness for a self motivated staff of inspectors. Management acts like normally

The perception of Administration is that it sits in its ivory tower making decisions without any thought, or care, of how it affects the employees. It is obvious that our opinions do not matter. It also appears that HD has gone from the initial intention of serving the community as a public health entity to a "bottom line" business.

The shady and unethical practices of management AND Human Resources have created an environment of distrust that just won't end. This was proven when changes in both management and HR occurred. "Meet the new boss. Same as the old boss"

The SNHD has a very low employee moral, and need some sort of consistant employee recognition. Maybe an anual picnic or dinner SNHD sponsored and paid for to let employees know they matter

The survey did not get at any roots of problems and it seemed designed to elicit responses that would, when summarized, paint SNHD in the best light possible. More specific questions should be asked.

The work environment has become oppressive, with dictatorial management who has no idea what the boots on the ground do day-to-day and the challenges that they face in the field. Management also lacks the knowledge and experience to use proper, ethical judgment when making decisions regarding policies, procedures and in supporting field staff.

There appears to be a huge disconnect between upper management/administrative staff and lower level staff. The needs of the division are not being properly justified/defended based on the directives given, appearances made, and lack of communication provided by upper level administrative staff/management. There seems to be no interest in making sound logical decisions that would benefit the division, SNHD and the public. To my knowledge, staff feels unsupported and misrepresented overall.

There appears to be a major disconnect between Redacted and the rest of staff. While Redacted Redacted are faced with daunting challenges, the changes that are being made do not benefit the community as a whole. There are many examples of this. The phrase "Industry Friendly" is used on many occasions as a reason for decisions that can cause a detriment to staff morale and possibly affect the community as a whole. An example of this is the verbal requirement that in larger facilities, staff notify the on-site person before they commence with an inspection and to not show up



on the back dock and start inspecting. This has two potential effects on the public health, first in the inspectors mind, it puts industry before staff, Rather than be concerned about whether the issue at hand is an issue of public health importance, the question asked is will the director be involved in this decision. I suggest that the phrase "industry friendly" be changed to "community friendly" since our ultimate customer is the community who we are protecting through enforcement of the regulations. The industry is not forgotten in this phrase, but is included as part of the formula to determine if a regulation or practice is worthy of continuing. ar, Director, Southern Nevada Additionally, because of budget constraints, there is no longer opportunity for staff to attend mission important training. While EH has been targeted for decreasing overtime, I am not aware that other divisions are facing the same scrutiny. I hear that OT is approved because it is from a grant. I do not see a difference between a grant funded position and a fee funded position. They are both positions that are expected to have a certain expense at the end of the year. When they were last updated, fees for temporary events took into account that OT would be used to compensate the employee. Finally, I have lost confidence in our Sr. Management. Many decisions are made that do not take into account the success of the organization. There are individuals within the organization that still maintain a silo mentality when asked to do something. They do not see the need to sacrifice their programs or give up skilled staff to other needier parts of the organization, in fact they have poached quality staff from other offices to build their empire. I also believe that Redacted does not have the leadership qualities that are necessary for a position of her authority. She makes decisions that brash and not thought out only to have them roll back, she provides equipment, then changes how that equipment is to be used and requires staff to purchase this change,

There are no longer very many training opportunities. Any training that becomes available from outside entities is no longer paid for by SNHD. EHS staff is required to maintain CEU's but the SNHD does not provide the opportunities to earn CEU's outside of HAZWOPER training. This is not right and effects morale. If we cannot afford training, we should have our 3 trainers on our payroll figure out how to provide training throughout the year that is CEU eligible. EHS staff shouldn't be forced to pay for a \$400 conference just to get CEU's. Also, in our day to day jobs, and for my entire career here, SNHD has felt like it is financially stable. Upper management has been shoving down our throats how broke the district is and it causes undue stress. We should all be fiscally responsible with the funds regardless and should not need to feel threatened. We should not feel the need to buy our own equipment or get equipment taken away because SNHD cannot afford to supply basic equipment such as cameras. They started buying \$300 cameras and iphones and then decided we are broke. If we cannot afford these expensive items, we should take a step back and buy more affordable cameras and phones.

there are very few people in this organization that are in management positions that are actual leaders. Too many have gotten where they are due to favoritism. The best and brightest are silenced while the dull and ignorant have run amok.

There does not seem to be a cohesive 3,5 or 10 year plan in place except balance the budget and accreditation. at least that the employees are aware of. It seems all the focus is on bringing in more money to balance the budget and accreditation. Unrealistic expectations of employees servicing clients because management does not really know how those services are provided. all clinic services are not the same. unequal distribution of work loads and program oversights between divisions poor support by support programs appearance of SNHD always reacting instead of good planning allowing underperforming people to stay in positions " just because" and then expecting more of others because the underperforming people are not expected to do their part. too much fear of union discontent

There is a large amount of frustration and cynicism due to upper management regularly pulling benefits (alternate schedules, overtime, etc.) from the food program in order to accommodate the

district as a whole. It seems the food program bears the brunt of the financial responsibility as well as being expected to make more cutbacks than the non-revenue producing programs. For example, I am told that the food program is not the section that is paid the most overtime hours, despite the fact that we are probably the only program that needs to be operating outside of normal business hours.

there is no opportunity for change or advancement. the middle management, supervisor, leads, are decided in advance and not a fair process. employees are not given an opportunity to contribute or taken seriously and are always rejected by management re: some good ideas. We are treated like children rather than the professionals we are..there is no respect.

There should be a path for advancement, especially for those employees that are seeking to advance by obtaining a college degree or graduate level degree. Many of the jobs that require a college degree have no room for advancement beyond the scheduled raises.

There should be questions concerning overall satisfaction with upper management and division directors. Therein lies the issues that plague the health district and it's employees.

This division is resilient. Employees have experienced and worked with poor senior management before, however, the current senior management is not competent. The senior management has only been here a couple of years, so they lack knowledge of the regulations and why we conduct business in a certain manner. Quick decisions are made without those who could assist being consulted and then we spend more time trying to correct the situation, go on damage control with staff and the community than we should.

This organization needs a top-down overhaul with re-focus on our mission and priorities. Focus on new building and budget at the expense of human capital investment (employee training & development). Past poor building choices have placed SNHD in this fiscal mess, however it seems the same patterns are continuing - if not as dramatic. Redacted displays emotional instability and inability to cope with challenging situations. Broad perception by employees that the division is suffering largely due to her lack of understanding of the programs, and her inability to adequately represent Environmental Health interests to the rest of the executive team, the Board of Health, and the public in general.

This used to be a good place to work and I enjoyed coming in. The last few years I feel Senior Management does not appreciate the long-term hard-working employees or the work the employees do. All they can think about is cutting costs, including the layoffs. Due to being topped out on my salary schedule, I haven't had a raise in YEARS! And in fact ended up with a pay cut due to paying part of my PERS increases. And we continually are told of little "perks" that are being taken away. Adjusted work schedules were suddenly cancelled with no real explanation as to why; no more retirement cakes; no cups or utensils in the break rooms; no overtime even if it's paid for by the fees collected. Employees on the first floor are treated like second class citizens; all activities are held upstairs. The first floor break room is open to the public, including access to the refrigerators we keep our food in. Our restrooms are also open to the public, while upstairs the break room and restrooms are restricted to employees.

This used to be a good place to work, but unfortunately it has changed over the past several years. Executive management has lost touch with the actual grind & mission that the employees perform daily. It has become a game of take and manipulation regarding the interpretation of the employee contract to further their needs. Instead, it would be better served by taking the time to listen and remedy the concerns of the line employees and supervisors. Additionally, Administration continues to take EH money when we are the primary bread winners for the District, move it around for their own purposes, and pilfer the EH budget to the point where we can no longer fill even basic needs (such as not reordering cameras that are necessary for all field staff as an example). A handful of industry members, due to their affiliation with the MGM Corporation and the political power it wields, seem to

<p>have all the affluence over the decisions made in our division, causing staff to feel unsupported. This has all translated into poor employee morale and lack of faith in Management's ability to guide the District properly.</p>
<p>Tired of suffering because of former District management poor fiscal management. Told health and safety of community is priority, then denied the tools to accomplish tasks.</p>
<p>Unequal expectations from supervisor with favoritism: the more you do, the more your're expected to accomplish, often doing assigned work of others that are not as motivated to complete assignments. Disparity in supervisor assigning work load: Differences in number of facilities more than 150 facilities between inspectors with same expectations of %completed on same time frame. Supervisor filters and often delays important communication from higher management. Multiple requests for cross-training has been ignored. Limited training in essential job functions yet evaluated as if is fully trained. I have requested more comprehensive training for the past three years, all have been ignored. My supervisor is very condescending and tends to micromanage. My work place is full of contempt towards our supervisor. I am unable to rely upon my coworkers. Supervisor is suspicious of and has distrust towards those he supervises.</p>
<p>Upper management is not familiar with what we do and is a consistent embarrassment when attempting to represent us to industry and stake holders. Most of upper management has been with SNHD for less than 18 months. It is extremely frustrating to try to defend our management's often misguided and conflicting directives to industry on a daily basis. It is humiliating to interface with industry while they blatantly mock our unqualified management and antiquated procedures and policies.</p>
<p>We need supervisor's that can lead and guide us into a good equal work place. Supervisor's need to stop letting favorites control.</p>
<p>when people complain about not enough communication, it's not that the all-staff meetings aren't good. what is missing is taking one extra step between 1. the CHO alone or the CHO and division directors making decisions about things and 2. going right to implementation. A lot of things have been tried here before and a lot of long-time staff members have institutional knowledge - such as, we tried that before and here are the obstacles or the problems that need to be overcome to make it work. Or this is why we gave up. etc. Wouldn't it be better to know those things before embarking on a new plan? It's as if the managers and supervisors opinions aren't worth anything. I think that's what frustrates people. Also, we seem to be discouraged from asking "why" about some of the decisions that have been made. Accreditation timeline comes to mind. the answer isn't stated as such, but the only explanation that makes sense is "because I said so" which is not very appropriate. Senior management should welcome the opportunity to answer why questions. Finally, I think a lot of people are burned out. we still lack prioritization and things just keep getting piled on. Of course other things get delayed and we make more mistakes. Hopefully accreditation will help fix this. thanks for the opportunity to respond to this survey.</p>
<p>While I feel that I am supported by supervisors and managers of my division, I do not feel that I am supported by <span style="border: 1px solid red; padding: 2px;">Redacted</span> In response to complaints by industry, <span style="border: 1px solid red; padding: 2px;">Redacted</span> has been quoted as publicly stating that employees show "poor judgment" without even taking the time to ask the employee about the situation. On multiple occasions <span style="border: 1px solid red; padding: 2px;">Redacted</span> has made comments and/ or inquiries concerning industry educating employees or providing training to employees on topics that are directly related to the employees jobs, implying that employees are not adequately trained to do their jobs. These kinds of comments/ statements undermine our authority in the community and make it difficult to gain compliance from some operators. At times, <span style="border: 1px solid red; padding: 2px;">Redacted</span> responses to employees' questions have been inappropriate and discourage open dialogue between employees and management. Specific questions have been treated as a challenge to the director's authority. For</p>

example, at a recent staff meeting, staff was given a directive and when they tried to ask questions , rather than answering the questions posed, the director yelled at the entire room and said that she would no long be talking to employees directly but would only speak to their supervisors in the future. Finally, on multiple occasions, industries interpretation of the directors comments and answers to questions have differed significantly from what the director relays to employees. Since employees, including supervisors and managers, have been discouraged from attending or staying at some to the industry meetings, it is difficult to explain to industry the reason for the difference in interpretation.

With the current leadership, I would not recommend someone to come into this challenging environment. I question job stability and willingness of the administration to really listen to the concerns of the employees.

Yes, because the pay is good in comparison with other jobs but I would have to warn my friend that I haven't experienced the sense of team here. It's just people trying to do their job; a lot of them try to push their work onto others and won't help their colleague even if they have time to waste.