

Marathon County Organizational Culture Survey Results



2015



Laying the Foundation

Culture work is never done...





In this Department...



In this Organization...

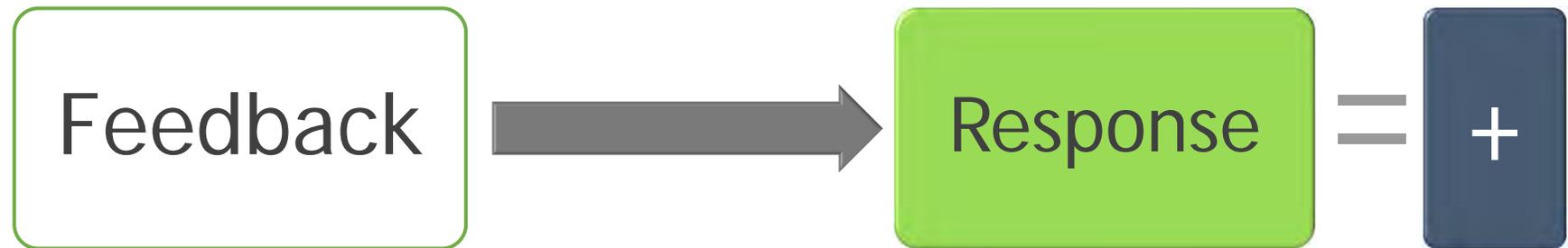


“Most people do not listen with the intent to understand; they listen with the intent to reply.”

--Stephen Covey

SEEK FIRST TO UNDERSTAND,
THEN TO BE UNDERSTOOD

Reacting vs. Responding



 Arrow = time to consider & choose options



Seek First to Understand

Try to avoid these barriers:

- Judging
- Confusing understanding with agreement
- Confusing listening with problem-solving
- Indulging the need to correct errors
- Blocking



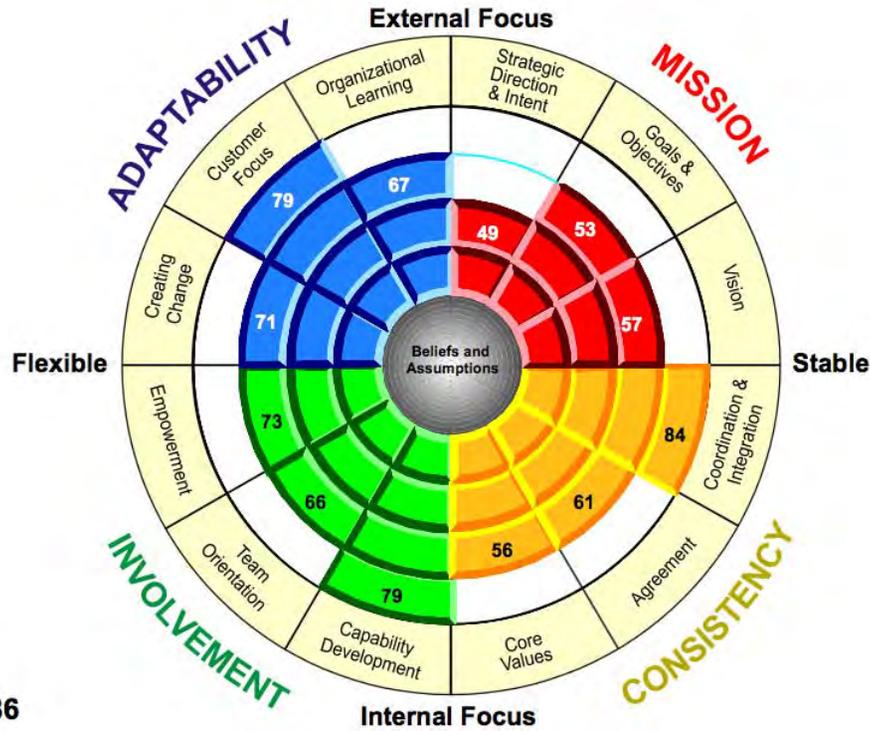
Results Overview



Overall County

88% RESPONSE RATE!!

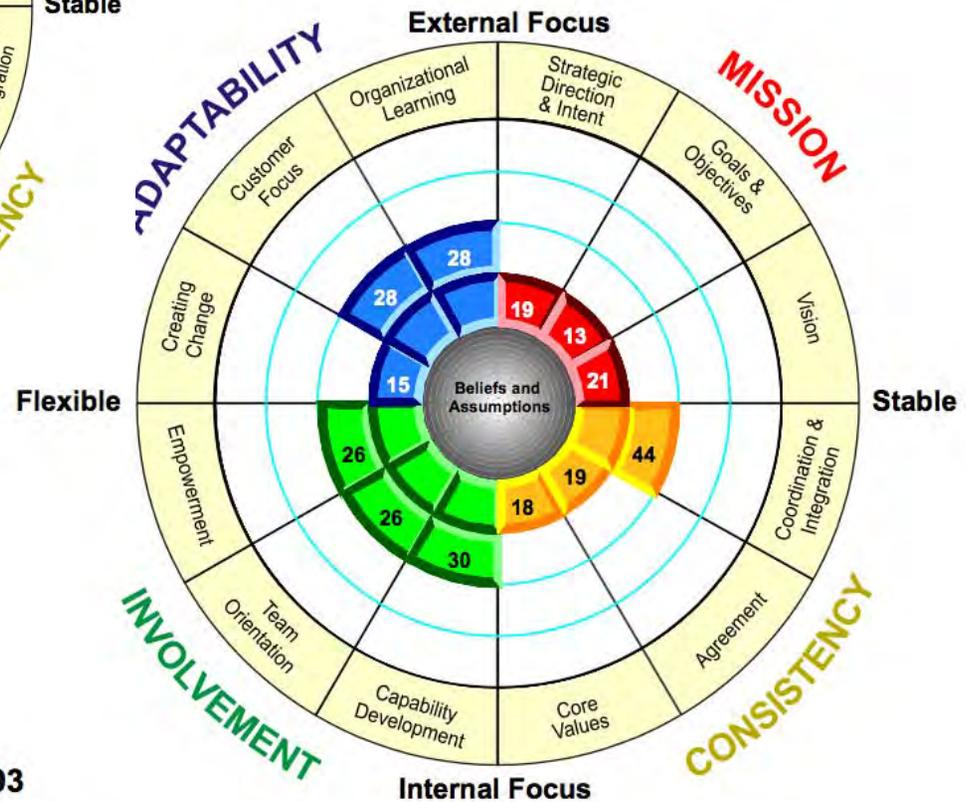
2012



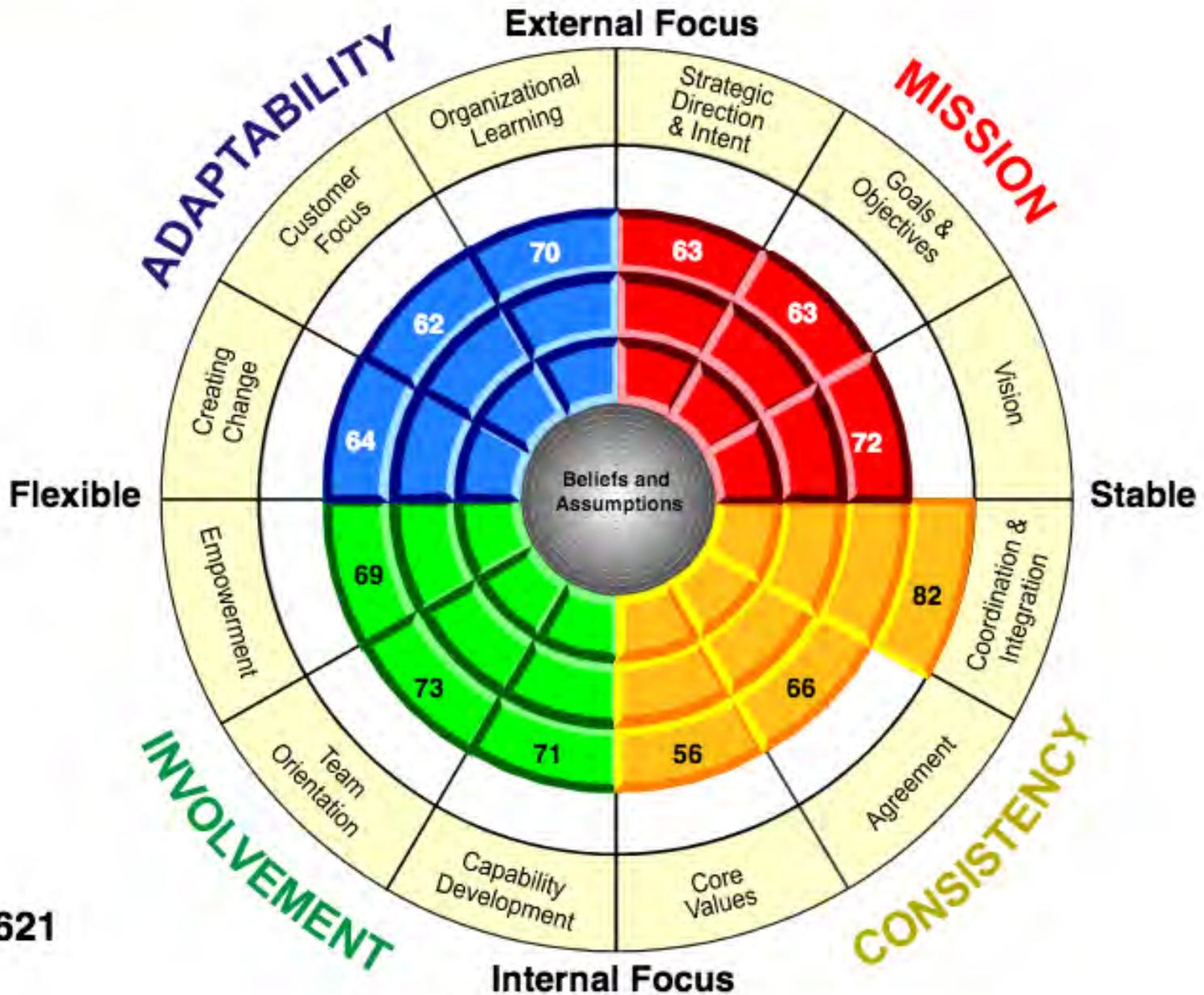
N=186

Importance of context!

2013

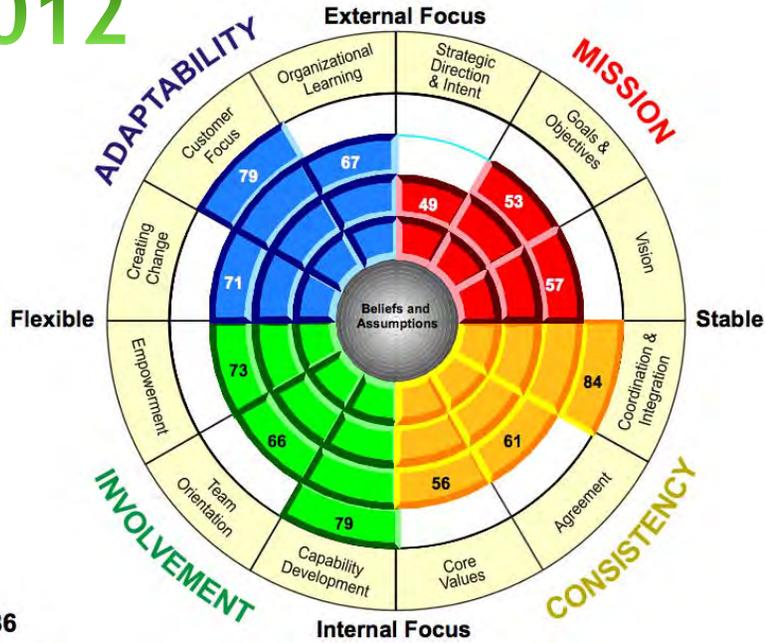


N=293



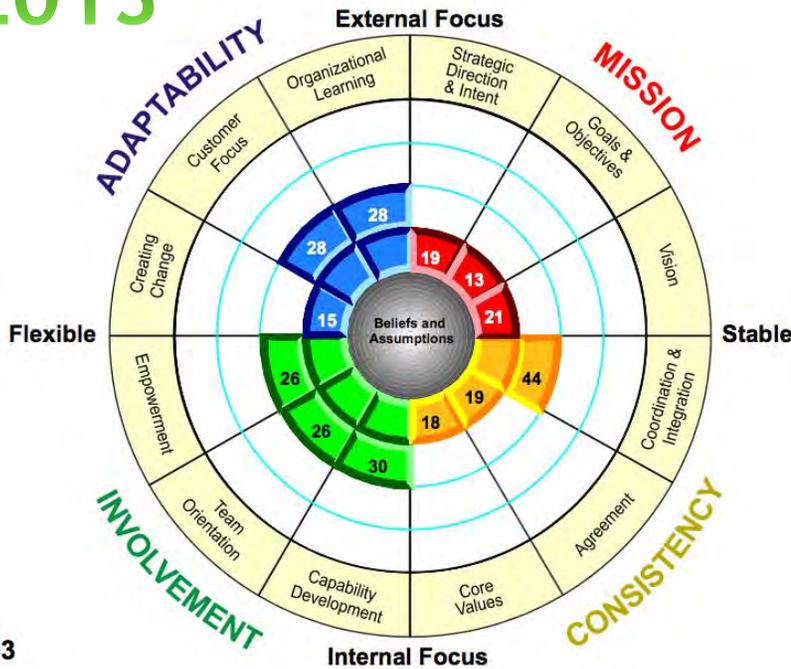
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2012



N=186

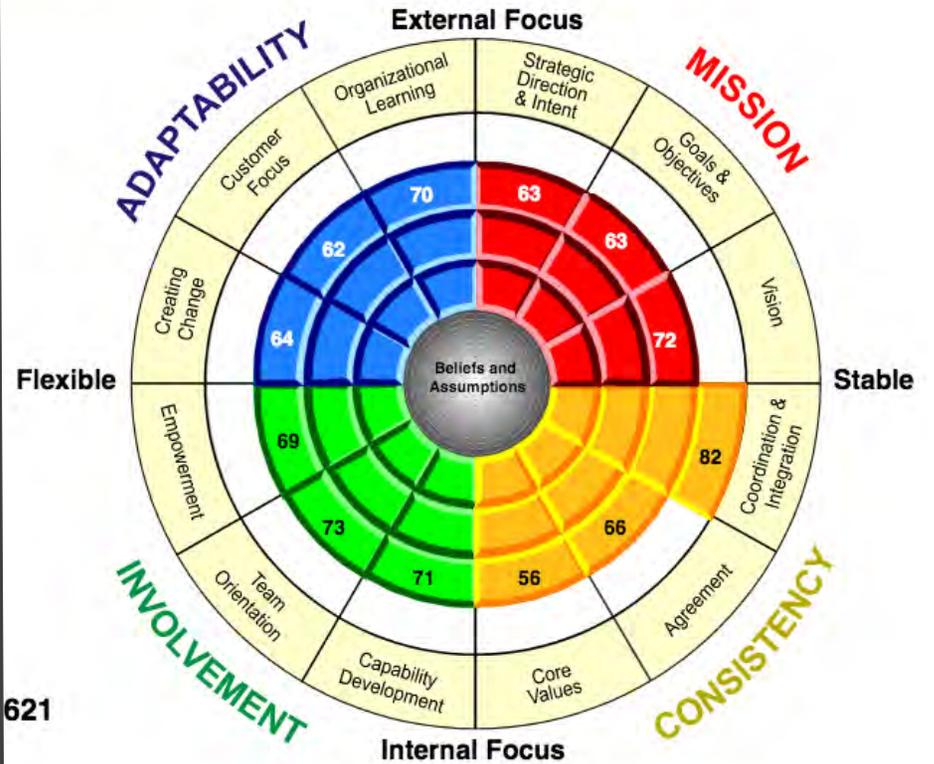
2013



N=293

2015

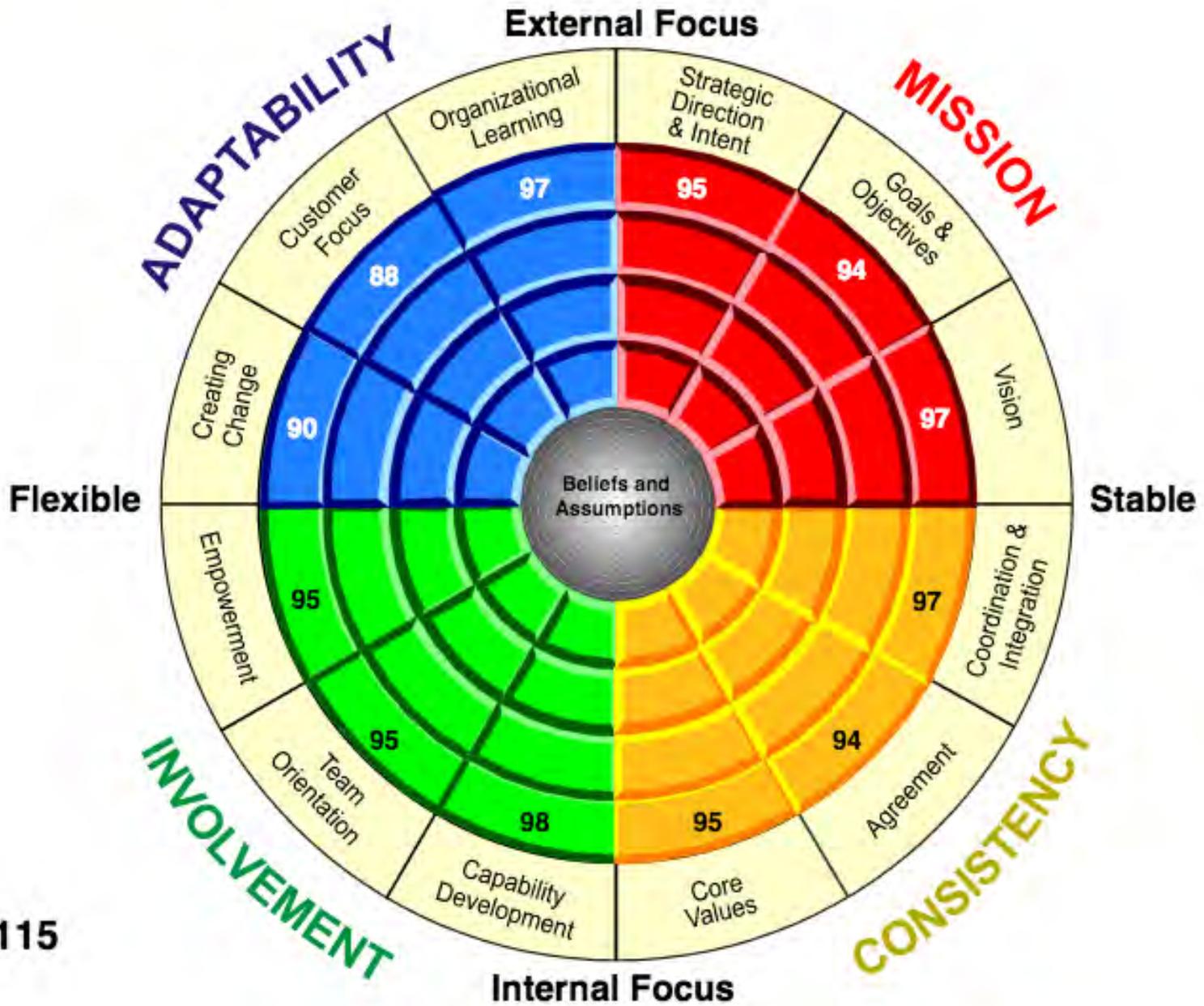
County: 2015



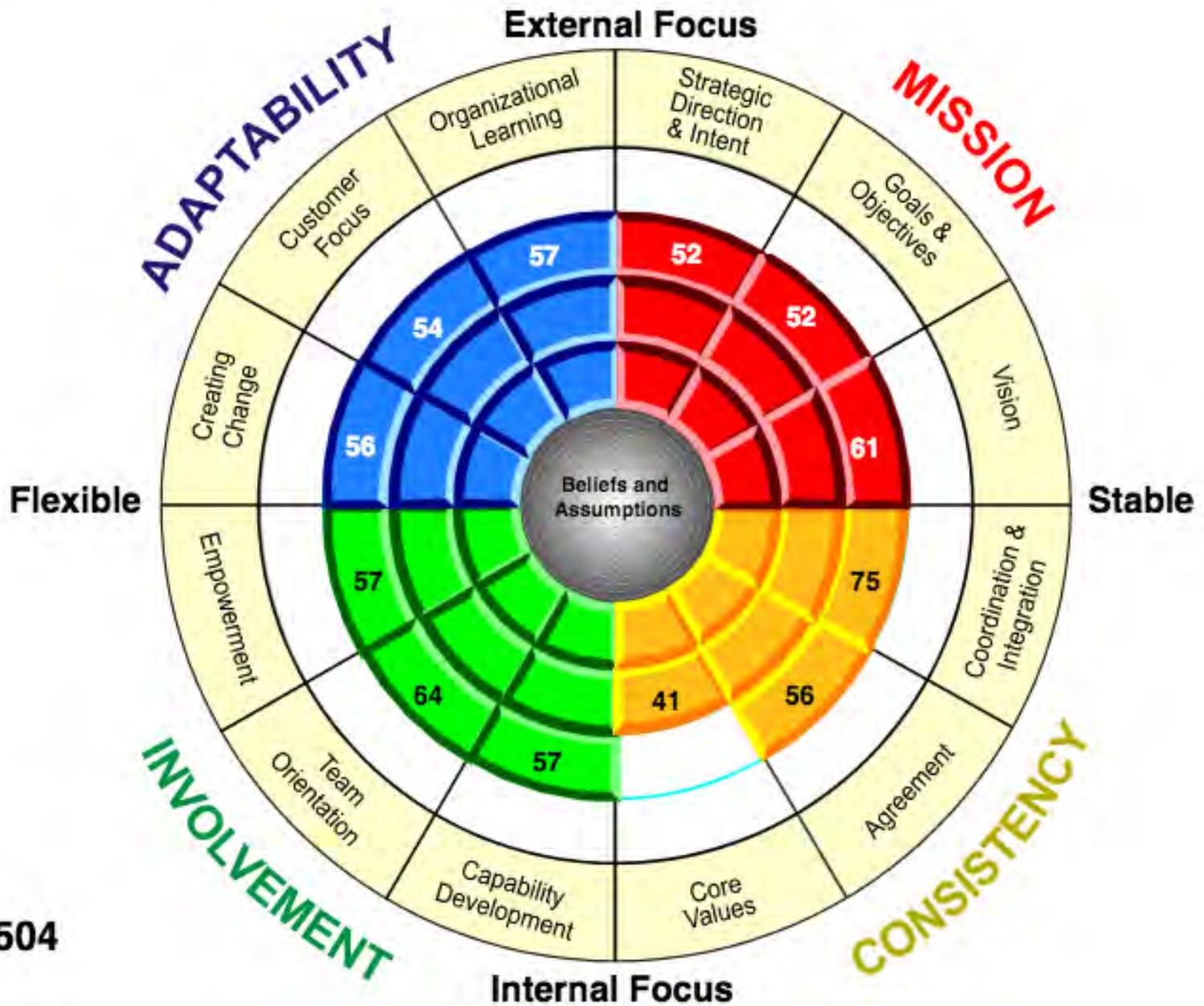
621



Management & Non-Management

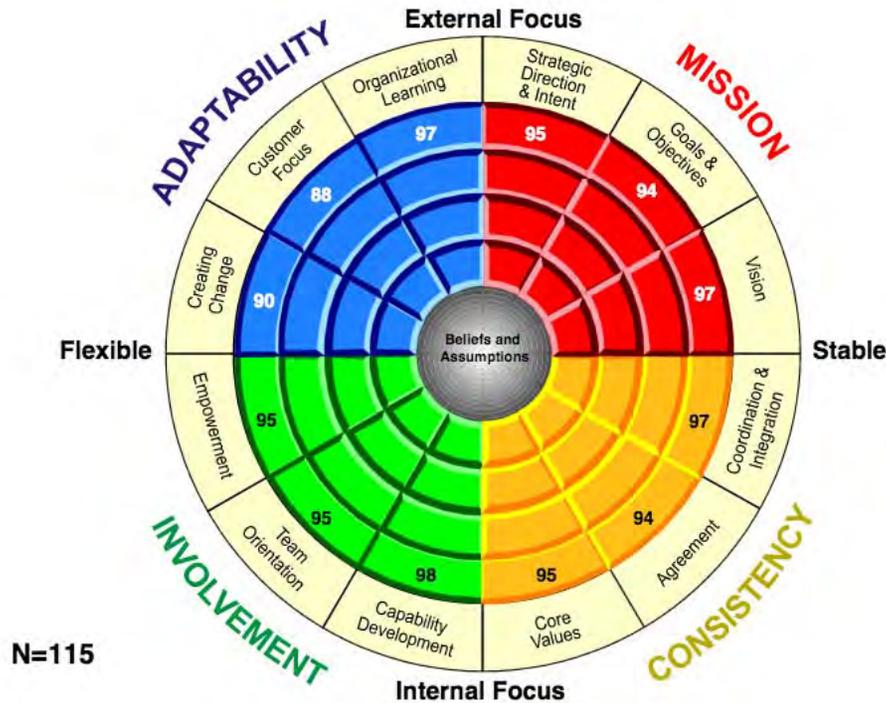


N=115



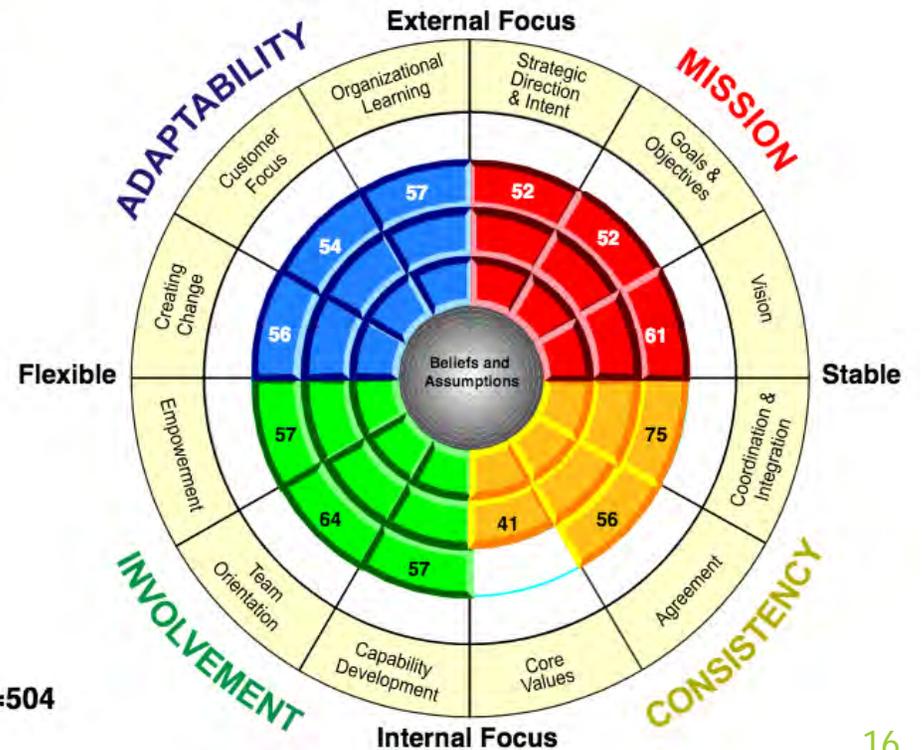
N=504

Management



N=115

Non-Management

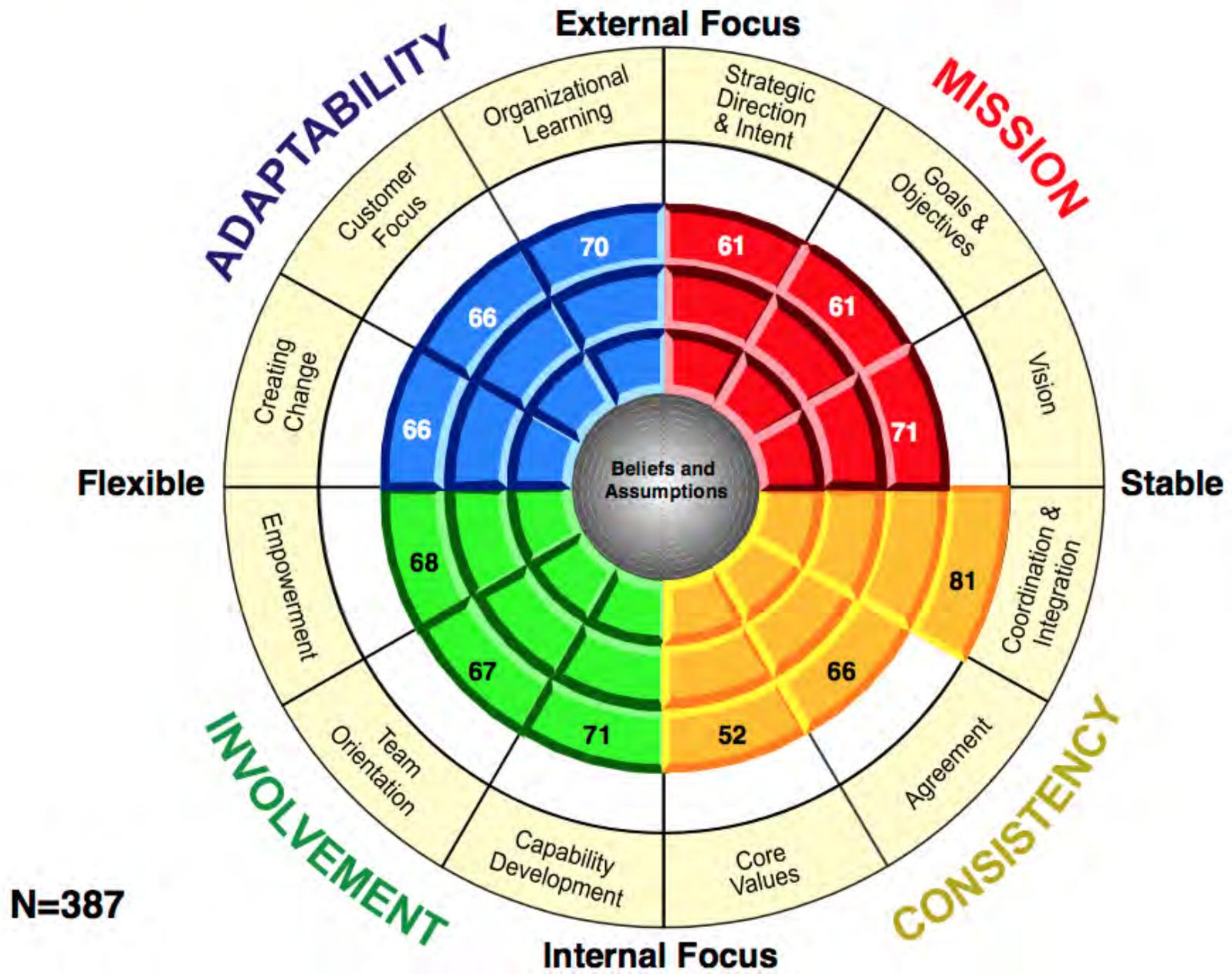


N=504

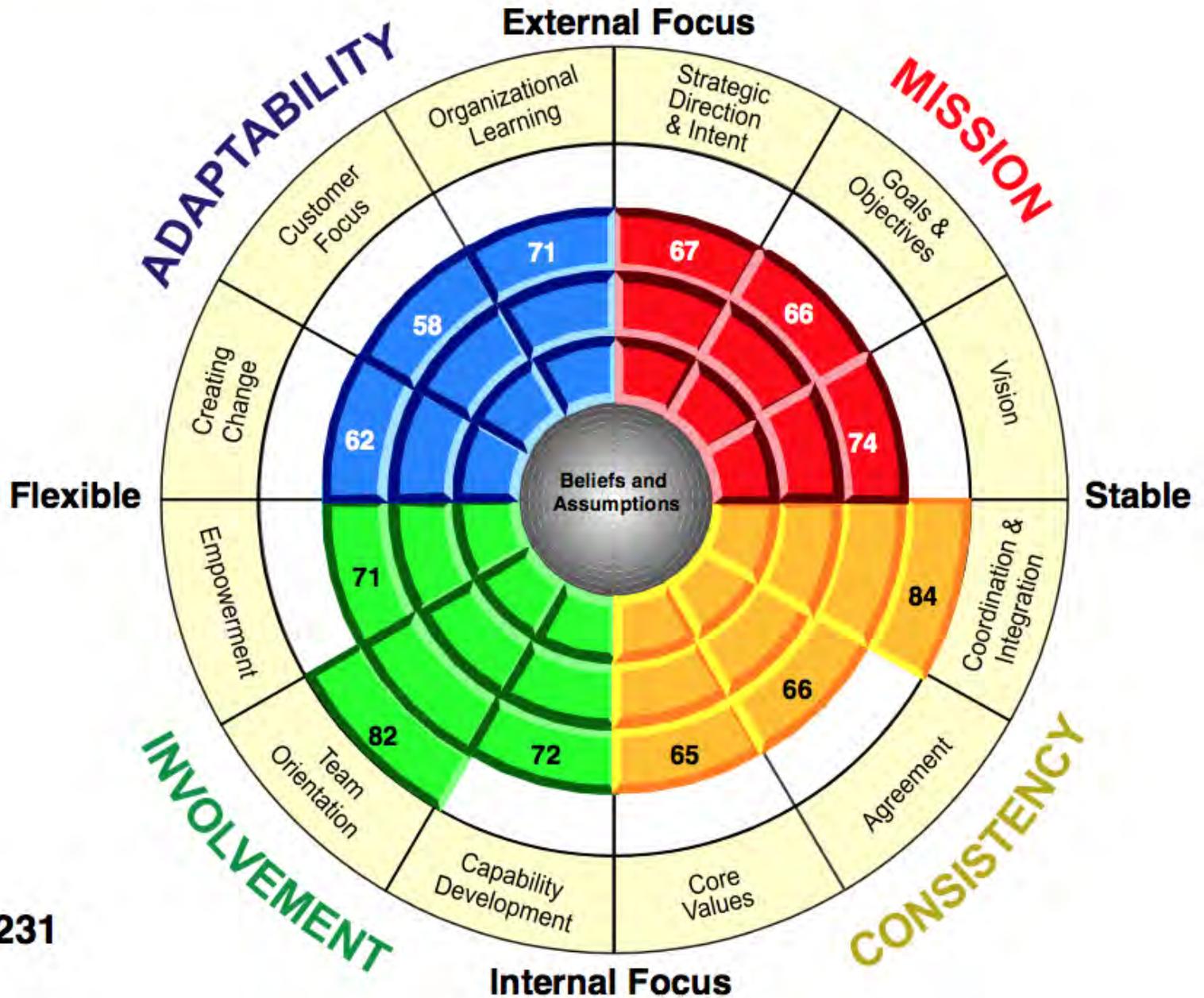


Employed 5 More/Less Years

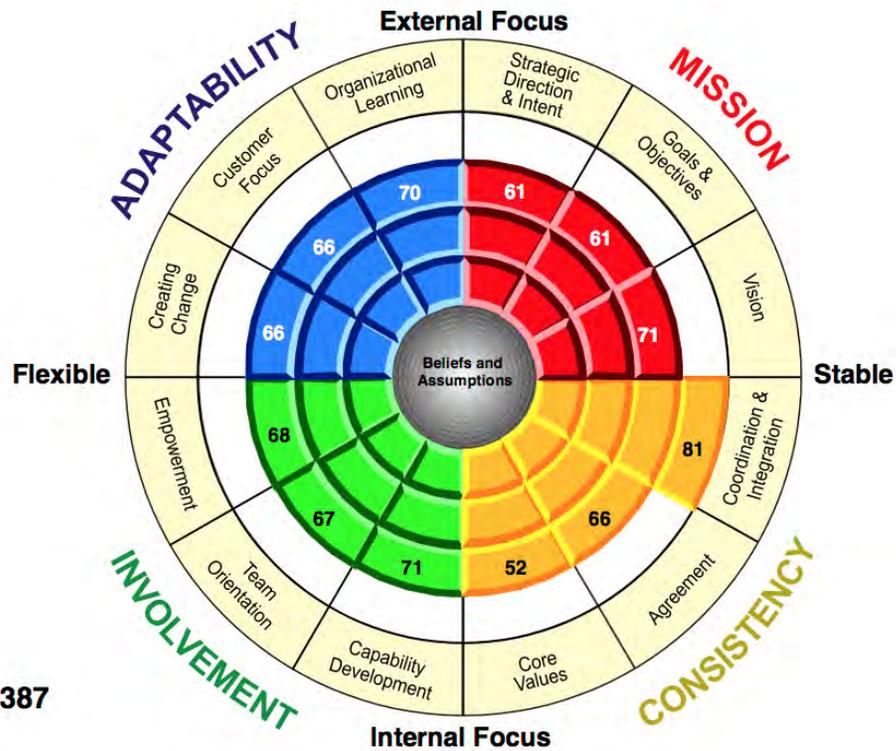
Marathon County: Employed by the County 5 or more years



Marathon County: Employed by the County less than 5 years

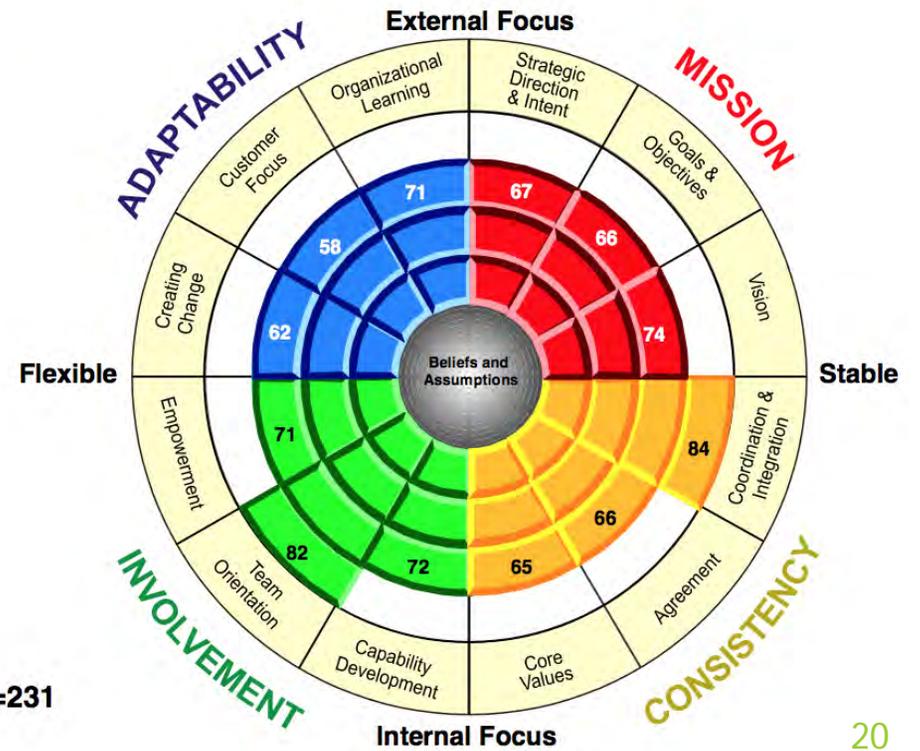


> 5 years



N=387

< 5 years



N=231

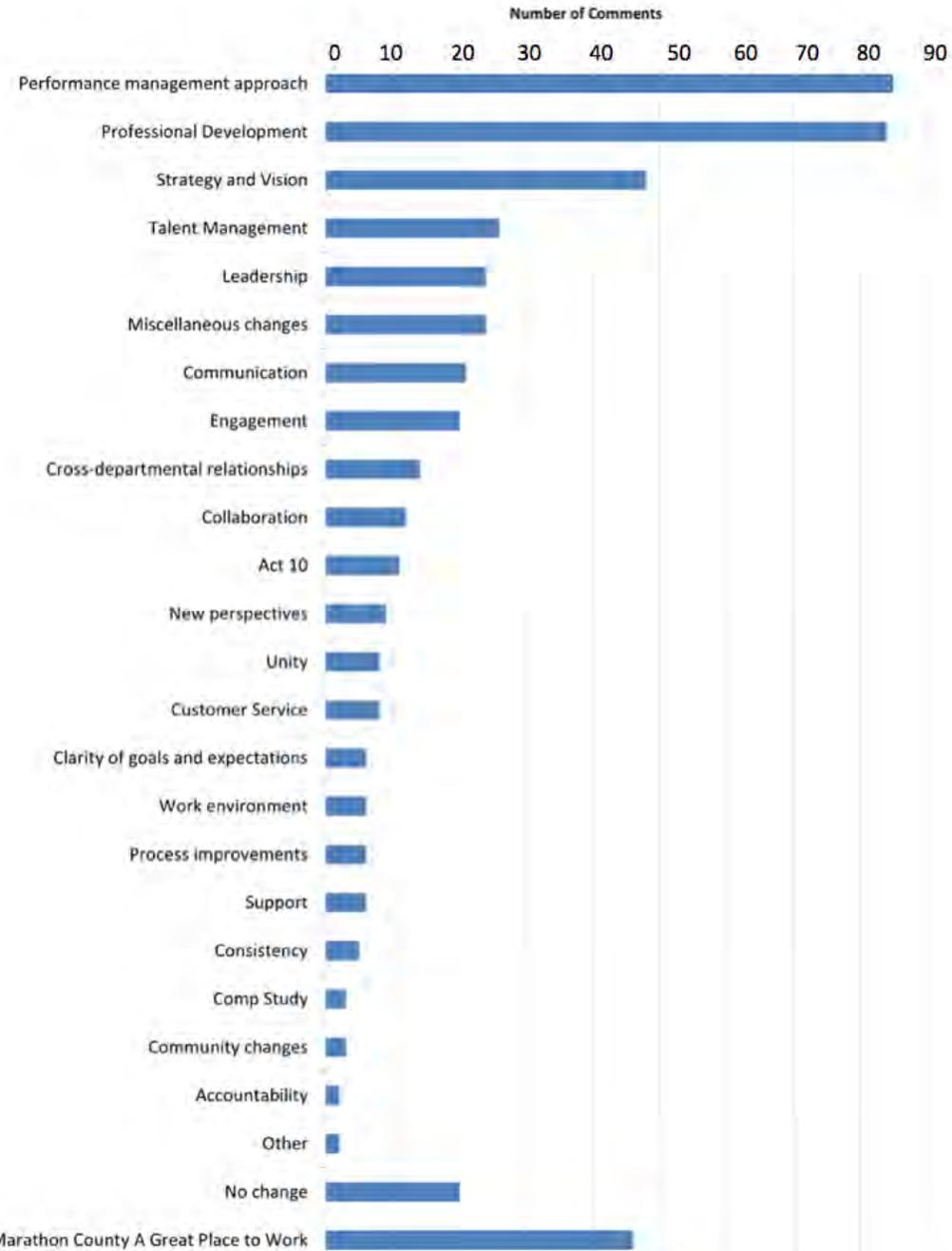


Open-Ended Questions

Themes & Take Aways

Q1

What recent changes have made Marathon County a great place to work?



Q1: Take Aways

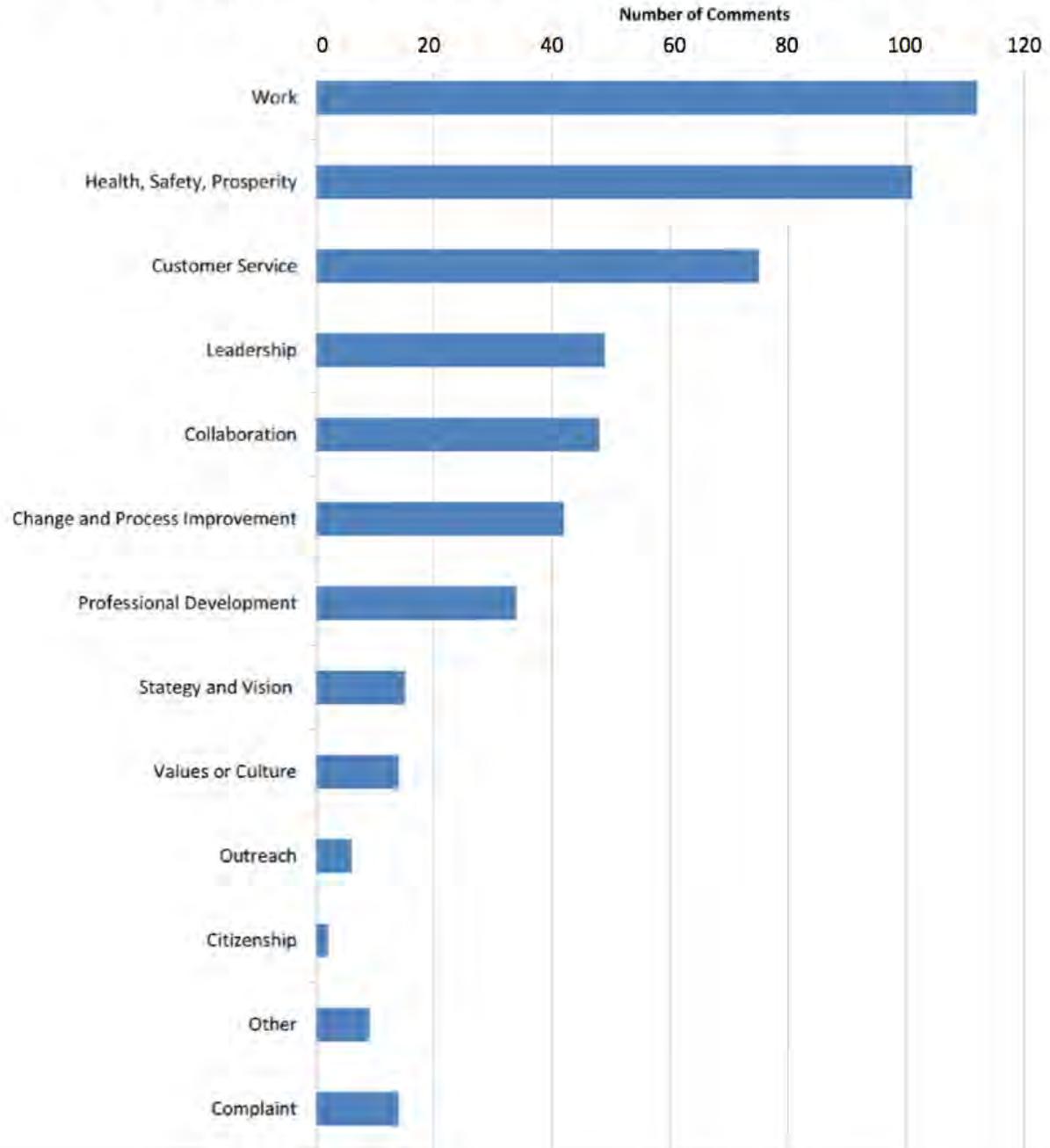
- P4P: Mostly positive, looking forward to it, statistically the highest response (85 responses); 2:1 ratio for positive to constructive comments
- Concern that moving forward the results could look different if people aren't happy with their raise (or lack thereof)
- Staff may be unsure of (or have forgotten) the four legs of the stool; because that's important for P4P success - need to discuss it consistently
- Positive comments around working with others
- It's important what people didn't say. Though many work in negative/difficult environments, their focus was on working with their coworkers (i.e., positive relationships with coworkers help mitigate the difficult work environments)

Q1: Take Aways (cont.)

- Appreciation for progression and innovation
- Sense of belonging and buy in to culture
- Understanding of team and direction whether or not it's agreed upon
- Yearning for and appreciating change
- Clear direction of change
- Positive changes in leadership (Sheriff's, etc.)
- Employee's able to talk about how their work contributes to mission
- Cross-departmental collaboration = better communication, things working easier, positive changes in leadership since LMDP and wanting that to continue

Q2

What are you doing currently to contribute to Marathon County excelling at being the healthiest, safest, and most prosperous County in the State?



Q2: Take Aways

- Few negative responses to this question.
- Split in responses:
 - Some talked about how their work supports certain areas of the mission
 - Other responses focused on their work but not necessarily connected to the mission
- Continue leadership training - has helped support a positive culture
- Still have work to do in connecting staff to how they support the mission; Opportunity: confirm connection/improve messaging around how each person's work contributes to the mission (2 groups indicated this)



Q2: Take Aways

- Given the way the question was asked, we got what we expected (perhaps different responses if question was “how does your work contribute”)
- Many people were able to connect to safest, healthiest, most prosperous
- A lot of pride, good examples of how specific jobs contribute to the mission
- Not all are bought in; stragglers see themselves as serving self first, community second

Q3

What is the most important thing the County could do to improve its service to the residents and visitors of Marathon County?



Q3: Take Aways

- Talent Management - desire to drive developmental training opportunities down to line staff (not just for supervisors); continue training and keep moving this forward
- People have pride in work; opportunity to better tell the story of the work that is going on in the County; use multiple communication methods
- Many comments on limited funds, need to prioritize services and then measure outcomes = put \$ where it can have the biggest impact on the community
- Need to be open-minded and not afraid to review our processes and make changes (i.e., LEAN)

Q3: Take Aways (cont.)

- People still holding on to some historical things; feeling like they are not being treated with respect; concerns with consistency in management
- Respect & trust between management & line staff still needs work
- Continuing to foster transparency and act on feedback is important and will contribute to point above
- Several things have empowered employees with a safe space to learn; to take on P4P and adopt new accountability measures
- Consider offering trainings - specifically customer service training (and identify who "customers" are)



Next Steps

- County-wide Organizational Action Teams
- Departmental Results
- Department Action Planning