

Culture

- Negative responses on PRC –
 - We are not following Hay method any longer,
 - no one has been trained on how to write job descriptions so all the descriptions are written differently (lack of consistency in the basis for evaluation)
 - Many people’s jobs were devalued through PRC...and we don’t know why
- Negative responses on pay
 - Pay scale and lack of funding raises per advice from salary surveys, creates greater turnover
 - Starting wages are bad – we are nowhere near market for pay
 - Misrepresented pay ranges at time of hire
 - People get hired in at levels higher than people who have been here longer
 - Wages NOT competitive
 - After 20 years we’re retiring under the midpoint
 - Lack of competitive pay
 - Haven’t had a COLA for 5 years
 - When I was hired, I was promised COLA adjustments every year...haven’t seen that
 - Turnover due to pay is incredible
 - Poor construction of pay ranges and inability to promote up pay scale, cannot get past midpoint
 - Turnover is so expensive...a pay increase may cost less than the ongoing turnover
- Don’t have the training and tools to make my workplace safe
- Commissioners
 - devalue employees – send messages that devalue employees
 - have no interest in the welfare of their employees
 - convey that employees are disposable
 - care less about employees than office décor (reference to remodel)
 - employees are numbers that can be replaced
 - focus more on themselves and people that put them in office
 - Tell us that if we don’t like the pay or benefits, we can be replaced
 - Employees don’t trust the commissioners
 - Rude
 - Compared employees to “nothing more than glorified pizza workers” or that any Pizza Hut employee could do the work
 - If they would show some kind of loyalty to their employees, it could help retention
 - Won’t care about the survey results
 - The commissioners don’t interact with employees in other offices
 - Never ask to talk to employees
 - Focus only on the bottom line and not the employees
- Employees
 - are treated as though they don’t know anything or cannot understand anything
 - are treated like a liability
 - Long term employees not appreciated
 - No incentives, not enough “atta boys”, no focus to retain long term employees
 - I’m embarrassed to tell people where I work
- Morale the lowest in years...and it was bad before
 - Created culture of fear and mistrust
 - No pay increases and increased medical costs are morale negatives
- Fear
 - of firing for no reason at any time –

- complaints of at-will (Mention of implied contracts and employment law)
 - told that our jobs should be considered temporary
 - People being terminated from their jobs without an explanation
 - We are told NOT to talk to HR about our concerns
- PTO is a morale buster
 - It is perceived as a reduction in overall time off
 - You're taking away something I earned
- Funding – Commissioners fund useless organizations rather than important ones
- No trust of confidentiality of survey results
- Favoritism is significant
 - Nepotism is common
 - “Golden children” are treated better
 - Policies seem to be applied to one person but not another...how is that fair?
 - Some people take long breaks and even damage things and don't get into trouble
 - Performance appraisals are biased
 - Pay increases and promotions are often seen due to relationship with manager
- County is training ground for people to leave to other employers
- Perception of benefits and perks being taken away
- Poor leadership and professionalism in the County
- County does not actively work to attract diversity
- Managers are out of touch with what is really going on in their department
- Changes in the county are heard via news rather than internally
- Trust is low for managers
- Elected officials and departments are not consistent
 - Poor communication between the elected officials
- You should make the County an employer of choice
- County environment is bigoted, sexist and homophobic
- Unfortunately, many stereotypes of county employees are true – lazy,
 - People don't contribute anything and it's acceptable!
 - People who are incompetent are holding positions they don't deserve
- No avenue for reconsideration of department head decisions
- I can't get rid of people who don't pull their weight
- Harassment/discrimination
 - Situation reported of ongoing harassment
 - “too male and too white”
 - Being a woman in the department is difficult
- Positive
 - Very proud to say that I work for the County – a dream come true
 - Enjoy working for my boss
 - County has been wonderful to me

Department

- Quick to tell what you did wrong and slow to praise
- No concern about employee burnout
- Asked if we are proud to say we work for the county, but policies say we cannot say we work for the county
- Favoritism makes it a terrible place to work
- Managers feel that we are replaceable
- County has deteriorated over the past few years
- I had a commissioner say that employees in this department should make the same wage as his pizza drivers. Very insulting.
- Morale low...causes rumors and hatred among other employees
- Our elected official doesn't even know our names
- Expression of appreciation to work in a homogenous environment (and not PC diverse)

Job Satisfaction

- I love the work that I do
- We deal with a lot of crap and get paid crap
- If I can find something that pays more I won't hesitate to take it
- Looking for another job crosses my mind daily
- Why go out of the way when we don't have commissioners that support the department
- Low confidence about job security.
- Employees have no rights
- Employees are afraid to be friends or voice their opinions for fear of losing their job
- I love my job EXCEPT for the pay
- Great job, great people
- Love working for my department and elected official
- Love my job, but I'm on food stamps just to make it
- I've never seen workplace morale this low
- No incentive to do more than the minimum
- The low pay makes me wonder how so many people can remain employed here
- People don't even know their job descriptions
- People get rewarded for bad performance
- It's not a healthy environment
- The county is no longer a place where people want to have a career
- Most employees do a good job
- No reward for going beyond
- Divisions and departments don't usually work well together
- I don't feel good about my job security
- Not a healthy work environment
- I have to work harder than the males because of my gender
- I see coworkers terminated at will for NO reason
- County is not willing to pay a fair wage for experience and dedication to my job

Senior Leadership

- Applaud the survey – thanks for doing it
- Don't trust that much will be done with the results
 - History shows that not much will be done as a result of this survey
 - Any feedback I add will surely be ignored and tossed in the garbage
 - I know commissioners won't give a damn about this survey
- Not confident in decision making of Commissioners
- I don't have high hopes for the commissioners or the county under their leadership
- Ethical and responsible behavior varies among elected officials
- One elected official said that KC employees have the mental capacity of a pizza delivery guy
- They don't pay employees what they're worth
- The very public dismissal of a long term employee was boneheaded
- Don't feel the decisions made by Commissioners has the best interest of the County or its employees
- I don't agree with changing policies that may result in lawsuits
- Commissioners shouldn't fix rules that aren't broken. No problem before with our paid time off, so why try to put in PTO?
 - Don't trust the PTO proposal
- Commissioners lack basic leadership skills
- Most elected officials are OK. I have seen several elected officials bend the rules as they see fit (this is not ethical or responsible)
- Elected officials will probably be shocked to see anything negative from the survey and they won't make any changes to the County work environment
- Each elected official views their department as an entirely separate company from all other ones as opposed to a single county entity. This makes some elected officials not want to work with others and it is detrimental to the County.
- Elected officials have ignored instances of hostile work environment
- Employees are clearly not considered in decisions
- Nothing but a negative attitude directed to employees by commissioners
- Commissioners
 - Don't give us any reason to stay at the county
 - Ask for our opinions and then don't listen to them
 - Imprudent leaders
 - I have seen some good from the county leadership
 - They seem to want to help the general public, but not the employees
 - Commissioners are dictators
 - Wish the commissioners would seek information from employees on decisions that affect us
 - Commissioners tend to be acting more like managers than leaders
 - If I were valued, the commissioners would do their best to retain quality employees...but they don't
 - They do a study, but then don't implement the findings
 - Fear of "rocking the boat" for fear of losing their job
 - While I respect my elected official, I don't respect the commissioners
 - Don't care about employees as a whole
 - Compared to pizza workers – a dime a dozen
 - One elected official has pet departments and tends to hold grudges against those who oppose her
 - Human element is missing
 - Each BOCC has his/her own agenda
 - Need to come spend time with people before making decisions
 - Never follow through on promises

- Never come down to talk to us and associate with us
- Commissioners out of touch with those who don't live in CDA
- This group of commissioners sets themselves apart like an executive club, setting themselves apart from employees and other elected officials
- Disconnect between BOCC and other elected officials
- BOCC needs to get out of the office and see what the reality is where the rubber hits the road
- Stop wasting money on salary surveys you won't listen to anyway
- Employee morale and retention should be the top priority
- I have been discriminated against and the target of a personal vendetta in my department
- With the way the county is being run, I fear that I won't make it here until retirement
- Elected officials
 - The only elected officials who would have positive marks in this section is the Sheriff
 - County officials do not respect us as employees
 - I hope commissioners and other elected officials will take negative feedback to heart
 - There is no empathy for employees
 - Elected officials don't take advice well
 - I respect the officials, but not their decisions
 - Elected officials butt heads and the employees pay the price
 - Elected officials don't pay attention to anything we want...they are not listening to the employees. They make decisions that affect us without any input from us.
 - I respect some elected officials, but not all of them
 - Feels like elected officials don't give us the respect that they want from us
 - I think they're honest and ethical, but lack leadership
 - Double standards used by elected officials
 - There is no true oversight over the county. Elected officials are free to do whatever they want with little regard to the county as a whole. We have 7 individual kingdoms instead of a unified body of government. This is impacting us more than ever.
 - I've given up hope on the county's leadership leading us in a positive direction
 - Hard to lump them all into one evaluation because they are so different
 - Some seem to work for the public as a whole, others seem to work to support an ideology regardless of the public's majority views
 - Some elected officials and senior leaders lack common sense and decision making abilities
 - Elected officials are the reason the county has a horrible morale and such negative workplace right now. Choices they make are not being made to protect and help employees
 - Individually the elected officials have leadership skills. But those are morphed when they get together and the total leadership approach is ineffective
 - This section does not effectively evaluate the elected officials. You cannot group them all together
- I have no faith in problems getting fixed in the workplace
- Wages are way too low
- We've spent lots of money on salary surveys but nothing results from it
- I don't believe that information in this survey will be kept confidential
- Not the time to be talking about a parking garage
- Some people in authority abuse that privilege. Some officials have created a dictatorship. They force people to resign through intimidation. Creates a negative atmosphere in this department and affects the whole county.

Direct Supervisor

- If you hire a specialist, they have knowledge to do the job...so ask them for their opinion and let them do their work
- Input – in one ear and out the other
- Evaluations are done once a year and do nothing for the employees
 - Evaluations are meant to find fault. Often they are the first time we hear that there is anything wrong with our performance
 - We're not rewarded for our performance
 - Supervisor provides minimal feedback. We do goal setting, but I only hear about the ones not met. I would prefer to have quarterly evaluations, make them more flexible
 - I get evaluated by someone who isn't even my supervisor
 - Mean nothing. Poor ratings mean nothing and excellent ratings means they're doing their jobs. Employees can get poor marks and still keep their jobs. They are not done in a timely manner (mine is overdue by months)
 - Process is flawed. There's no way to challenge the accuracy of the assessment
 - Goal setting process is nonexistent
- Feedback poor
 - Very little, if any, recognition for what is done well
 - Feedback? I rarely get a "good morning"
 - All feedback is one sided – you cannot disagree with anything
 - Employees need to be recognized for going the extra mile
 - No feedback on our professional progress
 - No recognition for things such as bravery and heroism in the line of duty
 - Only given when mistakes are made
 - Only at time of annual review or when I'm late by two minutes
 - Very little feedback on positive job performance, lots on critical or negative performance
- Any ideas or feedback are shot down
 - New ideas are shot down and even met with hostility
 - My supervisor doesn't want my feedback
 - No concern for our opinions or ideas
 - We cannot disagree with anything written even when the supervisor is wrong
- Good supervisor
 - Current supervisor great
 - Supervisor does a wonderful job with what she has available
 - First level supervision does truly care about employees
 - My direct supervisor is beyond compare
 - I respect my direct supervisor
 - One of the finest I've ever worked for
 - Willing to listen, cares about each team member
 - Hard working, talented, intelligent, and compassionate
 - They are the only reasons I have not left the County yet
 - Good person, good employee, vast wealth of knowledge...but needs improvement in management skills
 - Good listener, willing to work through challenges
- Policies
 - Are created but not explained to the employees who are expected to carry them out. Supervisors are very secretive about changes in procedure and do not accept any input from employees directly affected

- Selective and favored enforcement of policies and procedures
- My supervisor can't handle situations at his level because of the County's mold on how to do things
- I would like to see us adopt standard operating procedures throughout the county
- Poor supervisor
 - I have just learned to shut up so I'm not a target
 - My current manager has no business managing even an ant farm
 - Supervisors may be too sarcastic, insensitive to employee problems, demeaning
 - Supervisors making annoying comments about taking time off (purpose for)
 - Supervisor is just waiting it out until retirement
 - "This is how we've always done it"
 - Previous supervisor (still employed here) was incompetent
 - No consistency
 - We may have supervisors, but we don't have leaders
 - Middle managers are chosen based on loyalty, not competency
 - Managers need to learn how to work with employees
 - Has great technical knowledge and can manage projects. Lacks any management skills
 - Manager doesn't think it through before sending ill-worded emails and memos
 - Department head is inept
 - My manager shouldn't even be in management
 - Can't believe my supervisor is still employed. In the past month, she's made several people cry and quit their job. I'm ashamed as a taxpayer to have her as an employee.
 - My manager should have set hours like the rest of us in the office
 - Needs work on overall communication skills
 - Promoting unqualified supervisors is a morale killer
 - When she is stressed, it comes out on the employees. Her tone and condescending manner is seen and heard by everyone.
 - Not interested in anything outside of their immediate office
- My issues are not with my current supervisor. They are with the BOCC
- Dress code is administered unfairly – some get into trouble for wearing things while others don't for the same attire
- Because of the flexibility I receive, I try to give 110% back to the County
- Favoritism
 - By supervisors to ones who don't perform well because they are buddy-buddy
 - Some will always be able to get away with things while others cannot
- Females have to work a lot harder because they are few and far between
- I've seen only one supervisor in the past few months
- Decision making
 - Each level does not trust the one below it, so all levels need to be involved to make a decision. Very inefficient
 - First level management is powerless to think independently...that filters down to the rest of us
 - Thinks he has to make EVERY decision, which bottlenecks the entire department
 - Lacks common sense and ability to make decision – resulting in wasted time and money
 - Chain of command is all there is. No room for out of the box thinking
- Needs help on communication skills
- A change in MY employment is the only thing that will remedy the situation

Pay & Rewards

- Insurance (negative)
 - concerned about future if I become ill
 - Families with only 1 child pay way too much for insurance – it's discriminatory
 - Employees have a heavy responsibility to maintain level of benefits
 - Benefits get worse and cost more
 - Fix the deductible on the insurance and go back to the \$20 copay
 - It's poor...if you need it, you can't afford to use it – you're wiped out financially
 - While I agree that I'm satisfied with benefits, I'm pissed that they're less than a year ago
 - Hard to get a hold of someone when I have questions (the insurance company)
 - Very expensive to have a kid under this health plan. It cost me \$3500 to have my child.
 - Prescription drug coverage is too confusing and requires us to use off brand drugs
 - Healthy Measures is an invasion of medical information and punitive in the form of higher premiums if one does not participate.
- Insurance (positive)
 - Grateful to have it
 - Benefits are adequate and satisfactory
 - Benefits are affordable, and the coverage and deductible are fair
- Pay
 - Tired of commissioners not giving pay raises. It affects our retirement!
 - We put our lives on the line...for \$18/hour
 - Should analyze fairly
 - It's a joke
 - Pay is not good here. It affects morale, retention and ability to hire good employees
 - Some can barely afford to live on their salaries
 - Benefits used to make up for lack of pay. Now they don't.
 - Civilian pay must get better
 - County won't adopt wage studies UNLESS it is advantageous to them financially
 - We're paid lower than surrounding government entities
 - No pay raise in 5 years
 - Employees not compensated for work they do
 - Stop paying for wage surveys...we're the lowest paid!
 - Pay doesn't reflect the value of institutional knowledge and professionalism
 - Spokane and City of CDA get much better pay than us
 - I can't live on these wages. I will never be able to afford a new car or live in a better apartment making what I do
 - I consider this job a calling, not an income. I could make 50% more in private sector
 - I am just now making what I did 13 years ago when I first started my career in a different state
 - Cost of living is going up faster than our pay, so we're losing money
 - No wonder people are jumping ship when they can get \$5.00/hour more to change.
 - Entry pay must be better. We're not attracting quality applicants
 - My low wages are going backwards and my life is not improving
 - Parity between patrol and the jail is unacceptable as the jobs are completely different
 - Love working here, but may need to consider other employment with better pay
 - If I were to get a divorce, I would have to live in subsidized housing because I can't even live in the cheapest apartment by myself on County wages
 - I'm barely surviving on my wages, and I don't live outside of my means

- This and the previous BOCC have done a disservice by not keeping up on the compensation system we implemented from Hay
- We are constantly losing quality personnel in all the County departments due to lack of pay and benefits. The BOCC has made KC a training ground.
- While I refuse to apply for it, I'm sure that a large percentage of employees qualify for public assistance
- Benefits (General)
 - Long term employees have seen a steady decline in benefits over past 10 years.
 - Loss of benefits makes people look elsewhere for work
 - Benefits are competitive, pay is not
 - They keep chipping away at health, dental, vision and vacation and sick leave
 - With changes in commissioners, how can anyone have a long-term vision or approach to benefits?
 - Cutting benefits does not evidence a respect for your employees
 - Vision benefits are poor
 - Why was the benefits fair discontinued?
- Classification
 - People are made exempt, and then work without overtime for nearly the same amount of pay as when they were non-exempt
- Retirement
 - PERSI - Great program
 - I would like more options to save such as savings bonds or a 401k
 - I'd like to see post-retirement health insurance for retirees and spouses
- Vacation/Sick leave
 - Stop telling us that PTO is better. Your employees keep telling you no. Listen to us. We like it the way it is. Stop trying to fix something that doesn't need fixed
 - One commissioner has made it a crusade to take away one of the biggest incentives we have
 - It's worrisome that commissions mention potentially changing the amounts employees can keep banked for sick and vacation time
- General
 - Benefits and pay were fine when I started to work here, but both have been reduced to the point that they are well below expectations
 - Retirement, vacation and location of the county are the ONLY things keeping me here
 - After the economy recovers, I will no longer be able to justify working here longer
 - Better pay and benefits would sure do better at attracting qualified employees
 - This category is a huge part of why morale in the County is down. Too many cuts or even just changes without getting sufficient feedback from employees
 - I feel that I should get a small stipend for not using the County's insurance since I don't cost them
 - I appreciate the Employee of the Month committee and their hard work
 - This place does not let people feel secure
 - The cutting of benefits and failure to reward employees only serves to satisfy a short budgetary vision and undermine the confidence and self-worth of the employee
 - It would be nice to have a short term disability program
 - Better life insurance program would be great
 - KC pay and benefits suck!
 - As a young person with no job skills, I'm happy the County has paid for several certificates for me
 - Commissioners took away all incentive programs (e.g., employee breakfast, wellness fair, etc.). They don't even try to get to know the employees...employees don't count for them
 - The recognition program seems inept. I see employees recognized for just doing the job they're paid to do.

Communication

- Although we are informed to go to HR if we feel harassed or discriminated against, I see individuals who speak up and are targeted, and then let go. People are willing to be treated unfairly for fear of losing their job if they speak up.
- Commissioner keeps telling us that PTO will be beneficial, but it takes hours away from us and he won't explain the benefits
- BOCC doesn't want employee feedback, at least not dissenting opinions
- Communication beyond the boundaries of the Assessor's, Treasurer's, and Prosecutor's Offices has proven to be disingenuous. Again, this is reflective of the character, conviction, and qualification of those elected to office and their appointees.
- Communication by the County has increased by use of e-mail from the Board. I would hope that trend will continue.
- The Kootenai County newsletters are wonderful. But do they really communicate what's going on or is it an afternoon article written to meet the publication schedule?
- The news of this survey is the biggest communication item yet and I'm hopeful that it will do some good.
- Communication is a big problem, everything is kept a secret and we are expected to assume what is going on
- Communication is encouraged as long we just ZIP IT and get by. Again no round table discussions to table ideals and uptake on new programs.....
- How can you say you encourage the sharing of opinions when you made most of the county 'At Will' employees. How can a person feel comfortable expressing anything but what the commissioners agree with? At will means 'without cause'. There are even county policies which direct the employee never to say anything critical of the county or its elected officials publicly. All of which contributes to a culture of distrust and hopelessness.
- I believe we are told what he feels 'we need to know' from his skewed point of view at the last minute possible. I believe we are not given the whole story on things that could directly impact us (schedules, pay rates...), things are sugar coated over in fear of the workforce getting upset, and we are not given information freely until the very last minute possible before things change.
- The BOCC only hears what they want to hear
- I feel like we're all on a need to know basis, and we don't need to know
- The KC way doesn't leave room for new ideas and suggestions
- Better communication is needed. Everything doesn't have to be a secret that is then dropped on us at the last minute
- I have to watch what I say due to policy
- I often find info about the happenings at the County from the paper, internet, and other employees
- I am concerned about speaking up about things
- BOCC doesn't communicate (that's a 2-way process). They dictate.
- Information is not shared freely
- Sharing my opinion means it goes in one ear and out the other
- The BOCC has made it clear that disagreeing with them means immediate termination or other discipline
- My direct supervisor is good at communicating. My director is not. Many BOCC decisions are made without any information being provided to staff.
- The changes to the social media policy violates my Constitutional rights to free speech...and it's an intimidation attempt by the BOCC
- BOCC makes lots of decisions without thinking about the end result

- My elected official shares information very well.
- We are often the last to hear about changes or things coming up. I heard about this survey from other departments...not my own. No way to feel comfortable sharing opinions for fear of being fired if they disagree with the higher ups
- Open communication has been stymied by the at-will policy
- Open communication is encouraged at the county, but not heard
- Many decisions are a great surprise to employees who have no ability to provide input
- The lack of communication interdepartmentally is astounding
- Too many memos that don't mean much
- Within the organization I work, I am comfortable that open communication is practiced and encouraged. However, I cannot comment on the County as a whole. It seems we, as employees, learn of things from the Commissioners' office after the decision is made. A prime example is as follows: Commissioner is working on developing a plan for PTO. Over 40% of the County Employees work under the Sheriff Office and yet commissioner does not have a representative from the Sheriff's Office. It seems as though the largest group being affected by something should have some feedback in its development
- You DON'T share your opinions at work. That has caused problems.

Training

- Larger training budget needed to allow for necessary training
- We see nepotism!
- As deputies, we don't train enough with live fire
- Without a college degree, I'm at a disadvantage to advance
- Training and professional development are encouraged and pursued at the Sheriff's office
- Funds are lacking for training
- Denied training for past 4 years...no money in the budget.
- How can the County offer career advancement when they don't even know the positions or offer competitive pay to do the job?
- I've been given opportunity to develop and grow my training opportunities
- Very little or no dollars available and additional training is not a priority
- County's attitude is to stagnate employees who have been here for a while
- I have not received the training or tools that I need to do my job well
- If you don't have money, you cannot get people the specific training they need to do their jobs
- KC does spend a lot of money on training in our department
- Lots of training available, but it's usually denied because the budget is empty
- My supervisor is excellent in providing training and development opportunities
- No resources to do our jobs correctly
- Positions are already filled before they open. People are pre-selected many times.
- The cost of training is substantial, but the payoff is worth it
- Training has been cut to the bone
- No training budget
- No clear path of development in my career
- Training is not important to my leaders